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Question 1

You are in process of identifying and documenting the project roles and responsibilities and create staffing management plan. All of the following should be addressed when listing the roles and responsibilities EXCEPT:

- A. Competency
- B. Authority
- C. Responsibility
- D. Compliance
- E. Role

Answer: D

Question 2

Reserve analysis is a tool /technique in all of the following processes EXCEPT:

- A. Cost budgeting
- B. Activity resource estimation
- C. Risk monitoring and control
- D. Activity duration estimation
- E. Cost estimation

Answer: B

Question 3

Which of the following are NOT outputs of the Activity Duration Estimation process?

- A. Activity Duration Estimates
- B. Schedule baseline
- C. None of the choices are correct
- D. Updates to activity attribute

Answer: B

Question 4

Which of the following statements are FALSE regarding the project scope management plan?

- A. The project scope management plan describes how the project scope will be defined and managed by the project scope management team
- B. The project scope management plan specifies how formal verification and acceptance of the project deliverables will be satisfied.

- C. The project scope management plan is contained within the project management plan.
- D. The project scope management plan identifies the influence and interest of the stakeholders and documents their expectations
- E. The project scope management plan is an output of the Scope Planning process

Answer: D

Question 5

Which of the following statements are TRUE regarding various Activity Scheduling tools?

- A. PDM allows for conditional branching and iteration of activities
- B. PDM uses activity-on-node (AON) diagramming method.
- C. PDM allows for conditional branching and iteration of activities
- D. PDM uses analogous methods as an estimation technique.

Answer: B

Question 6

Which of the following can be used to determine what work is included in each work package for each of your team members?

- A. None of the choices are correct
- B. WBS dictionary
- C. RBS
- D. Project scope statement
- E. Project schedule

Answer: B

Question 7

Which of the following statements are FALSE regarding rolling wave plan?

- A. Rolling Wave Planning is a phased iterative approach to project development
- B. Rolling Wave Planning is a cost and schedule planning technique used in the Activity Definition process
- C. Rolling Wave Planning is the process of decomposing each work package within the WBS into the corresponding schedule activities required to produce the work package deliverables
- D. Rolling Wave Planning describes a form of progressive elaboration planning where the work to be performed in the near time is planned in detail at a low level of the WBS, while work far

in future is planned for WBS components that are relatively at a high level of WBS.

Answer: C

Question 8

Which of the following statements are FALSE regarding Expected Monetary Value Analysis (EMV)?

- A. EMV is a statistical concept that calculates the average outcome of project outcomes based on various assumptions and scenarios.
- B. Decision tree analysis is a type of EMV analysis
- C. EMV is a tool/ technique of Qualitative Risk Analysis
- D. EMV is calculated by multiplying the value of each possible outcome by its probability of occurrence, and summing them together

Answer: C

Question 9

Which of the following describes a group of related schedule activities aggregated at some summary level, displayed reported as a single activity at summary level?

- A. Work activity
- B. Control account
- C. Planning package
- D. Milestone activity
- E. Hammock activity

Answer: E

Question 10

Which of the following are NOT tools/ techniques of the Activity Definition Process?

- A. Expert judgment
- B. Decomposition, templates
- C. Rolling wave planning
- D. Planning component
- E. Schedule network templates

Answer: E

Question 11

You are in process of developing an approximation of the costs of resources needed to complete each schedule activity. Which of the following is the LEAST helpful input?

- A. WBS, WS dictionary
- B. Market place conditions, commercial databases
- C. Cost estimating policies/ templates, historical information, project team knowledge
- D. Schedule management plan, staffing management plan, risk register
- E. Activity cost estimates, activity cost estimate supporting detail

Answer: E

Question 12

Planning components are tools/ techniques of the Activity Definition Process. Which of the following are planning components?

- A. Rolling wave planning, decomposition
- B. Control account, planning package
- C. Milestone list, schedule network templates
- D. Control package, planning account

Answer: B

Question 13

You are in process of numerically analyzing the effects of identified risks. Which of the following are NOT tools/ techniques you can use in the process?

- A. Sensitivity analysis
- B. Reserve analysis
- C. Expected monetary value analysis
- D. Modeling and simulation
- E. Decision tree analysis

Answer: B

Question 14

Which of the following describes tool/ technique where expenditure of funds is reconciled with the funding limits imposed by the performing organization?

- A. Forecasting
- B. Cost reconciliation
- C. Funding limit reconciliation
- D. Reserve reconciliation
- E. Cost aggregation

Answer: C

Question 15

Which of the following situations will cause schedule activity duration estimates to directly influence the cost estimates EXCEPT:

- A. When resource cost rate information is unavailable from commercial databases
- B. When resources are applied per unit of time of duration of schedule activity
- C. When union labor with regularly expiring collective bargaining agreements are involve
- D. When seasonal cost variations are involve
- E. When project budget includes interest rate changes

Answer: A

Question 16

Which of the following statements are FALSE regarding cost-reimbursable contracts?

- A. cost-reimbursable contracts generally carry the highest risks to the buyer, as the total costs are uncertain
- B. cost-reimbursable contracts often includes incentives for meeting or exceeding project objectives
- C. cost-reimbursable contracts resemble fix unit agreements when the unit rates are preset by the buyer and seller
- D. cost-reimbursable contracts are contracts that involves payments to the seller for actual costs, plus a fee representing the sellers profit

Answer: C

Question 17

You have been hired as a project manager for a small local bank. The banks wants you to design and develop custom online bill pay software so that its customers can pay their bills online.

You are ready to begin the activity definition of your project. You have identifies the scope statement, the WBS, and talked with the SME's. In addition, for security reason, you have been informed that project team members must NOT have criminal history with the FICO score of 700 or above. In addition you've requested that the bank purchase the necessary transaction processing software, although the software is not yet available. What else do you need before you begin activity definition?

- A. Identify the historical information on previous projects
- B. Identify the activity attributes
- C. Identify the constraints and assumptions of the project
- D. Identify the activities lists
- E. Identify the milestone list

Answer: A

Question 18

You are the project manager at a software company developing the next-gen OODBMS (Object Oriented Data Base Management System). As software development can be very chaotic, your company has elected to follow a more rigorous approach to software development. Specifically your company has chosen to adopt the extreme programming XP methodology for your current software project. The XP methodology is highly iterative, and produces numerous deliverables include UML diagrams, architecture diagrams, prototypes and test-cases.

Assume you are in the Activity Sequencing phase of the project. Which of the following sequencing methods should you use to identify the logical relationships between tasks, so that the activities can be sequenced correctly?

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

Answer: C

Question 19

All of the statements regarding control accounts and planning packages are true EXCEPT:

- A. Control accounts and planning packages are tools / techniques of Schedule Development process.
- B. A control account is an assigned WBS level used to monitor cost and schedule performance of significant element of work.
- C. Planning packages reflect a future segment of work within a control account that has not yet been decomposed into detailed work packages.
- D. As work becomes more clearly defined, planning packages are converted into work packages.

Answer: A

Question 20

Reverse analysis is a tool/ technique in all of the following processes EXCEPT:

- A. Risk monitoring and control
- B. Activity resource estimation
- C. Cost estimation
- D. Cost budgeting

Answer: B

Question 21

Your project sponsor has asked you to produce a Risk Management Plan for your current project. Which of the following best describes how you should tailor the plan to your project?

- A. The plan must include the predefined risk management policies as they relate to the organization
- B. The plan must ensure that the level of details and risk management efforts are commensurate with the level of risk and importance of the project
- C. The plan must be predefined templates as defined by the organization
- D. The plan must include the predefined roles and responsibilities as they relate to risk management.

Answer: B

Question 22

You are the project manager at a manufacturer of electronic components. Your company had been a long time market leader in electronic components distribution industry. However, in recent years, the Internet has transformed the competitive landscape. As a result company's market share has been eroding.

Hence, your current project involves implementing the company's internet strategies to best exploit these altered dynamics and increase the company's market share. You commit to completing the project deliverables by this date. Which of the following BEST describes why this is the INCORRECT way to estimate the schedule?

- A. A network diagram should have been used to produce the estimates.
- B. The estimates should have been created by management.
- C. The estimates should have accounted for the market dynamics and timing requirements.
- D. The project sponsor should have been actively involved in producing the estimates.

Answer: A

Question 23

Reverse analysis is a tool/ technique in II of the following processes EXCEPT:

- A. Risk monitoring and control
- B. Activity resource estimation
- C. Cost estimation
- D. Cost budgeting
- E. Activity duration estimation

Answer: B

Question 24

Monte Carlo analysis is a form of what type of analysis?

- A. Critical path method
- B. Schedule compression
- C. What-if scenario analysis
- D. Resource-leveling
- E. Critical chain method

Answer: C

Question 25

You have been hired as a project manager for a small local bank. The bank wants you to design and develop custom online bill pay software so that its customers can pay their bills online. You are ready to begin the Activity Resource Estimation process for your project. Which of the following would you NOT consider when developing the activity resource requirements document?

- A. Resource availability
- B. Project management plan
- C. Resource breakdown structure
- D. Activity list
- E. Activity attributes

Answer: C

Question 26

A project schedule can be presented in various formats. All of the following are valid formats of the project schedule EXCEPT:

- A. Activity-on-node diagram

- B. Logic bar chart
- C. Time-scaled schedule network diagram
- D. Milestone charts
- E. Flow charts

Answer: E

Question 27

All of the following statements are true regarding the Activity Sequencing / Activity Duration Estimation process EXCEPT:

- A. Activity duration estimates should specify a single, specific duration, and NOT a range of durations
- B. Analogous estimation is a form of expert judgment that is used as a tool / technique in activity duration estimation
- C. Precedence diagramming methods are tools/ techniques of activity sequencing process
- D. Activity duration estimates are an output of activity duration estimates.

Answer: A

Question 28

Your project team has already created the WBS, developed estimates for the work packages, and sequenced the project activities using the arrow diagramming method. In addition, your team has applied resource leveling and schedule compression techniques on the project schedule. Which actions should be performed NEXT:

- A. Obtain approval of schedule
- B. Decompose the work packages into smaller components called schedule activities
- C. Develop activity resource requirements
- D. Initiate schedule change control
- E. Obtain acceptance of completed project scope

Answer: A

Question 29

You are the project manager responsible for developing a new hybrid engine for a major auto manufacturer. You are in process of developing the project schedule. In order to manage the uncertainty associated with the project schedule, you intend to do the following: (a) use average task duration estimates; (b) schedule backwards from the date a project is needed (to ensure work that needs to be done is done, and it is done only when it is needed); (c) place

aggregate buffers in the project plan to protect the entire project and the key tasks; and (d) use buffer management to control the plan.

Which of the following BEST describes the technique you are using?

- A. Critical chain method
- B. Resource leveling
- C. Decision tree analysis
- D. Monte Carlo analysis
- E. Critical path method

Answer: A

Question 30

Which of the following process involves determining project roles, responsibilities, and reporting relationships, and develops the staffing management plan?

- A. Manage project team
- B. Human resource planning
- C. Develop project team
- D. Acquire project team

Answer: B

Question 31

Three-point estimates are based on determining three types of estimates. Which of the following is NOT one of these estimates?

- A. Most likely
- B. Conservative
- C. Pessimistic
- D. Optimistic

Answer: B

Question 32

Which of the following statements are FALSE regarding project funding requirements?

- A. Funding requirements are derived from cost baselines
- B. Portions of management reserve can be include in each funding step
- C. The total funds required are the cost baseline plus the management contingency reserve amount
- D. Funding usually occurs in incremental amounts that are continuous, and hence appears as S-shaped curves
- E. Management reserves are not par of the project cost baseline, but are included in the budget for the project.

Answer: D

Question 33

Which of the following processes involves allocating cost estimates in order to establish a cost baseline for measuring project performance?

- A. Cost estimating
- B. Cost control
- C. Activity cost estimating
- D. Cost budgeting

Answer: D

Question 34

Which of the following statements are TRUE regarding various activity scheduling tools?

- A. ADM allows for conditional branching and iteration of activities
- B. PDM allows for conditional branching and iteration of activities
- C. PDM uses analogous methods as an estimation technique
- D. PDM uses activity-on-node (AON) diagramming methods

Answer: D

Question 35

Which of the following are NOT inputs to the risk identification process?

- A. Historical information
- B. Risk categories
- C. Risk management plan
- D. Risk thresholds

Answer: D

Question 36

Which of the following are NOT outputs of the activity duration estimating process?

- A. Updates to activity attributes
- B. None of the choices are correct
- C. Schedule baseline
- D. Activity duration estimates

Answer: C

Question 37

You are in process of identifying and documenting project risks. You are using various information gathering techniques to identify the project risks. All of the following are information gathering techniques EXCEPT:

- A. Diagramming techniques
- B. SWOT analysis
- C. Root cause identification
- D. Delphi techniques
- E. Interviewing

Answer: A

Question 38

Which of the following statements are FALSE regarding Monte Carlo analysis?

- A. Monte Carlo is used to determine potential project outcomes by simulating the project under different scenarios
- B. Monte Carlo analysis used expected value (EV) calculations as one of its inputs
- C. Monte Carlo analysis can be used during the Schedule Development and Quantitative Risk Analysis process
- D. Monte Carlo is simulation technique that can help quantify risks associated with the project

Answer: B

Question 39

You are currently the project manager at rapidly growing retailer of high-end electronics equipment. You have been tasked with the project of expanding business. You are currently evaluating opening retail stores in one of three US-based locations: New York, Seattle, San Francisco.

You have been told that the San Francisco market has smaller market potential, but higher probability of success. On the other hand, the New York market has a larger market potential but lower probability of success. And the Seattle market is in between. Your project manager has given you the following forecast. Which of the following opportunity is the BEST choice?

	Probabilities	Year 1	Year 2	Year 3	NPV
San Francisco	0.7	100	200	300	\$481.59
	0.3	(100)	(100)	(100)	(\$248.69)
Seattle	0.5	250	300	500	\$850.86
	0.5	(100)	(100)	(100)	(\$248.69)
New York	0.3	200	400	600	\$963.19
	0.7	(100)	(100)	(100)	(\$248.69)

- A. Either New York or San Francisco
- B. Seattle
- C. New York
- D. San Francisco

Answer: B

Question 40

You are in process of developing an approved project schedule that will serve as a baseline against which the project can be tracked. Which of the following is needed in order to complete schedule development?

- A. Requested changes
- B. Performance measurements
- C. Approved change request
- D. Schedule change control systems
- E. Reserves

Answer: E

Question 41

Supporting details for activity cost estimates should include all of the following EXCEPT:

- A. Range of possible estimates
- B. Description of project scope of work
- C. Documentation of constraints and assumptions
- D. Performance measurements
- E. Documentation of how the estimates were development

Answer: D

Question 42

Which of the following statements regarding WBS is false?

- A. To identify the major deliverables of the project requires analyzing the preliminary project scope statement

- B. The work package is the lowest level in the WBS
- C. A WBS from a previous project can often be used as a template for a new project
- D. Different deliverables in the WBS can have different levels of decomposition
- E. The WBS is an outcome of the Create WBS process

Answer: A

Question 43

Roger works for a manufacturer of automotive engines. He has been recently assigned to supervise and manage the manufacturing of a new model of diesel engine. He informs Roger that his new assignment will be to have 500 units of the new diesel engine manufactured in 60 days. Roger is currently in the process of analyzing activity sequences, activity durations, and resource requirements in order to develop the project schedule. Which of the following processes is Roger performing?

- A. Activity duration estimation
- B. Schedule development
- C. Activity sequencing
- D. Activity duration
- E. Activity resource duration

Answer: B

Question 44

All of the following should be included in the initial staffing management plan as part of Human Resource planning EXCEPT:

- A. Release criteria, recognition and rewards
- B. Compliance
- C. Work performance information
- D. Safety, training needs
- E. Staff acquisition, timetable

Answer: C

Question 45

You have been recently assigned to provide an accurate project schedule for a large construction company.

Your lead engineer has given you the following estimates for several critical path activities. Your stakeholders want you to commit to a completion date for these critical path activities. Which of the following statements are true?

Activity	Optimistic	Pessimistic	Most Likely	Expected Value	Std. Dev.	SD Squared
<i>Task A</i>	5	18	10	10.50	2.17	4.69
<i>Task B</i>	28	61	40	41.50	5.50	30.25
<i>Task C</i>	10	33	18	19.17	3.83	14.69
Totals				71.17		49.64

- A. There is approx. 68 percent chance that the project will complete between 64 days and 78 days.
- B. There is approx. 95 percent chance that the project will complete between 64 days and 78 days.
- C. There is approx. 68 percent chance that the project will complete between 57 days and 85 days.
- D. There is approx. 99 percent chance that the project will complete between 64 days and 78 days.

Answer: A

Question 46

Which of the following are NOT tools/ techniques of the Plan Contracting Process?

- A. None of the choices are correct
- B. Expert judgment
- C. Screening systems
- D. Standard forms

Answer: C

Question 47

You are in process of defining how to plan and execute the risk management activities for your project. Which of the following statements are false?

- A. The output of this process is risk management plan
- B. The inputs to this process includes the project scope statement, project management plan, and the risk register
- C. The tools/ techniques of this process are planning meetings and analysis
- D. None of the choices are correct

Answer: B

Question 48

You are the project manager responsible for developing a new online line bill payment system for a utility company. You are expected to complete the project within the next year. You are currently in the process of identifying and evaluating a number of risks quantifying their impacts and identifying their probability of occurrence. You would like to use a tool that will determine the highest expected value for the various scenarios. Which of the following tools should you use?

- A. Monte Carlo simulation
- B. Decision tree analysis
- C. Ishikawa diagrams
- D. Critical path method
- E. Risk Data Quality Assessment

Answer: B

Question 49

The CPM calculates the earliest start date, earliest finish date, and latest finish date for each activity. Which of the following statements are true regarding the critical path of a project schedule?

- A. The float/slack time is determined by subtracting the early start date from the early finish date
- B. Any project activity with the slack time of zero or greater is considered a critical path tasks
- C. None of the statements are true
- D. The float/slack time is determined by subtracting the early start date from the finish date

Answer: D

Question 50

The risk register is an input to all of the following processes EXCEPT:

- A. Risk response planning
- B. Risk monitoring and control
- C. Risk identification
- D. Qualitative risk analysis
- E. Quantitative risk analysis

Answer: C

Question 51

You are currently in the process of analyzing activity sequences, duration, resource requirements, and schedule to create the project schedule. Which of the following are not tools/ techniques you can use?

- A. Crashing, fast-tracking
- B. Estimating the basis of activity duration by multiplying the quantity of work to be performed by the productivity rate.
- C. Reallocating resources from non-critical to critical activities
- D. Calculating theoretical early start/finish dates and late start/finish dates by performing a forward pass and backward pass analysis on project schedule network paths.
- E. Applying project calendars and resource calendars to identify periods when work and resource is available/allowed.

Answer: B

Question 52

Assumptions analysis, checklist analysis, and risk diagramming techniques are tools/ techniques of which of the following processes?

- A. Risk identification
- B. Qualitative risk analysis
- C. Risk management planning
- D. Quantitative risk analysis
- E. Risk monitoring and control

Answer: A

Question 53

Which of the following statements are FALSE regarding CPM method?

- A. The backward pass is used to calculate the late finish dates and late start dates for the uncompleted portions of all network activities.
- B. The latest start of the task can be determined by subtracting the duration of the task from the latest finish date of task.
- C. The forward pass is used to calculate the early finish dates and early start dates for the uncompleted portions of all network activities.
- D. The float /slack time is determine by subtracting the early start date from the early finish date.

Answer: D

Question 54

Which of the following statements are true regarding funding limit reconciliation?

- A. None of the choices are correct

- B. Funding limit reconciliation is a schedule network analysis technique that modifies the project schedule to account for resource limitations.
- C. Funding limit reconciliation is a technique for measuring the performance of work and is used to establish the performance measurement baseline.
- D. Funding limit reconciliation is used to ensure that the expenditure of funds is reconciled with the funding limits imposed by the performing organization
- E. Funding limit reconciliation describes that the expected costs needed to complete all the remaining work for the project.

Answer: D

Question 55

You have been recently assigned to provide an accurate project schedule for a large construction company. You are evaluating the network diagrams for the construction project, and are using backward pass calculations to construct the schedule.

You are trying to calculate the latest start time for laying the foundation of building. The expected duration for this task is 180 days. The task must be completed within 300 days, while the expected completion is between 220 days. The latest finish date is 270 days. Based on this information, what is the latest start time of this task?

- A. 270
- B. 90
- C. 220
- D. 300
- E. 180

Answer: B

Question 56

Which of the following best describes resource leveling?

- A. Adding additional resources to the project to compress the schedule
- B. Rearranging resources so that a constant number of resources are used during each period
- C. Performing activities concurrently
- D. Influencing factors that create schedule changes

Answer: B

Question 57

You are the project manager assigned to install the electrical wiring for a 20,000 square foot office building that is currently under construction. You are trying to estimate the costs of this project. You know from past experience that it costs approximately \$3 per square foot to properly wire and entire building. As your building will be 20,000 square feet you estimate that the project will cost approximately \$60,000. What type of estimating technique did you use?

- A. Bottom-up estimating
- B. ADM
- C. Parametric estimating
- D. Cost-based
- E. Monte-Carlo methods

Answer: C

Question 58

You have been recently hired to be a project manager at a bio-tech company to develop a new drug to treat pancreatic cancer. The drug has been under development and clinical testing for past 5 years. The FDA is currently reviewing the clinical data in order to determine whether the drug has any serious side effects. If the FDA does NOT approve the drug, the project will be in trouble. This is an example of which type of risks?

- A. Organizational risk
- B. Force majeure risk
- C. Project management risk
- D. External risk
- E. Internal risk

Answer: D

Question 59

Which of the following are NOT used to create the scope baseline for a project?

- A. Detailed project scope statement
- B. WBS
- C. WBS dictionary
- D. Project scope management plan

Answer: D

Question 60

Which of the following statements are true regarding the procurement management plan?

- A. The procurement management plan defines the statement of work which contains the details of the procurement item/ service in specific terms
- B. The procurement management plan explains how multiples vendors should be managed
- C. None of the statements are true
- D. The procurement management plan is an output of the plan Contracting process

Answer: B

Question 61

You are using three point estimating technique to estimate the duration of a schedule activity. Which of the following statements are true given the following data:

Pessimistic: 100 days

Optimistic: 40 days

Most likely: 65 days

Average: 68.33 days

Variance: 151.38

- A. Not enough information is provided
- B. The calculations were performed assuming a uniform distribution
- C. The calculations were performed assuming a beta distribution
- D. The calculations were performed assuming a potential distribution
- E. The calculations were performed assuming a triangular distribution

Answer: E

Question 62

You have been recently been assigned to provide an accurate project schedule for a large construction project. You are evaluating the network diagram for the construction project.

Your lead engineer has given you following estimates for critical path activity: 30 days (optimistic), 100 days (pessimistic), and 50 days (most likely). What is the standard deviation for this activity, assuming a beta distribution?

- A. 55
- B. 8.33
- C. None of the choices are correct
- D. 11.66
- E. 3.33

Answer: D

Question 63

Which of the following statements regarding Resource Breakdown structure are true EXCEPT:

- A. The RBS is a structure that relates the organizational breakdown structure to WBS to ensure that each work component is properly assigned to a responsible person/ team.
- B. The RBS is a hierarchical structure of the identified resources by resource category and type
- C. The RBS can contain other resource categories other than human resources.
- D. The RBS is useful in tracking project costs, and can be integrated with the organization's accounting system
- E. The RBS is an output of the Activity Resource Estimation process

Answer: A

Question 64

You are the project manager for developing a next-generation search engine for internet. Instead of using simple word or link analysis methods, your search engine will use a sophisticated algorithm based on latent semantic indexing. You are in process of creating the detailed project scope statement. All of the following should be included in the detailed project scope statement EXCEPT:

- A. Project specification, approval requirements
- B. Project boundaries, project deliverables, project acceptance criteria
- C. Activity lists, activity attributes, scope baseline
- D. Constraints/ assumptions, initial defined risks, schedule milestone
- E. Und limitations, cost estimates, configuration management requirements

Answer: C

Question 65

Which of the following statements regarding WBS are FALSE?

- A. The WBS is deliverable-oriented grouping of project components that define the total scope of project
- B. Each item in the WBS is generally assigned a unique identifier that can provide a means to track costs and resources

- C. The WBS is used to show which work components have been assigned to which organizational units.
- D. The WBS is an output of the Create WBS process

Answer: C

Question 66

Which of the following can be used to display the assigned roles and responsibilities of project team members?

- A. PDM
- B. AON
- C. GERT
- D. ADM
- E. RAM

Answer: E

Question 67

You are in process of creating the detailed project scope statement. All of the following are inputs to this process EXCEPT:

- A. Project scope
- B. Organizational project assets
- C. Preliminary project scope statement
- D. Approved change requests
- E. Scope baseline

Answer: E

Question 68

Which of the following statements are FALSE regarding the Resource Calendar?

- A. The Resource Calendar identifies the quantity of each resource available during each availability period.
- B. None of the choices are correct
- C. The Resource Calendar documents working days and non working days
- D. The Resource Calendar provides a hierarchal structure of the identified resources by resource category and resource type
- E. The Resource Calendar describes the availability, capability, and skills of human resources.

Answer: D

Question 69

All of the statements are true regarding Analogous Estimation EXCEPT:

- A. Analogous Estimation is a tool and technique of Activity Definition process
- B. Analogous Estimation is a form of expert judgment
- C. Analogous Estimation uses the duration of a similar activity to determine duration of current activity
- D. Analogous Estimation is also called top-down estimation

Answer: A

Question 70

You are currently in process of prioritizing risks by their impact and probability of occurrence. The risk register updates from this process include all of the following EXCEPT:

- A. Root cause of risks
- B. Low priority risks
- C. Risks group by categories
- D. Risks requiring responses in the near term
- E. Priority list of project risks

Answer: A

Question 71

The WBS is an input to all of the processes EXCEPT:

- A. Scope verification
- B. Cost estimating
- C. Activity definition
- D. Plan purchases and acquisitions
- E. Cost budgeting

Answer: A

Question 72

You are the project manager for a software company that develops stock analysis software. You have been assigned to assigned to develop a new technical analysis tool to forecast to price of a stock given this historical volatility based on Elliot Wave technique. You need to gather the necessary information to write the project scope management plan. Which of the following information do you NOT need as inputs to your current process?

- A. Preliminary project scope statement
- B. Project management plan
- C. Enterprise environmental factors
- D. Project scope statement

E. Project charter

Answer: D

Question 73

All of the following statements are true regarding the critical path method EXCEPT:

- A. The critical path method accounts for resource limitations
- B. On a network path, the schedule flexibility is measured by the difference between early and late dates
- C. The critical path method performs a forward pass analysis and backward pass analysis through the project schedule network paths.
- D. Critical paths have either negative or zero total float
- E. The critical path method calculates the theoretical early start and finish dates for all schedule activities

Answer: A

Question 74

You are the project manager for a large children's toys manufacturer. You've been asked to manufacture the latest craze in "Dancing Widgets" for the upcoming Christmas season. You've been informed that the company needs at least one month lead time to distribute the Widgets in order to have the Widgets on retailers shelves for the Christmas season.

You've been asked to breakdown the costs associated with production. Which of the following can be categorized as variable costs associated with the production?

- A. Facilitates overhead
- B. Direct materials and labor
- C. Insurance
- D. Taxes.

Answer: B

Question 75

You are using the three-point estimating technique to estimate the duration of a schedule activity. You are given the following data: [Pessimistic=100days] | [optimistic=40days] | [most likely=65 days] Which of the following statements are true?

- A. The beta distribution gives a more pessimistic and more conservative value for the mean compared to the triangular distribution

- B. Although the triangular distribution gives a more pessimistic value for the mean, it gives an estimate with smaller uncertainty compared to the beta distribution
- C. The triangular distribution gives a more optimistic and more aggressive value for the duration mean compared to the beta distribution.
- D. The beta distribution gives an estimate with smaller uncertainty compared to the triangular distribution

Answer: D

Question 76

You are in the process of developing an approximation of the costs of resources needed to complete each schedule activity. Which of the following is the LEAST helpful input?

- A. WBS, WBS dictionary
- B. Market place conditions, commercial databases
- C. Cost estimation policies/ templates, historical information, project team knowledge
- D. Activity cost estimates, activity cost estimate supporting details
- E. Schedule management plan, staffing management plan, risk register

Answer: D

Question 77

You are in process of analyzing the effects of identified risks. Which of the following is the LEAST helpful input?

- A. Project scope statement
- B. Risk register
- C. Performance reports
- D. Risk management plan
- E. Project cost management plan
- F. Project schedule management plan

Answer: C

Question 78

You are the project manager at an auto manufacturer. Due to the recent rise in the cost of petroleum, the market demand for hybrid cars with high fuel efficiency has increased. Your company has identified the multi-billion dollar market opportunity for highly fuel efficient vehicles.

However, your organization does not have enough resources and expertise to exploit this opportunity. Hence, your organization has decided to identify the qualified candidates. Which of the following best describes the type of strategy you are using to deal with this market opportunity?

- A. Share
- B. Acceptance
- C. Exploit
- D. Enhance
- E. Avoidance

Answer: C

Question 79

Which of the following statements are FALSE regarding rolling wave planning?

- A. Rolling wave planning is a form of progressive elaboration
- B. Rolling wave planning is appropriate for life cycle models that allow incremental development
- C. Rolling wave planning is a phased iterative approach to project development
- D. Rolling wave planning is a tool/ technique of the Activity duration process
- E. In Rolling wave planning, detailed estimates are provided for far-term tasks

Answer: E

Question 80

Which of the following risks should be classified as a force majeure risks?

- A. Resource conflicts with other projects
- B. Shifting legal/ regulatory environment
- C. Poor allocation of time and resource
- D. Floods/ hurricanes

Answer: D

Question 81

Which of the following processes involves developing necessary procedures to mitigate threats to the project from the project risks?

- A. Risk management planning
- B. Risk identification
- C. Risk monitoring and control

D. Risk response planning

Answer: D

Question 82

Which of the following can be used to determine what work is included in each work package for each of your team members?

- A. Project schedule
- B. RBS
- C. Project scope statement
- D. None of the choices are correct
- E. WBS dictionary

Answer: E

Question 83

All of the following statements are true regarding Simulation and Monte Carlo analysis EXCEPT:

- A. The output of simulation is a probability distribution (i.e total costs or completion dates)
- B. Modeling and simulation are recommended for use in cost and risk analysis because they are more powerful and less subject to misuse than EMV analysis
- C. None of the choices are correct
- D. For cost risk analysis, a simulation can use the project WBS or cost breakdown structure as its model
- E. Simulation is a technique that computes the project cost or schedule over multiple iterations using random values selected from distributions of possible costs or duration values.

Answer: C

Question 84

Earned value analysis is a performance reporting tool/ technique. Which of the following best describes earned value (EV)?

- A. Efficiency indicator to reflect schedule performance of project
- B. Portion of approved cost estimate planned to be spent
- C. Total of costs incurred in performing work activity
- D. Efficiency indicator to reflect cost performance of project
- E. Value of the work completed

Answer: E

Question 85

You are the Chief Technology Officer of a major stock exchange. You are in charge of a project to reengineer the organization's back office accounting, billing, and administrative systems. Your project team has completed all the technical work required for the project and just scope verification. All of the following are actions you should perform next EXCEPT:

- A. Collect project records
- B. Document lessons learned
- C. Obtain formal acceptance of project deliverables
- D. Analyze project success or failure

Answer: E

Question 86

Which of the following statements are true regarding project endings?

- A. Integration occurs when a project evolves into ongoing operations
- B. None of the choices are correct
- C. Completion occurs when the project end because it was completed successfully and accepted by stakeholders
- D. Addition occurs when the resources (personnel, equipment, property, etc) of the project are reassigned to other areas within the organization or other projects
- E. Extinction occurs when resources are removed from the project, such as due to funding/ resource cuts

Answer: B

Question 87

All of the following are inputs to the Close Project process EXCEPT:

- A. Project management plan
- B. Enterprise environmental factors, organizational process assets
- C. Deliverables
- D. Contract documentation
- E. Work performance information
- F. Administrative closure procedure

Answer: F

Question 88

A SPI < 1 indicates which of the following?

- A. Project is ahead of schedule
- B. Project is over budget
- C. Project is under budget

D. Project is behind schedule

Answer: D

Question 89

Contract documentation is an input to the Contract Closure Process. It includes all of the following EXCEPT:

- A. Payment record
- B. Approved changes requests
- C. Contract closure procedure
- D. Supporting schedules
- E. Warranties
- F. Technical documentation

Answer: C

Question 90

All of the following statements are true EXCEPT:

- A. Project closure documents and project files are outputs of the Close Project Process
- B. The formal acceptance documentation formally indicates that the customer or sponsor has officially accepted the project deliverables
- C. The project closure documents provide formal documentation indicating the completion of project and transferring of project deliverables to others
- D. The project files consists of documentation resulting for project activities, such as the project management plan, scope, cost, risk registers, quality baselines
- E. None of the choices are correct

Answer: E

Question 91

Procurements audits are a tool/ technique of which of the following processes?

- A. Request Seller Responses
- B. Select Sellers
- C. Plan Purchases And Acquisition
- D. Contract Closure
- E. Contract Administration

Answer: D

Question 92

Performing the administrative closure process includes all of the following EXCEPT:

- A. Gather lessons learned
- B. Archive project information
- C. Review and approve requested changes
- D. Analyze project success or failure
- E. Collect project records

Answer: C

Question 93

According to the PMI, which of the following best describes "phase exists"?

- A. Reviews at the conclusion of a project phase to determine whether the project should continue
- B. Assignment of additional resources to the project in an attempt to decrease the project timeline/ schedule
- C. Process of exceeding the specified project requirements
- D. Schedule compression by starting a new task/ phase prior to completing the current project tasks.

Answer: A

Question 94

You are the project manager at a large accounting firm in the United States. Throughout the year your firm provides both consulting services and accounting/ auditing services to XYZ Widgets, Inc, a publicly traded company listed on the New York Stock Exchange. Currently, your project involves auditing the financial statements of XYZ Widgets Inc, in preparation for the annual shareholders/ investors meeting.

While your team is in the midst of project execution, you are informed that your project is due to new SEC regulations. Specifically, a new SEC regulation prohibits accounting firms from providing both consulting services and auditing services to a client, due to potential conflicts of interest that could arise from such business relationships. Hence your project is cancelled and your project team consisting of accountants and auditors are taken off your project and reassigned to another project. Which of the following type of project ending is this considered?

- A. Extinction
- B. Starvation
- C. Cancelled

- D. Addition
- E. Integration

Answer: E

Question 95

Which of the following statements are true?

- A. Contract closure and administrative closure both involve quality assurance activities
- B. Contract closure and administrative closure both involve product verification
- C. Contract closure and administrative closure both involve benefit cost analysis
- D. Contract closure and administrative closure both involve scope verification

Answer: B

Question 96

Which of the following are NOT considered formal types of project ending?

- A. Addition
- B. Cancellation
- C. Integration
- D. Starvation
- E. Extinction

Answer: B

Question 97

You are in process of completing and settling each contract application to the project or project phase. Which of the following are NOT outputs of this process?

- A. Deliverable acceptance
- B. Contract file
- C. Closed contracts
- D. Lessons learned documentation
- E. Contract closure procedures

Answer: E

Question 98

All of the following are objectives of a buyer-conducted performance review EXCEPT:

- A. Identify performance successes or failures
- B. Identify payment schedules and requests
- C. Identify progress with respect to contract statement of work
- D. Identify contract non-compliance

Answer: B

Question 99

Your project terminated early due to budget cuts. You' like to document the current level and completion of your project, even though your project terminated prematurely. In which of the following processes would you document the level of work completed for your project?

- A. Contract Closure
- B. Performance Reporting
- C. Scope Verification
- D. Information Distribution
- E. Manage Stakeholders

Answer: C

Question 100

You are the project manager at a large construction company. Your company is under a times and materials contract to build a new shopping center. The estimated cost of project is \$5,000,000. The project sponsor has approved this amount.

However, you earned value calculations indicate that the project will be completed on time and under budget by 5,000,000. Based on this calculation your personal profit will decrease by \$10,000. Given the estimated decrease in personal profit, what action should you take?

- A. Continue to bill the customer for the full \$5,000,000 as originally estimated.
- B. Communicate the projected financial outcome to the project sponsor
- C. Pad additional tasks to the projected financial outcome to increase the actual project cost
- D. Suggest to the project sponsor that additional features should be added in order to leverage the entire project

Answer: B

Question 101

You work as project manager at a beauty products company. One of the primary product lines is hair-coloring/dye products. Your

company's primary market is currently in the United States. However, your company is attempting to expand its distribution channels to Europe, specifically within the countries within the European Union. Your company has partnered up with several resellers within Europe to begin distribution of the cosmetic products into various retail channels. One of your partners has just informed you that one of the restrictions imposed by the European Union is that hair-care products must NOT contain any carcinogenic products. However, your dye contains trace amounts of carcinogens. By U.S. standards, the trace amount of carcinogens is considered to be safe. What is the appropriate response to this situation?

- A. Inform the potential resellers and partners that your hair coloring products may not comply with the standards imposed by European Union, and that you'll request an investigation into this issue.
- B. Inform the potential resellers and partners that your product formulation is considered trade secret and you are unable to disclose the chemical composition of the hair coloring products at this time. A full investigation into this issue will be undertaken.
- C. Inform the potential resellers and partners that your hair coloring product does not comply with the standards imposed by the European Union, and that your company will develop a special formulation that complies with the standards.
- D. Since the level of carcinogens is assumed to be safe, there is no need to inform your resellers and partners regarding this issue.

Answer: C

Question 102

You are currently working on a web development project to develop a new user-interface for a legacy mainframe banking application. You are under a Times and Material contract to develop a web based interface for this application. You have finished the work 20 hours earlier than expected. This means that the profit of your company will decrease. What should you do?

- A. You should tell the customer you'll be adding additional requirements to the project in order to meet profit estimates.
- B. You should add activities to the project to increase the number of billable hours.
- C. You should inform the customer that your project is complete
- D. You should invoice the customer for the expected billable amount, as allowed by the provisions of your contract.

Answer: C

Question 103

You are a contract manager within an information technology department of a large retailer. You are responsible for developing a new e-commerce web-site for the retailer. You are in process of selecting the vendor who will provide the hardware, including computer servers and networking equipment. As a project manager, you are in the Select Sellers process, and have three different vendors on your qualified sellers list who have responded to your company's RFP.

One of the vendors remaining on the qualified sellers list is NetComp Inc. you are an investor of this company. In fact, you own 2% of total outstanding shares of this company. In order to prevent any appearance of impropriety, what should you do?

- A. You should automatically disqualify NetComp Inc from qualified sellers list
- B. As long as NetComp Inc. is able to respond properly to your company's RFP, you do not have to disclose your relationship with the company
- C. You should move yourself from the selection process
- D. You should disclose that you are an investor to the company
- E. In order to protect your privacy you only have to disclose your relationship with NetComp Inc. if you are directly questioned.

Answer: D

Question 104

Your friend Robert has recently achieved his PMP certification. Prior, to receiving his PMP, he had worked as a project manager, for various I.T projects over the past 4 years. Robert is familiar with various techniques for I.T quality control and assurance.

However, Robert is currently advertising himself as an expert in quality control for the manufacturing industry. But you know that the quality issues and techniques differ greatly between the I.T. industry and the manufacturing industry. In fact, you know that Robert has never even used control charts or cause-and-effect diagramming techniques. You feel that Robert is falsely advertising his credentials and expertise.

How should you respond?

- A. You should talk to Robert to have him stop falsely advertising his experience. Let him know you'll report him to the PMI otherwise.
- B. The company that will hire Robert is responsible for performing the necessary background checks and due diligence. As a result, you are not obligated to take any actions.

- C. You are not responsible for actions of others, and hence, you have no obligations to respond
- D. Report Robert to the PMI immediately and recommended to the PMI that Robert's PMP credentials be revoked for his egregious behavior.
- E. You are not responsible for enforcing and policing truthful advertising, and hence are not obligated to respond.

Answer: A

Question 105

Micheal is a self employed PMP certified project manager who is currently working as a constructor at a company specializing in developing medical equipment. The company has a policy that explicitly states that smoking is not allowed during working hours. However, since Micheal is self-employed and not considered a regular company employee he decides to smoke during lunch hour. Which of the following statements are true?

- A. Micheal should not smoke during lunch since he should honor the obligations of the community he works in, as discussed in Section C1 of the PMI's Member Code of Conduct.
- B. Micheal should not smoke at lunch hours since smoking is potentially harmful to others. Micheal has a duty to ensure that the public is protected from harm, as discussed in Section C2 of the PMI's Member Code of Conduct.
- C. As long as Michael smokes responsibly, he may take the smoke during his lunch hour.
- D. Since Micheal is self employed and not regular company employee he does not necessarily have to abide by the company's policies.

Answer: A

Question 106

Please select which of the following statements is TRUE regarding the initiating process group?

- A. A project manager should always be identified and assigned during the Direct and Manage Project Execution process.
- B. The project has the highest probability of succeeding during the initiating phase.
- C. The initiating process group includes the Develop Project Charter and Develop Preliminary Project Scope Statement processes
- D. Risk is lowest during the initiating phase.

Answer: C

Question 107

Which of the following is NOT included in the project scope statement?

- A. Product acceptance criteria
- B. Initial cost estimate
- C. Initial defined risks
- D. Stakeholders influences
- E. Schedule milestones

Answer: D

Question 108

Which of the following statement regarding competitive methods, scoring methods, and cash flow analysis?

- A. There are benefit measurement methods used as tools in the initiating process group
- B. There are benefit measurement methods used as inputs to initiating process group
- C. There are constrained optimization methods used as inputs to initiating process group
- D. There are quantitative risk analysis methods used as inputs to the risk identification process
- E. There are constrained optimization methods used as tools in the initiating process group

Answer: A

Question 109

Which of the following is not true regarding project charter?

- A. Document that constitute what the project is, what the project will deliver, and how all the processes will be managed
- B. Provide the product manager with authority to assign organization resources
- C. Provides details on the business justification for the project
- D. None of the choices are correct
- E. Formally authorizes the project

Answer: A

Question 110

Which of the following statements regarding project charter is false?

- A. The project charter describes the business needs for the project, such as marketing demands, legal requirements, technological advances...
- B. Once the project charter is published, charter may be change or revised
- C. The project charter should be published by the manager external to the project and not by the project manager
- D. The project charter should include the preliminary scope statement for the project
- E. The project charter does not provide the project manager with functional power over personal

Answer: D

Question 111

You are the project manager for the information technology division of the large financial brokerage in the United States. Due to new regulatory requirements enacted by srbanes-oxely, you have been assigned to audit all I.T. systems to ensure compliances.

You need to ensure all the data in database is encrypted to ensure confidentially. You need to ensure that all the users are properly authenticated. You also need to verify the authorization to confidential financial information follows the least-privilege principle. This project came about as a result of which of the following is need?

- A. Costumer request
- B. Risk mitigation
- C. Legal requirements
- D. Technological advance

Answer: C

Question 112

Your work as a project manager at the computer chip manufacturer, developing*86 micro-processors. As predicted by moore's law each year your companies introduces new models of micro-processors which are more faster and powerful then their predecessors. Micro-processors that are obsolete or do not sell are quickly retired from production. The lifecycle for the micro-processors begins in R&D, extends to manufacturing, and finally ends with phase out. This cycle is often referred to as:

- A. Feedback loop
- B. Product development
- C. Product lifecycle
- D. Project lifecycle

Answer: C

Question 113

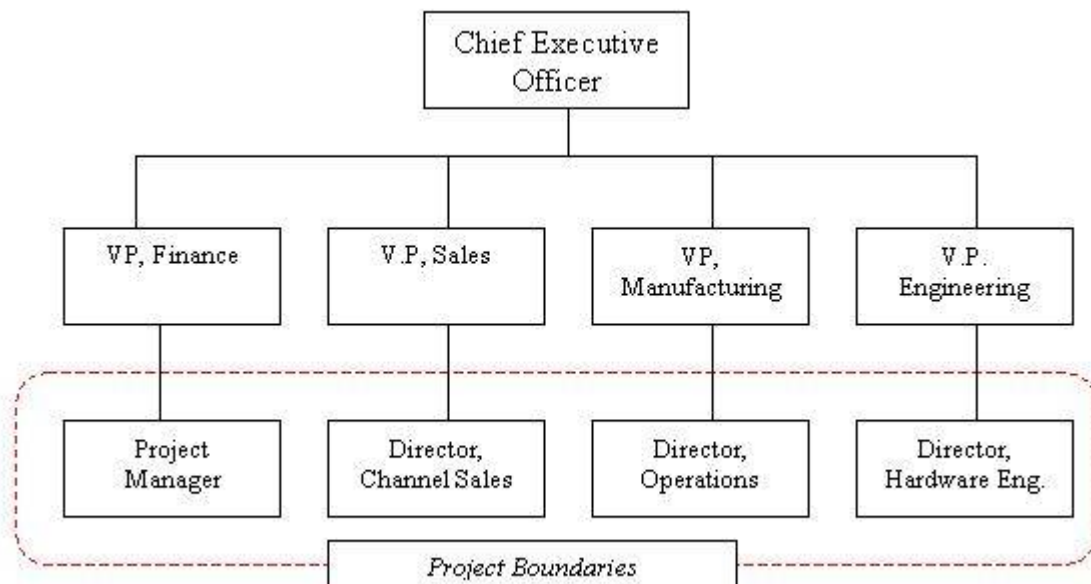
Dennis works for an international manufacturer of consumer electronics. He has been recently assigned to supervise and manage the manufacturing of a new model of flat screen television. His supervisor congratulates him on the expanded responsibilities and informs Dennis that his new assignment will be indefinitely manage the manufacturing of this new product line. What of the following describes Dennis's new assignment?

- A. His assignment cannot be considered a project since his assignment should be considered an ongoing operation activity.
- B. None of the choices is correct
- C. His assignment can be considered a project since flat screen televisions have never been manufactured by the company.
- D. His assignment cannot be considered a project or an ongoing operation

Answer: A

Question 114

Which of the following best describes the following organizational structure?



- A. Weak matrix Org
- B. Functional Org
- C. Balanced Matrix Org

- D. Projectized Org
- E. Strong Matrix Org

Answer: C

Question 115

You are the project manager at the Historie Shoppe, a rapidly growing retail book store selling hard-to-find books and periodicals. Currently your company is planning on opening additional stores throughout the United States. Your primary market includes densely populated, major metropolitan cities.

Your company is deciding among New York and Los Angeles. Based on the following data which project should be recommended using the discounted cash flow technique?

Projected New York-Make \$100,000 in 2 years

Projected Los Angeles-Make \$110,000 in 3 years

Assume that the cost of capital is 12%

- A. Project Los Angeles since it yields the highest total cash flow
- B. Project Los Angeles since it yields the highest present value
- C. Project New York since it yields the highest present value
- D. Both projects will yield the same present value

Answer: C

Question 116

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly.

To keep up with the demands you have been assigned with the responsibility of upgrading company's network and computing infrastructure. You planned to purchase a new high-end mainframe server. The new server will cost \$250,000 and can be used for 10 years. After 2 years the resale value of mainframes will be 100,000. After 5 years the resale value of server will be 50,000. After 7 years the resale value of server will be 20,000. After 10 years, the server will be obsolete.

What is the annual depreciation expense for this server if you use straight-line depreciation?

- A. 5,000
- B. 10,000
- C. 20,000

- D. 100,000
- E. 25,000

Answer: E

Question 117

You have been recently hired to be a project manager at a bio-tech company to develop a new drug to treat pancreatic cancer. The project requires significant coordination across multiple departments from R&D to manufacturing.

You've attempted to gain the cooperation of the chief scientist within the R&D, however the Chief scientist is focused on completing her to-to-day tasks, and you do not have any control over her work assignment. What is the best way to describe her current organizational structure?

- A. Projectized
- B. Balanced Matrix
- C. Strong Matrix
- D. Functional

Answer: D

Question 118

According to PMI, application areas are categories of projects that have common elements in the majority of projects, but are NOT necessarily required or applicable to all projects. Application areas are not usually defined in terms of:

- A. Deliverables
- B. Functional departments and supporting disciplines
- C. Technical elements
- D. Management specializations
- E. Industry groups

Answer: A

Question 119

You are the project manager at Happy Coffee Café, a rapidly growing franchise selling premium blended coffee. Currently, your company is planning on opening additional stores throughout Europe. Your company is evaluating different areas for expansion, including France, Germany, and England.

You intend to use NPV (net present value) analysis to evaluate which area provides the best opportunity for expansion. Which of the following statements are true regarding NPV calculations?

- A. NPV assumes that the cost of capital is based on the LIBOR (London Inter Bank Offer Rate)
- B. NPV assumes that the cash inflows are reinvested at the cost of capital
- C. NPV is the discounted rate when IRR is equal to zero
- D. NPV is constrained optimization method
- E. NPV is the discount rate when IRR is greater than zero

Answer: B

Question 120

You are the chief technology officer of a major stock exchange in United States. You have just been provided a preliminary project scope statement from your project sponsor with regards to reengineering the organization's back office accounting, billing and administrative system. Which of the following the BEST NEXT plan of action?

- A. Start documenting the impact of the requested changes
- B. Start establishing and managing project communication channels
- C. Start establishing management plans
- D. Start scope verification
- E. Start performing activities to accomplish project objectives

Answer: C

Question 121

The project charter either directly or by reference to other documents, should address all of the following EXCEPT:

- A. Project requirements
- B. Project communication channels
- C. Project purpose of justification
- D. Stakeholder influences
- E. Summary milestone schedule

Answer: B

Question 122

Which of the following are NOT inputs to the Develop Project Charter process?

- A. Enterprise environmental Factors
- B. Organizational Process Assets
- C. Project SOW
- D. Contract
- E. Expert Judgment

Answer: E

Question 123

Which of the following is NOT a tool/ technique of the Develop preliminary Project Scope Statement process?

- A. PMIS
- B. Project management methodology
- C. Expert judgment
- D. Product analysis

Answer: D

Question 124

You are a project manager in a matrix organization. All of the following are disadvantages of this type of organization EXCEPT:

- A. Duplicate of job functions
- B. Increased administration overhead
- C. Resource allocation difficulties
- D. Increased potential for conflict
- E. Multiple bosses for the project teams

Answer: A

Question 125

You are an information security project manager responsible for securing your corporate network. Due to new regulations mandated by the Sarbanes-Oxley act your company's upper management has tasked you with securing the company's network infrastructure. You have just completed the Develop Preliminary Project Scope Statement process. However, upon review you have determined that the resulting Preliminary Project Scope Statement is ambiguous and poorly written. A poorly written Preliminary Project Scope Statement will directly impact all of the following subsequent processes EXCEPT:

- A. Scope verification
- B. Scope planning
- C. Scope definition
- D. Develop project management plan

Answer: A

Question 126

Which of the following is formalized document that authorizes the project and should be prepared by someone who is external to project, and should not be directly prepared by the project manager?

- A. WBS
- B. Scope statement
- C. None of the choices are correct
- D. Project charter
- E. Production description

Answer: D

Question 127

You are the project manager for the large children's toy manufacturer. You have been asked to manufacture the latest craze in "Dancing Widgets" for upcoming Christmas season. You've been informed that the company needs at least one month lead time in order to have Widgets on retailer's shelves for Christmas season. Hence, based on the current sales forecast you've been asked to deliver 100,000 units by November 1st at the least.

However four months into the project you've noticed that the project has become 6 weeks BEHIND schedule. Since missing the deadline is unacceptable you've hired twenty additional contingent workers to get the project on track. This is an example of which type of following?

- A. Scope creep
- B. Inadequate project planning
- C. Fast tacking
- D. Crashing the schedule

Answer: D

Question 128

You are the project manager at Day-Old donuts, a rapidly growing franchise selling premium donuts at discount. Currently your company is planning on opening additional store throughout United States. Your primary market includes densely-populated, metropolitan cities. Your company is evaluating different companies for evaluation including New York, San Francisco, and Los Angeles. Based on the following data which project is recommended?

Project New York-

Initial cost of \$250,000
 First year cash flow\$ 50,000.
 \$25,000 cash flow per quarter after

Project Los Angeles-

Initial cost of \$200,000
 First year cash flow\$ 50,000.
 \$12,500 cash flow per quarter after

Project San Francisco-

Pay back period of 24 months

- A. Project New York since it has the shortest payback period

- B. Project San Francisco since it has the shortest payback period
- C. Project Los Angeles since it has the shortest payback period
- D. Either project Los Angeles or project San Francisco since the payback periods are the same
- E. Either project New York or project San Francisco since the payback periods are the same

Answer: B

Question 129

Project managers often refer to a project's triple constraints as a framework for evaluating competing demands. Please select which of the following describes the triple constraints?

- A. Risks, time cost
- B. Risks, scope, cost
- C. Initiation, planning, controlling
- D. Time, scope, cost

Answer: D

Question 130

Which of the following is not included in project scope statement?

- A. Schedule milestones
- B. Stakeholders influence
- C. Initial defined risks
- D. Product acceptance criteria
- E. Initial cost estimates

Answer: B

Question 131

Please select the correct order for the five project management process groups?

- A. Initiating, planning, elaboration, controlling and closing
- B. Initiating, executing, planning, monitoring & controlling and closing
- C. Planning, initiating, executing, controlling and closing
- D. Initiating, planning, executing, planning & controlling, and closing
- E. Feasibility, planning, executing, controlling and closing

Answer: D

Question 132

Which of the following establishes minimum requirements of performance for one or more evaluation criteria when selecting a prospective seller?

- A. Independent estimates
- B. Screening systems
- C. Seller rating systems
- D. Weighting systems

Answer: B

Question 133

Which of the following Project Human Resource Management process is within the Executing process group?

- A. Human Resource planning
- B. Develop Project Team
- C. Acquire Project Team
- D. Manage Project Team

Answer: B, C

Question 134

Which of the following statements are FALSE regarding proposal Evaluation Techniques?

- A. Proposal Evaluation techniques are tools/ techniques of the Request Seller responses process.
- B. None of the choices are correct
- C. Proposal evaluation technique uses a weighting system to provide an overall assessment and comparison of all proposals
- D. Proposal evaluation technique can employ a screening system and use data from a seller rating system
- E. Proposal Evaluation technique use some expert judgment and some form of evaluation criteria

Answer: A

Question 135

You are in the process of directing the performance of planned project activities and managing the various technical and organizational interfaces that exist within your project. All of the following are outputs of this process EXCEPT:

- A. Final product, service or result
- B. Implemented defect repair, work performance information
- C. Requested changes, implemented change request
- D. Deliverables

E. Implemented corrective actions, implemented preventive actions

Answer: A

Question 136

Which of the following best describes Maslow's theory of motivation?

- A. People are motivated by expectation of positive outcomes
- B. People are motivated by achievement, power and affiliation
- C. People are motivated by hygiene factors
- D. None of the choices are correct
- E. People are motivated by five basic, hierarchal needs

Answer: E

Question 137

You are the project manager working on constructing a suspension bridge for the city of San Francisco. You've just conducted an earned value analysis and determined that the CPI index is 1.20 and SPI index is 1.30. Specifically, your project is coming in ahead of schedule and under budget.

However, one of your structural engineers informs that he is afraid that the welding does NOT meet quality standards. Unfortunately, sub-par quality in the welds could reduce the stability of the bridge, especially is the earthquake happens. Hence, you are working with the quality assurance department to verify that whether the project will satisfy the necessary quality standards. All of the following are required in order to start this process EXCEPT:

- A. Recommended corrective actions
- B. Work performance information
- C. Quality metrics
- D. Quality control measurements

Answer: A

Question 138

Which of the following statements are TRUE regarding precision versus accuracy?

- A. Accuracy is consistency that the value of repeated measurements have little variance
- B. Precise measurements are accurate
- C. Precision is correctness that the measured value is close to actual value
- D. None of the choices are true
- E. Accurate measurements are precise

Answer: D

Question 139

All of the following are tools/ techniques of Perform Quality Assurance EXCEPT:

- A. Quality planning tools/ techniques
- B. Process analysis
- C. Quality audits
- D. Quality control tools/ techniques
- E. Reserve analysis

Answer: E

Question 140

Hertzberg proposed that the satisfaction and dis-satisfaction at work resulted from two different factors "Hygiene" and "Motivation" factors. Please select which of the following are NOT considered motivation factors?

- A. Recognition
- B. Achievement
- C. Job security
- D. Job advancement
- E. Responsibility

Answer: C

Question 141

Which of the following are NOT benefits of meeting quality requirements?

- A. Increased productivity
- B. Less rework
- C. Increase stakeholder satisfaction
- D. None of the choices are correct
- E. Lower costs

Answer: D

Question 142

You are the project manager at a biotech company, where you are leading a cross-functional team to develop a treatment for diabetes. The organization has a weak matrix structure, where all of your project team members report to different functional managers and none of the team members report to you directly. Your project has extremely high

visibility in the company, and there is a lot of pressure on you to deliver on time and within budget. However, you are concerned whether you will have the necessary authority and power to complete the project deliverables. Which of the following types of powers will be MOST effective in your situation?

- A. Punishment power
- B. Legitimate power
- C. Expert power
- D. Referent power

Answer: C

Question 143

Which of the following statements are true regarding the communication process?

- A. None of the statement are true
- B. Receiver is responsible for making sure the information is clear and complete
- C. Sender is responsible for making the information clear and complete
- D. Sender is responsible for making sure the information is clear and complete

Answer: C

Question 144

You are currently the project manager at a consulting company specializing in developing financial software models. Your company has been awarded a fixed fee contract to develop a sophisticated portfolio risk analysis software application for a multi-billion dollar hedge fund. During project execution, one of your team members delivers one of the completed risk analysis module to your client. The model uses the capital asset pricing model and Monte Carlo simulations to determine the best risk-adjusted returns for the portfolio. Unfortunately, the buyer refuses the deliverable, stating that the model did not meet the technical requirements as specified in the contract you have reviewed the specs, and agree with the buyer's assessment. Which of the following is the best action to take?

- A. Issue a change order
- B. Complete the original work on fixed fee basis and then negotiate a cost reimbursable basis to complete the additional work.
- C. Alter the management plan.
- D. Review the work breakdown structure and WBS dictionary with the appropriate team members

- E. Use a stop work order until the discrepancy can be resolved

Answer: D

Question 145

You have just awarded a contract to a outside vendor and developed the corresponding contract management plan. Which process did you just complete?

- A. Plan contracting
- B. Select sellers
- C. Plan purchases and acquisitions
- D. Request sellers
- E. Contract administration

Answer: B

Question 146

You are the project manager at a large automaker in Japan. Your project involves designing the next generation four wheel drive Sports Utility vehicle for the Asian market.

Your project team is attempting to determine the right combination of suspension, tires and chassis that will ensure the stability of SUV at high speeds. Currently, you would like to measure the association between two vehicles: tire size and overall stability. Which of the following diagrams can you use?

- A. Gantt chart
- B. Run chart
- C. Control chart
- D. Scatter chart
- E. Pareto diagram

Answer: D

Question 147

All of the following are inputs to the Direct and /manage Execution process EXCEPT:

- A. Requested changes
- B. Project management plan
- C. Approved corrective actions, preventive actions
- D. Approved change requests, defect repair
- E. Administrative closure

Answer: A

Question 148

The project management execution processes include all of the following EXCEPT:

- A. Information distribution
- B. Perform quality assurance
- C. Scope verification
- D. Select sellers
- E. Develop project team

Answer: C

Question 149

Which of the following describes the assumptions made by the theory Y style of management?

- A. People have no ambitions, wants no responsibility, and would rather follow than lead
- B. People will be committed to their objectives if rewards are in place that address higher needs such as self-fulfillment
- C. People work only for money and security
- D. People can handle responsibility with creativity and ingenuity

Answer: B, D

Question 150

Which of the following statements are false regarding RACI charts?

- A. RACI charts are tools/ techniques of Human Resource Planning
- B. RACI stands for Responsibility, Accountable, Consult and Inform
- C. RACI charts describe the timetable and necessary time frames fro project team.
- D. A RACI chart is type of RAM.

Answer: C

Question 151

You are the project manager for an international contract manufacturing firm with manufacturing plants and offices in India, China and Thailand. Your company designs and manufactures various consumer electronics, such as flat-screen television, laptops, and monitors etc.

Your company is in the process of bidding on a project to manufacture the next generation the 128-bit video game console for X-Cube station. As a potential bidding for this project, you worked on the RFP response and submitting the proposal. The X-Cube Station selection committee received the RFP responses from all the vendors, and

applied a weighted system in order to make a selection. Which of the following processes just took place?

- A. Requisition
- B. Contract administration
- C. Request seller responses
- D. Select sellers

Answer: D

Question 152

Which of the following are outputs of the Develop Project team process?

- A. Project staff assignment, project team dictionary
- B. Reward and recognition systems, performance reports
- C. Organizational charts, staffing management plan
- D. Team performance assessment

Answer: D

Question 153

Which of the following statements are true regarding Bidder Conferences, and Develop Qualified Sellers List?

- A. They are tool/techniques used to process bid/ proposals in order to select one or more qualified sellers
- B. They are the part of Project Monitoring and Controlling process group
- C. They are part of Project Planning process group
- D. They are tool/techniques used to obtain responses, such as bids and proposals from prospective sellers
- E. They are tools/ techniques used to identify which project requirement can be satisfied using external sellers/ vendors

Answer: D

Question 154

Project staff assignments are an output of which process?

- A. Manage Project Team
- B. Develop Project Team
- C. Human Resource Planning
- D. Acquire Project Team

Answer: D

Question 155

All of the following statements are true regarding proposals EXCEPT:

- A. Proposals are seller-prepared documents that describes the seller ability to provide requested services
- B. Proposals are considered a formal and legal response/ offer to a buyer's request
- C. Proposals are buyer-prepared formal request sent to each seller and are the basis upon which the seller prepares a bid
- D. Proposals are output of the Request Seller Response process

Answer: C

Question 156

You are the project manager for a manufacturer of children's toys. Your project team is in process of designing a new children toy for next year's Christmas season.

Your team meets and learns about the opportunity, agrees on goals and resources necessary to tackle the task. Although your team is highly motivated, they are relatively uninformed of the issues and objectives of the project. Which of the following stages of Develop Project Team best describes your team?

- A. Performing
- B. Forming
- C. None of the choices are correct
- D. Storming
- E. Norming

Answer: B

Question 157

You are the project manager for a new software development project. You are in process of assigning resources to your project using a work authorization system. Which of the following statements are FALSE?

- A. A work authorization system should balance the value of control versus with the control of that control
- B. A work authorization system is used to clarify and initiate work for specific activity or work package
- C. A work authorization system is a deliverable-oriented hierarchal decomposition of the work to be executed by the project team
- D. A work authorization system is a formal procedure for sanctioning project work

Answer: C

Question 158

Which of the following process is involved in making needed information available to project stakeholders in a timely manner?

- A. Performance reporting
- B. Manage stakeholders
- C. Information distribution
- D. Communications planning

Answer: C

Question 159

Which of the following statements re true regarding Herzberg's Hygiene theory?

- A. Motivation factors help avoid job dissatisfaction but will NOT lead to job satisfaction.
- B. Motivation factors include pay, salary and benefits
- C. None of the choices are correct
- D. Hygiene factors help avoid job dissatisfaction but will not lead to job satisfaction
- E. Hygiene factors include achievement, job advancement, and recognition

Answer: D

Question 160

You are the project manager for a company that sells online music. The company is growing so well that the company has outgrown its I.T infrastructure. In fact, the company's current infrastructure is unable to handle the terabytes of music download each day.

As a result, the company has decided to outsource its music download infrastructure to a third party content management vendor. The content management vendor will host the compressed music files across its geographically distributed web server farms, and handle all the logistics with music file downloads and data streaming.

On your qualified sellers list, you have identified one potential vendor MusikCM. Your procurement department is conducting an independent estimate of costs of the proposals in order to compare the vendor prices. However, your procurement department has identified a large difference between the independent estimate and the proposed vendor cost. In which process is this taking place?

- A. Select sellers
- B. Plan contracting
- C. Contract administration
- D. Request seller responses
- E. Plan purchases and acquisition

Answer: A

Question 161

All of the following are true regarding change control system EXCEPT:

- A. A change request system tracks the status of change requests
- B. A change control system is a collection of procedures that describe how to submit change requests
- C. A change request system has the authority to approve or reject requests
- D. A change request system defines the level of authority needed to approve changes
- E. A change request system describes the impact of change

Answer: C

Question 162

Which of the following are NOT outputs of the Information Distribution process?

- A. Project records
- B. Project presentations
- C. Stakeholders notifications
- D. Project reports
- E. Performance reports

Answer: E

Question 163

All of the following statements re true regarding contract negotiation EXCEPT:

- A. Contract negotiation is a tool/technique of the select sellers process
- B. The project manager should be the lead negotiator on the contract
- C. For complex procurement situations, contract negotiations can be an independent process with inputs and outputs of its own
- D. Contract negotiations clarifies he structure and requirements of the contract

Answer: B

Question 164

Which of the following statements regarding quality audits are FALSE:

- A. The objective of quality audit is to identify lessons learned

- B. Quality audits are generally performed after scope verification, but can also be performed in parallel with scope verification
- C. Quality audits examines how the project is progressing and makes corrections
- D. Quality audits are a structured review of other quality management activities

Answer: B

Question 165

All of the following are examples of virtual teams EXCEPT:

- A. Incorporate employees who work from home offices
- B. Add special expertise to project team even though expert resides in separate geographic region
- C. Include people with mobility handicaps
- D. Include team of people who work different hours or shifts
- E. Include staff assignments defined in the project charter

Answer: E

Question 166

Which of the following statements are FALSE?

- A. Approved preventive actions are input to the Direct and Manage Execution process and consists of documented, authorized directions that reduce the probability of negative consequences associated with project risks.
- B. Approved preventive actions are input to the Direct and Manage Execution process and consists of documented, authorized directions required to bring expected future project performance into conformance with project plan
- C. None of the statements are false
- D. Approved defect repair are input to the Direct and Manage Execution process and consists of documented, authorized requests for product correction of a defect found during quality inspection
- E. Validated defect repair are input to the Direct and Manage Execution process and consists of notification that re-inspected repaired items have been either rejected or accepted

Answer: C

Question 167

Which of the following processes is NOT part of Project Human Resources Management Knowledge Area?

- A. Acquire Project Team
- B. Develop Project Team
- C. Activity Resource Estimation
- D. Human Resource Planning

Answer: C

Question 168

All of the following are different dimensions of communication EXCEPT:

- A. Precise and accuracy
- B. Vertical and horizontal
- C. Internal and external
- D. Formal and informal
- E. Written and oral

Answer: A

Question 169

Variance analysis, trend analysis, and earned value techniques are:

- A. Quality control tools and techniques
- B. Process analysis techniques
- C. Performance reporting technique
- D. None of the choices are correct
- E. Cost-benefit analysis techniques

Answer: C

Question 170

You are in process of monitoring the various project processes and their performance. Which of the following is the LEAST appropriate tool/ technique to use in this process?

- A. Expert judgment
- B. Earned value technique
- C. Inspection
- D. Project management methodology
- E. Project management information systems

Answer: C

Question 171

All of the following statements are true regarding issue logs EXCEPT:

- A. Issue logs are tools/ techniques of the Develop Project Team process

- B. Issue logs are tools/ techniques of the Manage Project Team process
- C. An issue log is know as action-item log
- D. Issue logs are tools/ techniques of the Manage Stakeholders process
- E. An issue log is a tool that can be used to document and monitor the resolution of issue

Answer: A

Question 172

Which of the following statements are true regarding random causes and special causes with respect to statistical Perform Quality Control?

- A. Special causes area result of variance that are always present in the process
- B. Random causes are the result of variance that are linked to unusual events.
- C. Random causes are controllable at the operational level
- D. Special causes are result of variance that are linked to unusual events

Answer: D

Question 173

Which of the following statements are false regarding project risk management?

- A. Risk monitoring and control- track identified risks, monitor residual risks, execute risk response plans
- B. Qualitative risk analysis- prioritize risk by their impact and probability of occurrence
- C. Risk management planning- decide how to plan and execute risk management activities
- D. None of the choices are correct
- E. Risk response planning- develop actions to identified risks to reduce threats

Answer: D

Question 174

Work performance information is an input to Cost Control process. It includes all of the following EXCEPT:

- A. Estimates to complete schedule activities
- B. Calculate CV, SV, CPI, and SPI values for WBS components
- C. Percent complete of schedule activities

- D. Deliverables that have been completed versus not yet completed
- E. Cost authorized and incurred

Answer: B

Question 175

Which of the following statements are true regarding risk response audits?

- A. Risk audits are not necessary on small projects
- B. Risk audits should be performed by an outside party
- C. Risk audits consists of performing the contingency plan
- D. Risk audits are unplanned responses to emerging risks that were previously unidentified

Answer: B

Question 176

All of the following statements are true regarding decomposition EXCEPT:

- A. Work should be decomposed to a level where it can be realistically estimated
- B. Work should be decomposed to level where it cannot be logically subdivided further
- C. Work should be decomposed to a level where it can be performed by one person
- D. Work should be decomposed to a level where it can be outsourced or contracted out if necessary

Answer: C

Question 177

You are a project manager at a real estate company that develops and manages commercial, retail and residential properties in South America, Europe, and Asia. As a company continues to grow, the company's IT infrastructure is unable to meet business needs of organization.

Hence you have been assigned to upgrade the company's IT infrastructure. Specifically, your team has been asked to implement a corporate general ledger system, improve accounting and real estate processes, develop a lease tracking system, and implement HR and payroll systems.

Your project team has already completed all the initiating / project planning activities and received sign-off/ approvals on the project

charter, project scope, and detailed work packages. Your project team is in the process of completing all the work packages. However, you have just received a change request to add additional reporting functionality to the lease tracking application. Fortunately you have already determined that this functionality has no side effects on the components of the "triple constraints". Which of the following is the BEST action to perform NEXT?

- A. Review the change request with the change control board
- B. Implement the change request as it has little impact to the project and it s easy to implement
- C. Review the change request with the project sponsor
- D. Investigate options on how to implement the change requests with minimal impact to the project
- E. Evaluate the impact of the change request on the other project constraints

Answer: D

Question 178

Integrate Change Control includes the following activities EXCEPT:

- A. Reviewing and approving requested changes
- B. Assessing performance to determine whether any corrective actions are necessary
- C. Maintaining the integrity of the baselines by releasing approved changes
- D. Influencing the factors that effect change
- E. Reviewing and approving recommended corrective and preventive actions

Answer: B

Question 179

You are in process of reviewing all change requests and controlling changes to deliverables and organizational process assets. All of the following are outputs of this process EXCEPT:

- A. Project scope statement updates
- B. WBS updates
- C. Approved corrective actions, preventive actions
- D. Approved changed requests, rejected change requests
- E. Project management plan updates

Answer: B

Question 180

Which of the following statements are true?

- A. Changes to product scope and defined in the integrated change control plan
- B. Changes to product scope are a result of implementing corrective actions
- C. Workarounds are used to correct problems that occur with changes in the project scope.
- D. Changes to the product scope should be reflected in the project scope.

Answer: D

Question 181

You are project manager responsible for constructing a new sports arena for the upcoming Olympics. Construction begins on a project over a year ago. The stakeholders of the project want a status report on the performance of the project to date. You've obtained the following measurements:

BAC=500, ETC=200, PV=500, AC=200, EV=300, CPI =1.5

You believe the type of variances that have occurred on the project to date are typical expect these variances to continue throughout the project. Based on the information above, what is the EAC for the project?

- A. 333.33
- B. a400
- C. 250
- D. 200
- E. 300

Answer: A

Question 182

The Estimate At Completion (EAC) can be used to forecast the most likely total project cost based upon the current project performance. Which of the following formulas cannot be used to calculate the EAC?

- A. $EAC=AC + ETC$
- B. $EAC= AC+BAC+PV$
- C. $EAC= AC+BAC-EV$
- D. $EAC=(AC+(BAC-EV)/CPI)$
- E. $EAC=(AC+(VAC-EV)/CPI)$

Answer: B, E

Question 183

You are the project manager at a large automaker in Japan. Your project involves designing the next generation 4-wheel drive Sport Utility vehicle for the Asian market. A new fuel efficient engine design is required as part of your project.

Unfortunately, your project team did not have the necessary expertise to design and manufacture a new fuel-efficient engine. Hence, your company plans has decided to subcontract all the engine designs to an outside manufacturer.

You are currently in the Contract Administration process. Which of the following statements is true regarding the Contract Administration process?

- A. The tools/ techniques of Contract Administration include contract negotiation, weighting systems and independent estimates.
- B. Contract Administration is a Project Management Execution process
- C. Contract between the buyer and seller is created during the Contract Administration process.
- D. Contract Administration involves ensuring that the seller's performance meets the contractual obligations
- E. Contract Administration involves preparing the documents needed to support Request sellers Response.

Answer: D

Question 184

Which of the following statement are true regarding the CPI (cost performance index) measurements?

- A. A CPI less than one indicates that cost performance is better than expected
- B. A CPI greater than one indicates that cost performance is better than expected
- C. A negative CPI indicates that cost performance is better than expected
- D. A positive CPI indicates that cost performance is better than expected

Answer: B

Question 185

You are currently the project manager for a software development project, developing a next generation data-mining tool. Your team is developing a new software product that will help customers better manage large volumes of data, especially for data reporting purposes. The CEO tells you that the project must be completed within 18

months. In order to meet these strict deadlines you are currently in the process of estimating the duration of project plan activities, devising the project schedule, and monitoring and controlling deviations from the schedule. Which of the following Project Management Knowledge Areas are you involved in?

- A. Project Integration Management
- B. Project Time Management
- C. Project Scope Management
- D. Project Risk Management
- E. Project Quality Management

Answer: B

Question 186

Which of the following statements BEST describes a work authorization system?

- A. A work authorization system is used to manage who performs each activity
- B. A work authorization system is used to manage the sequence in which work is performed
- C. None of the statements is true
- D. A work authorization system is used to manage who performs each activity and when activity is performed
- E. A work authorization system is used to manage when each activity is performed

Answer: B

Question 187

You are in the process of tracking identified risks, monitoring residual risks, and executing the risk response plans. Which of the following tools/ techniques are you LEAST likely to use during this process?

- A. Risk audits
- B. Reserve analysis
- C. Variance and trend analysis
- D. Assumptions analysis
- E. Technical performance measurement

Answer: D

Question 188

All of the following statements are true regarding conflict management EXCEPT:

- A. When managed properly, conflicts can be healthy and lead to increased creativity
- B. Conflicts should be addressed early and usually in private using a direct, collaborative approach.
- C. Conflict management is a tool/ techniques of Develop Project Team process
- D. Ground rules and group norms reduce the amount of conflict
- E. Source of conflict include scarce resources, scheduling priorities, and personal work style.

Answer: C

Question 189

You are the project manager of a company that is building ATM software for a large bank and financial institutions. You have been told that the ATM software must meet very stringent quality standards. Including rigorous auditing of all transactions, ability to recover in case of software/ hardware errors, and fraud detection and analysis. In order to ensure that these quality standards are met, you've invested heavily in proper training of your project staff, instrumented numerous design review and rigorous performed quality planning. Which of the following best describes the cost associated with you project?

- A. Prevention costs
- B. Failure costs
- C. Defect cost
- D. Appraisal cost
- E. Rework cost

Answer: A

Question 190

A Responsibility Assigned Matrix (RAM) can be used for all of the following EXCEPT:

- A. Identifying critical organizational interfaces
- B. Determine who is accountable for which activity
- C. Track who must review and approve work results
- D. Identifying project Schedules and timelines

Answer: D

Question 191

Which of the following statements are true regarding Project Scope Management?

- A. None of the statements are true
- B. Scope verification involves developing a detailed project scope statement as the basis for future project decisions
- C. Scope control involves creating a project scope management plan that documents how the project scope will be defined and controlled
- D. Scope planning involves developing the preliminary scope statement
- E. Scope definition involves subdividing the major project deliverables into smaller more manageable components

Answer: A

Question 192

Configuration management activities included in the integrated change control process include all of the following EXCEPT:

- A. Configuration monitoring and control
- B. Configuration identification
- C. Configuration status accounting
- D. Configuration verification and auditing

Answer: A

Question 193

You are in the process of controlling changes to project schedule. All of the following are tools/ techniques of this process EXCEPT:

- A. Schedule control change system
- B. Variance analysis
- C. Performance measurement
- D. Progress reporting
- E. Schedule network analysis

Answer: E

Question 194

One of your friends is a manager at telecommunications company. She is currently managing a project developing a VoIP (Voice over IP) gateway that addresses the challenges facing service providers deploying packet-based voice networks. The gateway offers a comprehensive approach to implementing high-density carrier-class voice over packet gateway applications.

The project is going well, except for the large number of changes being made for the project requirements. The project is fairly complex, requiring coordination across several different functional departments,

including marketing, manufacturing, engineering, and finance. To help manage the project, twenty project management processes, were selected for use during this project. In addition, the project manager is also a technical expert regarding VoIP applications and is adept at managing people and communications. Which of the following is the MOST likely reason why the project is expecting problems?

- A. The functional organizational structure made it difficult for the project to be scope correctly
- B. Not enough project management processes were utilized
- C. The project manager did not receive adequate training with regards to the organizational culture and environment
- D. Stakeholders were not adequately identified
- E. The project did not receive adequate management support

Answer: D

Question 195

You are currently analyzing the schedule of a project. You have noticed that for certain critical-path activities in the project, the schedule completion date of activity versus the actual completion date of the activities differed significantly. Which of the following statements are true?

- A. Such schedule variances will impact the schedule
- B. Such schedule variances will not impact the schedule
- C. Such schedule variances may sometimes impact the schedule
- D. Not enough information is provided
- E. Such schedule variances are a result of scope changes

Answer: A

Question 196

You are in the process of tracking team member performance, providing feedback, and coordinating changes to improve project performance. Which of the following tools/ techniques is LEAST helpful?

- A. Observation and conversation
- B. Conflict management
- C. Project performance appraisals
- D. Team performance assessment
- E. Issue log

Answer: D

Question 197

You are in process of controlling changes to the project scope. All of the following are outputs of this process EXCEPT:

- A. Project scope management updates
- B. Scope baseline updates
- C. Project management plan updates
- D. None of the choices are correct
- E. Work break down structure updates

Answer: D

Question 198

You are in process of controlling changes to the project cost baseline. All of the following are outputs of this process EXCEPT:

- A. WBS updates, WBS dictionary updates
- B. Lessons learned, project management plan updates
- C. Requested changes, recommended corrective actions
- D. Cost estimates updates, cost baseline updates
- E. Performance measurements, forecasted completion

Answer: A

Question 199

You are in process of exterminating which set of project activities will take the longest to complete. Which of the following is the MOST appropriate tool to use?

- A. Milestone chart
- B. WBS
- C. RBS
- D. Gantt chart
- E. Network diagram

Answer: E

Question 200

You are a project manager responsible for constructing a new sports arena in preparation of the upcoming Olympics.

Construction began on the project a year ago. The stakeholder of the project want a status report on the performance of the project to the date.

Unfortunately, you are afraid of telling your stakeholders that your project is coming in over the budget and the cost change is required using the cost change control system. Which of the following tools were used to calculate the cost variance projection?

- A. Performance measurement analysis
- B. Project management software
- C. Parametric estimating
- D. Performance reports
- E. Computerized tools

Answer: A

Question 201

Ishikawa diagrams are used in which of the following processes?

- A. Perform quality control
- B. Create WBS
- C. Schedule development
- D. Risk management planning

Answer: A

Question 202

You are the Chief Technology Officer of a major stock exchange. You are in the charge of the project to reengineer the organization's back office accounting, billing and administrative system. Your project team is in the process of implementing the technical work required for the project. However one of the stakeholders for your project is requesting variance changes to the project. Which of the following is the best approach to take the beginning of the project in order to manage the project?

- A. Add contingency reserves into overall project schedule to plan for any potential change requests
- B. Contact the stakeholder to dissuade him from submitting unnecessary change request
- C. Contact the stakeholder's supervisor to request that the stakeholder's activities be limited to the agreed upon scope of the project
- D. Involve the stakeholder in the project as early as possible

Answer: D

Question 203

Which of the following best describes the conflict resolution technique that involves problem solving and fact-finding missions in order to discuss a win-win resolution?

- A. Withdrawal
- B. Forcing

- C. Confrontation
- D. Smoothing
- E. Compromise

Answer: C

Question 204

Which of the following statements regarding configuration management system is least true?

- A. Configuration management systems establish a method to consistently identify and request changes to established baselines
- B. Configuration management systems provide mechanisms to communicate changes to all stakeholders
- C. Configuration management systems provide mechanisms to manage risk and implement risk response activities
- D. Configuration management systems provide opportunities to improve project by considering impact of changes

Answer: C

Question 205

Which of the following best describes the risks that still remain after avoidance, transfer, or mitigation responses have been implemented?

- A. Contingency risks
- B. Tertiary risks
- C. Residual risks
- D. Secondary risks

Answer: C

Question 206

With respect to earned value analysis, which of the following is the value of work actually completed?

- A. Actual cost(AC)
- B. Planned value(PV)
- C. Cost variance(CV)
- D. Earned value(EV)

Answer: D

Question 207

Which of the following illustrate a chart with upper /lower limits on which value of some statistical measure for a series of samples are plotted using sample measure measurement, where the mean and standard deviation are determine from the sample selected?

- A. Statistical sampling
- B. Gantt chart
- C. Pareto diagram
- D. Scatter diagram
- E. Control chart

Answer: E

Question 208

Which of the following statement are false regarding issue logs?

- A. Issue logs are written logs that document person responsible for resolving for specific issue by a target date
- B. Issue logs are tool of manage stakeholders process
- C. Issue logs are tool of manage project team process
- D. Issue logs describes the ground rules and conflict management procedures to manage the project

Answer: D

Question 209

Your company is making a strategy shift: form being focused on fulfilling customer requests for becoming the best cost dairy producer in industry. Its existing cost manufacturing cost system, however fails to capture the costs associated with handling special flavors, small production orders, and complex delivery and order processing options. Hence you've been assigned to supervise an existing project to develop a new time-drive, activity-based costing system that will capture the full complexity of the company's operations and gives managers new insights into the profitability orders, products, and customers. Senior management will use the information to enhance process efficiencies, negotiating new terms with customers, and attempt to win new business.

You are taking over the project during the planning process group. Upon reviewing the project charter, you discover that eight individuals were requiring to sign-off the project charter in order to authorize the project. Which of the following should cause the MOST concern?

- A. Your ability to yield adequate authority to make resource allocation decisions regarding the project
- B. The difficulty in determining who will serve on the change control board due to the number of stake holders.

- C. The overhead that is required to notify the large number of stakeholders regarding changes that affect the project
- D. The ability to develop adequate cost and scope baseline
- E. The amount of time that will be spent on configuration management due to the number of stake holders

Answer: E

Question 210

Product analysis uses which of the following techniques EXCEPT:

- A. Value analysis
- B. Inspection
- C. Product break down
- D. Systems engineering
- E. Functional analysis

Answer: B

Question 211

A poorly defined staffing management plan will LEAST impact:

- A. Human resource planning
- B. Acquire project team
- C. Manage project team
- D. Cost estimating
- E. Develop project team

Answer: A

Question 212

You are the project manager responsible for constructing new 100-unit apartment in downtown Manhattan. As part of construction project, you are planning to outsource the electrical wiring of the building to an outside contracting firm. The contracting firm has requested a statement of work from you. Which of the following statements are FALSE regarding the contract SOW?

- A. The SOW contains the objectives of the project
- B. As a buyer, you re required to write SOW
- C. The SOW is an output of the and acquisitions process and an input to the plan contracting process
- D. The outside contracting firm requires a SOW to determine they have the capabilities to meet the detailed specifications of the project

Answer: B

Question 213

Activity cost estimates and its supporting details are output of which process?

- A. Activity duration estimation
- B. Cost control
- C. Cost estimating
- D. Activity resource estimating
- E. Cost budgeting

Answer: C

Question 214

Which of the following best describes the amount of time one can delay the start of a task without delaying the start of a successor task?

- A. Lag time
- B. Lead time
- C. None of the choices are correct
- D. Total slack
- E. Free slack

Answer: E

Question 215

You've been hired as a project manager for a local community college. The community college wants you upgrade the hardware for each of its web servers, and install the necessary security patches for each web-server.

You are ready to begin the activity duration estimation process. You are told that there are total 50 web-servers that need to be upgraded. From past experience, you know that it takes about two hours to upgrade the hardware and install patches on each web server.

Therefore, you estimate that it will take approximately 100 hours to complete this project. Which duration estimation technique did u just see?

- A. Analogous estimation
- B. Quantitatively based durations
- C. Decomposition
- D. Expert judgment
- E. Reserve time

Answer: B

Question 216

A risk management plan is a subset of the project management plan and describes how risk management should be performed. All of the following should be included in the risk management plan EXCEPT:

- A. None of the choices are correct
- B. Budgeting, timing, risk categories
- C. Methodology, roles and responsibilities
- D. P-I matrix, tracking
- E. Stakeholder tolerance, reporting formats

Answer: A

Question 217

You are using the three-point estimating technique to estimate the duration of a schedule activity. Which of the following is the correct formula for calculating variance assuming a triangular distribution?

- A. $[(\text{optimistic}-\text{pessimistic})^2 + (\text{most likely}-\text{pessimistic}) * (\text{most likely}-\text{optimistic})] / 18$
- B. $((\text{optimistic}-\text{pessimistic}) / 6)^2$
- C. $(\text{pessimistic} + \text{optimistic} + \text{most likely}) / 3$
- D. $(\text{pessimistic} + 4 * (\text{most likely}) + \text{optimistic}) / 6$

Answer: A

Question 218

You are in the process of identifying and documenting the logical relationships among schedule activities. Which of the following are NOT inputs to this process?

- A. Project scope statement
- B. Project schedule network diagram
- C. Approved change requests
- D. Activity lists, activity attributes
- E. Milestones list

Answer: B

Question 219

You are in the process of estimating the number of work periods that will be needed to complete individual schedule activities. All of the following are tools techniques you can use EXCEPT:

- A. Estimating duration from a previous similar schedule activities based upon historical information and expert judgment
- B. Estimation duration by using contingency reserves
- C. Estimating duration by multiplying the quantity of work to be performed by productivity rate

- D. Estimating duration by performing a forward pass and backward pass analysis through the project schedule network paths
- E. Estimating duration by calculating the average of three duration estimates (most likely, optimistic, pessimistic)

Answer: D

Question 220

Which of the following best describes a cost and schedule planning techniques where details are developed for the near term and general allocations are made for work far in the future. Detail is developed for work far in the future as information becomes available to do so.

- A. Milestone lists
- B. Planning components
- C. Schedule network templates
- D. Rolling wave planning
- E. Decomposition

Answer: D

Question 221

You are in the process of defining activities that need to be performed to develop the necessary project deliverables. Which of the following are NOT outputs that you will produce during this process?

- A. Milestone list
- B. Planning component
- C. Requested changes
- D. Activity attributes
- E. Activity list

Answer: B

Question 222

All of the following are types of strategies that one can use to deal with risks with upside opportunity EXCEPT:

- A. Transfer
- B. Enhance
- C. Exploit
- D. Accept
- E. Share

Answer: A

Question 223

You are in the process of estimating the number of work periods that will be needed to complete individual schedule activities. All of the following are valuable inputs to this process EXCEPT:

- A. Risk register, activity cost estimates
- B. Historical information, historical reference data
- C. Project schedule network diagrams
- D. Duration estimation databases
- E. Activity resource requirements, resource calendar

Answer: C

Question 224

You are in the process of establishing a total cost baseline for measuring project performance. Which of the following is the LEAST helpful tool / technique?

- A. Reserve analysis
- B. Vendor bid analysis
- C. Cost aggregation
- D. Parametric estimation
- E. Funding limit reconciliation

Answer: B

Question 225

In which of the project processes should one determine whether to obtain products and services from outside the organization?

- A. Plan purchases and acquisition
- B. Schedule development
- C. Activity sequencing
- D. Scope definition
- E. Risk identification

Answer: A

Question 226

Expert judgment is a tool/ technique in all of the following EXCEPT:

- A. Develop project management plan
- B. Develop project charter
- C. Communications planning
- D. Develop preliminary project scope statement
- E. Scope planning

Answer: C

Question 227

You have been recently been assigned to provide an accurate project schedule for constructing a new 50-story casino, in Las Vegas, Nevada. You are evaluating the network diagram for the construction project, and are using the forward pass calculations to construct the schedule.

You are trying to calculate the earliest start time for laying the foundation of the building. The expected duration for this task is 150 days. The task must be completed within 300 days, while the expected completion is within 220 days. The latest finish time is 200 days.

Based on this information, what is the earliest start time of this task?

- A. 50
- B. 300
- C. Not enough information is provided
- D. 150
- E. 200

Answer: C

Question 228

You are the project manager responsible for renovating a 70-year old office building. You intend to hire an outside construction firm to seismic retrofit the building in order to make that the building can with stand large earthquakes. You are in the process of selecting a contract type best suited for this project. You would like to select a contract type that transfers the risks onto the seller for any cost risk and non-performance issues. Which contract type should you choose?

- A. CPPC contracts
- B. CPFF contracts
- C. Cost reimbursable contracts
- D. T&M contracts
- E. Fixed price contracts

Answer: E

Question 229

All of the statements regarding decision tree analysis is true EXCEPT:

- A. Decision tree analysis is a tool/ technique of Quantitative Risk Analysis
- B. Decision tree analysis uses EMV analysis
- C. Decision tree is a technique for measuring the performance of a work and is used to create the performance measurement baseline

- D. EMV is a statistical concept that calculates the average outcome of project outcomes based on various assumptions and scenarios
- E. Decision tree is a diagramming technique used to select the best course of action in situations where the future outcomes are uncertain

Answer: C

Question 230

Qualitative risk analysis requires accurate data as its input. Risk Data Quality Assessment is a technique to evaluate the degree to which the data regarding risks would be useful. What is the best course of action if the Risk Data Quality Assessment for most of the identified risks are low?

- A. Attempt to gather more accurate data
- B. Re-evaluate the risk data quality assessment
- C. Develop a probability-impact matrix to compensate for the low rankings
- D. No further actions are needed, since a low Risk Data Quality Assessment is ideal

Answer: A

Question 231

Which of the following are not tools/ techniques that can be used to create the WBS?

- A. WBS dictionary
- B. Decomposition
- C. None of the choices are correct
- D. Work breakdown structure templates

Answer: A

Question 232

Which of the following statements are true regarding Management Reserves?

- A. Management Reserves are used to ensure that the expenditure of funds is reconciles with the funding limits imposed by the performing organization
- B. Management Reserves describes the differences between the maximum funding and the end of the cost baseline
- C. Management Reserves are part of the project management plan and is usually displayed as a S-Shaped curve.

- D. Management Reserves is a technique for measuring the performance of work and is used to establish the performance measurement baseline

Answer: B

Question 233

You are currently in the process of prioritizing risks by their impact or probability of occurrence. Which of following tools/ techniques are LEAST useful?

- A. Risk categorization
- B. Root cause identification
- C. Risk urgency assessment
- D. Risk data quality assessment
- E. Probability impact matrix

Answer: B

Question 234

All of the following statements regarding Control Accounts are true EXCEPT:

- A. A control account is an assigned WBS level used to monitor cost and schedule performance of significant element of work.
- B. Control accounts are also referred to as cost accounts
- C. None of the choices are correct
- D. A control account is a management control point for cost summarization, scope description, and variance analysis and reporting.
- E. Each work package/ planning package may be associated with only one control account

Answer: C

Question 235

Keeping up with the growth was becoming a problem for a privately owned Chinese financial services company. Although it easily lured business from state-owned competitors, low skill levels and weak accounting systems threaten the company's cash flow. Moreover, poorly invested assets were delivering inadequate returns. Hence, you have been assigned over an existing project to upgrade the IT system to allow for an expansion. Specifically, the IT upgrade will enable the company to serve more competitors, expand the product line, gain market share, and win more licenses.

Your project team has already created the WBS, developed estimates for the work packages, and created the project network diagram.

Which of the following should you perform NEXT?

- A. Implement schedule change control system
- B. Finalize risk management activities
- C. Create the preliminary project schedule
- D. Identify logical relationship among activities
- E. Decompose the work packages into smaller components called schedule activities

Answer: C

Question 236

You are in the process of establishing a total cost baseline for measuring project performance. All of the following are outputs of this process EXCEPT:

- A. Cost management plan updates
- B. Scope baseline
- C. Activity cost estimates
- D. Project funding requirements
- E. Requested changes

Answer: C

Question 237

You are the project manager for a construction company. Your firm has been contracted to complete the construction of a 10-story office building. This project will use three point estimates to calculate the estimates for activity duration. You have the following estimates for task A (creating the foundation).

Assuming the triangular distribution what is the average duration estimate based on the following three point estimates?

Pessimistic= 100 days

Optimistic= 40 days

Most likely=65 days

- A. 66.66
- B. 75
- C. 70
- D. 68.33
- E. 65

Answer: D

Question 238

Which of the following processes is involved with identifying which quality standards are relevant to the project and devising a plan on how to meet / satisfy these standards?

- A. Perform quality control
- B. None of the choices are correct
- C. Quality planning
- D. Perform quality assurance

Answer: C

Question 239

Which of the following statements are FALSE regarding the probability impact matrix technique?

- A. The probability impact matrix specifies combinations of probability and impact that rank the risk as high, moderate and low priority
- B. Either descriptive terms or numeric rankings can be used to assign risk rankings to identified risks.
- C. In the probability impact matrix the probability and impacts of each risk are assessed against defined scale, and plotted on a two-dimensional grid.
- D. Opportunities and threats should not be evaluated in the same matrix concurrently.
- E. An organization can rate a risk separately for each objective (i.e. cost, time, scope)

Answer: D

Question 240

You are the project manager at a software company developing the next-gen web application server. As software development can be very chaotic, your company has elected to follow the more rigorous approach to software development. Specifically, your company has chosen to adopt the Rational Unified Process (RUP) for your current software project.

The RUP methodology is highly iterative and produces numerous deliverables include UML diagrams, architecture diagrams, prototypes, and test-cases. You have just produced the project schedule network diagram and just updated the project activity list. Which process have you just finished?

- A. Activity sequencing
- B. Activity duration estimation
- C. Schedule development
- D. Activity definition

Answer: A

Question 241

You are in the process of identifying and documenting the project roles and responsibilities and create staffing management plan. All of the following are tools/ techniques you can use EXCEPT:

- A. RBS, OBS
- B. Organizational theory
- C. RAM, RACI
- D. General management skills
- E. Networking

Answer: D

Question 242

You are in the process of painting your house. Since you do not want to start painting your house prior to rain storm, you check the weather report to make sure that weather is permitting. Which type of dependency best describes the relationship between the weather and your project?

- A. External dependency
- B. Discretionary dependency
- C. Mandatory dependency
- D. None of the choices are correct

Answer: A

Question 243

The risk register is initiated in the Risk Identification process and further updated in the Qualitative Risk analysis and Quantitative Risk analysis processes. Which of the following are NOT risk register updates as part of the Quantitative Risk Analysis process?

- A. Prioritized list of qualified risks
- B. Residual risk that remain after planned responses are executed
- C. Probabilistic analysis of the project
- D. Trends in quantitative risk analysis results
- E. Probability of achieving cost and time objects

Answer: B

Question 244

You are the project manager at Construction Company, assigned to build 30-storey apartment building. In order to being constructing the

frame of the building, the foundation of the building must be built. Which of the following relationship types best describes this dependency between framing and foundation?

- A. Finish-To-Start
- B. Start-To-Start
- C. Finish-To-Finish
- D. Start-To-Finish

Answer: A

Question 245

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You have just completed the project Scope Planning process and created the Scope management plan. However, upon review, you have determined that the resulting project scope management plan is ambiguous and poorly written. A poorly written project scope management plan will directly impact all of the following EXCEPT:

- A. Ability to define, prepare and integrate, all subsidiary plan, into the project management plan
- B. Ability to formalize acceptance of the project deliverables
- C. Ability to create a detailed project scope statement as the basis for future project decisions.
- D. Ability to control changes to the project scope
- E. Ability to identify the necessary activities that needs to be performed to produce project deliverables

Answer: A

Question 246

All of the following are considered schedule network analysis techniques EXCEPT:

- A. What-if analysis
- B. Critical chain method
- C. Critical path method
- D. Resource leveling
- E. PDM/ ADM

Answer: E

Question 247

Which of the following processes involves determining what resource and what quantities of each should be used to perform project activities?

- A. Activity definition
- B. Cost budgeting
- C. Cost estimation
- D. Activity resource estimation
- E. Activity sequencing

Answer: D

Question 248

Which of the following documents generated by the create WBS process includes a code of account identifier, a statement of work, and a list of schedule milestones for each WBS component?

- A. WBS
- B. Scope baseline
- C. WBS dictionary
- D. Organizational process assets
- E. WBS templates

Answer: C

Question 249

You are the project manager assigned to construct a new 10-story office building. You are trying to estimate the costs for this project. You start by assigning the costs associated with each of the project activity. Then you sum up all the individual costs into a final cost estimate. Which type of cost estimation technique did you use?

- A. Analogous estimation
- B. Parametric estimation
- C. Monte Carlo methods
- D. Bottom-up estimation

Answer: D

Question 250

The risk register describes all the identified risks. Which of the following is NOT included as part of the risk register?

- A. Risk description, category, cause
- B. Risk-related contractual agreements
- C. Proposed responses, owners, current status
- D. Probability of occurrence, impact on objectives

Answer: B

Question 251

You are in the process of estimating the type and quantity of resources needed to complete individual schedule activities. All of the following tools/ techniques you can use in this process EXCEPT:

- A. Expert judgment
- B. Reserve analysis
- C. Published estimate data, project management software
- D. Bottom-up estimation
- E. Alternative analysis

Answer: B

Question 252

Which of the following statements regarding WBS are true?

- A. The lowest level in the WBS is called a work activity
- B. The WBS should be organized into a hierarchy that models the organizational hierarchy
- C. The WBS is an output of scope definition process
- D. Work not included in the WBS is considered outside the scope of the project

Answer: D

Question 253

Which of the following is the MOST valuable result of creating the work breakdown structure?

- A. Resource requirements
- B. Team buy-in
- C. Activity attributes
- D. Activity list
- E. Schedule baseline

Answer: B

Question 254

With respect to risk management, which of the following statements are FALSE regarding Decision Tree Analysis?

- A. Decision trees shows the impact of one decision over another
- B. Decision trees are tools/ techniques of quantitative risk analysis process
- C. None of the choices are correct

- D. Solving the decision tree indicates which decision yields the greatest expected value to the decision maker

Answer: C

Question 255

You are the project manager at an utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternates of energy. Your team has just produced the work break down structure. However, upon review, you discover that the WBS lacks the necessary details and requires more decomposition. A poorly defined WBS will directly impact all of the following EXCEPT:

- A. Ability to define what to acquire/ purchase
- B. Ability to establish a total cost baseline to measure project performance
- C. Ability to control changes to project scope.
- D. Ability to identify document project roles, responsibilities and reporting relationships
- E. Ability to develop estimation of costs of resource required to complete project activities

Answer: D

Question 256

All of the following statements are TRUE regarding modeling and simulation EXCEPT:

- A. Simulation is tool/ technique of Quantitative Risk Analysis
- B. Modeling and simulation are recommended for use in cost and risk analysis because they are more powerful and less subject to misuse than EMV analysis
- C. Simulation is a technique that computes the project cost or schedule over multiple iterations using random value selected from distribution of possible costs or duration values
- D. From schedule risk analysis, a simulation can use the ADM schedule as its model
- E. From risk analysis, a simulation can use the project WBS or cost breakdown structure as its model

Answer: D

Question 257

You are in the process of developing an approximation of the costs of the resources needed to complete each schedule activity. All of the following are tools/ techniques you can use in this process EXCEPT:

- A. Determine resource cost rate
- B. Cost aggregation
- C. Analogous estimation, bottom-up estimation, parametric estimation
- D. Cost of quality, project management software
- E. Vendor bid analysis, reserve analysis

Answer: B

Question 258

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly. To keep up with the demands you have been assigned with the responsibility of upgrading company's network and computing infrastructure. You have already inspected the existing infrastructure and are in the process of defining detailed project scope statement for your project. All of following are tools/ techniques you can use EXCEPT:

- A. Expert judgment
- B. Product analysis
- C. Stakeholders analysis
- D. Inspection
- E. Alternatives identification

Answer: D

Question 259

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly. To keep up with the demands you have been assigned with the responsibility of upgrading company's network and computing infrastructure. You have given the project charter progressively elaborated the requirements, and have just completed the Scope Definition and Create WBS processes. However while you are in the activity duration process you realized that certain deliverables are missing from the scope definition and create WBS processes. What is your next plan of action?

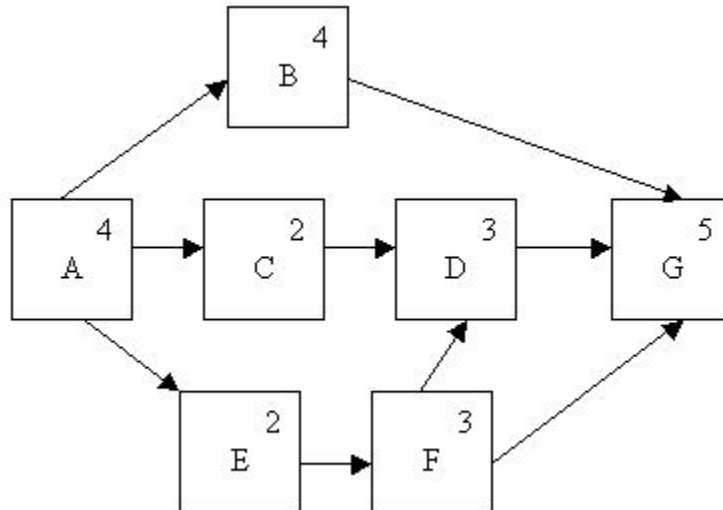
- A. Include the deliverable as part of activity definition project

- B. Review the WBS to include the missing deliverables, and define the relevant appropriate activities
- C. Consult the scope management plan to determine how to revise the project scope to include this deliverable
- D. Consult your supervisor as to whether to include this deliverable as part of the project

Answer: B

Question 260

You have been recently assigned to provide an accurate project schedule for constructing a new 50-story casino in Las Vegas, Nevada. You are evaluating the network diagram for the construction project, and are in the process of identifying the critical path of the project. Based on the following diagram, which path is the critical path?



- A. A-E-F-D-G
- B. A-B-E-F-D-G
- C. A-B-G
- D. A-E-F-G
- E. A-C-D-G

Answer: A

Question 261

You are the project manager responsible for developing a new hybrid engine for a major auto manufacturer. You are in the process of developing the project schedule and would like to access the feasibility of your project schedule under various different conditions. Which of the following scheduling techniques is the LEAST appropriate?

- A. Variance analysis
- B. Monte Carlo analysis
- C. What-if scenario analysis
- D. Simulation

Answer: A

Question 262

Decomposition of project work involves all of the following EXCEPT:

- A. Decomposition upper WBS level into lower level detailed components
- B. Structuring and organizing the WBS
- C. Identifying deliverables
- D. Presenting hierarchal depiction of project organization so that work packages can be related to performing organizational units
- E. Assigning identification codes to WBS components

Answer: D

Question 263

All of the following are environmental factors that should be considered during Human Resource Planning EXCEPT:

- A. Interpersonal
- B. Political
- C. Logistics
- D. Organizational, technical
- E. Authority, competency

Answer: E

Question 264

All of the statements are FALSE regarding Resource Calendars?

- A. Project resource calendar identifies the quantity of resource available during each activity
- B. Project resource calendar updates are an output of the Activity Resource Estimation process
- C. Project Resource Calendar typically identifies resource-specific holidays and availability periods
- D. Project resource calendar represent hierarchal structure of the identified resources by resource category and type

Answer: D

Question 265

Which of the following statements are true regarding the Risk Breakdown Structure?

- A. The Risk Breakdown Structure describes the format and content of the risk register
- B. The Risk Breakdown Structure represents a hierarchally organized representation of identified project risks arranged by the magnitude of the risk
- C. The Risk Breakdown Structure identifies all elements of risk activities that will be documented and audited
- D. The lowest level of the Risk Breakdown Structure can be used as risk checklist

Answer: D

Question 266

Which of the following statements are FALSE regarding sensitivity analysis?

- A. A tornado diagram is a display of sensitivity analysis
- B. Sensitivity analysis is useful for determining the relative importance of variables that have a high degree of uncertainty to those that have lower uncertainty
- C. None of the choices are correct
- D. Sensitivity analysis helps determine which risks have the most potential impact on the project
- E. Sensitivity analysis examines how variation and uncertainty of individual project element impacts of project objective, assuming all other project elements re varied concurrently

Answer: E

Question 267

Risk diagramming techniques include all of the following EXCEPT:

- A. Milestone charts
- B. Influence charts
- C. Fishbone diagram
- D. Process flow chart
- E. Cause-and-effect diagram

Answer: A

Question 268

Risk to the project can be categorized by all of the following EXCEPT:

- A. Sources of risk (i.e. using the RBS)
- B. Area of project affected (using the WBS)

- C. Project phase
- D. Common root causes
- E. Quality and reliability of risk data

Answer: E

Question 269

You are the project manager responsible for developing a new hybrid engine for a major auto manufacturer. You are in the process of developing the project schedule and would like to identify the project risks and associated risk response plans. Where would you be able to retrieve this information?

- A. Activity list
- B. Risk attributes
- C. Organizational process assets
- D. Project scope statement
- E. Project management plan

Answer: E

Question 270

All of the following can be used to estimate the contingency reserves during Activity Duration Estimation EXCEPT:

- A. Quantitative schedule risk analysis
- B. Dependency determination
- C. Percentage of estimated activity duration
- D. Fixed number of work periods

Answer: B

Question 271

The project scope management plan is an output of which of the following process?

- A. Scope definition
- B. Scope control
- C. Scope planning
- D. Develop preliminary project scope statement
- E. Scope verification

Answer: C

Question 272

You have been recently assigned to provide an accurate project schedule for a large construction company. You are evaluating the network diagram for the construction project.

Your lead engineer has given you the following estimates for several critical path activity: 30 days (optimistic), 80 days (pessimistic), and 40 days (most likely). Which of the following statements are true, assuming the beta distribution?

- A. There is approx. 95 percent chance that the activity will complete roughly between 36 days and 53 days
- B. There is approx. 95 percent chance that the activity will complete roughly between 20 days and 70 days
- C. There is approx. 99 percent chance that the activity will complete roughly between 28 days and 61 days
- D. There is approx. 68 percent chance that the activity will complete roughly between 36 days and 53 days

Answer: D

Question 273

You are in the process of estimating the type and quantity of resources needed to complete individual schedule activities. All of the following are tools/ techniques you can use in this process EXCEPT:

- A. Published estimated data, project management software
- B. Expert judgment
- C. Reserve analysis
- D. Bottom-up estimating
- E. Alternatives analysis

Answer: C

Question 274

Which of the following statements are true regarding estimation techniques?

- A. Three-point estimating is a method of estimating based on three types of estimates: conservative, pessimistic, optimistic
- B. Analogous estimation is an estimating technique that uses statistical relationship between historical data and other variables to calculate an estimate for activity parameters, such as duration and cost
- C. Parametric estimation is an estimating technique that uses the historical information from the previous similar activity as the basis for forecasting. Analogous estimation is a form of expert judgment

D. Bottom-up estimating is a method of estimating a component of work, where the work is decomposed into greater details

Answer: D

Question 275

Which of the following diagramming methods can only use finish-to-start relationships and may use dummy activities to express logical relationship between activities?

- A. ADM
- B. CPM
- C. GERT
- D. PDM

Answer: A

Question 276

Which of the following are outputs of the Risk Management Planning process?

- A. Residual risk
- B. Overall risk planning
- C. Risk management plan
- D. Checklists

Answer: C

Question 277

You are using three point estimating technique to estimate the estimate of a scheduled activity. Which of the following statement are true given the following data:

Pessimistic= 100 days

Optimistic= 40 days

Most likely= 65 days

Average =66.6 days

- A. The calculations were performed assuming a exponential distribution
- B. Not enough information is provided
- C. The calculations were performed assuming a triangular distribution
- D. The calculations were performed assuming a beta distribution
- E. The calculations were performed assuming a UNIFORM distribution

Answer: D

Question 278

You are the project manager at a company developing an online music store. You are in the process of calculating the cost budget for this project using a combination of parametric estimation and bottom-up estimation. Which of the following statements are FALSE:

- A. The cost baseline is considered the expected cost of the project
- B. Projects may have multiple cost baselines to measure different aspects of cost performance
- C. The cost baseline is an output of the Cost Estimating process
- D. The cost baseline is used to measure project performance and variances

Answer: C

Question 279

Which of the activities have negative slack, given the table below?

Activity	Duration	Early Start	Early Finish	Late Start	Late Finish
Activity A	15	15	30	25	40
Activity B	4	10	14	14	18
Activity C	10	30	40	75	85
Activity D	5	18	23	90	95

- A. Activity B
- B. Activity C
- C. None of the choices are correct
- D. Activity D
- E. Activity A

Answer: C

Question 280

Which of the following is LEAST likely to improve the accuracy of cost estimates produced through parametric cost estimating technique?

- A. When parameters used in the model are quantifiable
- B. When model is scalable
- C. When cost estimates of individual work packages are detailed and accurate
- D. When historical information used to develop the model is accurate

Answer: C

Question 281

You are in the process project a project schedule for repainted your house, you first need to scrap off the existing paint, and then add a layer of primer. The primer provides the paint a better bonding surface so it sticks to the base material much better. Without priming, drywall surfaces will soak up more finish paint in some areas than in others, producing a splotchy effect.

You decided to speed up the process by starting priming before all the scraping is finished. However once the primer is applied you must wait until the primer dries before adding on the actual paint. You estimate that it will take 8 hours for the primary to dry. To correctly sequence these activities, which of the following should you do?

- A. Add a lead time to the priming task with respect to scraping, and lead time to priming task with respect to painting.
- B. Add a lag time to the priming task with respect to scraping, and lag time to priming task with respect to painting.
- C. Add a lag time to the priming task with respect to scraping, and lead time to priming task with respect to painting.
- D. Add a lead time to the priming task with respect to scraping, and lag time to priming task with respect to painting.

Answer: D

Question 282

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You have just completed the project scope changes, requested changes, and updates to the project scope management plan. Which of the following process did you just complete?

- A. Scope definition
- B. Develop preliminary project scope statement
- C. Scope planning
- D. Scope verification
- E. Develop project management plan

Answer: A

Question 283

Which of the following best describes project funds that are held in reserve to account for and offset known risks, such as project scope risks, schedule risks, cost or quality risks?

- A. Contingency reserve
- B. Secondary risk

- C. Residual risk
- D. Contingency plan

Answer: A

Question 284

You are in the process of identifying and documenting project risks. Which of the following statements are true?

- A. The tools/ techniques of this process include probability and impact matrix, risk data quality assessment, risk categorization, and risk urgency assessment
- B. The input of this process include the project scope statement, risk management plan, and project management plan.
- C. The output of this project is the risk management plan
- D. You are in the Risk Management Planning process

Answer: B

Question 285

Which of the following is the total amount of time that a scheduled activity may be delayed from its early start date without delaying the project finish date?

- A. Total float
- B. Average float
- C. None of the choices are correct
- D. Critical float
- E. Free float

Answer: A

Question 286

Which of the following process is involved in developing an approximation of the costs of the resources needed to complete project activities?

- A. Cost control
- B. Cost estimation
- C. Activity Resource Estimation
- D. Cost budgeting

Answer: B

Question 287

Which of the following processes involves analyzing activity sequences, activity duration, and resource requirements, to develop the project schedule?

- A. Activity sequencing
- B. Schedule development
- C. Scope definition
- D. Activity duration estimation
- E. Activity definition

Answer: B

Question 288

You are involved in monitoring specific project results to determine whether they comply with relevant quality standards. You are using the control chart to illustrate how the process is behaving over time. You have constructed your control chart and that all data points are within upper and lower control limits of chart. In addition, seven consecutive data points are observed, to be on one side of the mean. Which of the following is your BEST plan of action?

- A. Compare results from the last quality management plan
- B. No additional action is needed, as the process is within control
- C. Adjust the mean based on the observed data points
- D. Identify the special cause variation

Answer: D

Question 289

You are in the process of obtaining the necessary human resource to complete the project. Which of the following are not the outputs of this process?

- A. Updates to staffing management plans
- B. Resource availability
- C. Project staff assignments
- D. Roles and responsibilities

Answer: D

Question 290

Which of the following describes an input to the direct and manage project execution process that consist of documented, authorized changes to expand or contract the project scope?

- A. Implemented change request
- B. Approved change request
- C. Approved prevention action

- D. Implemented correction action
- E. Implemented prevention action

Answer: B

Question 291

Which of the following statements are true regarding the project human resource management process?

- A. Human resource planning involves obtaining the human resources required to complete the project
- B. None of the statement are true
- C. Develop project team involves improving the competencies of team members to enhance performance
- D. Acquire project team involves identifying the documenting the project roles and responsibilities

Answer: C

Question 292

Which of the following documents describes the details of the procurement items in order to allow prospective seller to determine whether they are capable of providing the products or services?

- A. WBS
- B. Project charter
- C. Procurement management plan
- D. Scope statement
- E. Contract statement of work

Answer: E

Question 293

With respect to the cost of quality which of the following individuals are responsible for developing the "fitness for use" approach?

- A. Crosby
- B. Juran
- C. Deming
- D. Ishikawa

Answer: B

Question 295

A project manager should exhibit two types of leaderships. These are transactional and transformational. The leader should guide the members by identifying their roles and responsibilities for the project.

In addition he should inspire the team members to successfully complete the project tasks.

If the project manager follows the Mc"Grigor theories of leadership which of the following statements are true?

- A. Theory Y manager thinks that people are motivated by punishments and money
- B. Theory X manager suppose very rigid controls over the people
- C. Theory Y manager thinks that people are interested in performing their best
- D. Theory X manager believes that people are creative and committed to the goals of the project

Answer: B,C

Question 296

Which of the following tools are used to implementation of approved change request, corrective actions, and defect repairs?

- A. Benchmarking
- B. Quality audits
- C. Process analysis
- D. Cost benefit analysis
- E. Designs of experiments

Answer: B

Question 297

Project report, project record, and project presentation are outputs of which of the following process?

- A. Communication planning
- B. Performance report
- C. Information distribution
- D. Manage stakeholders

Answer: C

Question 298

Which of the following conflict resolution techniques describes a situation where each of the parties involved in the conflict give up something in order to reach a solution?

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

Answer: B

Question 299

You are in the process of reviewing offers and choosing among potential sellers. All of the following are tools you can use EXCEPT:

- A. Bidder conferences
- B. Weighting system, screening system
- C. Contract negotiation, seller rating system
- D. Expert judgement
- E. Independent estimates

Answer: A

Question 300

You have just completed the project planning process group and are ready to begin the project executing process group. You will need to perform all the following executing process except

- A. Identify potential seller and document product requirement
- B. Improve competencies of team members
- C. Review offers and select sellers
- D. Obtain information, quotations, proposals
- E. Make necessary information available to stakeholders in timely manner

Answer: A

Question 301

You are the project manager for the international contract manufacturing firm with manufacturing plants and offices in India, China and Thailand. Your company designs and manufactures various consumer electronics such as flat screen, television, laptop computers, monitors, e.t.c.

Your company is in the process of bidding on a project to manufacture the next generation 128-bit video game console for X-cube station. As a potential bidder for this project your company must register so that it is on the qualified seller list. Which of the following statements are true?

- A. The qualified seller list is an input to the select sellers and are used to rate and score proposals
- B. The qualified seller list is a tool of the request seller responses process and are used to ensure that all the prospective sellers have a clear understanding of the requirements

- C. The qualified seller is a tool of a request seller response process and provide information about the seller
- D. The request seller list is input to request seller response process and are used to ensure that all the prospective sellers have a clear understanding of the requirements
- E. The qualified seller list is input to the select seller process and provides information about the seller

Answer: E

Question 302

Which of the following statements are true regarding quality planning and perform quality assurance?

- A. Quality planning is the totality of characteristic of an entity that bear on its ability to satisfy stated or implied needs. Quality assurance involves evaluating overall project performance to ensure that the project will satisfy quality standards.
- B. The quality planning process uses the tool such as benefit costs analysis, benchmarking, flow charting, and design of experiment and cost of quality.
- C. Quality assurance involves evaluating overall project performance to ensure that the project will satisfy quality standards.
- D. Quality planning involves evaluating overall project performance to ensure that the project will satisfy quality standards

Answer: C

Question 302

You are in the process of reviewing offers and choosing among potential sellers. All the following are the outputs of process except:

- A. Selected sellers
- B. Contract documentation
- C. Resource availability
- D. Contracts
- E. Contract management plan

Answer: B

Question 303

Which of the following statement are false regarding Delphi's technique:

- A. Delphi technique can be used to elicit feedback without physically assembling the contributors
- B. The Delphi technique helps prevent anyone person from unduly influencing the outcome
- C. None of the choices are correct
- D. Delphi technique provides a way to reach the consensus among experts and allow the experts to participate anonymously

Answer: D

Question 304

You are in the process of directing the performance of the planned project activities and managing the various technical and organizational interfaces that exist within your project. All the following are actions that you should perform in this stage except:

- A. Collect and document lessons learned
- B. Manage sellers
- C. Manage risks and implement risk response activities
- D. Establish and manage communication channel
- E. Subdivide the major project deliverable into smaller, more manageable work packages

Answer: E

Question 305

You are a project manager at a biotech company where you are responsible for developing treatment for diabetes. You are in functional organization, where you have little formal authority within the organization. Which of the following describes the type of power you have in organization?

- A. Expert power
- B. Referent power
- C. Punishment power
- D. Legitimate power
- E. Coercive power

Answer: B

Question 306

Which of the following are least found to as a part of project?

- A. Roles and responsibilities, pricing and payments
- B. Inflation adjustment, acceptance criteria
- C. Evaluation criteria, change request handling
- D. Warranty, limitation of liability

E. Statement of work, schedule

Answer: B

Question 307

Which of the following is false regarding recognition and rewards?

- A. Recognition and rewards are tools of develop process team project
- B. Recognition and reward should consider cultural differences
- C. None of the choices are correct
- D. To be effective, recognition and rewards should be based on activities under a person's control
- E. Zero sum rewards, that only a limited number of project team members can achieve

Answer: E

Question 308

You are the project manager for the manufacturer of children's toys. Your project team is in the process of designing a new toy for children for next Christmas season. Your 10 members are working together for past six months. All 10 are in constant communication with each other. How many lines of communications are their in your project team?

- A. 50
- B. 45
- C. 20
- D. 10
- E. 90

Answer: B

Question 309

Which of the following is buyer-prepared formal request sent to seller and is basis upon which seller prepares n bid?

- A. Contract
- B. Procurement request
- C. None of the choices are correct
- D. Procurement document package
- E. Proposals

Answer: D

Question 310

Which of the following is not one of the five project management process group?

- A. Monitoring and controlling the group
- B. Initiating process group
- C. Fast tracking
- D. Executing process group
- E. Planning process group

Answer: C

Question 311

Top three causes of conflict on the project and project schedule, project priorities are:

- A. Resources
- B. Cost
- C. Responsibilities
- D. Administrative procedures

Answer: A

Question 312

Which of the following are not situations where pre assignment of project team members are known in advance?

- A. Staff assignment are defined in project charter
- B. Project is dependent on the expertise of certain people
- C. Promised as a part of competitive proposal
- D. None of the choices are correct

Answer: D

Question 313

Weighting systems, screening systems, and independent estimates are tools of which process?

- A. Plan contracting
- B. Select sellers
- C. Plan purchase and acquisitions
- D. Request seller responses

Answer: B

Question 314

Which of the following project communication management process is within the executing process group?

- A. Manage stakeholders

- B. Performance reporting
- C. Information distribution
- D. Communication planning

Answer: C

Question 315

Implemented change request, implemented corrective actions and implemented preventive actions are inputs to which process?

- A. None of the choices are correct
- B. Direct and manage project execution
- C. Perform quality control
- D. Quality planning
- E. Perform quality assurance

Answer: E

Question 316

Which of the following tools can be used to help to analyze how quality problems occur, and depict that how the various components of system interrelate?

- A. Design of experiment
- B. Benchmarking
- C. Benefit/cost analysis
- D. Flowcharting

Answer: D

Question 317

During project executing, a previously unidentified risk has just occurred. This risk will negatively effect the outcome of the project. Which of the following is best to perform next?

- A. Alert the management team
- B. Develop the contingency plan
- C. Add reserves to the project to adjust for the risk
- D. Perform the risk audit
- E. Create a work around

Answer: E

Question 318

A manager works very closely with his subordinates to create an effective working environment. Once a new person is hired, he works with the employee to set realistic goals for the short term and long

term. In addition he continuously works with employee to discuss career path and career ambitions. He is constantly coaching, counseling and meeting. Once his employees reach the goal, he reward them with merit, increases/bonus , offer expanded job responsibilities, with new challenges, which of the following motivational theories is least utilized in his management approach to motivating his employees?

- A. B.F skinner's theory of behavioral reinforcement
- B. McGrager's theory X and theory Y
- C. Self efficacy theory
- D. Herzberg's motivation hygiene theory
- E. Vroom's expectancy theory

Answer: C

Question 319

All the following statements are true regarding communication management plan except:

- A. The communication management plan is an input to information distribution process
- B. The communication management plan provides information on stakeholders communication requirements and glossary of common terminology
- C. None of choices are correct
- D. Communication management plan is out put of communication planning process

Answer: C

Question 320

You are a project manager for a company that sells online music. The company is going so well that company has outgrown its I.T infrastructure. In fact the company's current infrastructure is unable to handle the terabytes of music downloads each day.

As a result company decided to give music download to 3rd party content. On your qualified seller list you have identified one potential vendor, music CM. your procure department has identified a large difference between the independent estimate and proposed vendor cost. Which of the following statements are true?

- A. You are currently in the plan purchases and acquisition process
- B. The vendor failed to respond to all the requirements specified in the proposal
- C. The vendor is incomplete and does not understand the scope of the project

- D. The SOW did not contain the enough detail
- E. If the discrepancy is in the company's favor your company should take the advantage of cost saving and select the vendor promptly.

Answer: D

Question 321

Which of the following are not the direct results of managing the project team?

- A. Submitting change request
- B. Negotiating staff assignments
- C. Resolving issues
- D. Developing input to performance appraisals
- E. Recording the lessons learned

Answer: B

Question 322

Which of the following best describes the project human resource management knowledge Area?

- A. Initiation, develop project team, acquire project team, develop project team
- B. Human resource planning , acquire project team, develop project team, manage project team
- C. Human resource planning , activity resource estimating, acquire project team, develop project team, manage project team
- D. Human resource planning, activity resource estimating , develop project team

Answer: B

Question 323

Which of the following statements are false regarding reward recognition systems?

- A. Rewards and recognition system must also consider cultural differences
- B. rewards and recognition systems are tools of human resource planning process
- C. rewards and recognition systems are tools of develop project team process
- D. in order to be effective, reward and recognition system must make the link between project performance and reward clear and achievable

Answer: B

Question 324

Which of the following statements are not true regarding corrective actions?

- A. Corrective actions are input to various controlling process
- B. Corrective action is used to bring expected future project performance in line with the project plan
- C. Approved corrective actions are inputs to the direct and manage project execution project
- D. Corrective actions are the outputs of processes in the controlling process group

Answer: A

Question 325

You are the project manager for the manufacturer of children's toys. Your project team is in the process of designing a new toy for children for next Christmas season.

Your project team has worked together for the last six months and has become a self-directed team with little, If any management supervision required. Which of the following stages of develop project team best describes your team?

- A. Storming
- B. Norming
- C. None of the choices are correct
- D. Performing
- E. Forming

Answer: D

Question 326

which of the following best describes the request seller responses process?

- A. Request seller response involves identifying whether to procure products from outside vendor
- B. Request seller response involves ensuring that the vendor meet the specified contractual requirements
- C. Request seller response involves the application of evaluation criteria to select a vendor

- D. Request seller response involves obtaining bids and proposals from prospective vendors

Answer: D

Question 327

All of the following statements regarding bidder conferences are true EXCEPT:

- A. All potential sellers are given equal standing during this process
- B. Bidder conferences are tool/technique of request seller response process
- C. Bidder conferences are meeting with prospective seller after preparation of bid or a proposal
- D. Bidder conferences are also called contractor conferences and vendor conferences
- E. Bidder conferences are used to ensure that sellers have a clear understanding of the project requirement

Answer: C

Question 328

You are a project manager at a biotech company, where you are leading a cross functional team to develop a treatment for diabetes. The organization has a weak matrix structure, where all of your team members report to different functional managers and none of the team member report to you directly.

You have just completed the latest round of performance reviews and identified the CPI is 1.15, SPI is 1.05, and few minor adjustments are needed. In order to improve the project performance and team motivation you have decided to collaborate them into brand new facility. The facility has the state of art gym and a 24 hour cafeteria. Team is quite excited about the move.

Which of the following best describes the actions?

- A. Project is little behind schedule, and moves may delay project deliverables even more
- B. You subscribe to the McGregor's theory X motivation theory
- C. The performance reviews were inadequate, as additional adjustment should be identified
- D. Herzberg's theory was incorrectly applied
- E. The move is motivating agent that will help improve the motivation and performance of project team

Answer: D

Question 329

You are in the contract Closure process and are reviewing the contract process to identify the lessons learned. Which of the following best describes the tool/technique you are using?

- A. Performance reviews
- B. Procurement reviews
- C. Performance audits
- D. Procurement audits
- E. Procurement reports

Answer: D

Question 330

Contract documentation is an input to the Contract Closure process. It includes all of the following EXCEPT:

- A. Payment records
- B. Supporting schedule
- C. Warranties
- D. Approved change requests
- E. Procurement audit documentation

Answer: E

Question 331

Consider the project Integration Management knowledge area. Which of the process are not included?

- A. Performance reporting
- B. Develop project charter
- C. Integrated change control
- D. Direct and manage project execution
- E. Develop project management plan

Answer: A

Question 332

During what phase of project lifecycle is the level of risk and uncertainty is the lowest?

- A. Closing
- B. Executing
- C. Initiating
- D. Controlling
- E. Planning

Answer: A

Question 333

Which of the following best describes the tool/ technique used to identify lessons learned during the procurement process, including the identification and examination of any problems and areas for improvement?

- A. Project archives
- B. Procurement reviews
- C. Procurement audits
- D. Project records
- E. Procurement reports

Answer: C

Question 334

Product verification is usually performed in closing process. Which of the following statement are true?

- A. Product verification is a method for quantifying qualitative data to minimize the effect of biases during select sellers
- B. Product verification is used to verify that work was completed correctly and satisfactorily
- C. Product verification includes samples of the suppliers previous products for the purpose of providing a way to evaluate a supplier's capabilities
- D. Product verification provides management with information how effectively the seller is achieving the contractual objectives
- E. Contract closure and manage stakeholders processes both perform product verification

Answer: B

Question 335

You are the project manager at a large accounting firm in the United States. Throughout the year your firm provides both consulting services and accounting/ auditing services to XYZ Widgets, Inc, a publicly traded company listed on the New York Stock Exchange. Currently, your project involves auditing the financial statements of XYZ Widgets Inc, in preparation for the annual shareholders/ investors meeting.

While your team is in the midst of project execution, you are informed that your project is due to new SEC regulations. Specifically, a new SEC regulation prohibits accounting firms from providing both

consulting services and auditing services to a client, due to potential conflicts of interest that could arise from such business relationships. Hence your project is cancelled and your project team consisting of accountants and auditors are taken off your project and reassigned to another project. Which of the following statements are true?

- A. Since the project ended due to extinction, you should document the level and degree of completeness during the scope verification process
- B. Since the project ended due to integration, you should document the level and degree of completeness during the scope verification process
- C. Since the project ended due to starvation, you should document the level and degree of completeness during the scope verification process
- D. Since the project ended due to extinction, scope verification process is no longer necessary
- E. Since the project ended due to integration, scope verification process is no longer necessary

Answer: B

Question 336

All of the following are outputs the closure project process EXCEPT:

- A. Historical information
- B. Final product, service or result
- C. Administrative closure procedure
- D. Contract closure procedure
- E. Work performance information

Answer: E

Question 337

Which of the following establishes the procedures to transfer the project product or services to production and / or operations?

- A. Formal acceptance documentation
- B. Administrative closure procedure
- C. Contract closure procedure
- D. Project files

Answer: B

Question 338

Which of the following statements are true regarding the procurement audit tool/ technique?

- A. It is a tool/ technique of contract administration
- B. It review the procurement process from plan contracting through contract closure
- C. It review the procurement process from plan purchases and acquisitions through contract administration
- D. It review the procurement process from plan contracting through contract administration
- E. It review the procurement process from plan purchases and acquisitions through contract closure

Answer: C

Question 339

Which of the following formulas is used to calculate the CPI (cost performance index)?

- A. EV/AC
- B. $EV-AC$
- C. $EV-PV$
- D. $EAC-AC$
- E. EV/PV

Answer: A

Question 340

Historical records from previous project are generally used for all of the following EXCEPT:

- A. Risk management
- B. Life cycle costing
- C. Project planning
- D. Estimating

Answer: B

Question 341

Which of the following statements are false regarding the close project process?

- A. In multi-phase projects, the close project process closes out the associated activities applicable to a given project phase
- B. The output of the close project includes two procedures: administrative closure procedure and contract closure procedure
- C. The close project process is necessary for managing the contract and relationship between the buyer and seller
- D. The close project process establishes the procedures to verify and document the project deliverables

- E. The close project process documents the reasons for actions taken if a project is terminated early

Answer: C

Question 342

Which process group includes processes used to formally terminate all activities of a project or a project phase?

- A. Executing
- B. Closing
- C. Planning
- D. Initiating
- E. Monitoring and controlling

Answer: B

Question 343

Earned value analysis is a performance reporting tool/ technique used in manage stakeholder's process. Which of the following performance measurements is derived by the following formula: $(EAC-AC)$?

- A. VAC
- B. CPI
- C. ETC
- D. CV
- E. SPI

Answer: C

Question 344

You are currently the project manager for a software development project, developing a next generation data-mining tool. Your team is developing a new software product that will help customers better manage large volumes of data, especially for data reporting purposes. Your team has just completed one of the project phases- developing a simple prototype system. You would like to have prototype reviewed prior to deciding whether to move to the next phase of the project. According to the PMI, these types of reviews are NOT called:

- A. Phase exists
- B. Milestones
- C. Stage gates
- D. Kill points

Answer: B

Question 345

One of your friends is a manager at telecommunications company. She is currently managing a project developing a VoIP (Voice over IP) gateway that addresses the challenges facing service providers deploying packet-based voice networks. The gateway offers a comprehensive approach to implementing high-density carrier-class voice over packet gateway applications. All the technical work has already been completed on the project, and the project is in the closing phase. Which of the following should be performed at this stage?

- A. Verify the quality of process
- B. Perform scope verification
- C. Documents lessons learned
- D. Ensure that the project is integrated with other projects

Answer: C

Question 346

Which of the following statements are FALSE regarding Project closure documents?

- A. Project closure documents establishes the procedures to perform product verification, update contract records to reflect final results, and archive information for future use.
- B. Project closure documents and project files are outputs of the Close Project Process
- C. The project closure documents provide formal documentation indicating the completion of project and transferring of project deliverables to others
- D. Project closure documents includes reasons why the project was terminated and formalizes the procedures for transferring the unfinished deliverables of the canceled project.

Answer: A

Question 347

Which of the following are NOT described in the PMI's Member Standards of Conduct?

- A. Professional behavior
- B. None of the choices are correct
- C. Relationship with customers, clients and employees
- D. Relationship with public and global community
- E. Responsibilities of PMI membership

Answer: B

Question 348

You work at RFID-PM Inc, a publicly traded company that develops RFID technology. Radio Frequency Identification RFID is a method of remotely storing and retrieving data using devices called RFID tags/transponders. An RFID tag is a small object, such as an adhesive sticker, that can be attached to or incorporated into a product. Your friend, Nelson, has asked you for the financial information regarding your company. So you decide to forward him the SEC (Securities and Exchange Commission) 10K filing/ financial statements from the SEC web-site. Have you provided insider information regarding your company?

- A. Although you have not provided, insider information you have violated the confidentiality agreement with your company
- B. Although you have not provided, insider information you have violated the non-disclosure agreement with your company
- C. You have not provided insider information since you merely forwarded publicly available data
- D. You have not provided insider information and violated the professional code of conduct

Answer: C

Question 349

You are a project manager at a construction company who is working in a foreign country to perform reconstruction work for the various infrastructure and utility services, including water, sewage, and electricity. During your initial visit to the country, you were presented a jewelry gift valued over \$5,000. you were told that this is local custom to give such gifts to business partners during their visits. What should you do?

- A. Accept the gift so as not to offend anyone. However, report the gift to appropriate parties at your company so that you do not give the appearance of impropriety.
- B. Since the gift will not influence your future decisions, you can accept the gift as there is no conflict or interest
- C. Explain that the gift may be constructed as a conflict of interest and hence you cannot accept the gift
- D. Since accepting the gift may give the appearance of impropriety you should decline the gift

Answer: A

Question 350

You are the project manager within an information technology department of a large retailer. You are responsible for updating the network infrastructure of the company. As a project manager, you are in the Select Sellers process, and have four different vendors on your qualified sellers list.

One of the vendors on your list has invited you and your family to Hawaii for a "convention". The vendor assures that the convention is for legitimate business purposes and will be helpful in letting your company better evaluate their offerings. However, you are hesitant to accept the gift. To appraise your concerns, the vendor tells you that they will be doing a demo of the systems and other members of your project team in the past have attended. What should you do?

- A. Since the previous project managers have accepted the gift, the precedent has already been established within the organization. Hence, you can freely accept the gift
- B. Since you suspect that the meeting does NOT have legitimate business purpose, you should not accept the gift, as it may give an appearance of impropriety
- C. You can freely accept the gift, since the trip has a legitimate business purpose. The vendor will be providing information regarding their systems.
- D. Since the convention may be useful, you may accept the invitation. However, you should report the acceptance of the gift to the appropriate people in your organization so that your actions are not questioned later on.

Answer: D

Question 351

Which of the following processes is considered the most effective process to ensure that cultural and ethical differences do not impede success of your multi-national project?

- A. Team building activities
- B. Collocation
- C. Training
- D. Norming
- E. Delphi technique

Answer: C

Question 352

You are the project manager within an information technology department of a large retailer. In order to allow for better real-time tracking, inventory control, and supply chain management, your

company is financing a project to install and deploy RFID tags on all items of merchandise. As a project manager, you've just completed the Select Sellers process, and selected a vendor to perform the RFID installation and deployment.

After the contract is assigned with the vendor, the account manager from the vendor calls for thank you for selecting them. As a thank-you gift, they would like to give you and your project team tickets to a free dinner convention, where the vendor will be providing a demo of their latest RFID systems. How should you respond?

- A. You should not accept the gift, unless the vendor is willing to extend this gift to other members of the project team
- B. You can freely accept the gift, since you were not aware of the gift during the selection process. The gift will not influence your decisions, and hence, there is no impropriety
- C. You should not accept the gift, as it may have an appearance of impropriety
- D. You should accept the gift, as long as you tell the vendor to give you the gift privately
- E. You can accept the gift, as there is no appearance of impropriety with this type of gift.

Answer: C

Question 353

Which of the following statements are true regarding the project charter?

- A. The project charter describes the business needs of the project and should be published by a manager external to the project
- B. The project charter describes the business needs of the project and should be published under the name of the project sponsor
- C. The project charter does not describe the business needs of the project and should be published under the name of the project manager
- D. The project charter describes the business needs of the project and should be published under the name of the project manager
- E. None of the statements are true

Answer: A

Question 354

Which of the following statements are NOT true?

- A. Ambiguous jurisdiction is more common in a weak matrix organization than a projectized organization

- B. Ambiguous jurisdiction is more common in a functional organization than a strong matrix organization
- C. Ambiguous jurisdiction is more common in a strong matrix organization than a weak matrix organization
- D. Ambiguous jurisdiction is more common in a functional organization than a strong projectized organization

Answer: C

Question 355

You are the project manager for an information technology division of a large health care provider in the United States. Due to the new regulatory requirements enacted by HIPAA to ensure the privacy of confidential medical records, you have been assigned to audit all I.T systems to ensure compliance.

You need to ensure that all data stored in the data base is encrypted to ensure confidentiality. You need to ensure that all users are properly authenticated. You also need to verify that authorization to confidential information follows the least privilege principle

The deadline to ensure compliance with HIPAA regulations is within 120 days. Failing to complete the project within 120 days will result in significant fines to your organization. You have been given a budget is fixed and cannot be increased.

Which of the following statements are true?

- A. This project came about due to legal requirements, and the primary constraint is schedule
- B. This project came about due to risk mitigation, and the primary constraint is budget
- C. This project came about due to legal requirements, and the primary constraint is the budget
- D. This project came about due to risk mitigation, and the primary constraint is schedule

Answer: A

Question 356

You have been recently hired to be a project manager at a software company to develop the next generation anti-virus software program. The project requires significant coordination across multiple departments, from engineering to QA to manufacturing. You are concerned whether you'll have enough influence and authority to manage the project priorities across these various departments. What should you do in this situation?

- A. Evaluate the organizational structure to understand your level of authority in managing the project
- B. Enhance the project charter to officially grant you the authority you need to manage these separate departments
- C. Negotiate with senior executives to obtain necessary levels of authority across the departments
- D. Focus on improving your assertiveness in order to influence the other departments

Answer: A

Question 357

Which of the following statements are true regarding the project statement of work?

- A. The project statement of work is one of the outputs to the develop Preliminary Project Scope Statement process.
- B. The project statement of work describes the factors that influence the project's success, including company culture, marketplace conditions, stakeholder risk tolerance etc.
- C. The project statement of work is one of the outputs to the develop project charter process
- D. The project statement of work describes the business needs, product scope description, and strategic plan for the project.
- E. The project statement of work describes the processes and procedures for conducting work and knowledge base for storing and retrieving information

Answer: D

Question 358

One of your friends is a project manager at a computer security company. She is currently managing a project for the development of a NAC (network admissions control) appliance that uses the network infrastructure to enforce security policy compliance on all devices seeking to access network computing resources, thereby limiting damage from emerging security threats.

Her project team has just completed the initial project budget and schedule and is ensure what to perform next. Which of following would you recommend as the NEXT BEST action to perform?

- A. Identify project risks
- B. Develop the WBS
- C. Start project iteration
- D. Develop the PDM
- E. Identify communications requirements

Answer: E

Question 359

You are an information security project manager responsible for securing your corporate network. Due to new regulations mandated by the Sarbanes-Oxley act, your company's upper management has tasked you with securing the company's network infrastructure. You have just completed the develop preliminary project scope statement process. However upon review you've determined the resulting preliminary project scope statement is ambiguous and poorly written. A poorly written Preliminary Project Scope Statement will directly impact all of the following EXCEPT:

- A. Ability to define, prepare and integrate all subsidiary plan into the project management plan
- B. Ability to create project scope management plan that defines how the project scope will be defined and managed
- C. Ability to create the work breakdown structure
- D. Ability to develop the detailed project scope statement as the basis for future project decisions

Answer: C

Question 360

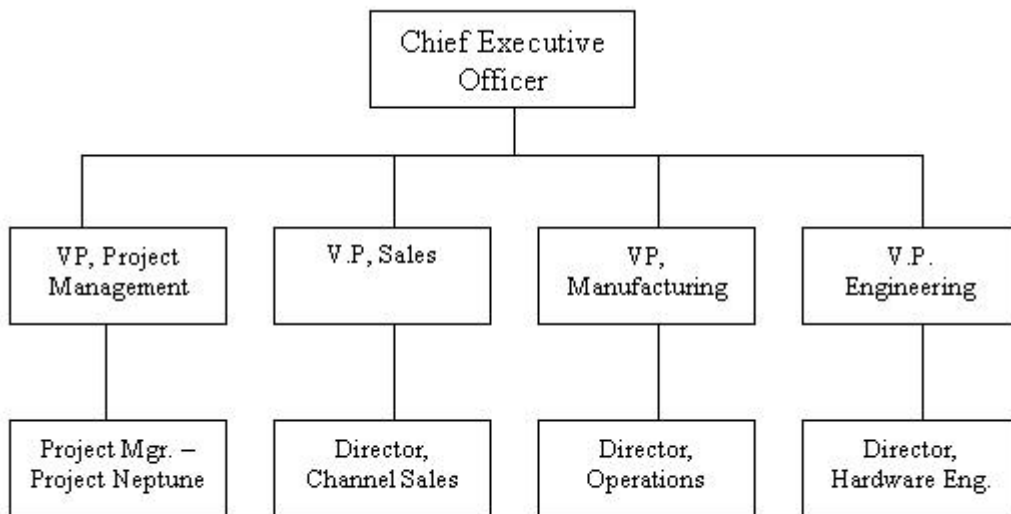
You are currently the project manager for a software development project, developing a next generation data-mining tool. Your team is developing a new software product that will help customers better manage large volumes of data, especially for data reporting purposes. Midway through the project your customers has asked you to add additional reporting functionality to the software, specifically to correlate sales data across multiple geographic regions based on time. The functionality was NOT part of the original project plan. This is an example of which of the following?

- A. Crashing the schedule
- B. Scope creep
- C. Gold plating
- D. Fast tracking
- E. Inadequate project planning

Answer: B

Question 361

Which of the following describes the following organizational structure?



- A. Weak matrix Org
- B. Projectized Org
- C. Strong matrix Org
- D. Balanced matrix Org
- E. Functional Org

Answer: C

Question 362

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternatives forms of energy. You are in the process of developing the project charter. All of the following are tools/ techniques that you can use to develop the project charter EXCEPT:

- A. Project management methodologies
- B. PMIS
- C. Alternatives identification
- D. Project selection methods
- E. Expert judgment

Answer: C

Question 363

You are the project manager for a large children's toys manufacturer. You've been asked to manufacture the latest craze in "Dancing Widgets" for the upcoming Christmas season. You've been informed that the company needs at least one month lead time to distribute the

Widgets in order to have the Widgets on retailers shelves for the Christmas season.

Hence, based on the current sales forecast you have been asked to deliver 100,000 units by August 1st at the latest. Which document describes the business needs for this project, identifies key deliverables, and gives you authority to begin the project and start assigning resources?

- A. Ishikawa document
- B. RFQ
- C. WBS
- D. RFP
- E. None of the choices are correct

Answer: E

Question 364

You are the project manager at Happy Coffee Café, a rapidly growing franchise selling premium blended coffee. Currently, your company is planning on opening additional stores through the United States. Your target markets primarily include densely populated metropolitan areas. Your company is evaluating different areas for expansion, including New York, San Francisco, and Seattle. Based on your market analysis you have obtained the following information:

New York-IRR (33%), payback period (1.5 years)

San Francisco-IRR (45%), payback period (1.1 years)

Seattle-IRR (36%), payback period (0.75 years)

Based on this data which area is best for Happy Coffee Café?

- A. New York since IRR is lowest
- B. Seattle since payback period is shortest
- C. San Francisco since the IRR is the highest
- D. New York since the payback period is the longest

Answer: C

Question 365

Which of the following statements are true regarding straight line depreciation?

- A. It is a method that is calculated by subtracting the salvage value of the asset from the purchase price, and then dividing this number by the estimated useful life of asset.
- B. It is determined by subtracting current liabilities from current assets

- C. It is the length of time it takes to recoup the initial cost of investing the project. This method compares the initial investment with the cash flows expected during the life of the project.
- D. It is the discount rate at which the present value of the future cash flows of an investment equals the cost of initial investment

Answer: A

Question 366

Which of the following is NOT a valid reason to authorize a project?

- A. Risk mitigation
- B. Social needs
- C. Customer requests
- D. Legal requirements
- E. Technological advance

Answer: A

Question 367

Which of the following statements are TRUE regarding the difference between a project expeditor and project coordinator roles?

- A. The project expeditor has some authority and power to make decisions
- B. The project expeditor reports to a higher level manager
- C. The project expeditor cannot make or enforce decisions
- D. The project expeditor is found more often in a strong matrix organization

Answer: C

Question 368

You have been assigned to a project to build the largest U.S. natural gas pipeline project in more than 20 years. The proposed 1,350-mile, 42-inch diameter pipeline will provide valuable infrastructure allowing producers in the Rocky Mountain region to deliver their natural gas to attractive markets in the Midwest and northeastern parts of the U.S. You are in the project planning process where you are involved in identifying the specific schedule activities that need to be performed to produce the various project deliverables. During this process one of your team members identifying an activity that need to be accomplished. However, another team member, based on this interpretation of the project scope statement, believes that the activity

is outside the scope of project. Which of the following is the BEST action to take?

- A. Mediate between the team members until consensus is reached
- B. Ask clarification from senior management
- C. Research the issue personally, and make an informed decision
- D. Ask clarification from project sponsor
- E. Ask clarification from the change control board

Answer: D

Question 369

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly. In fact, due to rapid growth, the company's I.T. infrastructure is unable to meet the growing demands.

To keep up with the demands you have been assigned the responsibility of upgrading the company's network and company's infrastructure. You have been asked to calculate the payback period for the project that is to be completed in the next 24 months.

- A. 4.5 years
- B. 4 years
- C. 5.5 years
- D. 3 years
- E. 2 years

Answer: B

Question 370

You are the project manager at XYZ Software Corp, a U.S software company developing enterprise Human Resources Applications. You've been asked to reduce the company's engineering costs by developing an off-shore software development centre.

Recently a senior VP of engineering has expressed concerns over the project plan. His concern is that if the project is implemented as planned, he'll have to layoff a substantial portion number of US based software engineers. The organizational impact of the layoffs is substantial and was not taken into consideration during the project planning?

- A. The conflict between the project sponsor and senior VP should be resolved in favor of the project sponsor.

- B. Based on the input from the senior VP, you should file a change request item to adjust the project plan accordingly.
- C. Since the impact of the layoffs was not taken into account during project planning, the project should be definitely postponed until the impact can be thoroughly examined. The project plan should be revised to accommodate for the organizational impact of the layoffs.
- D. The conflict between project stakeholders should be resolved in favor of the customer
- E. The conflict between the project sponsor and the Senior VP should be resolved in favor of the Senior VP.

Answer: B

Question 371

Which of the following statements about fast-tracking is TRUE?

- A. One of the advantages of fast-tracking is that it can often lead to reduced rework and reduces project risks.
- B. Fast tracking is the process of increasing the schedule by overlapping various project tasks.
- C. None of the statements are true
- D. Fast tracking refers to assigning additional resources to a project in an attempt to decrease project schedule/ timeline.
- E. Fast tracking involves performing activities sequentially

Answer: C

Question 372

Which of the following best describes cost incurred in the past whose total will not be affected by any decisions made now or in the future?

- A. Indirect cost
- B. Variable cost
- C. Direct cost
- D. Sunk cost
- E. Fixed cost

Answer: D

Question 373

Which of the following best describes fast-tracking?

- A. None of the choices are correct
- B. Process of quickly identifying the characteristics of a product
- C. Process of starting a new task prior to the completion of current project tasks

- D. Process of soliciting proposals from prospective vendors and sellers

Answer: C

Question 374

One of your friend is a project manager at a natural gas energy company. He is managing a project for the construction and operation of pipeline facilities at U.S. points of entry for the import or export of natural gas. The company had performed a similar project a couple years ago.

This is the critical project for the company and he is under a tremendous pressure to deliver the project. Unfortunately, he is new to the company and the project is growing in size every day. He is starting to feel overwhelmed by the project. What is his BEST course of action?

- A. Ask for additional resource from his supervisor
- B. Determine stakeholders expectations and manage their influence
- C. Ask the previous project manager for assistance
- D. Obtain the historical records and guidance from the PMO

Answer: D

Question 375

Which of the following regarding project charter is FALSE?

- A. The project charter grants authority to the project manager to initiate the project
- B. The project charter should be published by the project manager
- C. The project charter authorizes the project
- D. The project charter describes the business needs for the project, such as marketing demands, legal requirements, technological advances

Answer: B

Question 376

Which of the following statements are TRUE regarding the scope verification process?

- A. None of the statements are true
- B. The tool/ technique of scope verification is inspection
- C. Scope verification is primarily concerned with verifying the correctness of work results

- D. Scope verification involves evaluating overall project performance to ensure that the project will satisfy specified project requirements

Answer: B

Question 377

Which of the following are tool/ technique of Perform Quality Control that involves measuring or testing results to determine whether they confirm to the requirements and quality standards?

- A. Sampling
- B. Pareto diagram
- C. Inspection
- D. Control charts
- E. Monitoring

Answer: C

Question 378

You are the Chief Technology officer of a major Stock Exchange. You are in charge of a project to reengineer the organization's bank office accounting, billing and administrative systems. Your project team is in the process of implementing the technical work required for the project. However, one of the stakeholders for your project is requesting minor changes to the project deliverables. You call a meeting with your project team to determine how to best proceed with the change. This is an example of which of the following?

- A. Management by objectives
- B. Lack o change control system
- C. Inadequate levels of decomposition of the work packages
- D. Team consensus building
- E. Proper integrate change control

Answer: B

Question 379

You are in the process of controlling changes to a project baseline. Which of the following is the LEAST helpful input?

- A. Project funding requirements
- B. Cost baseline
- C. Activity cost estimates
- D. Performance reports
- E. Work performance information

Answer: C

Question 380

You have been assigned to a project to construct a 18-hole golf course, featuring 7,500 yard, par-72 course that has a magnificent tropical setting. You've calculated the estimated project completion date. However the estimated completion date is 5 months after the desired completion date. After analyzing the project network diagram, you've determined that many of the activities have discretionary dependencies. To decrease the project duration you've requested additional resources, but were told that NO additional resources are available for your project. Assuming that the project has low risks, which of the following is the BEST plan of action?

- A. Skip risk management planning
- B. Omit a project activity
- C. Fast track the activities
- D. Crash the schedule
- E. Reduce the quality of deliverables

Answer: C

Question 381

You are in the process of monitoring the various project processes and their performance. Which of the following is the LEAST appropriate output of this process?

- A. Requested changes
- B. Recommended defect repair
- C. Recommended preventive actions
- D. Recommended corrective actions
- E. Project scope statement updates

Answer: E

Question 382

Which of the following best describes secondary risks?

- A. Risks that still remain after implementing a risk response
- B. Risk that arise due to quality issue
- C. Risk that come about as a direct result of implementing a risk response
- D. None of the choices are correct

Answer: C

Question 383

Which of the following tools/techniques can be used to help ensure that project work tasks will NOT be duplicated by multiple team members?

- A. PMIS
- B. Change control board
- C. Work authorization system
- D. Change control system
- E. Configuration management

Answer: C

Question 384

You are in the process of monitoring the various project processes and their performance. Which of the following are you LEAST concerned with during this process?

- A. Analyzing and tracking project risks
- B. Monitoring the implementation of approved changes
- C. Comparing actual project performance against project management plan
- D. Providing forecast to update current schedule information
- E. Assessing information to determine whether corrective actions are necessary
- F. Reviewing and approving all recommended corrective and preventive actions

Answer: F

Question 385

You are in the process of controlling changes to the project scope. All of the following are outputs of this process EXCEPT:

- A. Scope baseline updates
- B. Requested changes
- C. Recommended corrective actions
- D. Activity list updates
- E. Project management plan updates

Answer: D

Question 386

Which of the following statements are true regarding bar charts?

- A. Bar charts are generally better at illustrating the resource trade-offs compared with network diagrams
- B. Bar charts are generally better at illustrating progress or status compared with network diagrams

- C. Bar charts are generally better at illustrating critical paths compared with network diagrams
- D. Bar charts are generally better at illustrating logical relationship compared with network diagrams

Answer: B

Question 387

Which of the following scheduling techniques focuses on managing buffer activity durations and the resources applied to the planned scheduled activities, instead of managing the total float of network paths?

- A. What-if scenario analysis
- B. Critical chain method
- C. Critical path method
- D. Monte Carlo analysis
- E. Variance analysis

Answer: B

Question 388

Keeping up with the growth was becoming a problem for a privately owned Chinese financial services company. Although it easily lured business from state-owned competitors, low skill levels and weak accounting systems threaten the company's cash flow. Moreover, poorly invested assets were delivering inadequate returns.

Hence, you have been assigned over an existing project to upgrade the IT system to allow for an expansion. Specifically, the IT upgrade will enable the company to serve more competitors, expand the product line, gain market share, and win more licenses.

The previous project manager for the project lacked an understanding of project management principles. In fact, upon close investigation, you've determined that the project lacks clearly defined project deliverables and lacks management control. Which of the following would be the BEST approach to resolve these shortcomings?

- A. Implement a network authorization system
- B. Subdivide the project deliverables into smaller, more manageable components until the work is defined to the work package level
- C. Implement a project control system
- D. Incorporate a system life cycle approach to the project
- E. Integrate a lessons learned for each project phase

Answer: D

Question 389

You are the project manager at a leading manufacturer of consumer electronics, personal computers and peripherals. Unfortunately, your company is facing a rapidly maturing market characterized by consolidation and commoditization. Hence you have been assigned a project to drive growth and profit by integrating an online CRM (customer relationship management) solution. Industry benchmarks suggest the CRM solution should generate \$100-\$300M in bottom the benefits.

The project timeline is very aggressive and a lot is at stake with this project. Hence every week you report on the progress and status of the project to all the stakeholders and project sponsors. Your project team has already completed the project initial and project planning activities and received sign off and approval on the project charter, project scope and detailed work packages. Your project team is in the process of completing all the work packages. The project time line is very aggressive and your project has a SPI of 1.2 and CPI of 1.3. Final review of the project deliverables have been scheduled for the end of the months.

Unfortunately as your project near completion you are informed that your project is being cancelled since the resulting product is unacceptable and does not meet the business needs of the organization. Which of the following is most likely cause of this scenario?

- A. The project status was not properly communicated to the interested parties
- B. Your project resources were required on the higher priority project
- C. The project was behind schedule and plagued with cost overrun
- D. The project charter did not provide enough detail regarding the project goals prior to sign off
- E. A key stakeholder is not sufficiently involved in the project

Answer: E

Question 390

Which of the following is true regarding configuration control board?

- A. A CCB describes how change request will be managed and tracked
- B. A CCB is a collection of procedures that describes how to submit change request
- C. A CCB defines the level of authority needed to approve changes

D. A CCB has the authority to approve or project request

Answer: D

Question 391

Which of the following is configuration management activity that is involved with ensuring that the performance and the functional requirement defined in the configuration document have been met?

- A. Configuration status accounting
- B. None of the choices are correct
- C. Configuration definition
- D. Configuration identification
- E. Configuration verification and auditing

Answer: E

Question 392

You are a project manager responsible for constructing a new sports arena in preparation of upcoming Olympics. Construction begins on the project over a year ago. The stakeholder of a project wants a status report on the performance of the project to date.

Unfortunately you are afraid to tell your stakeholders that your project is coming in significant behind schedule. In fact schedule delays are so severe that the rebaselining of the project schedule is required. Which of the following statement are true?

- A. Rebaselining is used as your first resort in controlling the schedule
- B. Approval from all stakeholders is required prior to rebaselining the schedule
- C. Historical data may be removed when you rebaseline the schedule
- D. None of the choices are correct

Answer: C

Question 393

All are the part of scope baseline except:

- A. Project scope statement
- B. WBS
- C. WBS dictionary
- D. Corrective actions

Answer: D

Question 394

Risk monitoring and control process involves all of the following except:

- A. Quantifying the possible outcome for the project and their probabilities
- B. Reanalyzing existing risks
- C. Monitoring trigger for contingency plan
- D. Reviewing execution of risk Responses
- E. Tracking identified risks

Answer: A

Question 395

You are a project manager at java ice cream factory. You are currently supervising the manufacturing of new flavor ice cream java bean, burgundy crunch. The manufacturing of this flavor was proceeding as planned, until a manufacturing error occurred that requires corrective action to be taken. Ironically the manufacturing error resulted in a new variant of the flavor.

Product team really thinks that flavor would be a success in a marketplace. They have asked you to cancel the corrective action, and integrate this serendipitous discovery in the manufacturing process. As a project manager you have realized that this has resulted in a change in project scope. Which of the following statement are true?

- A. Workarounds are used to correct problems that occur with changes in the project scope
- B. Changes to the product scope should be in the project scope
- C. Changes to the product scope are a result of implementing corrective actions
- D. Changes to the product scope are defined in the integrated change control plan

Answer: B

Question 396

You are a project manager for a company that sells online music. Your project is to develop a new content management system that will not only manage all users purchase downloads, but will automatically learn the users music interests in order to make future product recommendations. In addition your content management system must scale to support millions of concurrent music downloads a day.

Your team has made significant progress on the project. You are preparing the performance of a project to date and have calculated the following measurements.

$PV=4,000$

$EV= 3,500$

$AC= 3,000$

Which of the following statements are true?

- A. The CV is positive number, which implies that your project is under budget
- B. The CV is positive number, which implies that your project is over budget
- C. The CV is negative number, which implies that your project is under budget
- D. The CV is negative number, which implies that your project is over budget

Answer: A

Question 397

Which of the following statements are true regarding project risk management?

- A. None of the statements are true
- B. Qualitative risk analysis involves numerically analyzing the impacts of identified risks
- C. Risk monitoring and control involves tracking identified risks and executing risk response
- D. Risk identification involves how to plan and execute risk management activities
- E. Risk management planning involves determining which risks might affect the project

Answer: C

Question 398

Which of the following statements are true regarding cost and schedule variances?

- A. The amount of variance of CV and SV values tend to increase as the project reaches completion
- B. The amount of variance of CV and SV values remain the same as the project reaches completion
- C. Schedule variance will ultimately equal to cost variance when project is completed
- D. The amount of variance of CV and SV values tend to decrease as the project reaches completion

Answer: D

Question 399

You are the project manager for the company that sells online music. Your project is to develop a new content management system that will not only manage all users purchases and downloads, but will automatically learn the users music interests in order to make future product recommendations. In addition your content management system must scale to support millions of concurrent music downloads a day.

Your team has made significant progress on the project. You are preparing the performance of a project to date and have calculated the following measurements.

$$PV=4,000 \quad EV= 3,500 \quad AC= 3,000$$

What is the SPI of this project?

- A. 1.333
- B. 0.875
- C. 1.14
- D. 1.16
- E. 0.75

Answer: B

Question 400

Which of the following statements are false regarding the cost change control system?

- A. It defines the procedures by which the cost baseline may be changes
- B. It defines the approval level necessary for authorizing the changes
- C. It provides information on the project scope and cost performance, such as which budgets have been met and which are not.
- D. It should be integrated into the integrated change control system
- E. Integrated change control system

Answer: C

Question 401

Which of the following statements are NOT techniques used to resolve conflicts on a project?

- A. Directing, smoothing
- B. Forcing, smoothing
- C. Compromise, confrontation
- D. Withdrawal, forcing
- E. Controlling, compromise

Answer: A, E

Question 402

Which of the following s most likely to require a rebaselining in order to provide a realistic measure of performance?

- A. Revised cost estimates
- B. Corrective actions
- C. Change requests
- D. Budget updates

Answer: D

Question 403

One of your friends is a manager at telecommunications company. She is currently managing a project developing a VoIP (Voice over IP) gateway that addresses the challenges facing service providers deploying packet-based voice networks. The gateway offers a comprehensive approach to implementing high-density carrier-class voice over packet gateway applications. She is in the process of developing the project schedule, and has determined that the project has 4 critical paths. Which of the following BEST describes how the project will be impacted?

- A. The project will cost more
- B. The scenario is incorrect, as a project can only have one critical path
- C. The project will require more people
- D. The project risk will increase

Answer: D

Question 404

You are the project manager within a large multi-national company. Your current project involves a large software development project that involves coordination of resources across four different reengineering teams across three different countries. Specifically your UI team is based in India, your database team and middleware team is in U.S., and your QA team is in Canada. The engineers in each of the team report to geographic functional manger, but are currently on loan to you for your project.

You are currently in the process of assessing the completion status for each work packages. In order to develop an accurate status of the project, you've asked each of the engineers to report their percentage complete for their respective deliverables.

However, when asked for the percentage completion status, one of the QA engineers innocently responds, "Percentage complete of what exactly?" ever since the project started you've always thought that this QA engineer was difficult to manage. Especially tired of such comments, you finally decided to report to the QA engineer's functional manager regarding the engineer's lack of cooperation. Based on the scenario described above, which of the following BEST describes the real problem?

- A. The QA engineer was not technically competent and could not meet the satisfy his assigned responsibilities.
- B. There was a conflict of interest between your project and QA engineer's objectives
- C. You should have met with functional manager the first time you encountered problems with this engineer, rather than let the problem escalate.
- D. You did not receive the necessary support from the functional manager regarding your project
- E. The work packages were not adequately defined for the project

Answer: E

Question 405

You are in the process of controlling changes to the project cost baseline. Which of the following is the LEAST helpful tool/ technique?

- A. Cost change control system
- B. Forecasting, variance management
- C. Analogous estimating, parametric estimating
- D. Performance measurement analysis
- E. Project performance reviews

Answer: C

Question 406

Which of the following statements are FALSE regarding project time management?

- A. Schedule cost involving changes to the project schedule
- B. Activity resource estimating involves estimating type and qualities of resources required to perform each schedule activity
- C. None of the choices are correct
- D. Activity sequencing involves identifying dependencies among schedule activities
- E. Schedule development involves analyzing activity sequences, durations, resource requirements in order to create project schedule

Answer: C

Question 407

The applied level of change control is LEAST dependent upon:

- A. Complexity of specified project
- B. Context and environment in which project is performed
- C. Application area
- D. Stakeholder risk tolerances
- E. Contract requirements

Answer: D

Question 408

Which of the following calculates the difference between the budget at completion and estimate at completion?

- A. EAC
- B. VAC
- C. EV
- D. CV
- E. SV

Answer: B

Question 409

Which of the following best describes this illustration?



- A. Cause and effect diagram
- B. Histogram
- C. Gantt chart

- D. Scatter diagram
- E. Pareto chart

Answer: B

Question 410

Approved corrective actions are an input to which process?

- A. Schedule development
- B. Direct an manage project execution
- C. Integrate change control
- D. Scope verification
- E. Scope control

Answer: B

Question 411

Change control system, variance analysis, replanning and configuration management systems are tool/ techniques of which process?

- A. Scope planning
- B. Scope control
- C. Scope verification
- D. Scope definition

Answer: B

Question 412

You are project manager responsible for constructing a new sports arena for the upcoming Olympics. Construction began on a project over a year ago. The stakeholders of the project want a status report on the performance of the project to date. You've obtained the following measurements:

BAC=500, ETC=200, PV=500, AC=200, EV=300, CPI =1.5

You believe the type of variances that have occurred on the project to date are typical, and do not expect these variances to continue. What is the VAC for the project?

- A. 100
- B. 400
- C. 300
- D. 200
- E. 333.33

Answer: A

Question 413

Which of the following consists of tools and techniques used to gather, integrate, and disseminate the outputs of the project management processes?

- A. EVM
- B. PDM
- C. WBS
- D. PMIS
- E. ADM

Answer: D

Question 414

You are the project manager at the Java Ice Cream Factory. You are currently supervising the manufacturing of a new flavor of ice cream JavaBean Burgundy Crunch. The manufacturing of this new flavor was proceeding as planned, until a manufacturing error occurred that requires corrective actions to be taken. To ensure the effectiveness of corrective actions, corrective actions frequently require which of the following?

- A. Resource leveling
- B. Rebaselining project schedule baseline
- C. Performance measurements
- D. Rebaselining project cost baseline
- E. Root-cause analysis

Answer: E

Question 415

All of the following statements are TRUE regarding ground rules EXCEPT:

- A. Ground rules are tools/ techniques of develop project team process
- B. Ground rules are a list of acceptable and unacceptable behaviors adopted by project team.
- C. All project team members share responsibility for enforcing the ground rules
- D. Ground rules help to improve working relationships and communication
- E. Ground rules help to authorize and define the scope of a new phase or project.

Answer: E

Question 416

You are in the process of reviewing all change requests and controlling changes to deliverables and organizational process assets. All of the following are INPUTS except:

- A. Work performance information
- B. Recommended preventive actions and corrective actions
- C. Requested changes
- D. Forecasts
- E. Project management plan

Answer: D

Question 417

Which of the following BEST describes the procedures by which the project schedule can change, and includes the paperwork, tracking systems, and approval levels necessary for authorizing changes?

- A. Schedule change control system
- B. None of the statements are correct
- C. Integrated change control
- D. Schedule comparison bar charts
- E. Configuration management system

Answer: A

Question 418

The administrative closure procedure is an output of the close project process. It is an input to which process?

- A. Manage stakeholders
- B. Integrated change control
- C. Direct and manage project execution
- D. Contract closure

Answer: C

Question 419

You are the project manager at a large accounting firm in the United States. Throughout the year your firm provides both consulting services and accounting/ auditing services to XYZ Widgets, Inc, a publicly traded company listed on the New York Stock Exchange. Currently, your project involves auditing the financial statements of XYZ Widgets Inc, in preparation for the annual shareholders/ investors meeting.

While your team is in the midst of project execution, you are informed that your project is due to new SEC regulations. Specifically, a new

SEC regulation prohibits accounting firms from providing both consulting services and auditing services to a client, due to potential conflicts of interest that could arise from such business relationships. As a result, your project is cancelled, and the budget for your project is cut. Without the necessary budget, your project team is disbanded and your project team members go to their separate ways. Which of the following statements are true?

- A. Since the project ended due to starvation, the scope verification process is no longer necessary
- B. Since the project ended due to integration, the scope verification process is no longer necessary
- C. Since the project ended due to starvation, you should document the level and degree of completeness during the Scope Verification process.
- D. Since the project ended due to integration, you should document the level and degree of completeness during the Scope Verification process.
- E. Since the project ended due to extinction, the scope verification process is no longer necessary

Answer: C

Question 420

The administrative closure procedure that is an output of the close project process includes all of the following EXCEPT:

- A. Define stakeholders approval requirements for changes
- B. Validate exit criteria have been satisfied
- C. Verify all deliverables have been provided and accepted
- D. Close all contracts associated with the completed project
- E. Confirm that the project has met sponsor and stake holder's requirements

Answer: D

Question 421

In which of the following documents will you find specific procedures for contract closure?

- A. Contract terms and conditions
- B. Project plan
- C. Procurement audit documentation
- D. Contract change control system
- E. Contract file

Answer: A

Question 422

Which of the following statements are FALSE regarding the relationship between project phase and project life cycles?

- A. Collectively, the project phases are known as the project life cycle
- B. The conclusion of project phase is generally marked by a review of key deliverables and current project performance
- C. Project phase-end reviews are often called phase-exits
- D. Each project phase is marked by the completion of one or more milestones

Answer: D

Question 423

All of the following are outputs of the close project process EXCEPT:

- A. Historical information
- B. Project management plan updates
- C. Project closure documents
- D. Formal acceptance documentation
- E. Project files

Answer: B

Question 424

Your project is coming to an end, and you are in the process of listing the activities that must be performed to close out the project. Which of the following should be performed during the closing processes?

- A. Seek legal counsel from the company's attorney prior to closing the project
- B. Request final inspection reports for all vendor supplied products
- C. Issue a formal notice of project completion to sellers
- D. Issue payment schedules and requests

Answer: C

Question 425

Which of the following documents formally indicates that the customer or sponsor has officially accepted the project deliverables?

- A. Historical information
- B. Formal acceptance documentation
- C. Project closure documents
- D. Project files

Answer: B

Question 426

Historical record from previous project are generally used for all of the following EXCEPT:

- A. Lessons learned
- B. Estimating
- C. Risk management
- D. Project planning

Answer: A

Question 427

Which of the following statements are true?

- A. Procurement audits review the procurement process from plan purchases and acquisition to contract administration
- B. Procurement audits review the procurement process from plan purchases and acquisition to close project
- C. Procurement audits review the procurement process from plan purchases and acquisition to contract closure
- D. Procurement audits review the procurement process from plan contracting to contract closure

Answer: A

Question 428

One of your friends is a manager at telecommunications company. She is currently managing a project developing a VoIP (Voice over IP) gateway that addresses the challenges facing service providers deploying packet-based voice networks. The gateway offers a comprehensive approach to implementing high-density carrier-class voice over packet gateway applications. All the technical work has already been completed on the project, and the project is in the closing phase. All of the following should be performed at this stage EXCEPT:

- A. Analyze the success or failure of the project
- B. Documents lessons learned
- C. Perform product verification
- D. Create the project archives
- E. Obtain formal acceptance of the project scope and deliverables

Answer: E

Question 429

Which of the following statements are true regarding the procurement audit?

- A. The primary purpose of procurement audit is to identify lessons learned during the procurement process
- B. The procurement audit is a tool/ technique of the contract administration process
- C. The procurement audit is a tool/ technique of the close project process
- D. The procurement audit provides information regarding how effectively the seller is meeting contractual obligations

Answer: A

Question 430

You have been recently hired to be a project manager at a bio-tech company to develop anew drug for the treatment of malignant melanoma. As part of feasibility study, your team has been evaluating the feasibility for such a drug using computer simulation.

Your team has just completed one of the project phases by designing a potential chemical compound using a sophisticated computer model. You would like to have model reviewed prior to deciding whether to move to the next phase of the project. According to the PMI, these type of reviews are called:

- A. Phase exists
- B. Deliverables
- C. Target goals
- D. Milestones

Answer: A

Question 431

Which of the following formulas is used to calculate the SPI (schedule performance index)?

- A. $EV - PV$
- B. $EV - AC$
- C. EV / PV
- D. EV / AC
- E. $EAC - AC$

Answer: C

Question 432

Which of the following statements are false regarding the administrative closure procedure?

- A. The administrative closure procedure is an output of the close project process
- B. The administrative closure procedure addresses the terms and conditions of the contract for contract closure
- C. The administrative closure procedure addresses the completion or exit criteria for the project
- D. The administrative closure procedure describes the procedure to transfer the project products or services to production and/ or operations
- E. The administrative closure procedure addresses the stakeholders approval requirements

Answer: B

Question 433

Contract file and formal acceptance and closure are outputs of which processes?

- A. Contract closure
- B. Contract administration
- C. Information distribution
- D. Manage stakeholders
- E. Performance reporting

Answer: A

Question 434

Product verification is usually performed in the closing process. Which of the following statements are true?

- A. Product verification is performed during the close project process
- B. Product verification provides management with information about how effectively the seller is achieving the contractual objectives
- C. Product verification is a method for quantifying qualitative data to minimize the effect of biases during select sellers
- D. Product verification includes samples of the suppliers previous products for the purpose of providing a way to evaluate a supplier's capabilities

Answer: A

Question 435

You are in the process of controlling changes to project cost baseline. Which of the following is the LEAST helpful input?

- A. Work performance information

- B. Project funding requirements
- C. Performance measurements
- D. Performance reports
- E. Project management plan

Answer: C

Question 436

A WBS can be used for all of the following EXCEPT:

- A. Describe functional managers for each team member
- B. Manage/ control scope creep
- C. Communicate with customers
- D. Help new team members understand their roles

Answer: A

Question 437

Recommended corrective actions are an input to which process?

- A. Integrate change control
- B. Direct and manage project execution
- C. Scope verification
- D. Scope control
- E. Schedule development

Answer: A

Question 438

You are the project manager at a large accounting firm in the United States. Your current project involves auditing the financial statements of a Fortune 100 company. You are currently utilizing network diagrams to track and schedule the execution of various auditing tasks throughout the project.

You are performing a backward pass analysis of the project schedule. It is important for you to examine activities that have _____ slack?

- A. Negative
- B. Forward
- C. Backward
- D. Zero
- E. Positive

Answer: A

Question 439

Which of the following objectives is LEAST likely accomplish by implementing a project-wide application of the configuration management system?

- A. Provides a mechanism to communicate changes to stakeholders
- B. Provides opportunities to improve the project by considering the impact of each change
- C. Provides a method to identify and manage risks
- D. Establishes a method to identify and request changes to project baseline

Answer: C

Question 440

Your company is making a strategy shift: from being focused on fulfilling customer requests for becoming the best cost dairy producer in industry. Its existing cost manufacturing cost system, however fails to capture the costs associated with handling special flavors, small production orders, and complex delivery and order processing options. Hence you've been assigned to supervise an existing project to develop a new time-drive, activity-based costing system that will capture the full complexity of the company's operations and gives managers new insights into the profitability orders, products, and customers. Senior management will use the information to enhance process efficiencies, negotiating new terms with customers, and attempt to win new business.

The project timeline is very aggressive and a lot is at stake with this project. Hence, every week you report on the progress and status of the project to all the necessary stakeholders and sponsors. Your project team has already completed all the initial and project planning activities and received sign-off and approvals on the project charter, project scope, and detailed work packages. Your project team is in the process of completing all the work packages. The project timeline is very aggressive, and your project has the SPI of 1.2 and CPI of 1.3. A final review of the project deliverables has been scheduled for the end of the month.

Unfortunately, as your project near completion, you are informed that your project is being cancelled since the resulting product is unacceptable and does not meet the business needs of the organization. All the resources on your project are being reassigned to another project. Which of the following is the MOST likely cause of this scenario?

- A. The project charter did not provide enough details regarding the project goals prior to sign-off
- B. The project was behind schedule and plagued with cost overruns

- C. A key stakeholder was not sufficiently involved in the project
- D. Your project resources were required on a separate project
- E. A project status was not properly communicated to the interested parties

Answer: C

Question 441

Which of the following calculates how much additional budget is required in order to complete the project, assuming the current project performance to date?

- A. CV
- B. EV
- C. ETC
- D. VAC
- E. EAC

Answer: C

Question 442

Which of the following is most likely to require a rebaselining of the cost baseline in order to provide a realistic measure of performance?

- A. Change requests
- B. Revised cost estimates
- C. Budget updates
- D. Cost management plan update
- E. Corrective actions

Answer: C

Question 443

All of the following are FALSE regarding bar charts EXCEPT:

- A. Bar charts are generally better at illustrating the resource trade-offs compared with network diagrams
- B. Bar charts are generally better at illustrating progress or status compared with network diagrams
- C. Bar charts are generally better at illustrating critical paths compared with network diagrams
- D. Bar charts are generally better at illustrating logical relationship compared with network diagrams

Answer: A

Question 444

All of the following statements are true regarding the cost control process EXCEPT:

- A. Prevent authorize changes from being included in the cost baseline
- B. Inform stakeholders from authorize changes
- C. Monitor cost performance and understand cost variances
- D. Changes are accurately reflected in the project scope

Answer: D

Question 445

You have been assigned to a project to build the largest U.S. natural gas pipeline project in more than 20 years. The proposed 1,350-mile, 42-inch diameter pipeline will provide valuable infrastructure allowing producers in the Rocky Mountain region to deliver their natural gas to attractive markets in the Midwest and northeastern parts of the U.S. You are in the process of developing the schedule for the project and you have given the following activity duration estimates. However the project sponsor would like to share a few weeks off the project duration. Which activity should you shorten in order to reduce the overall duration of the project?

Activity	Estimate
Start-S	2
Start-T	9
Start-U	14
S-W	4
T-S	Dummy
U-X	1
T-X	10
W-END	8
X-END	1

- A. Activity Start-U
- B. Activity W-End
- C. Activity T-S
- D. Activity Start-S
- E. Activity T-X

Answer: B

Question 446

You are a project manager at a real estate company that develops and manages commercial, retail and residential properties in United States and Europe. As a company continues to grow, the company's IT infrastructure is unable to meet business needs of organization.

Specifically, you have been assigned to upgrade the company's IT infrastructure. Specifically, your team has been asked to implement a corporate general ledger system, improve accounting and real estate processes, develop and implement lease tracking system, and implement HR and payroll systems and perform diagnostics and monthly closures.

Your project team has already completed all the initiating / project planning activities and received sign-off approvals on the project charter, project scope, and detailed work packages. Your project team is in the process of completing all the work packages.

However, your client has just file a change request to add additional reporting functionality to the IT application. Fortunately you have already determined that this functionality will only add one week to the critical path. To accommodate with the request, you've determined that you could compress the schedule to recover one extra week.

Which of the following should you perform NEXT?

- A. Implement the change request
- B. Consult the project sponsor before taking action
- C. Investigate other options on how to implement the change requests with minimal impact to the project
- D. Evaluate the impact to the change request on the other project constraints
- E. Inform the client the impact of the change

Answer: B

Question 447

All of the following are reporting techniques used in the Cost control process EXCEPT:

- A. Cost-benefit analysis
- B. Earned value technique
- C. Trend analysis
- D. Variance analysis

Answer: A

Question 448

With respect to value analysis which of the following is the portion of the approved cost estimate that has been budgeted for an activity during a certain time period?

- A. Planned value (PV)
- B. Earned value (EV)
- C. Actual cost (AC)
- D. Cost variance (CV)

Answer: A

Question 449

You are in the process of reviewing all change requests and controlling changes to deliverables and organizational process asset. All of the following are inputs you need EXCEPT:

- A. Recommended defect repair
- B. Requested changes
- C. Project charter
- D. Work performance information
- E. Project management plan

Answer: C

Question 450

Which of the following are true regarding statistical perform quality control?

- A. Special causes are the result of variances that are always present in process
- B. Special causes are the result of variances that are linked to unusual events
- C. Random causes are the result of variances that are always present in the process
- D. Random causes are the result of variances that are linked to unusual events

Answer: B, C

Question 451

You are a project manager responsible for constructing a new sports arena in preparation for upcoming Olympics. Construction begins on a project over a year ago. Stakeholders of the project want a status report on the performance of the project to the date. You have obtained the following measurement:

$BAC=500$, $ETC=200$, $PV=500$, $AC=200$, $EV=300$, $CPI=1.5$

You believe the type of variances that have occurred on the project to date to be atypical. Based on the information above what will be the EAC for the project?

- A. 400
- B. 250
- C. 300
- D. 333.33
- E. 200

Answer: A

Question 452

All of the following statements are true except:

- A. Recommended corrective actions, recommended corrective actions, and recommended defect repairs are outputs of integrated change control process
- B. None of the choices are correct
- C. Recommended corrective actions, recommended corrective actions, and recommended defect repairs are inputs of integrated change control process
- D. Recommended corrective actions, recommended corrective actions, and recommended defect repairs are outputs of monitor and control project work process

Answer: A

Question 453

Which of the following are true regarding project scope management?

- A. Scope verification involves subdividing the major project deliverables into small more manageable components
- B. None of the statements are correct
- C. Scope planning involves developing a detailed project scope statement as a basis of future project decision
- D. Scope definition involves creating a project scope management plan that document how the project scope will be defined and controlled
- E. Scope control involves formalizing the acceptance of project deliverables

Answer: B

Question 454

Inspections are a tool of perform quality process. They may also be called?

- A. Sampling
- B. monitoring
- C. trend analysis
- D. audit
- E. walkthroughs

Answer: E, D

Question 455

You are a project manager responsible for constructing a new sports arena in preparation for upcoming Olympics. Construction begins on a project over a year ago. Stakeholders of the project want a status report on the performance of the project to the date.

Unfortunately you are afraid to tell stakeholder that project is coming in significantly behind schedule. In fact schedule delays are so severe that the rebaselining of the project is required. Which of the following statements are true?

- A. Rebaselining should be a normal mode of controlling the schedule
- B. Resource leveling techniques should not be used to rebaseline the schedule
- C. Historical data are preserved when you rebaseline the schedule
- D. Approval from all stakeholder is required prior to rebaseline the schedule
- E. None of the statement are correct

Answer: E

Question 456

Which of the following statement are correct regarding managing stakeholders except:

- A. Managing stakeholders increases the likelihood that the project will not veer off track due to unresolved stakeholders issue
- B. Tools used to manage stakeholders includes communication methods and issue logs
- C. Project manager is usually responsible for stakeholder management
- D. The manage stakeholder process is the part of project executing process group

Answer: D

Question 457

You are a project manager responsible for constructing a new sports arena in preparation for upcoming Olympics. Construction begins on a project over a year ago. Stakeholders of the project want a status report on the performance of the project to the date. You have obtained the following measurement:

BAC=500, ETC=200, PV=500, AC=200, EV=300, CPI=1.5

You believe the type of variances that have occurred on the project to date to be atypical, and expect these variances to continue. Based on the information above what will be the VAC for the project?

- A. 333.33
- B. 133.33
- C. 400
- D. 166.67
- E. 100

Answer: D

Question 458

All of the statements are false regarding variance analysis?

- A. Variance analysis involves comparing actual project to planned or expected performance
- B. Variance analysis is a tool of scope analysis
- C. Variance analysis is a tool of schedule control process
- D. Variance analysis involves examining project performance over time to determine if the performance is improving or deteriorating

Answer: D

Question 459

Which of the following statements are false regarding project time management?

- A. Schedule development involves estimating type and quantities of resources required to perform each schedule activity
- B. Activity definition involves identifying schedule activities that are required to meet project deliverables
- C. Schedule control involving changes to project schedule
- D. None of the choices are correct
- E. Activity sequencing involves identifying dependencies among schedule activities

Answer: A

Question 460

Which of the following risk management processes are workarounds identified?

- A. Qualitative risk analysis
- B. Risk identification
- C. Risk response planning
- D. Qualitative risk analysis

E. Risk monitoring and control

Answer: E

Question 461

All of the following statements are true regarding ground rules except:

- A. Only the project manager is responsible for enforcing the ground rules
- B. Ground rules are tool of develop project team process
- C. Ground rules help to improve working relation ship and communication
- D. Ground rules are the list of acceptable and unacceptable behavior adopted by project team

Answer: A

Question 462

You are the project manager in the I.T department of major hospital. Your current project involves developing a web based interface for legacy mainframe software applications. Your current project involves a scope change. You are documenting the physical characteristics and functionality of the project, based on this scope change. Which of the following tool are using?

- A. Change control board
- B. Work result
- C. Configuration management
- D. Corrective actions
- E. Scope update

Answer: C

Question 463

You are in the process of monitoring the various project processes and their performance. Which of the following are you least concerned with during the process?

- A. None of the choices are correct
- B. Comparing actual project performance against project management plan
- C. Assessing performance to determine whether corrective actions are necessary
- D. Monitoring and implementation of approved changes
- E. Providing forecast to update current schedule information

Answer: A

Question 464

You are a project manager for a company that sells online music. Your project is to develop new content management system that will not only manage all users purchases and downloads but will automatically learn the users music interest to make future product recommendation. In addition your content management system must scale to support millions of current music downloads a day.

Your team has made a significant progress on the project. You are preparing the performance of the project to date and have calculated the following measurement:

PV=4000, EV=3500, AC=3000

Which of the following statement are true?

- A. CV is positive number that implies that your project is under budget
- B. CV is a negative number which implies that your project is over budget
- C. EAC is negative number which implies that you are spending more than originally budgeted
- D. EAC is a positive number that implies that you are spending more than originally budgeted

Answer: A

Question 465

One of your friends is project manager in Telecommunication Company. She is currently managing a project developing a voice over IP. The gateway offers a comprehensive approach to implementing high density, carrier class voice over packet gateway applications. She is in the process of developing the project schedule, and has determined that the project has 44 critical paths. Which of the following best describe how the project will be impacted?

- A. Project will require more resources
- B. There is no significant impact from having multiple critical paths
- C. Project risk will increase
- D. Project will cost more

Answer: C

Question 466

Which of the following describes the input to the direct and manage project execution that is used to bring the project back in line and is the part of feedback loop?

- A. Corrective action

- B. Performance reports
- C. Workarounds
- D. WBS updates
- E. Performance update

Answer: A

Question 467

The risk monitoring and control process involves all of the following except:

- A. Tracking identified risks
- B. Assessing the probability of achieving project objectives
- C. Reanalyzing existing risks
- D. Monitoring residual risks
- E. Monitoring trigger conditions for contingency plan

Answer: B

Question 468

You are project manager at a large multinational company developing a next generation mobile phone using voice over IP technology. The project involves significant coordination of resources across multiple different engineering teams located in various different countries. Specifically your mobile handset team is based in India, your design team in U.S.A, and your QA team in Canada.

You are currently in the process of assessing the completion status of each of the work packages. In order to develop a accurate status of project, you have asked each of the engineer to report their completion date for their respective deliverables.

However one of the QA engineer abrasively respond" completion date for what?" you finally decided to report QA engineer's uncooperative behavior to his functional manager.

Based on the scenario above, which of the following best describes the problem?

- A. the work packages were not adequately defined for the project
- B. there was a conflict of interest between your QA engineer and your project objective
- C. you did not receive the necessary support from the functional manager regarding your project
- D. the QA engineer was acting defensively to mask his inabilities to meet his project responsibilities
- E. you should have met with the functional manager the first time you encountered problem with this engineer rather than let the problem escalate

Answer: A

Question 469

Which of the following statements are false regarding cost and schedule variances?

- A. None of the choices are correct
- B. Schedule variance will ultimately equal zero when the project is completed
- C. The amount of variance of SV and CV value tends to decrease as the project reaches completion
- D. The cost variance at the end of the project will be the difference between the budget at the completion and the actual amount spent

Answer: A

Question 470

The cost of quality often refers to cost to produce a product or service according to specific quality standards. Which of the following is not cost associated with the cost quality?

- A. Appraisal cost
- B. Defect cost
- C. Failure cost
- D. Prevention cost

Answer: B

Question 471

You are in the process of controlling changes to the project schedule. All of the following are the inputs to the process except:

- A. Performance report
- B. Activity list
- C. Schedule management plan
- D. Approved change request
- E. Schedule baseline

Answer: B

Question 472

The applied level of change control is least dependent upon:

- A. Application area
- B. Contract requirements
- C. Complexity of specific project

- D. Stakeholder influences
- E. Context and environment in which project is informed

Answer: D

Question 473

Which of the following is an effective tool to observe trends and results over a specified period of time?

- A. Control chart
- B. Scatter diagram
- C. Gantt chart
- D. Run chart

Answer: D

Question 474

Which of the following are not situations where pre-assignment of project team members are known in advance?

- A. Staff assignment are defined in project charter
- B. Project is dependent on the expertise of certain people
- C. Promised as a part of competitive proposal
- D. None of the choices are correct

Answer: D

Question 475

You are in the process of directing the performance of a planned project activities and managing various technical and organizational interfaces that exist within your project. All of the following are required inputs EXCEPT:

- A. Work performance information
- B. Project management plan
- C. Approved change requests, approved defect repair
- D. Approved corrective actions, approved preventive actions
- E. Validated defect repair, administrative closure procedure

Answer: A

Question 476

Which of the following best describes the conflict that arises when a project team member has dual reporting relationship between a functional manager and project manager?

- A. Ambiguous jurisdiction
- B. Conflict management

- C. Storming
- D. Matrix organization

Answer: A

Question 477

You are evaluating several different motivational strategies to motivate your project team. You subscribe to the belief that pay and salary may prevent job dissatisfaction, but will not lead to long term job satisfaction. You believe that over the long run pay and salary are NOT motivators. Which of the following motivational theories are you applying?

- A. Expectancy theory
- B. Achievement theory
- C. Maslow hierarchy of needs
- D. Herzberg hygiene theory

Answer: D

Question 478

Which of the following process groups are in loop back relationship with the other, where each process group serves as inputs to the other?

- A. Planning and initiation
- B. Planning and execution
- C. Execution and initiation
- D. Execution and controlling

Answer: D

Question 479

You are the project manager for a software company developing wireless mobile application. You are currently in the Risk Identification process where you are trying to identify and document all the risks that might impact your project. You have assemble your experts in one room for face-to-face discussion.

You intend to use a face-to-face group judgment technique in which participants generate silently, in writing, responses to a given question/problem; responses are collected and posted, but not identified by author, for all to see; responses are openly clarified, often in a round-robin format, further iterations may follow; and a final set of responses is established by voting/ranking. Which technique are you using?

- A. Brainstorming

- B. Assumption analysis
- C. Norming group technique
- D. Diagramming techniques
- E. Delphi technique

Answer: C

Question 480

According to Maslow's hierarchy of needs in which does the need for acceptance occurs?

- A. Safety and security
- B. Esteem
- C. Social needs
- D. Self-actualization

Answer: C

Question 481

Which of the following statements are true regarding the project human resource management processes?

- A. Human resources planning involves obtaining the human resources required to complete the project
- B. Develop project team involves obtaining the human resources to complete the project
- C. Acquire project team involves identifying and documenting the project roles and responsibilities
- D. Manage project team involves creating the staffing management plan
- E. None of the choices are correct

Answer: E

Question 482

With respect top cost of quality, which of the following individuals suggested that 85% of the cost of quality is a management problem?

- A. Crosby
- B. Juran
- C. Deming
- D. Ishikawa

Answer: C

Question 483

You are the project manager responsible for constructing new 100-unit apartment in downtown Manhattan. As part of construction project, you are planning to outsource a particular deliverable of your project. You have created a document that described the product and services required in detail and have included the necessary reporting requirements. Which of the following BEAST describes the document you have just prepared?

- A. RFP
- B. RFQ
- C. Process management plan
- D. Scope definition
- E. Contract SOW

Answer: E

Question 484

Which of the following describes an input to the direct and manage execution process that consists of documented, authorized requests for product correction of a defect found during quality inspection?

- A. Implemented preventive actions
- B. Implemented change requests
- C. Approved preventive actions
- D. Approved defect repair
- E. Approved change requests

Answer: D

Question 485

Which of the following LEAST likely describes a weighting system used in the Select Sellers process?

- A. Select a single seller that will be asked to sign the contract
- B. Ensure that prospective sellers have a clear understanding of the requirements
- C. Rank sellers based on seller's past performance and quality
- D. Rank all proposals by weighed evaluation scores

Answer: B

Question 486

You are the project manager for the international contract manufacturing firm with manufacturing the plants and offices in India, China and Thailand. Your company design and manufacture various consumer electronics such as flat screen, television, laptop computers, monitors, e.t.c.

Your company is in the process of bidding on a project to manufacture the next generation 128-bit video game console for x-cube station. As a potential bidder for this project your company must register so that it is on the qualified seller list. Which of the following statements are true?

- A. The qualified seller list is an input to the request sellers responses and provides information about the project including details about the RFP and SOW
- B. The qualified seller list is an input to the select sellers and provides information about the sellers
- C. The qualified seller is a tool/technique of a request seller response process and provide information about the seller
- D. The qualified seller list is a tool of the request seller responses process and are used to ensure that all the prospective sellers have a clear understanding of the requirements
- E. The qualified seller list is an input to the select sellers and are used to rate and score proposals

Answer: B

Question 487

Which of the following statements are FALSE regarding recognition and rewards?

- A. Zero sum rewards, that only a limited number of project team members can achieve, may undetermined team cohesiveness and performance
- B. To be effective, recognition and rewards should be based under a person's control
- C. Recognition and rewards should consider cultural differences
- D. None of the choices are correct
- E. Recognition and rewards are tool/ techniques of the develop project team process

Answer: D

Question 488

All of the following are another terms of bidder conferences EXCEPT:

- A. Pre-bid conferences
- B. Vendor conferences
- C. Screening conferences
- D. Contractor conferences

Answer: C

Question 489

Which of the following conflict resolution techniques describes a lose-lose situation where one of the parties involved in the conflict reduces to discuss the conflict, and hence, a resolution is never achieved

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

Answer: D

Question 490

You are a project manager at java ice cream factory. You are currently supervising the manufacturing of new flavor ice cream java bean, burgundy crunch. The manufacturing of this flavor was proceeding as planned, until a manufacturing error occurred that requires corrective action to be taken. Ironically the manufacturing error resulted in a new variant of the flavor.

Product team really thinks that flavor would be a success in a marketplace. They have asked you to cancel the corrective action, and integrate this serendipitous discovery in the manufacturing process. As a project manager you have realized that this has resulted in a change in project scope. Which of the following statement are FALSE?

- A. Quality inspection are used to determine whether changes to the project scope has occurred
- B. Changes to product scope should be reflected in the project scope
- C. The performance measurements baselines will be affected by changes in the project scope
- D. Changes to the project scope should be reviewed by the CCB

Answer: A

Question 491

You are the project manger at an advertising firm that specializes in marketing and promotional campaign for athletic shoes. Your company frequently uses sports celebrities as part of the marketing and advertising campaigns. Advertising that uses celebrities to influence consumer's purchasing decisions is an example of what type of power?

- A. Referent power
- B. Exert power
- C. Legitimate power
- D. Coercive power

E. Punishment power

Answer: A

Question 492

Which of the following statements are FALSE regarding the process improvement plan?

- A. The process improvement plan is an input to the perform quality assurance process
- B. The process improvement plan is an output to the perform quality control process
- C. The process improvement plan describes the steps to examine processes for waste and non-value added activities
- D. The process improvement plan is a subsidiary of the project management plan

Answer: B

Question 493

Which of the following would LEAST likely to be found as part of a contract?

- A. Warranty, limitation of liability
- B. Independent estimates, evaluation criteria
- C. Roles of responsibilities, pricing and payments
- D. Inflation adjustments, acceptance criteria
- E. Statement of work, schedule

Answer: B

Question 494

You are the project manager at a construction company. Your company is currently in the process of developing a 500-unit apartment complex. Your company plans to subcontract all the electrical wiring of the building to an outside vendor.

The subcontractor's work will involve wiring the building for electrical power, as well as cable and Internet Ethernet wiring. In which of the following processes will a contract between the buyer and seller be created?

- A. Contract administration
- B. Select sellers
- C. Plan purchases and acquisitions
- D. Request seller responses
- E. Plan contracting

Answer: B

Question 495

You are the project manager of a company that is building ATM software for a large bank and financial institutions. You have been told that the ATM software must meet very stringent quality standards. Including rigorous auditing of all transactions, ability to recover in case of software/ hardware errors, and fraud detection/analysis and robust two-factor authentication.

The ATM system is currently in production, when a quality problem is identified with a PIN card reader. This problem will require with a downtime of the manufacturing process while networks of the unit are performed. Fortunately, the units have not been shipped, to customers yet. Which of the following best describes the cost of quality associated with this problem?

- A. Appraisal costs
- B. Rework costs
- C. External failure cost
- D. Prevention costs
- E. Internal failure costs

Answer: E

Question 496

Which of the following is NOT one of the five project management process groups?

- A. Executing
- B. None of the choices are correct
- C. Monitoring and controlling
- D. Planning
- E. Closing

Answer: B

Question 497

You are involved in monitoring specific project results to determine whether they comply with relevant quality standards. You are using a control chart to illustrate how a process is behaving over time. You've constructed your control chart and determined that all the data points are within the upper and lower control limits of the chart. In addition, seven consecutive data points are observed to be on the one side of the mean. Which of the following is your BEST plan of action?

- A. Compare the results from the last quality management plan
- B. Adjust the mean based on the observed data points

- C. No additional action is needed, as the process is within control
- D. Identify the assignable causes

Answer: D

Question 498

You are currently in the process of acquiring your project team and are working with functional managers to ensure that the project receives the appropriate staff during the required time frame. Which of the following BEST describes the tool/ technique you are using?

- A. Pre-assignment
- B. Acquisition
- C. Virtual teams
- D. Negotiation

Answer: D

Question 499

Consider the project integration management knowledge area. Which of the following processes are included?

- A. Risk identification
- B. Performance reporting
- C. Integrated reporting
- D. Direct and manage project execution
- E. Human resource planning

Answer: D

Question 500

Project information can be shared by team members and stakeholders through a variety of methods. Which of the following are NOT considered information retrieval systems?

- A. Electronic databases
- B. Videoconferencing
- C. Project management software
- D. Electronic mail
- E. Manual filing systems

Answer: B, D

Question 501

Which of the following describes the assumptions made by the theory X style of management?

- A. People can handle responsibility with creativity and ingenuity

- B. People have no ambition, wants no responsibility and would rather follow than lead
- C. People work only for money and security
- D. People will be committed to their objectives if rewards are in place that address higher needs such as self-fulfillment

Answer: B, C

Question 502

Information retrieval systems, information distribution methods, and communication skills are tools/ techniques of which of the following processes?

- A. Information distribution
- B. Manage stakeholders
- C. Performance reporting
- D. Communications planning

Answer: A

Question 503

Which of the following project quality management process is within the executing process group?

- A. Perform quality control
- B. Quality planning
- C. None of the choices are correct
- D. Perform quality assurance

Answer: D

Question 504

You are the project manager at a construction company. Your company is in the process of developing a 500-unit apartment complex. Your company has subcontracted all the electrical wiring of the building to XYZ Electrical. The subcontractor's work involved wiring the building for electrical power, as well as cable and Internet/Ethernet wiring. The subcontractor has just completed the work, and you are in process of inspecting his work.

However, you've just discovered that the subcontractor forgot to install the Cat-5 Ethernet/Internet cabling throughout the building. The subcontractor's performance did not meeting the contractor requirements. Which of the following statements are true?

- A. You are in the quality assurance process, and performed a quality audit of the contractor's work

- B. You are in the contract administration process, and performed a contract audit to verify the contractor's work
- C. You are in the contract administration process, and performed a variance analysis to verify the completeness of the contractor's work
- D. You are in the scope verification process, and performed a quality audit of the contractor's work
- E. You are in the performance reporting process, and performed a performance review of the contractor's work

Answer: A

Question 505

The contract management plan is an output of which process?

- A. Plan contracting
- B. Request sellers
- C. Plan purchases and acquisitions
- D. Select sellers
- E. Contract administration

Answer: D

Question 506

You are in the process of reviewing offers and choosing among potential sellers. All of the following are tools you can use except:

- A. methods to evaluate sellers on past performance and contractual compliance
- B. methods for establishing minimum requirements for performance of one or more evaluation criteria when selecting a prospective seller
- C. methods of preparing own independent estimates of costs
- D. methods to review seller progress to date
- E. methods to clarify the structure and requirements of the contracts

Answer: D

Question 507

You have just completed the progress planning process group and are ready to begin the project executing process group. You will need to perform all the following executing processes except:

- A. collect and distribute project performance information
- B. improve competencies of team members

- C. make necessary information available to stakeholder in time manner
- D. obtain information , quotation and proposals
- E. review offer and select seller

Answer: A

Question 508

Which of the following are not the direct result of managing the team?

- A. Updating and staffing the management plan
- B. Developing input to performance appraisals
- C. Recording the lessons learned
- D. Identifying the recourse requirements
- E. Submitting change request and resolving issues

Answer: D

Question 509

You are in the process of obtaining necessary human resource to complete the project. All the following are tools you can use except:

- A. Negotiation
- B. Acquisition
- C. Virtual team
- D. Pre assignment
- E. General management skills

Answer: E

Question 510

Which of the following types of contracts requires the greatest amount of time to monitor and audit?

- A. T&M
- B. Fixed price
- C. CPFF
- D. FPIF

Answer: C

Question 511

All of the following statements are true regarding the communications management plan EXCEPT:

- A. The communications management plan should be formal and highly detailed

- B. The communications management plan is an input to the information distribution process
- C. The communications management plan is an output of the communications planning process
- D. The communications management plan provides information on stakeholder communication requirements and glossary of common terminology

Answer: A

Question 512

You have been assigned to a project to build a large 30-story condominium in Las Vegas. The condominium will feature luxurious amenities like state of the art work-out facilities, conference centers, valet services, maid services, spas, gourmet dining and resort style pools.

You have already finished the planning processes and have already begun construction. However, during project execution, a large number of changes are being made to the project. Which of the following BEST response to these changes?

- A. Hold off until changes are determined, and then create a new project schedule
- B. Implement approved changes as necessary, and adjust project management plan and baselines
- C. Implement changes that have only been approved by management
- D. Ask for additional resources in order to implement changes
- E. Await management approval before making any changes

Answer: B

Question 513

You in the project executing process group, and would like to confirm the implementation of approved change request, corrective actions, and defect repairs. Which of the following tool/technique can you leverage?

- A. Quality audits
- B. Process analysis
- C. Benchmarking
- D. Design of experiments
- E. Cost-benefit analysis

Answer: A

Question 514

Which of the following processes best describes the project human resource management knowledge area?

- A. Initiation, develop project team, acquire project team, develop project team
- B. Initiation, activity resource planning, acquire project team, develop project team
- C. Initiation, develop project team, acquire project team, develop project team, manage project team
- D. Acquire project team, activity resource estimation, develop project team, manage project team

Answer: A

Question 515

You are currently in the market for the new car. You are debating between two different cars. Car ABC is highly reliable car with an excellent track record. However, car ABC lacks some premium equipment, such as high-end audio system and sports suspension. On the other hand, car XYZ comes standard with various premium equipment including a sports suspension and high-end audio system. However, car XYZ is much less reliable and would require more frequent maintenance and repairs. How would you characterize the two cars?

- A. Car ABC is a low grade, high quality car while Car XYZ is a high grade, high quality car
- B. Car ABC is a low grade, high quality car while Car XYZ is a high grade, high quality car
- C. Car ABC is a low grade, high quality car while Car XYZ is a high grade, low quality car
- D. Car ABC is a high grade, high quality car while Car XYZ is a high grade, low quality car
- E. Car ABC is a high grade, low quality car while Car XYZ is a low grade, high quality car

Answer: C

Question 516

You are a project manager for the manufacture of children's toys. Your project team is in the process of designing a new children toy for new year Christmas season.

Your project team has worked together for the last six months, and has become a self directed team, with little, if any supervision

required. A new member has just added to the team. Which of the following statements are true?

- A. introduction to the new team member will cause the develop team project process to start over again at the storming stage
- B. introduction to the new team member have no effect on develop team project process. The team will continue in the performing stage
- C. introduction to the new team member will cause the develop team project process to start over again at the forming stage
- D. introduction to the new team member will cause the develop team project process to start over again at the norming stage

Answer: C

Question 517

Which of the following statement are false?

- A. The qualified seller list describes those sellers who are asked to submit a proposals
- B. Procurement document package is a buyer prepared formal request sent to each seller and is the basis upon which a seller prepare a bid
- C. Qualified seller list and procurement document package are output of request seller responses process
- D. Contract are seller prepared document that describes the seller ability to provide requested services

Answer: D

Question 518

Which of the following techniques do project manager used most often to resolve conflicts?

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

Answer: E

Question 519

You are the part of construction project team responsible for developing a new stadium. The project has been ongoing for the past

several months. Your project team has just completed the initial project budget and schedule and is ensure what to do next. Which of the following would you recommend as the NEXT BEST action to perform?

- A. Identify the quality standards
- B. Start project iterations
- C. Identify the project risks
- D. Develop the WBS
- E. Develop the PDM

Answer: A

Question 520

Which of the following statements regarding the project charter is FALSE?

- A. The project charter grants authority to the project manager to initiate the project
- B. The project charter describes the business needs for the project, such as marketing demand, legal requirements, technological advances.
- C. The project charter provides the project manager with functional power over personnel
- D. The project charter should not be directly published by the project manager.

Answer: C

Question 521

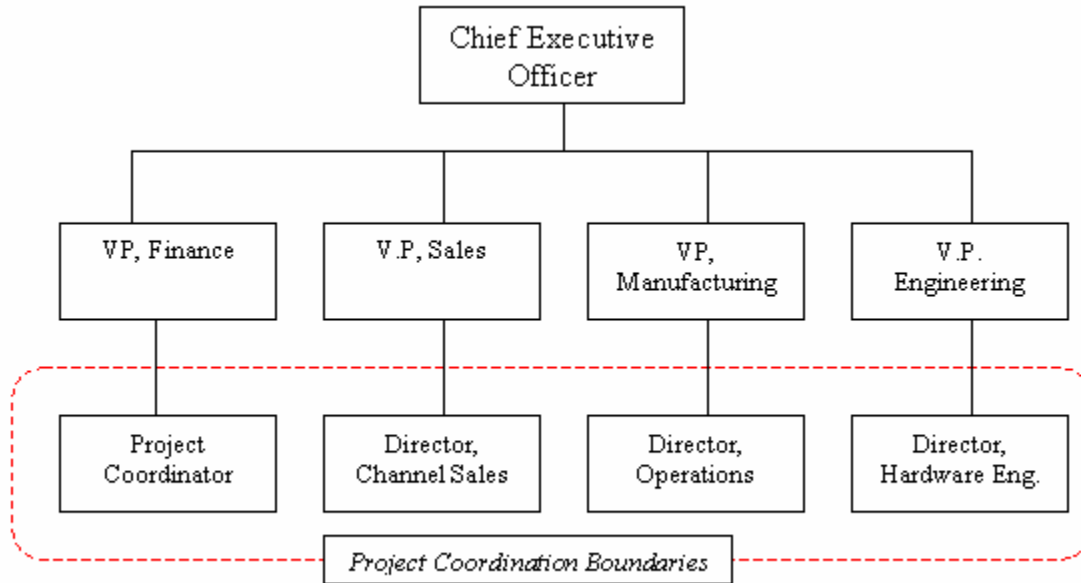
Which of the following documents initiates a project and authorizes the project manager to assign organizational resources to the project?

- A. RFQ document
- B. Work breakdown structure
- C. Project plan
- D. RFB document
- E. Project charter

Answer: E

Question 522

Which of the following best describes the following organizational structure?



- A. Balanced matrix Org
- B. Weak matrix Org
- C. Projectized Org
- D. Functional Org
- E. Strong matrix Org

Answer: B

Question 523

You are currently the project manager for a software development project, developing a next generation data-mining tool. Your team is developing a new software product that will help customers better manage large volumes of data, especially for data reporting purposes. Midway, through the project, your engineer decide to add additional reporting functionality to better analyze correlate data. Although this functionality was NOT part of the original project plan, this feature seems like it could be a useful feature for the customer. This is an example of which of the following?

- A. Gold plating
- B. Crashing the schedule
- C. Inadequate project planning
- D. Scope creep
- E. Fast tracking

Answer: A

Question 524

Which of the following statements are true regarding the project statement of work?

- A. The project statement of work is one of the outputs to the develop project charter process and develop preliminary scope statement process
- B. The project statement of work describes the processes and procedures for conducting work and knowledge base for storing and retrieving information
- C. The project statement of work describes the factors that influence the project's success, including company culture, marketplace conditions, stakeholder risk tolerance etc
- D. The project statement of work is one of the outputs to the develop Preliminary Project Scope Statement process

Answer: A

Question 525

You have been recently hired to be a project manager at a bio-tech company to develop a new drug to treat pancreatic cancer. The project requires significant coordination across multiple departments from R&D to manufacturing.

You've attempted to gain the cooperation of the chief scientist (who reports to the V.P. of R&D) within the R&D department. You need her assistance to answer some questions regarding the clinical testing process of this new drug. However, the chief scientist is uninterested in your project and provides little or no feedback to your questions. Since your project is NOT one of her priorities, she's been rather unresponsive to your questions. What should you do in this situation?

- A. Inform the VP of R&D of the performance issues. Establish the expectations of the chief scientist by communicating to your project requirements to the VP of R&D. Cooperation from the VP of R&D is necessary in order to ensure performance from the chief scientist
- B. Clearly define and establish the chief scientist duties and communicate to her that you're expecting her to meet expectations. Inform the chief scientist of the impact on lost customers and declining company revenues if she misses her deadlines.
- C. Communicate to the chief scientist that you'll be reporting her performance to the VP of R&D at the completion of the project.
- D. Negotiate with the VP of R&D to establish expectations of the chief scientist and request to participate in the chief scientist's annual performance review

Answer: D

Question 526

Which of the following is NOT a valid reason to authorize a project?

- A. Social needs
- B. Legal requirements
- C. Technological advance
- D. Risk identification

Answer: D

Question 527

One of your friends is a project manager at a computer security company. She is currently managing a project for the development of a NAC (network admissions control) appliance that uses the network infrastructure to enforce security policy compliance on all devices seeking to access network computing resources, thereby limiting damage from emerging security threats. The NAC appliance will provide with self-contained endpoint assessment, policy management, and remediation services. The company had performed a similar project a couple years ago.

This is critical project fro the company, and he is under tremendous pressure to deliver the project. Unfortunately, he is new in the company, and the project is growing in size everyday. He is starting to feel overwhelmed by the project. What is his BEST course of action?

- A. Ask for additional resources from his supervisor
- B. Ask the previous project manager for assistance
- C. Obtain the historical records and guidance from the PMO
- D. Contract from an outside vendor to provide the necessary technical expertise

Answer: C

Question 528

Which of the following best describes progressive elaboration?

- A. Process of soliciting proposals from prospective sellers and vendors
- B. Process of starting a new task prior to the completion of current project tasks
- C. None of the choices are correct
- D. Process of identifying the characteristics of products

Answer: D

Question 529

You are the project manager at Day-Old donuts a rapidly growing franchise selling premium donuts at a discount. Currently, your company is planning on opening additional stores throughout Europe. Your company is evaluating different areas for expansion including France, Germany and England. Your steering committee used a weighted score model and found that in England with a score of 75, provided the best opportunities for expansion. Which of the following statements are true?

- A. Weighted scoring models are constrained optimization method, and is an input to the initiation process group
- B. Weighted scoring models are constrained optimization method, and is tool/ technique of the initiation process group
- C. Weighted scoring models are benefit measurement method, and is input to the initiation process group
- D. Weighted scoring models are benefit measurement method, and is tool/ technique of the initiation process group

Answer: D

Question 530

When should a project manager be assigned to a project?

- A. When a stakeholder select a project manager
- B. After the project planning has be done
- C. During the develop preliminary project scope statement process
- D. After the WBS document has developed
- E. During the develop project charter phase of the project

Answer: E

Question 531

According to the PMI, who should develop the project charter?

- A. None of the choices are correct
- B. Project initiator external to the project organization
- C. Project sponsor that is part of the project organization
- D. The project manager
- E. The customer

Answer: B

Question 532

In which of the following processes in the initial process group is one responsible for producing a high-level definition of the project and

documenting the project requirements, deliverables and method of acceptance?

- A. Scope planning
- B. Develop preliminary project scope statement
- C. Develop project management plan
- D. Develop project charter
- E. Create WBS

Answer: B

Question 533

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly. In fact, due to rapid growth, the company's I.T. infrastructure is unable to meet the growing demands.

To keep up with the demands you have been assigned the responsibility of upgrading the company's network and company's infrastructure. You have been asked to calculate the payback period for the project that is to be completed in the next 24 months.

- A. 4.5 years
- B. 4 years
- C. 5.5 years
- D. 3 years
- E. 2 years

Answer: B

Question 534

Which of the following terms best describe the approach used by organizations to treat aspects of ongoing operations as project in order to apply project management technique to them?

- A. Product management
- B. Management by projects
- C. Program management
- D. Operations project management

Answer: B

Question 535

Which of the following statements are true regarding the difference between a project expediter and coordinator roles?

- A. There are no functional differences between the project expediter and coordinator roles
- B. The project coordinator cannot make or enforce decisions
- C. The project coordinator reports to higher-level manager
- D. The project expediter can make and enforce decisions
- E. The project expediter has more authority than project coordinator

Answer: C

Question 536

You are the project manager at Happy Coffee Café, a rapidly growing franchise selling premium blended coffee. Currently, your company is planning on opening additional stores throughout Europe. Your company is evaluating different areas for expansion, including France, Germany, and England. Based on your market analysis, you have obtained the following information:

England-IRR (33%), payback period (1.5 years)

France-IRR (45%), payback period (1.1 years)

Germany-IRR (36%), payback period (0.75 years)

- A. England since IRR is lowest
- B. Germany since payback period is shortest
- C. France since the IRR is the highest
- D. England since the payback period is the longest

Answer: C

Question 537

Which of the following statements are true regarding the project charter?

- A. The project charter describes the business needs of the project and should be published under the name of project manager
- B. The project charter includes the project goals and objectives and should be published under the name of project sponsor
- C. The project charter includes resources and cost estimates and should be published by a manager external to the project
- D. The project charter includes resources and cost estimates and should be published under the name of project manager
- E. None of the statements are true

Answer: C

Question 538

Suppose your company has acquired a high end server three years ago for \$100,000. The server's current book value is \$20,000. The \$20,000 book value is best considered a:

- A. Variable cost
- B. Indirect cost
- C. Sunk cost
- D. Direct cost
- E. Fixed cost

Answer: C

Question 539

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You are in the process of developing the project charter. All of the following are tools/ techniques that you can use to develop the project charter EXCEPT:

- A. Project management methodologies
- B. PMIS
- C. Decomposition
- D. Project selection methods
- E. Expert judgment

Answer: C

Question 540

Which of the following statements are true regarding decision models using multi objective programming algorithms?

- A. These are tool/techniques in the Quantitative risk analysis process
- B. These are benefit measurement methods
- C. These are input to the develop project charter process
- D. These are constrained optimization methods/ mathematical models
- E. These are inputs to the develop preliminary project scope statement process

Answer: D

Question 541

You are in the process of developing an approximation of the costs of the resources needed to complete each schedule activity. Which of the following statements are FALSE regarding this process?

- A. Activity resource estimation involves determining the quantity and type of resources required (staff, equipment, material, etc) and is loosely coordinated with the cost estimating
- B. Schedule activity duration estimates may affect cost estimates that have time-sensitive costs
- C. The staffing management plan is an input to this process and describes the type and quantity of resources required to complete project work
- D. None of the choices are correct
- E. Activity duration estimating will affect cost estimates when the project budget includes an allowance for cost financing

Answer: C

Question 542

Which of the following best describes the calculations of late finish dates and late start dates for the uncompleted portions of all network activities?

- A. Backward pass
- B. Baseline
- C. Schedule variance
- D. Forward pass
- E. Precedence diagramming method

Answer: A

Question 543

You are an information security project manager responsible for securing your cooperate network. Due to new regulations mandated by the Sarbanes-Oxley act your company's upper management has tasked you with securing the company's network infrastructure. Unfortunately, you lacked detailed knowledge regarding firewall and IPS-related technologies. You are relying on an outside security consulting firm to provide you with expert judgment regarding these technologies. You are trying to forecast how often you'll require their expert judgment during your project. Expert judgment is a tool/ technique in all of the following processes EXCEPT:

- A. Develop project charter
- B. Develop preliminary project scope statement
- C. Develop project management plan
- D. Scope planning
- E. Schedule development

Answer: E

Question 544

Which of the following process takes the activities that are defined in the WBS and activity list, and accesses the amount of time required to complete these activities?

- A. Activity duration estimation
- B. Activity definition
- C. Activity sequencing
- D. Schedule development

Answer: A

Question 545

Which of the following processes utilize rolling wave planning as a tool/technique?

- A. Create WBS
- B. Activity sequencing
- C. Scope planning
- D. Activity definition
- E. Scope definition

Answer: D

Question 546

A risk impact scale that uses rank-ordered values as very low, low, moderate, and high is considered:

- A. Probability scale impact
- B. Non linear scale
- C. An ordinal scale
- D. Linear scale
- E. A cardinal scale

Answer: C

Question 547

A poorly defined staffing management plan will LEAST directly impact:

- A. Ability to estimate costs associated with schedule activities
- B. Ability improve competencies of team members
- C. Ability to obtain human resources needed to complete project
- D. Ability track project team performance
- E. Ability to create the roles and responsibilities list needed to complete the project

Answer: E

Question 548

The detailed project scope statement includes all of the following EXCEPT:

- A. Project objectives, project scope description, project requirements
- B. Fund limitation, cost estimate, configuration management requirements
- C. Project specification, approval requirements, WBS
- D. Project boundaries, project deliverables, project acceptance criteria
- E. Constraints/ assumptions, initial defined risks, schedule milestones

Answer: C

Question 549

Supporting details for activity cost estimates should include all of the following EXCEPT:

- A. Range of possible estimates
- B. Cost baseline
- C. Description of project scope of work
- D. Documentation of constraints and assumptions
- E. Documentation of how the estimates were developed

Answer: B

Question 550

You have been hired as a project manager for a local bank. Bank wants to develop and design the custom online bill pay software so that its customer can pay bills online. You are ready to begin the activity duration estimates for your project.

Two years ago you were involved in prior project where a team of ten programmers were able to create similar bill pay software in 180 days. Therefore in estimating the duration of this new project, you decided to use 180 days as an estimate. This is an example of which type of estimating technique?

- A. Reserve time
- B. Decomposition
- C. Qualitatively based duration
- D. Analogous estimating

Answer: D

Question 551

All of the following can be used to estimate contingency reserves during activity duration estimating except:

- A. Percentage of estimated activity duration
- B. Fixed number of work periods
- C. Quantitative schedule risk analysis
- D. None of the choices are correct

Answer: A

Question 552

Which of the following processes is involved with allocating the overall cost estimate to individual work activities?

- A. Cost budgeting
- B. Cost estimating
- C. Cost control
- D. Activity resource estimating

Answer: A

Question 553

You are in the process of analyzing activity sequence, durations, resource requirement, and schedule constraints in order to create the project schedule. Which of the following is least helpful input in this process?

- A. Activity attributes, project schedule network diagram
- B. Activity duration estimates, risk register
- C. Activity resource requirement, resource calendars
- D. Schedule baseline, performance reports
- E. Project scope statements, activity list

Answer: D

Question 554

Risks that may affect the project can be identified and organized into risk categories. Which of the following is a not possible risk category?

- A. External
- B. Technical
- C. None of the choices are correct
- D. Organizational
- E. Environmental

Answer: C

Question 555

Risk diagramming techniques include all of the following except:

- A. Influence diagram
- B. Ishikawa diagram
- C. Fishbone diagram
- D. Pareto charts
- E. Process flow charts

Answer: D

Question 556

You are in the process of identifying and documenting risk project. You are using various information gathering techniques to identify the project risks. All of the following are information gathering techniques except:

- A. Delphi technique
- B. SWOT analysis
- C. Brainstorming
- D. Assumption analysis
- E. Root cause identification

Answer: D

Question 557

You are a project manager at construction company, assigned to repaint the 30-story building. One of the initial tasks are to scrape the original paint off the building and then to prime the building. But before the building can be primed, the original paint must be scraped off the building.

However priming can begin while scraping is underway. The two tasks can progress in parallel. Which of the following relationship type best describes this dependency between scraping and priming?

- A. Start to finish
- B. Start to start
- C. Finish to start
- D. Finish to finish

Answer: B

Question 558

Which of the following are true regarding project risk management?

- A. Qualitative risk analysis involves prioritizing risk by their impact and probability of occurrence
- B. None of the statements are true

- C. Risk management involves determining which risk might effect the project
- D. Qualitative risk analysis involves numerically analyzing the impacts of identified risks
- E. Risks identification involves deciding how to plan and and execute risk management activities

Answer: A

Question 559

You are using three point estimating technique to estimate the estimate of a scheduled activity. Which of the following statement are true given the following data:

[Pessimistic=100 days] [Optimistic=40 days] [Most likely=65 days]

- Assuming a beta distribution you calculate that the duration average=66.6 days and duration variance=100.
 - Assuming a triangular distribution you calculate that the duration average=68.33 days, and duration variance=151.38
- A. The triangular distribution gives a more optimistic and more optimistic and aggressive value for the mean
 - B. The triangular distribution gives an estimate with larger uncertainty
 - C. The data distribution gives a more pessimistic and more conservative value for the mean
 - D. None of the statements are true

Answer: B

Question 560

You are the project manger assigned to perform seismic retro-fitting on an old office building. You are trying to estimate the costs for this project. You start by assigning the costs associated with each of the project activities. Then you sum up all the individual costs into a final cost estimate. Which type of cost estimating technique id you see?

- A. ADM
- B. Bottom-up estimating
- C. PDM
- D. Parametric estimating
- E. Analogous estimating

Answer: B

Question 561

You are the project manager for a software company that develops children's video games. You have been assigned to develop a new game that makes mathematics fun for children. You need to gather necessary information to write the project scope management plan. Which of the following information do you NOT need as inputs to your current process?

- A. Project charter
- B. Organizational process assets
- C. Preliminary project scope statement
- D. Templates, forms, and standards
- E. Enterprise environmental factors

Answer: D

Question 562

Which of the following statements are true regarding the critical path of a project schedule?

- A. Any project activity with a float time of zero or greater is considered a critical path tasks
- B. Any project activity with a positive float time is considered a critical path tasks
- C. None of the statements are true
- D. Any project activity with a float time that equals zero is considered a critical path tasks

Answer: D

Question 563

All of the following statements regarding the risk breakdown structure (RBS) is true EXCEPT:

- A. None of the choices are correct
- B. The RBS lists the categories and sub-categories within which risks may arise
- C. The RBS describes the list of identified risks, list of potential responses, and root causes of risks
- D. The lowest level of risk breakdown structure can be used as a risk checklist
- E. The risk breakdown structure represents a hieratically organized representation of identified project risks arranged by risk categories

Answer: C

Question 564

You are in the process of estimating the number of work periods that will be needed to complete individual schedule activities. All of the following are tools/ techniques you can use EXCEPT:

- A. Estimating duration by multiplying the quantity of work to be performed by productivity rate
- B. Estimating duration by calculating the average of three duration estimates (most likely, optimistic, pessimistic)
- C. Estimating duration by using contingency reserves
- D. Estimating duration from a previous, similar schedule activity based on historical information and expert judgment
- E. Estimating duration by calculating multiple project durations with varying sets of activity assumptions using Monte Carlo analysis

Answer: E

Question 565

Which of the following statements regarding Schedule Network Analysis is true EXCEPT:

- A. Schedule network analysis provides a graphical representation of situations showing casual influences, time ordering of events, and relationships among variables and outcomes
- B. Schedule network analysis calculates the early and late/finish dates and scheduled start/finish dates for uncompleted portions of the project schedule activities
- C. Schedule network analysis is a tool/ technique of the schedule development process
- D. Schedule network analysis employs various analytical techniques such as critical path method, critical chain method, what-if analysis, and resource leveling
- E. Schedule network analysis is a technique that generates the project schedule

Answer: A

Question 566

Which of the following is typically displayed as a S-shaped curve?

- A. Pareto diagram
- B. Critical path
- C. None of the choices are correct
- D. Resource histogram
- E. Cost baseline

Answer: E

Question 567

Cost aggregation, reserve analysis, funding limit reconciliation, and parametric estimating are tool/ techniques of which process?

- A. Cost estimating
- B. Cost budgeting
- C. Cost control
- D. Activity duration estimating
- E. Activity resource estimating

Answer: B

Question 568

All of the following statements are true regarding the cost baseline EXCEPT:

- A. The cost baseline is a part of the project management plan
- B. The cost baseline is usually displayed as a S-shaped curve
- C. Cost baseline is are management control point where budget and actual cost are integrated and compared to earned value for performance measurement
- D. The cost baseline involves aggregating the estimating cost of individual activities or work packages and is an output of the cost budgeting process
- E. A project may have multiple cost baseline

Answer: C

Question 569

You are a project manager developing a project plan for the renovation of historic landmark. You are in the process of performing some risk planning. your risk management plan should include all of he following except:

- A. Scoring and interpretation
- B. Methodology
- C. Response to individual risk
- D. Timing
- E. Roles and repomsibilities

Answer: C

Question 570

Planning components are tools of activity definition process. Which of the following are planning components?

- A. Activity attributes
- B. Control accounts
- C. Milestone list
- D. Planning package
- E. Activity list

Answer: B,D

Question 571

Which of the following are the part of WBS dictionary except:

- A. Statement of work to be performed
- B. Code of account identified
- C. Activity attributes
- D. Who is responsible for the work
- E. Schedule milestone

Answer: C

Question 571

All of the following statements regarding decision tree analysis are true except:

- A. Decision tree is a diagramming technique used to select best course of action in situation where the future outcomes are uncertain
- B. None of the choices are correct
- C. EMV is the statistical concept that includes the average outcome of project outcomes based on various assumptions and scenario
- D. Decision tree analysis are tools of quantitative risk analysis
- E. Decision tree analysis uses EMV analysis

Answer: B

Question 572

In which of the following contract type will the buyer assume the highest risk for cost overrun and non-performance?

- A. CPIF
- B. CPFF
- C. Fixed fee plus incentive contracts
- D. CPPC
- E. T&M contracts

Answer: D

Question 573

With respect to risk management, which of the following are not true regarding decision tree analysis?

- A. Solving decision tree indicates which decision yields the greatest expected value to the decision maker
- B. Decision tree are tool of quantitative risk analysis process
- C. The PDM schedule is typically used to construct the decision tree
- D. Decision tree shows the impact of one decision over another

Answer: C

Question 574

You are currently in the process of prioritizing risks by their impact and probability of occurrence. Which of the following tool/technique is least useful?

- A. Probability impact analysis
- B. Risk data quality assessment
- C. Risk urgency assessment
- D. Interviewing, brainstorming
- E. Risk categorization

Answer: D

Question 575

Quantitative risk analysis involves all of the following except:

- A. Identify feasible cost and schedule targets given project risks
- B. Ensure that risk management policies are being followed
- C. Assess probability of meeting project objectives
- D. Quantify the potential project outcomes and probabilities

Answer: B

Question 576

Which of the following statements are false regarding sensitivity analysis?

- A. Sensitivity analysis is a tool used in quantitative risk analysis
- B. Sensitivity analysis is useful for determining the relative importance of variables that have a high degree of uncertainty to those that have low uncertainty
- C. A tornado diagram is a display of sensitivity analysis
- D. Sensitivity analysis helps determine which risks have the most potential impact on the project
- E. Sensitivity analysis examines how variations and uncertainty of individual project element impacts the project objective, assuming all other project element are varied concurrently

Answer: A

Question 577

Which of the following document include a code of account identifier, a statement of work, and a list of schedule milestones for each WBS component?

- A. Activity list
- B. WBS dictionary
- C. Scope baseline
- D. WBS templates
- E. Activity resource requirements

Answer: B

Question 578

Which of the following statements are true regarding various activity scheduling tools?

- A. PDM is also known as activity on arrow network
- B. ADM allows for conditional branching and iteration of activities
- C. PDM approach uses boxes(nodes)to represent activities, and arrows represent the relationship and dependencies of work packages
- D. PDM allows for conditional branching and iteration of activities

Answer: C

Question 579

All of the statements regarding Planning Packages are true EXCEPT:

- A. As work becomes more clearly defined ,planning packages are usually converted into work packages
- B. Planning packages reflect a future segment of work within a control account that has not yet been decomposed into detailed work packages
- C. Planning packages are WBS components with know work content but within detailed schedule activities
- D. None of the choices are correct

Answer: D

Question 580

Product analysis is a / technique of which of the following prosses?

- A. Scope Control
- B. Scope Definition

- C. Scope Planning
- D. Create WBS
- E. Scope Verification

Answer: B

Question 581

Which of the following statements are true?

- A. Total slake is the amount of time one can delay the start of a particular task without affecting the start of a successor task.
- B. Free slake is the time one can delay the start of a particular task, without delaying the completion of the project.
- C. Total slake is the amount of time one can delay the start of a particular task, without delaying the completion of the project.
- D. Free slake is the amount of time one can delay the start of a particular task without affecting the start of a successor task.

Answer: C, D

Question 582

Your project team is already created the WBS, developed estimates for the work packages, and sequenced the project activities using the precedence diagramming method. Which action should be performed NEXT?

- A. Finalize the project schedule
- B. Implement schedule change control system
- C. Apply schedule compression techniques
- D. Obtain acceptance of completed project scope
- E. Decompose the work packages into smaller components called schedule activities

Answer: C

Question 583

You are in the process of identifying and documenting the project roles and responsibilities and create staffing management plan. All of the following are environmental factors that should be considered during this process EXCEPT:

- A. Interpersonal
- B. Logistical
- C. Organizational, technical
- D. Competencies
- E. Political

Answer: D

Question 584

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You have just completed the project Scope Planning process and created the Scope management plan. However, upon review, you have determined that the resulting project scope management plan is ambiguous and poorly written. A poorly written project scope management plan will directly impact all of the following EXCEPT:

- A. Ability to develop cost approximations for resources required to complete project activities
- B. Ability to formalize acceptance of the project deliverables
- C. Ability to create a detailed project scope statement as the basis for future decisions.
- D. Ability to control changes to the project scope
- E. Ability to identify the necessary activities that needs to be performed to produce project deliverables

Answer: A

Question 585

All of the following scheduling techniques account for resource limitations/ availability EXCEPT:

- A. Resource leveling
- B. Critical chain method
- C. Critical path method
- D. Apply calendars

Answer: C

Question 586

The outputs from risk identification are usually contained in the document called a risk register. All of the following should be included in the risk register upon completion of the risk identification process EXCEPT:

- A. List of potential responses
- B. Root causes of risks
- C. Update risk categories
- D. List of identified risks
- E. Risk audits

Answer: E

Question 587

You are using the three-point estimating technique to estimate the duration of a schedule activity. Which of the following is the correct formula for calculating variance assuming a beta distribution?

- A. $[(\text{optimistic}-\text{pessimistic})^2 + (\text{most likely}-\text{pessimistic}) * (\text{most likely}-\text{optimistic})]/18$
- B. $((\text{optimistic}-\text{pessimistic})/6)^2$
- C. $(\text{pessimistic} + \text{optimistic} + \text{most likely})/3$
- D. $(\text{pessimistic} + 4 * (\text{most likely}) + \text{optimistic})/6$

Answer: B

Question 588

You are the project manager assigned to build the house. You have determined the dependencies between activities on the project. One of the activity dependencies is that the foundation of the house must be created prior to the construction of the frame which of the following is true?

- A. This is an example of mandatory dependency
- B. This is start-to-start relationship
- C. This is finish-to-finish relationship
- D. This is an example of preferential logic
- E. This is start-to-finish relationship

Answer: A

Question 589

You are in the process of identifying and documenting the logical relationships among schedule activities. Which of the following are NOT outputs to this process?

- A. Activity list updates
- B. Requested changes
- C. Milestones list
- D. Project schedule network diagram
- E. Activity attributes updates

Answer: C

Question 590

You have been recently assigned to provide an accurate project schedule for a large construction company. You are evaluating the network diagram for the construction project.

Your lead engineer has given you the following estimates for several critical path activity: 30 days (optimistic), 80 days (pessimistic), and 40 days (most likely). Which of the following dates can you commit with approximately a 95 percent confidence level, assuming a beta distribution?

- A. The activity will take between 30 days and 80 days
- B. Not enough information is provided
- C. The activity will take between 20 days and 70 days
- D. The activity will take between 36 days and 53 days
- E. The activity will take between 28 days and 61 days

Answer: E

Question 591

All of following are types of strategies that one can use to deal with negative risk/threats EXCEPT:

- A. Accept
- B. Exploit
- C. Avoid
- D. Mitigate
- E. Transfer

Answer: B

Question 592

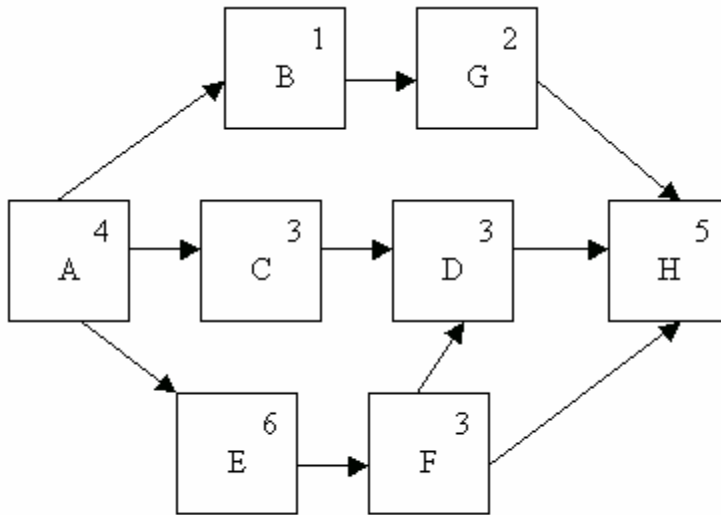
You are in the process of identifying and documenting the project roles and responsibilities and create staffing management plan. Which of the following are outputs of this process EXCEPT:

- A. Project staff assignments
- B. Project organization charts
- C. Staffing management plan
- D. Roles and responsibilities

Answer: A

Question 593

You have been recently assigned to provide an accurate project schedule for constructing a new 50-story casino in Las Vegas, Nevada. You are evaluating the network diagram for the construction project, and are in the process of identifying the critical path of the project. Based on the following diagram, which path is the critical path?



- A. A-B-G-H
- B. A-E-F-D-H
- C. A-E-F-H
- D. A-E-F-C-D-H
- E. A-C-D-H

Answer: B

Question 594

The procurement management plan describes how the procurement processes will be managed. All of the following should be documented in the procurement management plan EXCEPT:

- A. Types of contracts to use
- B. Integration with other project processes
- C. Authority of the project team
- D. Evaluation criteria

Answer: D

Question 595

Which of the following best describes the schedule development process?

- A. Analyzing activity sequences and activity durations to develop project schedule
- B. Estimating the number of work periods that will be needed for each activity
- C. Identifying interactivity dependencies

D. Identifying the specific activities that must be performed to meet project objectives

Answer: A

Question 596

All of the statements regarding rolling wave planning is TRUE EXCEPT:

- A. None of the choices are correct
- B. Intermediate estimates are provided for the middle term tasks
- C. Broad estimates are provided for far term tasks
- D. Detailed estimates are provided for near term tasks

Answer: A

Question 597

A project schedule can be presented in various formats. All of the following are valid formats of the project schedule EXCEPT:

- A. Activity-on-node diagram
- B. Time-scaled scheduled network diagram
- C. Milestone charts
- D. Logic bar charts
- E. Ishikawa diagrams

Answer: E

Question 598

You are the project manager for a construction company. You are currently estimating how long it will take to perform the electrical wiring of the building. You estimate that there are about 5,000 meters of wiring required. You also estimate that your project team can wire 20 meters/hour. Hence you estimate that wiring will take approximately 250 hours. Which of the following estimating techniques did you apply in your analysis?

- A. Analogous estimating
- B. To-down estimating
- C. Parametric estimating
- D. Three-point estimates
- E. Bottom-up estimating

Answer: C

Question 599

Which of the following statements are false regarding the probability impact matrix?

- A. The probability impact matrix is constructed by assigning risk based on combining probability and impact scales
- B. The probability impact matrix is a tool/ technique of the quantitative risk analysis process
- C. The risk score is calculated by multiplying the risk's probability with the risk's impact and comparing the results with the predefined risk threshold
- D. The probability impact matrix is used to determine if the risks should be classified high, medium, or low risks

Answer: B

Question 600

You are in the process of estimating the type and quality of resources needed to complete individual schedule activities. All of the following are outputs of this process EXCEPT:

- A. Resource calendar updates, requested change
- B. Resource breakdown structure
- C. Project schedule
- D. Activity attributes update
- E. Activity resource requirements

Answer: C

Question 601

You are in the process of numerically analyzing the effects of identified risks. Which of the following are not tool/ techniques you can use in this process?

- A. Expert judgment
- B. Sensitivity analysis
- C. Probability-impact matrix
- D. Probability distributions
- E. Data gathering and representation techniques

Answer: C

Question 602

Which of the following represents a hierarchically organized depiction of the resources to be used on the project?

- A. WBS
- B. BOM
- C. None of the choices are correct
- D. OBS
- E. RBS

Answer: E

Question 603

You are the project manager for a software company that develops sports-based video games. You have been assigned to develop a new 3D interactive basket ball video game. You have just completed the development of the project scope management plan. Which of the following processes did you just complete?

- A. Develop preliminary project scope statement
- B. Cope definition
- C. Scope control
- D. Scope planning
- E. Scope verification

Answer: D

Question 604

Which of the following is LEAST likely to improve the accuracy of cost estimates produced through parametric cost estimating techniques?

- A. When cost estimates for work packages, control accounts, and planning packages in the WBS are accurate and detailed.
- B. When model is scalable
- C. When parameters used in the model are quantifiable
- D. When historical information used to develop the model is accurate

Answer: A

Question 605

What is the total slack for the following project?

Activity	Duration	Early Start	Early Finish	Late Start	Late Finish
Activity A	15	15	30	25	40
Activity B	4	10	14	14	18
Activity C	10	30	40	75	85
Activity D	5	18	23	90	95

- A. 34
- B. 131
- C. 73
- D. None of the choices are correct
- E. 107

Answer: B

Question 606

You are the project manager for a construction company. Your firm has been contracted to complete the construction of a 10-story office building. This project will use three point estimates to calculate the estimates for activity duration. You have the following estimates for task A (creating the foundation).

Assuming the triangular distribution what is the average duration estimate based on the following three point estimates?

Pessimistic= 100 days

Optimistic= 40 days

Most likely=65 days

- A. 65
- B. 12.3
- C. 248.6
- D. 68.33
- E. 151.4

Answer: E

Question 607

Which of the following best describes why one would use a resource histogram versus a responsibility assignment matrix?

- A. Unlike the responsibility assignment matrix, a resource histogram shows when people will do their jobs
- B. Unlike the responsibility assignment matrix, a resource histogram shows the reporting relationships of project team members
- C. Unlike the responsibility assignment matrix, a resource histogram is helpful in tracking project costs and can be aligned with the organization's accounting systems
- D. Unlike the responsibility assignment matrix, a resource histogram describes the inert-dependencies among project activities.

Answer: A

Question 608

Which of the following statements are true regarding the critical chain method?

- A. In CCM, planned activities are scheduled to their latest possible planned and start and finish dates
- B. The CCM uses, aggregate problem buffers in the project plan instead of individual activity/ task buffer

- C. The critical chain describes longest path through a project schedule network after resource leveling
- D. CCM factors in resource availability limitations when constructing the project schedule
- E. The CCM focuses on managing the total float of network paths to ensure that project are delivered on schedule

Answer: E

Question 609

Which of the following statement regarding WBS are true?

- A. Work include in the WBS is considered outside the scope of the project
- B. For productivity reasons, the WBS should be organized in the hierarchy that models the organizational hierarchy
- C. The WBS is an output of scope definition process
- D. Each item in the WBS is generally assigned a unique identifier that can provide a means to track costs and resources
- E. The lowest level in a WBS is called a work activity

Answer: D

Question 610

You are a project manager at an utility company. Due to the recent rise in the cost of petroleum, the market demand for cheaper, alternate forms of energy have grown exponentially. Your company has identified, a multi billion dollar market opportunity for alternate forms of energy.

However your organization does not have enough resources and expertise to exploit this market opportunity. Hence your organization has decided to form joint ventures and risk sharing relationship with various other utility companies to coordinate research and development activities. Which of he following best describes the best strategy you are using with this market opportunity?

- A. Enhance
- B. Share
- C. Avoidance
- D. Exploit
- E. Acceptance

Answer: B

Question 611

Which of the following are the outputs of the activity resource estimating process?

- A. WBS
- B. Activity resource requirements
- C. Activity list
- D. Cost estimates
- E. Cost baseline

Answer: B

Question 612

You are a project manager at day-old donuts, a rapidly growing franchise selling premium donuts at a discount. Currently your company is planning for opening new stores throughout the United States. You have been asked to open a store in Manhattan, New York. Construction on new store is about to begin. This corporate head quarter wants to be informed when construction is nearly complete, so they can produce all the supplies and inventories just in time. You have been given a project charter, progressively elaborate the requirements, and have just completed the scope definition/create WBS processes. However while you are in activity definition process, you realize that certain deliverables are missing from create WBS process. What is your next plan of action?

- A. Include the deliverable as a part of the activity definition process
- B. Consult the scope management plan to determine how to revise the project scope to include this deliverable
- C. Review the WBS to include the missing deliverables, and define the relevant appropriate activities
- D. Consult your supervisor as to whether to include the deliverables as a part of project

Answer: C

Question 613

The risk register describes all identified risks. Which of the following is not including as a part of risk register?

- A. Probability of occurrence, impact on objectives
- B. Reporting formats, tracking
- C. Proposed responses, owners, current status
- D. Risk description, category, causes

Answer: B

Question 614

You are the project manager at information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities market. Due to the rise in popularity in futures and options trading, your company has grown rapidly. In fact, due to the rapid growth, the company's infrastructure is unable to meet the growing demands.

To keep up with demands, you have been assigned the responsibilities of upgrading the company's network and computing infrastructure. You have already inspected the existing infrastructure defined the detailed project scope statement for your project. You are in the process of developing the WBS. All of the following are outputs of the following process except:

- A. WBS
- B. WBS dictionary
- C. Scope baseline
- D. Updates to project management plan
- E. Requested changes
- F. Performance reports

Answer: F

Question 615

You are in the process of estimating the number of work periods that will be needed to complete individual schedule activities. All of the following are valuable inputs to this process except:

- A. Schedule model data
- B. Activity resource requirements, resource calendar
- C. Duration estimating database
- D. Historical information, historical reference data
- E. Risk register, activity cost estimates

Answer: A

Question 616

Which of the following is a planning tool describing how the project team will define the project scope, develop the detailed project scope statement define and develop the work break down structure, verify project scope, and control the project scope?

- A. Project scope management plan
- B. Project management plan
- C. Preliminary project scope statement
- D. None of the choices are correct
- E. Detailed project scope statement

Answer: A

Question 617

Which of the following describes how the various risk management processes will be implemented, monitored, and controlled throughout the project and describes the criteria that are used to establish the risk threshold?

- A. Workaround plans
- B. Residual risks
- C. Risk management plans
- D. Checklists
- E. Risk response plans

Answer: C

Question 618

All of the following statements regarding management reserves are true EXCEPT:

- A. Management reserves are not part of the project cost baseline but are included in the budget for the project
- B. Any gap at the end of a project between the funds allocated and the cost baseline and cash flow mounts shows the amount of the management reserve that was not used.
- C. Management reserve describes the difference between the maximum funding and the end of the cost baseline
- D. Management reserves are allowance for unplanned, but potentially require to changes to the project scope and cost
- E. Management reserves are distributed as part of the budget and are part of earned value calculations

Answer: E

Question 619

Which of the following is the amount of time that a scheduled activity may be delayed without delaying the early start of any immediately following schedule activities?

- A. Free float
- B. Average float
- C. Critical float
- D. Total float
- E. None of the choices are correct

Answer: A

Question 620

Qualitative risk analysis requires accurate data as its input. Risk Data Quality Assessment is a technique to evaluate the degree to which the data regarding risks would be useful. What is the best course of action if the Risk Data Quality Assessment for most of the identified risks are low?

- A. Attempt to gather more accurate data
- B. Re-evaluate the risk data quality assessment
- C. Develop a probability-impact matrix to compensate for the low rankings
- D. No further actions are needed, since a low Risk Data Quality Assessment is ideal

Answer: A

Question 621

Which of the following are NOT part of the PMI professional code of conduct?

- A. Ensuring personal integrity of others
- B. Enhancing professional capabilities
- C. Responsibility for actions
- D. Professional conduct

Answer: A

Question 622

Thomas is a project manager at a biotech company. He is an excellent project manager with a very successful track record managing large, complex R&D projects. During his leisure time, Thomas competes in amateur body-building contests.

Body-building is an extremely competitive sport. So Thomas takes performance enhancing drugs, such as steroids, in order to maintain his competitive edge. His company does not have any policies prohibiting usage of such performance enhancing drugs. How does this affect his PMI status?

- A. Since Thomas exhibits professional conduct on his project, he is still considered a successful project manager, irrespective of his outside activities
- B. Since his company does not have an explicit policy prohibiting steroid usage, his steroid usage should not be called into question
- C. Thomas is violating one of the responsibilities of the PMI code of conduct

- D. His status with PMI is not affected, as his activities outside of work is not of concern to the PMI. PMI code of conduct is not applicable to personal and private lifestyle choices

Answer: C

Question 623

You work at RFID-PM Inc, a publicly traded company that develops RFID technology. Radio Frequency Identification RFID is a method of remotely storing and retrieving data using devices called RFID tags/transponders. An RFID tag is a small object, such as an adhesive sticker, that can be attached to or incorporated into a product. Your friend, Nelson, has asked you for the financial information regarding your company. So you decide to forward him the pro forma financial statements for the upcoming quarterly report that you obtained from your finance department. Have you provided insider information regarding your company?

- A. Although you have not provided, insider information you have violated the confidentiality agreement with your company
- B. Although you have not provided, insider information you have violated the non-disclosure agreement with your company
- C. You have not provided insider information since you merely forwarded publicly available data
- D. You have not provided insider information and violated the professional code of conduct

Answer: D

Question 624

Which of the following are NOT described in the PMI's member Standards of Conduct?

- A. Responsibilities of PMI membership
- B. Professional best practices
- C. None of the choices are correct
- D. Relationship with the public and global community
- E. Relationship with customers, client, and employers

Answer: B

Question 625

Which of the following are NOT parts of the PMI professional Code of Conduct?

- A. Enhancing professional capabilities
- B. Professional conduct

- C. Satisfying stakeholder requirement
- D. Responsibility for actions

Answer: C

Question 626

Integrate change control includes the following activities EXCEPT:

- A. Reviewing and approving requested changes
- B. Monitoring implementation of approved changes as they occur
- C. Reviewing and approving recommended corrective and preventive actions
- D. Maintaining the integrity of the baselines by releasing approved changes
- E. Influencing the factors that affect change

Answer: B

Question 627

Which of the following statements regarding configuration management systems is LEAST true?

- A. Configuration management systems establish a method to consistently identify and request changes to establish baselines
- B. Configuration management systems provides mechanism to communicate changes to all stakeholders
- C. Configuration management systems provides opportunities to improve project by considering impact of changes
- D. Configuration management systems provides mechanisms to estimate project costs and schedules

Answer: D

Question 628

Which of the following statements regarding networking is false?

- A. Networking is a tool/technique of manage project team process
- B. Networking is a technique of developing relationships with people who may be able to assist in the achievement of objectives
- C. Networking activities include proactive correspondence, luncheon meetings, informal conversations
- D. None of the choices are correct

Answer: A

Question 629

You are project manager responsible for constructing a new sports arena for the upcoming Olympics. Construction begins on a project over a year ago. The stakeholders of the project want a status report on the performance of the project to date. You've obtained the following measurements:

BAC=500, PV=500, AC=200, EV=300, CPI = 1.5

You believe the type of variances that have occurred on the project to date are typical expect these variances to continue throughout the project. Based on the information above, what is the ETC for the project?

- A. 200
- B. 250
- C. 133.33
- D. 333.33
- E. 400

Answer: C

Question 630

Which of the following is a configuration management activity that provides the basis from which the configuration of products is defined and verified, products and documents are labeled, and changes are managed?

- A. Configuration identification
- B. Configuration definition
- C. Configuration verification and auditing
- D. None of the choices are correct
- E. Configuration status accounting

Answer: A

Question 631

Which of the following best describes the difference between risk audits and risk reviews?

- A. Risk audits are more proactive responses to project risks, while risk reviews are more reactive responses to risks
- B. Risk reviews are performed on smaller projects, while risk audits are performed on larger projects
- C. Risk audits should be performed by an outside party, while risk reviews are performed by the project team.
- D. Risk reviews are also called risk audits

Answer: C

Question 632

Project cost control includes all of the following EXCEPT:

- A. Identifying various costing alternatives
- B. Monitoring cost performance to detect variances from cost baseline
- C. Ensuring requested changes are agreed upon
- D. Bringing expected cost overruns within acceptable limits
- E. Informing stakeholders of approved changes

Answer: A

Question 633

You are the project manager at a large investment bank. Your current project involves developing a creative financing solution for a large bio-tech company in order to facilitate the acquisition of another company. Specifically, your project involves issuing convertible debt securities in order to access a new pool of low-cost capital. This transaction is the largest ever convertible transaction in the bio-tech company.

Fortunately, your project is a head of schedule and below budget, with a CPI of 1.5 and SPI of 1.2. Hence, you have some flexibility to accept a new work without delaying your current project or exceeding the project budget. Midway through your budget, one of the stakeholders of your project issues a change request to the change control board to add a new task to your project. Specifically, the new work involves developing the risk control system to manage the client company's pension plans.

Although you have flexibility to accommodate the work change, you do not understand how the new work fits within the existing project for your current charter. After evaluating the change request, you determine that work is self-contained with no overlap between the existing work and new work. Furthermore, different skill sets are required to implement the change request. Which of the following is the BEST plan of action in this scenario?

- A. Identify the project objectives and create the preliminary project scope statement
- B. Identify the specific changes that are required in order to implement the change requests
- C. Implement the corresponding corrective actions associated with the change requests
- D. Re-evaluate the impact of the change requests on the project budget and project schedule
- E. Re-plan the project based on the newly added request

Answer: A

Question 634

You are a project manager responsible for constructing a new sports arena in preparation of the upcoming Olympics. Construction began on the project a year ago. The stakeholder of the project want a status report on the performance of the project to the date.

Unfortunately, you are afraid of telling your stakeholders that your project is coming in over the budget and the cost change is required using the cost change control system. Which of the following tools were used to calculate the cost variance projection?

- A. Performance measurement analysis
- B. Analogous estimating
- C. Performance reports
- D. Performance reviews
- E. Trend analysis

Answer: A

Question 635

You are the project manager at a large automaker in Japan. Your project involves designing the next generation four wheel drive Sports Utility vehicle for the Asian market. Your project team is attempting to determine the right combination of suspension, tires and chassis that will ensure the stability of SUV at high speeds.

Your team members are using statistical methods to identify which factors will influence specific variables related to vehicle stability. This method is best described as:

- A. Benefit cost analysis
- B. Design of experiments
- C. Cause effect analysis
- D. Flowcharting
- E. Benchmarking

Answer: B

Question 636

Which of the following statements are true regarding project team management?

- A. None of the choices are true
- B. Activity sequencing involves identifying the specific schedule activities that need to be performed to produce project deliverables

- C. Activity definition involves identifying and documenting dependencies among schedule activities
- D. Schedule development involves estimating the number of work periods that will be needed to complete individual schedule activities
- E. Activity resource estimating involves estimating the type and quantities of resources required to perform each schedule activity

Answer: E

Question 637

Which of the following processes uses the approved project schedule as an input?

- A. Activity duration estimating
- B. Schedule development
- C. Activity definition
- D. Schedule control
- E. Activity sequencing

Answer: D

Question 638

Which of the following statements are false regarding the cost change control system?

- A. A cost change control system is integrated with integrated change control process
- B. A cost change control system is included as part of the cost management plan
- C. cost change control system defines the procedures by which the cost baseline can be changed
- D. A cost change control system integrates project scope, cost and schedule to help the project management team assess the project performance
- E. A cost change control system includes forms, documentation, and approval level required to for authorizing changes

Answer: D

Question 639

You are the project manger at a leading manufacturer of consumer electronics, personal computers and peripherals. Unfortunately, your company is facing a rapidly maturing market characterized by consolidation and commoditization. Hence you have been assigned a

project to drive growth and profit by integrating an online CRM (customer relationship management) solution. Industry benchmarks suggest the CRM solution should generate \$100-\$300M in bottom the benefits.

You've determined the following information so far: Activity X has an early start of day3, early finish of day6, and a late finish of day10. Activity Y is being performed by resource that had been very difficult to obtain. The CPI of the project is 0.8 and the SPI is 1.2. Based on the information above, which of the following areas should cause the MOST concern?

- A. Schedule
- B. Cost
- C. Quality
- D. Float
- E. Resource

Answer: B

Question 640

Which of the following best describes what is a workaround?

- A. Workarounds are ways to mitigate risk using avoidance, transfer, or risk mitigation
- B. Workarounds are equivalent to corrective actions
- C. Workarounds are unplanned responses to risks that were previously unidentified or accepted
- D. Workarounds are result of implementing a risk response
- E. Workarounds are used for monitoring overall project performance against a baseline plan

Answer: C

Question 641

Which of the following best describes risks that arise as a direct implementation of implementing a risk response?

- A. Contingency risks
- B. Secondary risks
- C. Tertiary risks
- D. Residual risks

Answer: B

Question 642

The monitor and control project work process is performed to monitor project processes and performance. Which of the following are you LEAST concerned with during this process?

- A. Analyzing and tracking project risks
- B. Reviewing and approving requested changes
- C. Providing forecast to update current costs
- D. Providing information to support status reporting
- E. Assessing performance to determine whether corrective actions are necessary

Answer: B

Question 643

You are presented the following schedule data regarding various project activities on the critical path:

Activity	Original Duration (Months)	Crash Duration (Months)	Time Savings	Original Cost	Cost W/ Crashing
S	10	8	2	\$ 8,000	\$ 12,000
T	15	14	1	\$ 13,000	\$ 15,000
U	6	5	1	\$ 9,000	\$ 10,000
V	8	6	2	\$ 10,000	\$ 13,000
X	22	18	4	\$ 20,000	\$ 29,000

You are told that the project has a negative float of 4 months. Which activity or activities would you crash to save four months on the project?

- A. T, U, V
- B. T, V
- C. S, V
- D. S, T, U
- E. X

Answer: A

Question 644

You are the project manager at a manufacturer of electronic components. Your company had been a long time market leader in electronic components distribution industry. However, in recent years, the Internet has transformed the competitive landscape. As a result company's market share has been eroding.

Hence, your current project involves implementing the company's internet strategies to best exploit these altered dynamics and increase the company's market share. You are in the project planning process, and are personally estimating the time needed for each activity. Once

you've created the overall project estimate. You commit to completing the project deliverables to this date. Which of the following BEST explains why this is the INCORRECT way to estimate the schedule?

- A. The estimates should have come from the project team members
- B. The estimate should have accounted for the market dynamics and timing requirements
- C. The project sponsor should have been actively involved in producing the estimates
- D. The estimates should have been created by management

Answer: A

Question 645

All of the following statements are true regarding scatter diagrams?

- A. Scatter diagrams use statistical measurement to identify the most important problems through different measurement scales, i.e. frequency, cost, etc, and directs attention and efforts to the most significant problems and/ or opportunities
- B. Scatter diagrams illustrate the relationship between two variables
- C. Scatter diagrams illustrates a chart with upper and lower control limits on which values of some statistical measure for a series of samples are plotted
- D. Scatter diagrams display the duration of a set of activities in a project's cycle

Answer: B

Question 646

All of the following are examples of quality metrics EXCEPT:

- A. Test coverage
- B. Checklists
- C. Defect density
- D. Reliability
- E. Failure rate

Answer: B

Question 647

All of the following can be used to reduce the amount of conflict in a project team?

- A. Role definition
- B. Group norms

- C. Recognition and rewards
- D. Communication planning
- E. Team ground roles

Answer: C

Question 648

All of the following are part of cost baseline EXCEPT:

- A. WBS dictionary
- B. Project scope management plan
- C. WBS
- D. Project scope statement

Answer: B

Question 649

Which of the following statements are false?

- A. The evaluation of a team's effectiveness can include indicators such as reduce staff turnover rate
- B. The management project team process involves tracking project team member performance, providing feedback, and coordinating changes to improve project performance.
- C. As a result of managing the project team, the staffing management plan is updated, changes requests are submitted, and issues are resolved
- D. Management of the project team is simplified when team members are accountable to both a functional manager and a project manager within a matrix organization

Answer: D

Question 650

You are a project manager at a real estate company that develops and manages commercial, retail and residential properties in United States and Europe. As a company continues to grow, the company's IT infrastructure is unable to meet business needs of organization. Specifically, you have been assigned to upgrade the company's IT infrastructure. Specifically, your team has been asked to implement a corporate general ledger system, improve accounting and real estate processes, develop and implement lease tracking system, and implement HR and payroll systems and perform diagnostics and monthly closures.

Your project team has already completed all the initiating / project planning activities and received sign-off approvals on the project

charter, project scope, and detailed work packages. Your project team is in the process of completing all the work packages.

However, you would like to make a minor change to the project management plan. You have already investigated the options on how to implement the change and determined that the change has no effect on the components of the "triple constraints". Which of the following should you perform NEXT?

- A. Investigate other options on how to implement the change requests with minimal impact to the project
- B. Ask project sponsor for approval
- C. Implement the change to the project management plan
- D. Ask the change control board for approval
- E. Evaluate the impact of change request on other project constraints

Answer: C

Question 651

All of the following statements are true regarding the critical path EXCEPT:

- A. A project can have negative float
- B. A critical path can run over a dummy activity
- C. Changes to the end date of a project will require a change to the project network diagram
- D. A project can have multiple critical paths

Answer: C

Question 652

Which of the following is NOT an output of the manage stake holders process?

- A. Resolved issues
- B. Approved corrective actions
- C. Issue logs
- D. Approved change requests
- E. Project management plan updates

Answer: C

Question 653

You are currently analyzing the schedule for a project. You've noticed that for a certain activities in the project, large schedule variances exist. Which of the following activities are true?

- A. Such schedule variances will impact the schedule

- B. Such schedule variances may sometimes impact the schedule
- C. Not enough information is provided
- D. Such schedule variances will not impact the schedule
- E. Such scope variances are a result of scope changes

Answer: B

Question 654

You are the project manager for the international contract manufacturing firm with manufacturing the plants and offices in India, China and Thailand. Your company design and manufacture various consumer electronics such as flat screen, television, laptop computers, monitors, e.t.c.

Your company is currently under contract to manufacture the next generation 128-bit video game console for x-cube station. Work has begun on the project, and you are in the process of confirming the initial work results with stakeholders. You are in the process of working with the stakeholders to confirm acceptance of the initial work results. Which process are you performing?

- A. Control administration
- B. Perform quality assurance
- C. Scope verification
- D. Perform quality control
- E. Performance reporting

Answer: C

Question 655

You are the project manager in the I.T. department of a major hospital. Your current project involves developing a web-based interface for legacy mainframe patient-tracking application. Your current project has recently experienced a change where many of the agreed-upon WBS elements were modified as a result. Which type of change has occurred within your project?

- A. Project change
- B. Quality change
- C. Scope change
- D. Schedule change
- E. WBS update

Answer: C

Question 656

Your company is making a strategy shift: from being focused on fulfilling customer requests for becoming the best cost dairy producer in industry. Its existing cost manufacturing cost system, however fails to capture the costs associated with handling special flavors, small production orders, and complex delivery and order processing options. Hence you've been assigned to supervise an existing project to develop a new time-drive, activity-based costing system that will capture the full complexity of the company's operations and gives managers new insights into the profitability orders, products, and customers. Senior management will use the information to enhance process efficiencies, negotiating new terms with customers, and attempt to win new business.

Unfortunately, you have very limited knowledge of this technical area. Fortunately, some of your project team members are highly technical, and hence you've decided to delegate most of the project management activities to them. Specifically, you have delegated schedule development, cost estimating, an assignment of project activities to your technical team members, while you serve as an occasional coordinator of project activities. Which of the following will be the MOST likely result of this arrangement?

- A. Your project team will initially exhibit a high level of productivity, but performance and effectiveness will decrease as the project progresses
- B. Your project team will exhibit low productivity levels, poor morale, and high levels of conflict throughout the project
- C. Your project team will exhibit a high level of creativity, commitment, and productivity throughout the entire project
- D. Your project team will exhibit low productivity levels throughout but will exhibit a strong team spirit and morale due to the shared nature of responsibilities
- E. Your project team will initially exhibit a low level of productivity, but after an adjustment period, will exhibit high levels of effectiveness and cohesiveness

Answer: B

Question 657

You are in the process of controlling changes to the project scope. All of the following are tools/techniques you can use EXCEPT:

- A. Variance analysis
- B. Replanning
- C. Configuration management system
- D. Product analysis
- E. Change control system

Answer: D

Question 658

The Estimate At Completion (EAC) can be used to forecast the most likely total project cost based upon the current project performance. Which of the following formulas cannot be used to calculate the EAC when past estimating assumptions are incorrect or past assumptions are no longer relevant?

- A. $EAC = AC + ETC$
- B. $EAC = AC + BAC + PV$
- C. $EAC = AC + BAC - EV$
- D. $EAC = (AC + (BAC - EV) / CPI)$
- E. $EAC = (AC + (VAC - EV) / CPI)$

Answer: A

Question 659

Quality audits are a tool/technique of which of the following processes?

- A. Scope verification
- B. Perform quality assurance
- C. Perform quality control
- D. Quality planning
- E. Manage stakeholders

Answer: B

Question 660

The risk monitoring and control process involves all of the following EXCEPT:

- A. Choosing alternate strategies
- B. Modifying the project management plan
- C. Analyzing quality of the risk data
- D. Executing a contingency plan
- E. Taking corrective actions

Answer: C

Question 661

Keeping up with the growth was becoming a problem for a privately owned Chinese financial services company. Although it easily lured business from state-owned competitors, low skill levels and weak accounting systems threaten the company's cash flow. Moreover, poorly invested assets were delivering inadequate returns.

Hence, you have been assigned over an existing project to upgrade the IT system to allow for an expansion. Specifically, the IT upgrade will enable the company to serve more competitors, expand the product line, gain market share, and win more licenses. You've determined the following information so far: Activity X has an early start of day3, early finish of day6, and a late finish of day10. Activity Y is being performed by resource that had been very difficult to obtain. The CPI of the project is 1.2 and the SPI is 1.3. Midway through your project, your client has requested additional deliverables to your project. Fortunately, you have already determined that this functionality will only add one extra week to the critical path. To accommodate this request, you've determined that you could fast-track the schedule to recover one extra week. Which of the following should you perform NEXT?

- A. Evaluate the impact of the change request on the other project constraints
- B. Inform the client the impact of the change
- C. Consult the project sponsor before taking action
- D. Implement the change request
- E. Investigate other options on how to implement the change requests with minimal impact to the project

Answer: C

Question 662

You are the project manager at a manufacturer of electronic components. Your company had been a long time market leader in electronic components distribution industry. However, in recent years, the Internet has transformed the competitive landscape. As a result company's market share has been eroding.

Hence, your current project involves implementing the company's internet strategies to best exploit these altered dynamics and increase the company's market share. Unfortunately, your project is plagued by frequent changes to the project charter. Who should be the primary person responsible for deciding whether the changes to the project charter are necessary?

- A. Stakeholders
- B. Project team
- C. Project sponsor
- D. Change control board
- E. Project manager

Answer: C

Question 663

You are in the process of controlling changes to the project schedule. All of the following are tool/ techniques of this process EXCEPT:

- A. Variance analysis
- B. Schedule change control system
- C. Progress reporting
- D. Performance measurement
- E. Resource leveling

Answer: E

Question 664

Which of the following statements are true regarding the SPI (schedule performance index) measurement?

- A. A SPI greater than one indicates that schedule performance is better than expected
- B. A negative SPI indicates that schedule performance is better than expected
- C. A SPI less than one indicates that schedule performance is better than expected
- D. A positive SPI indicates that schedule performance is better than expected

Answer: A

Question 665

All of the following statements are true regarding a change control system EXCEPT:

- A. A change request system has the authority to approve or reject change requests
- B. A change request system defines the level of authority needed to approve changes
- C. A change control system is a collection of procedures that describe how to submit change request
- D. A change control system tracks the status of change requests
- E. A change control system is an output of the integrated change control process

Answer: A, E

Question 666

You are in the process of monitoring the various project processes and their performance. Which of the following is the LEAST appropriate tool/ technique to use in this process?

- A. Expert judgment
- B. Earned value technique
- C. Project management methodology
- D. Variance analysis
- E. Project management information system

Answer: D

Question 667

Which of the following best describes a conflict resolution technique the temporarily solves a problem by downplaying the problem to make the problem appear less important/ critical?

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

Answer: C

Question 668

You are in the process of controlling changes to the project scope. All of the following are outputs of this process EXCEPT:

- A. Recommended corrective actions
- B. Work performance information
- C. Project management plan updates
- D. Scope baseline updates
- E. Requested changes

Answer: B

Question 669

You are in the process of controlling changes to the project cost baseline. Which of the following is the LEAST helpful tool / technique?

- A. Performance measurement analysis
- B. Forecasting, variance management
- C. Reserve analysis
- D. Project performance reviews
- E. Cost change control system

Answer: C

Question 670

With respect to the earned value analysis, which of the following will tell you whether costs are higher or lower than budgeted?

- A. Cost variance
- B. Schedule variance
- C. Actual costs
- D. Earned value
- E. Planned costs

Answer: A

Question 671

Which of the following techniques may be used on a project to resolve conflicts?

- A. Controlling, forcing, compromise, withdrawal
- B. Directing, forcing, compromise, confrontation
- C. Controlling, directing, compromise, confrontation, smoothing
- D. Forcing, smoothing, compromise, confrontation, withdrawal

Answer: D

Question 672

Which of the following statements are true regarding quality planning and perform quality assurance?

- A. The quality planning process uses the tool such as benefit costs analysis, benchmarking, flow charting, and design of experiment and cost of quality. Quality assurance involves identifying which quality standards are relevant to the project.
- B. Quality planning is the totality of characteristic of an entity that bear on its ability to satisfy stated or implied needs. Quality assurance involves evaluating overall project performance to ensure that the project will satisfy quality standards.
- C. Quality assurance is the totality of characteristic of an entity that bear on its ability to satisfy stated or implied needs. Quality assurance involves evaluating overall project performance to ensure that the project will satisfy quality standards
- D. Quality planning involves evaluating overall project performance to ensure that the project will satisfy quality standards. Quality assurance involves identifying which quality standards are relevant to the project.

Answer: A

Question 673

Consider the project integration management knowledge area. Which of the following process are NOT included?

- A. Integrated change control
- B. Develop preliminary project scope statement
- C. Develop project management plan
- D. None of the choices are true
- E. Direct and manage execution

Answer: A

Question 674

Which of the following best describes the expectancy theory of motivation?

- A. People are motivated by expectation of positive outcomes
- B. People are motivated by five basic, hierarchical needs
- C. People are motivated by hygiene factors
- D. People are motivated by achievement, power, and affiliation

Answer: A

Question 675

Which of the following process involves making needed information available to project stakeholders in a timely manner?

- A. Performance reporting
- B. Communications planning
- C. Information distribution
- D. Manage stakeholders

Answer: C

Question 676

You have been recently hired to be a project manager at a bio-tech company to develop anew drug for the treatment for diabetes. George is your chief scientist. Over the past few years, George has helped the company develop various patents and technologies with regard to treating diabetes. To say the least, George is critical to company's success.

Lately, George has been demanding a 50% increase in his salary. He is threatening to leave the company if he does not receive a salary increase. Which type of power is George yielding in order to get his pay increase?

- A. Expert power
- B. Referent power
- C. Legitimate power

- D. Coercive power
- E. Punishment power

Answer: A

Question 677

All of the following knowledge area process do NOT have processes in the Executing process group EXCEPT:

- A. Project Cost Management
- B. Project Time Management
- C. Project Risk Management
- D. Project Scope Management
- E. Project Procurement Management

Answer: E

Question 678

You are a project manager for the manufacture of children's toys. Your project team is in the process of designing a new children toy for New Year Christmas season.

With the rapidly approaching deadline, your team members are frequently arguing with each other, even if they agree on some real issues. Within, your team there is a strong resistance to quality approaches and resistance to new tasks. Which of the following stages of develop project team best describes your team?

- A. Storming
- B. Norming
- C. Forming
- D. None of the choices are correct
- E. Performing

Answer: A

Question 679

Which of the following statements are FALSE regarding Herzberg's Hygiene Theory?

- A. None of the choices are correct
- B. Motivation factors include achievement, job advancement, and recognition
- C. Motivation factors help avoid job dissatisfaction but will NOT lead to job satisfaction
- D. Hygiene factors help avoid job dissatisfaction but will not lead to job satisfaction
- E. Hygiene factors include pay, salary and benefits

Answer: C

Question 680

You are a project manager at a biotech company, where you are leading a cross functional team to develop a treatment for diabetes. The organization has a weak matrix structure, where all of your team members report to different functional managers and none of the team members report to you directly. Your project has extremely high visibility in the company, and there is a lot of pressure on you to deliver on time and within budget. However, you are concerned whether you will have the necessary authority and power to complete the project deliverables. Which of the following types of powers will be MOST effective in your situation?

- A. Reward power
- B. Referent power
- C. Punishment power
- D. Legitimate power

Answer: A

Question 681

Which of the following statements are false regarding RACI charts?

- A. A RACI chart is type of RAM.
- B. RACI stands for Responsibility, Accountable, Consult and Isolate.
- C. RACI charts allow person to see all activities associated with one person or to see all people associated with one activity
- D. RACI charts are tools/ techniques of Human Resource Planning

Answer: B

Question 682

Which of the following tool / technique are of develop project team process EXCEPT:

- A. Negotiation
- B. Recognition and rewards
- C. Co-location
- D. Training
- E. General management skills

Answer: A

Question 683

You are the project manager of a company that is building ATM software for a large bank and financial institutions. You have been told that the ATM software must meet very stringent quality standards. Including rigorous auditing of all transactions, ability to recover in case of software/ hardware errors, and fraud detection/analysis and robust two-factor authentication.

The ATM system has been shipped to several large banks and customers. However, one of your customers is complaining that your ATM system does not adequately perform two-factor authentication. In fact, there is a potential vulnerability in the software that would allow a sophisticated attacker to withdraw money from other people's account.

In light of these issues, your company has decided to recall all the ATM systems, and perform a hardware/ software upgrade. Which of the following best describes these costs associated with your project?

- A. Appraisal costs
- B. Prevention costs
- C. Defect costs
- D. Failure costs
- E. Rework costs

Answer: D

Question 684

Which of the following BEST describes a mutually binding legal agreement that obligates the seller to provide specified products / services and obligates the buyer to pay the seller?

- A. None of the choices are correct
- B. Contract
- C. NDA agreements
- D. Contract management plan
- E. Procurement document package

Answer: B

Question 685

Which of the following statements are true regarding proposals EXCEPT:

- A. None of the choices are correct
- B. Proposals are seller-prepared documents that describe the seller's ability to provide requested changes
- C. Proposals are not considered legally binding
- D. Proposals are outputs of the request seller responses process

Answer: C

Question 686

All of the following statements are true regarding the request seller responses process EXCEPT:

- A. The tool/technique of this process are weighting systems, independent estimates, and screening systems
- B. The prospective sellers, normally at no direct cost to the project, expend most of the actual effort in this process
- C. The output of this process include proposals and qualified sellers list
- D. The process involves obtaining responses from prospective sellers on how project requirements can be satisfied
- E. The process is a part of the project executing process group

Answer: A

Question 687

Which of the following tools/ technique of the quality planning process can be used to identify the project variables that will have the greatest impact on overall project outcomes and results?

- A. Flowcharting
- B. Design of experiments
- C. Benefit/ cost analysis
- D. Benchmarking

Answer: B

Question 688

You are the project manager for a company that sells online music. The company is growing so well that the company has outgrown its I.T infrastructure. In fact, the company's current infrastructure is unable to handle the terabytes of music download each day.

As a result, the company has decided to outsource its music download infrastructure to a third party content management vendor. The content management vendor will host the compressed music files across its geographically distributed web server farms, and handle all the logistics with music file downloads and data streaming.

On your qualified sellers list, you have identified one potential vendor MusikCM. Your procurement department is conducting an independent estimate of costs of the proposals in order to compare the vendor prices. However, your procurement department has identified a large difference between the independent estimate and the proposed vendor cost. Which of the following statements are FALSE?

- A. The SOW did not contain the enough detail
- B. The vendor failed to respond to all the requirements specified in the contract
- C. The terms of the contract did not contain enough details
- D. You are currently in the request seller responses process
- E. The vendor failed to respond to all items in the SOW

Answer: D

Question 689

Which of the following statements are FALSE?

- A. Approved change requests are input to the Direct and Manage Execution process and consists of documented, authorized directions that reduce the probability of negative consequences associated with project risks
- B. Approved defect repair are input to the Direct and Manage Execution process and consists of documented, authorized requests for product correction of a defect found during quality inspection
- C. Approved corrective actions are input to the Direct and Manage Execution process and consists of documented, authorized directions required to bring expected future project performance into conformance with project plan
- D. None of the statements are false
- E. Validated defect repair are input to the Direct and Manage Execution process and consists of notification that re-inspected repaired items have been either rejected or accepted

Answer: A

Question 690

You are in the process of making information available to project stakeholders in a timely manner. All of the following statements are true EXCEPT:

- A. You need the communications management plan as one off the process inputs
- B. Communication skills, information distribution methods, and lessons learned processes are tools/ techniques you can use
- C. Performance reports are one of the process outputs
- D. You are in the project executing process group

Answer: C

Question 691

The project management executing processes include all of the following EXCEPT:

- A. Information distribution, request seller responses
- B. Select seller, acquire project team
- C. Perform quality assurance, develop project team
- D. Request seller responses, risk identification

Answer: D

Question 692

Which of the following process is involved with collecting and disseminating performance information?

- A. Information distribution
- B. Communications planning
- C. Manage stakeholders
- D. Performance reporting

Answer: D

Question 693

You are in the process of directing the performance of the planned project activities and managing the various technical and organizational interfaces that exist within your project. Which of the following process are you performing?

- A. Monitor and control project work
- B. Integrate change control
- C. Develop project management plan
- D. Human resource planning
- E. Direct and manage project execution

Answer: E

Question 694

You are the project manager at a financial services company. Your company has awarded a CPFF (cost plus fixed fee) contract to XYZ Corp, a financial consulting company, to develop a comprehensive workstation offering real-time advanced charting, decision support tools, and portfolio management.

The terms and conditions of the contract explicitly stipulate that XY Corp must provide weekly status reports and performance reports regarding the project work. However, the seller has failed to provide any status report for the past 3 weeks.

Which of the following is the BEST action to take?

- A. Half payments until the missing status reports are prepared

- B. Issue a change order
- C. Issue a letter of default
- D. Issue a stop work order to XYZ Corp, until the missing status reports are prepared
- E. Alert the management team

Answer: C

Question 695

Which of the following statements are FALSE regarding weighting and screening systems?

- A. Weighting systems and screening systems are tool/ techniques of request seller responses process
- B. None of the choices are correct
- C. Weighting systems are methods for quantifying quantitative data to minimize any biases when performing seller selection
- D. Screening systems establish minimum requirements for performance for one or more evaluation criteria when selecting a prospective seller

Answer: A

Question 696

Which of the following statements are FALSE regarding Bidder conferences?

- A. Bidder conferences involves the receipt of bids or proposals and the application of the evaluation criteria in order to select a vendor
- B. Bidder conferences allows prospective vendors to ask questions and clarify issues with regards to project and the RFP
- C. Bidder conferences are meetings with prospective sellers prior to the preparation of a proposal
- D. All potential sellers must remain on equal standing during this process
- E. Bidder conferences are tools/ techniques of the request seller response process

Answer: A

Question 697

Which of the following statements are true regarding proposals EXCEPT:

- A. Proposals are seller-prepared documents that describes the seller ability to provide requested services

- B. Proposals are considered a formal and legal response/ offer to a buyer's request
- C. Proposals are output of the Request Seller Response process
- D. Proposals can combine the technical (approach) and commercial (price) sections, which must be evaluated together.

Answer: D

Question 698

Reasons for changing the staffing management plan include all of the following EXCEPT:

- A. None of the choices are correct
- B. Illness
- C. Promotions
- D. Changing workloads
- E. Retirements

Answer: A

Question 699

Which of the following are outputs of the information distribution process EXCEPT:

- A. Information received from stakeholders
- B. Documentation of reasoning behind corrective changes
- C. Correspondence, memos, and documents describing the project
- D. Performance reports
- E. Formal and informal project status report

Answer: D

Question 700

Which of the following describes an input to the direct and manage project execution process that consists of documented, authorized directions required to bring expected future project performance into conformance with project plan?

- A. Approved change requests
- B. Implemented preventive actions
- C. Implemented change requests
- D. Approved preventive actions
- E. Implemented corrective actions
- F. Approved corrective actions

Answer: F

Question 701

Which of the following are outputs of the develop project team process?

- A. Team performance assessment
- B. Performance reports
- C. Reward and recognition systems
- D. Project staff assignment
- E. Input to performance appraisals

Answer: A

Question 702

You are in the process of directing the performance of the planned project activities and managing the various technical and organizational interfaces that exist within your project. All of the following are outputs of this process EXCEPT:

- A. Deliverables
- B. Implemented WBS updates
- C. Implemented defect repair, work performance information
- D. Implemented corrective actions, implemented preventive actions
- E. Requested changes, implemented change request

Answer: B

Question 703

Which of the following are false regarding corrective actions?

- A. Corrective actions generally do not require root cause analysis to identify the cause of variation
- B. Corrective actions are the outputs of process in the controlling process group
- C. Corrective actions are used to bring expected future project performance in line with the project plan
- D. Approved corrective are inputs to the direct and manage project execution process

Answer: A

Question 704

You are a project manager at a project company developing wireless mobile applications. You are currently in the risk identification process, where you are trying to identify and document all risk that might impact the project.

You have assembled your experts both from inside and outside the company. You have asked them to make a anonymous questionnaire

to identify the potential risks of the project. The experts will then mail back the questionnaire directly to you. Once you have received the feedback, you intend to organize the responses in order to compile a final list of potential project risks. Which of the following best describes the techniques are you using?

- A. Normal group technique
- B. Assumption analysis
- C. Delphi technique
- D. Brainstorming
- E. Diagramming technique

Answer: C

Question 705

Which of the following depicts a hierarchical tabulation of physical assemblies, subassemblies and components required to manufacture a product?

- A. BOM
- B. RBS
- C. OBS
- D. WBS
- E. None of the choices are correct

Answer: A

Question 706

You are in the process of defining the specific activities that need to be performed to develop the necessary project deliverables. Which of the following are NOT outputs that you will produce during this process?

- A. Activity list
- B. Milestone list
- C. Project schedule network diagram
- D. Requested changes
- E. Activity attributes

Answer: C

Question 707

You are in the process of establishing a total cost baseline for measuring project performance. Which of the following is the LEAST helpful INPUT?

- A. WBS, WBS dictionary
- B. Project funding requirements, performance reports
- C. Activity cost estimates & supporting details

- D. Contract, resource calendars, cost management plan
- E. Project scope statement, project schedule

Answer: B

Question 708

Which of the following processes involves determining and documenting which risks are likely to affect the project?

- A. Risk response planning
- B. Risk management planning
- C. Risk identification
- D. Risk monitoring and control

Answer: C

Question 709

You are currently the project manager at a rapidly growing retailer of high-performance audio equipment. You have been asked to lead the project to expand the retail business in the United States. You are currently deciding amongst three promising geographic locations: New York, Seattle, and San Francisco.

You have been asked that San Francisco has a smaller market potential, but the probabilities of success is high. On the other hand, the New York market has larger market potential, but the probability of success is low. Your project team member has given you the following forecast. Which of the following statements are true?

	Probabilities	Year 1	Year 2	Year 3	NPV
San Francisco	0.7	100	200	300	\$481.59
	0.3	(100)	(100)	(100)	(\$248.69)
Seattle	0.5	250	300	500	\$850.86
	0.5	(100)	(100)	(100)	(\$248.69)
New York	0.3	200	400	600	\$963.19
	0.7	(100)	(100)	(100)	(\$248.69)

- A. You should select Seattle, as it provides the highest expected monetary value
- B. You should select San Francisco, as it provides the highest expected monetary value
- C. You should select New York, as it provides the highest expected monetary value
- D. You should use multi-objective programming algorithms to determine which location to select

- E. You should select San Francisco, as it provides the lowest NPV value

Answer: A

Question 710

Schedule model data, which is an output of the schedule development process, includes all of the following EXCEPT:

- A. Schedule milestones, schedule activities
- B. Resource histogram
- C. Schedule baseline
- D. Alternative schedules
- E. Activity attributes, constraints and assumptions

Answer: C

Question 711

Which of the following statements are FALSE regarding sensitivity analysis?

- A. Sensitivity analysis helps determine which risks have the most potential impact on the project
- B. Sensitivity analysis is a statistical concept that calculates the average outcome of project objectives under different assumptions and scenarios
- C. A tornado diagram is a display of sensitivity analysis
- D. Sensitivity analysis examines how variation and uncertainty of individual project element impacts of project objective, assuming all other project elements re varied concurrently

Answer: B

Question 712

Which of the following statements are FALSE regarding project scope management plan?

- A. Project scope management plan specifies how changes to the project scope statement will be managed.
- B. Project scope management plan specifies how WBS will be created, maintained and approved
- C. The project scope management plan describes how the project scope will be defined and managed by the project scope management team
- D. The project scope management plan is an output of the Scope Definition process

- E. The project scope management plan is contained within the project management plan

Answer: D

Question 713

All of the following precedence relationships can be expressed using PDM EXCEPT:

- A. None of the choices are correct
- B. Start-to-finish
- C. Finish-to-start
- D. Finish-to-finish
- E. Start-to-start

Answer: A

Question 714

You are in the process project a project schedule for repainted your house, you first need to scrap off the existing paint, and then add a layer of primer. The primer provides the paint a better bonding surface so it sticks to the base material much better. Without priming, drywall surfaces will soak up more finish paint in some areas than in others, producing a splotchy effect.

Unfortunately, you have to wait once the primer is applied you must wait until the primer dries before adding on the actual paint. You estimate that it will take 8 hours for the primary to dry. To correctly sequence these activities, which of the following should you do?

- A. Add a lag time 8 hours to the priming task
- B. Add a lead time of 8 hours to the priming task
- C. Add float time between the priming and painting tasks
- D. Fast track the priming and painting tasks

Answer: A

Question 715

Which of the following describes the difference between the maximum funding and the end of cost baseline?

- A. Funding requirements
- B. Expected cash flow
- C. Estimate to completion
- D. Management reserve
- E. Funding limit reconciliation

Answer: D

Question 716

A poorly written detailed Project Scope Statement will impact all of the following EXCEPT:

- A. Ability to create a work breakdown structure
- B. Ability to develop a project charter
- C. Ability to define schedule activities
- D. Ability to define cost estimates
- E. Ability to define risk management activities

Answer: B

Question 717

All of the following are the benefits of using WBS except:

- A. Shows dependencies between project tasks
- B. Obtain team buy in
- C. Facilitates communication between project team members and stakeholders
- D. Provides a basis for estimating cost and time
- E. Identifies all the required work for project

Answer: A

Question 718

You are a project manager at an utility company. Due to the recent rise in the cost of petroleum, the market demand for cheaper alternate forms of energy has grown exponentially. Your company has identified a multi billion dollar market opportunity for alternate forms of energy. However your organization does not have enough resources and expertise to exploit this market opportunity. Hence your organization has identified and hire a team of scientists. Your organization is working with recruiting firm to identify the qualified candidates. Which of the following best describes the type of strategy you are using to deal with this market opportunity?

- A. Avoidance
- B. Acceptance
- C. Exploit
- D. Share
- E. Enhance

Answer: C

Question 719

You would like to develop a cost estimates for your project. However you are under tremendous time pressure, and do not have a time to perform extensive cost calculations. You just need to determine a quick, ball park estimates for your project. Which of the following cost estimating techniques should you use?

- A. Cost based estimating
- B. PDM
- C. Bottom up estimating
- D. ADM
- E. Analogous estimating

Answer: E

Question 720

You are using the three points estimating techniques to estimate the duration of the scheduled activities. Which of the following statements are true given the following data?

Pessimistic=200 days

Optimistic days=100 days

Most likely=120 days

Average=140 days

Variance=466.66

- A. The calculations were perform assuming a uniform distribution
- B. Not enough information is provided
- C. The calculation were performed assuming a exponential distribution
- D. The calculation were performed assuming a triangular distribution
- E. The calculations were performed assuming he beta distribution

Answer: D

Question 721

You are the project manager for the software company that develops stock analysis software. You have been assigned to develop a new technical analysis tools to forecast the price of stock given its historical volatility based on Elliot Wave techniques. You need to gather necessary information to write the project scope management plan. Which of the following information do you not need as input to your current process?

- A. Expert judgment
- B. Project management plan
- C. Market place condition, stakeholder risk tolerance
- D. Historical information

E. Project charter

Answer: A

Question 722

Which of the following statements are true regarding the critical path method?

- A. The critical path method calculates the early start, early finish, late start, late finish dates, and float times for each activity
- B. The critical path method calculates the early start, early finish, late start, late finish dates, and weighted averages for each activity
- C. The critical path method calculates the optimistic, pessimistic, and most likely duration times for each activity
- D. The critical path method calculates the optimistic, pessimistic, and most likely float/ slack times for each activity

Answer: A

Question 723

Which of the following describes the longest path through a project schedule network after resource leveling?

- A. None of the choices are correct
- B. Critical path
- C. Critical chain
- D. Late finish
- E. Late start

Answer: C

Question 724

You are the project manager at a leading manufacturer of consumer electronics, personal computers and peripherals. Unfortunately, your company is facing a rapidly maturing market characterized by consolidation and commoditization. Hence you have been assigned a project to drive growth and profit by integrating an online CRM (customer relationship management) solution. Industry benchmarks suggest the CRM solution should generate \$100-\$300M in bottom the benefits.

You have just finished developing the risk response plan for the project. Which of the following is the BEST action to perform next?

- A. Perform Schedule development
- B. Perform a risk audit
- C. Identify the quality standards

- D. Perform a risk reassessment
- E. Develop overall risk ranking for the project

Answer: A

Question 725

All of the following statements are true regarding simulation and Monte Carlo analysis EXCEPT:

- A. For cost risk analysis, a simulation can use the project WBS or cost breakdown structure as its model
- B. For schedule risk analysis, a simulation can use the PDM schedule as its model
- C. Simulation is a tool technique of qualitative risk analysis
- D. Modeling and simulation are recommended for use in cost and risk analysis because they are more powerful and less subject to misuse than EMV analysis
- E. Simulation is a technique that computes the project cost or schedule over multiple iterations using random values selected from distributions of possible costs or duration values

Answer: C

Question 726

All of the following statements are true regarding the critical path method EXCEPT:

- A. The critical path method accounts for resource limitations
- B. The critical path method calculates the theoretical early start and finish dates for all schedule activities
- C. On a network path, the schedule flexibility is measured by the difference between early and late dates
- D. Critical paths have either negative or zero total float
- E. The critical path method performs a forward pass analysis and backward pass analysis through the project schedule network paths

Answer: C

Question 727

Which of the following statements are FALSE regarding expected monetary value analysis (EMV)?

- A. Decision tree analysis is a type of EMV analysis
- B. EMV is technique for measuring the performance of work and used to establish the performance measurement baseline

- C. EMV is calculated by multiplying the value of each possible outcome by its probability of occurrence, and summing them together
- D. EMV is a statistical concept that calculates the average outcome of project outcomes based on various assumptions and scenarios
- E. EMV is a tool/ technique of Qualitative Risk Analysis

Answer: B

Question 728

You are in the process of identifying and documenting the project roles and responsibilities and create staffing management plan. All of the following should be addressed when listing the roles and responsibilities EXCEPT:

- A. Training needs
- B. Role
- C. Responsibility
- D. Competency
- E. Authority

Answer: A

Question 729

A summary activity describes a group of related schedule activities aggregated at some summary level, and displayed/ reported as a single activity at the summary level. What is another term for a summary activity?

- A. Work activity
- B. Planning package
- C. Hammock activity
- D. Control account
- E. Milestone activity

Answer: C

Question 730

Which of the following best describes the amount of time one can delay the start of task without delaying the completion of the project?

- A. Lead time
- B. Total slack
- C. None of the choice are correct
- D. Free slack
- E. Lag time

Answer: B

Question 731

With respect to management planning, timing defines how often risk management process should be performed throughout the project lifecycle. Which of the following is the key factor affects timing?

- A. Timing should allow results to be developed early enough to affect decisions
- B. Timings should be determined by the budget and cost of the project
- C. Timings should be determined by the organization's risk management policies
- D. Timings should be determined by the size of the project
- E. Timings should be determined by the criticality of the project

Answer: A

Question 732

You are the project manager at a software company developing the next-gen OODBMS (Object Oriented Data Base Management System). You are in the process of developing project schedule using CPM (Critical Path Method).

One of the disadvantages of CPM is that it does NOT consider resource availability. In fact, you've quickly identified that one of your key engineers, Michael, is over allocated. Which of the following statements are true?

- A. You should use crashing in order to resource level the critical path tasks
- B. You should use three point estimates in order to reassign the resource appropriately
- C. You should use resource leveling heuristics to reassign the resource appropriately
- D. You should fast track the process in order to resource level the critical path tasks.

Answer: C

Question 733

Which of the following statements are FALSE regarding analogous estimating techniques?

- A. Analogous estimating is a form of expert judgment
- B. Analogous estimating is a tool and technique of activity definition process

- C. Analogous estimating uses the duration of a similar activity to determine the duration of current activity
- D. Analogous estimating is also called top-down estimating

Answer: B

Question 734

Reserve analysis is a tool/ technique in all of the following processes EXCEPT:

- A. Activity duration estimating
- B. Cost estimating
- C. Schedule development
- D. Risk monitoring and control
- E. Cost budgeting

Answer: C

Question 735

All of the following should be included in the initial staffing management plan as part of human resource planning EXCEPT:

- A. Time frames for project team members
- B. Certifications and trainings need for team members
- C. Assessment of project team's performance
- D. Applicable government regulations, union contracts
- E. Criteria for rewards

Answer: C

Question 736

Which of the following statements are FALSE?

- A. Analogous estimating is a form of expert judgment and is generally less accurate than other techniques, but is also costly.
- B. Cost aggregation and parametric estimation is a tool/ technique of cost budgeting process
- C. Parametric estimating is an estimating technique using project characteristics/ parameters to estimate the total project costs
- D. Cost aggregation is used to ensure that the expenditure of funds is reconciled with the funding limits imposed by the performing organization

Answer: D

Question 737

You are a project manager at day-old donuts, a rapidly growing franchise selling premium donuts at a discount. Currently your company is planning for opening new stores throughout the United States. You have been asked to open a store in Manhattan, New York. Construction on a new store is about to begin.

You have determined the dependencies between activities on a project. One of the activity dependencies is that the trusses on the building must be installed prior to the installation of the roofing. Which of the following is true?

- A. This is an example of soft logic
- B. This start-to-finish relationship
- C. This is an example of discretionary logic
- D. This is finish-to-start relationship

Answer: D

Question 738

Probability-impact matrix, risk data quality assessment, risk categorization, and risk urgency assessment are tool/ techniques of which process?

- A. Quantitative risk analysis
- B. Risk response planning
- C. Risk identification
- D. Qualitative risk analysis

Answer: D

Question 739

You have been recently assigned to provide an accurate project schedule for a large construction company. You are evaluating the network diagrams for the construction project, and are using backward pass calculations to construct the schedule.

You are trying to calculate the latest start time for laying the foundation of building. The expected duration for this task is 120 days. The task must be completed within 300 days, while the expected completion is between 220 days. The latest finish date is 290 days. Based on this information, what is the latest start time of this task?

- A. 170
- B. 300
- C. 120
- D. Not enough information is provided
- E. 290

Answer: A

Question 740

You are in the process of developing an approved project schedule that will serve as a baseline against which the project can be tracked. All of the following can be following are required as part of schedule development EXCEPT:

- A. Reserves
- B. Network diagram
- C. Leads and lags
- D. Resource calendars
- E. Performance measurements

Answer: E

Question 741

Which of the following statements most accurately describes the difference between plan purchases and acquisitions and plan contracting?

- A. Plan purchases and acquisitions involves documenting product requirements and identifying potential sources, while plan contracting involves obtaining quotation, bids, offers, and proposals
- B. Plan purchases and acquisitions involves documenting product requirements and identifying potential sources, while plan contracting is determined what to procure
- C. Plan purchases and acquisitions involves determined what to procure, while plan contracting involves documenting product requirements and identifying potential sources
- D. None of the choices are correct

Answer: C

Question 742

Poor allocation of time and resources and inadequate quality of the project plan should be classified in which of the following risk categories?

- A. Force majeure risks
- B. Technical risks
- C. Project management risks
- D. External risks
- E. Organizational risks

Answer: C

Question 743

All of the following situations will cause schedule activity duration estimates to directly influence the cost estimates EXCEPT:

- A. When the project budget includes cost of financing components
- B. When planned components and control accounts are not adequately defined in the WBS
- C. When union labor with regularly expiring collective bargaining agreements are involved
- D. When resources are applied per unit of time for duration of schedule activity
- E. When seasonal cost variations are involved

Answer: B

Question 744

Which of the following statements are FALSE regarding the activity duration estimating process?

- A. The risk register is an input to the activity duration estimating process
- B. Duration estimates should be as precise as possible, and hence a single specific duration value should be provided
- C. The duration estimates are progressively estimated
- D. Activity duration estimating involves estimating the number of work periods that will be needed to complete individual schedule activities
- E. The activity cost estimates are an input to the activity duration estimating process

Answer: B

Question 745

Which of the following process is used to identify project roles, responsibilities, and reporting relationships for project team member?

- A. Human resource planning
- B. Activity resource estimation
- C. Acquire project team
- D. Develop project team

Answer: A

Question 746

All of the following statements are true regarding the procurement management plan EXCEPT:

- A. The procurement management plan explains how multiples vendors should be managed
- B. The procurement management plan is an output of the plan purchase and acquisition
- C. The procurement management plan defines the statement of work which contains the details of the procurement item/ service in specific terms
- D. None of the statements are true

Answer: C

Question 747

You are currently in the process of prioritizing risks by their impact and probability of occurrence. The risk register updates from this process include all of the following EXCEPT:

- A. Low priority risks
- B. Risks requiring responses in the near term
- C. Risk reassessments
- D. Risk group by categories
- E. Priority list of project risks

Answer: C

Question 748

A WBS is an input to all of the processes EXCEPT:

- A. Cost estimating
- B. Activity definition
- C. Cost budgeting
- D. Scope control
- E. Direct and manage project execution

Answer: E

Question 749

All of the following statements are true regarding cost-reimbursable contracts EXCEPT:

- A. cost-reimbursable contracts often includes incentives for meeting or exceeding project objectives
- B. cost-reimbursable contracts are used when there is little uncertainty regarding the project
- C. cost-reimbursable contracts generally carry the highest risks to the buyer, as the total costs are uncertain

- D. cost-reimbursable contracts are contracts that involves payments to the seller for actual costs, plus a fee representing the sellers profit

Answer: B

Question 750

Which of the following statements are FALSE regarding the CPM method?

- A. The latest start of the task can be determined by subtracting the duration of the task from the latest finish date of task
- B. The forward pass is used to calculate the early finish dates and early start dates for the uncompleted portions of all network activities
- C. Free slack is the amount of time one can delay the start of a particular task, without delaying the completion of the project.
- D. The backward pass is used to calculate the late finish dates and late start dates for the uncompleted portions of all network activities

Answer: C

Question 751

You've been hired as a project manager for a local community college. The community college wants you upgrade the hardware for each of its web servers, and install the necessary security patches for each web-server. You are ready to begin the activity resource estimation process for your project. Which of the following would you NOT consider when developing the activity resource requirements document?

- A. Activity lists
- B. Activity attributes
- C. Resource availability
- D. Project management plan
- E. Resource breakdown structure

Answer: E

Question 752

Which of the following statements regarding risk register is FALSE?

- A. The risk register contains the results of qualitative risk analysis, quantitative risk analysis, and risk response planning
- B. The risk register is a component of the project management plan
- C. The lowest level of the RBS can be used as the risk register

- D. The risk register provides information on risks regarding the probability of occurring, impact on objectives, proposed responses, owners and status
- E. The risk register describes all identified risks, along with their description, category, and cause

Answer: C

Question 753

Which of the statements regarding the WBS is FALSE?

- A. A WBS from a previous project can often be used as a template for a new project
- B. To identify the major deliverables of the project requires analyzing the detailed project scope statement
- C. Different deliverables in the WBS can have different level of decomposition
- D. The work activity is the lowest level of the WBS and is the point at which the cost and schedule for the work can be reliably estimated
- E. The WBS is an output of the create WBS process

Answer: D

Question 754

All of the statements regarding control accounts and planning packages are true EXCEPT:

- A. Planning packages reflect a future segment of work within a control account that has not yet been decomposed into detailed work packages
- B. A control account is an assigned WBS level used to monitor cost and schedule performance of significant element of work
- C. As work becomes more clearly defined, planning packages are converted into work packages
- D. Each work package / planning package may be associated with only one control account
- E. Control accounts and planning packages are tools / techniques of activity definition process

Answer: B

Question 755

Which of the following describes a hierarchically organized representation of identified project risks arranged by risk categories?

- A. RBS

- B. BOM
- C. OBS
- D. WBS

Answer: A

Question 756

Activity attributes identify multiple attributes associated with each schedule activity is an output of the activity definition process. All of the following are considered activity attributes EXCEPT:

- A. Activity identifier, activity codes
- B. Leads and lags, resource requirements, imposed dates
- C. Predecessor activities, successor activities, logical relationships
- D. Activity description, constraints and assumptions
- E. Schedule milestones

Answer: E

Question 757

One of your friends is a project manager at a computer security company. She is currently managing a project for the development of a NAC (network admissions control) appliance that uses the network infrastructure to enforce security policy compliance on all devices seeking to access network computing resources, thereby limiting damage from emerging security threats.

Her project team has just completed the initial project budget identifies the communications requirements, and defined the work packages. Which of the following would you recommend as the NEXT BEST action to perform?

- A. Obtain acceptance of project deliverables
- B. Execute work defined in the project management plan
- C. Monitor performance of work packages
- D. Determine the quality standards
- E. Perform risk identification

Answer: D

Question 758

You are using the three-point estimating technique to estimate the duration of a schedule activity. You are given the following data:

[Pessimistic=100days] | [optimistic=40days] | [most likely=65 days]

Which of the following statements are true?

- A. The beta distribution gives a more pessimistic and more conservative value for the mean compared to the triangular distribution
- B. Although the triangular distribution gives a more pessimistic value for the mean, it gives an estimate with smaller uncertainty compared to the beta distribution
- C. The triangular distribution gives a more optimistic and more aggressive value for the duration mean compared to the beta distribution.
- D. The beat distribution gives an estimate with smaller uncertainty compared to the triangular distribution

Answer: D

Question 759

You are in the process of defining how to plan and execute the risk management activities for your project. Which of the following statements are FALSE?

- A. The output of this process is the risk management plan
- B. The tools/ techniques of this process are checklist analysis and diagramming techniques
- C. The inputs to this process include the project scope statement and project management
- D. You are in the risk management planning process

Answer: B

Question 760

Which of the following statements is MOST true regarding Activity A, considering the following table?

Activity	Duration	Early Start	Early Finish	Late Start	Late Finish
Activity A	15	15	30	25	40
Activity B	4	10	14	14	18
Activity C	10	30	40	75	85
Activity D	5	18	23	90	95

- A. Activity A has a lead
- B. Activity A is behind schedule
- C. Activity A is on the critical path
- D. Activity A has a lag
- E. Activity A is not on the critical path

Answer: E

Question 761

Subnetwork are a term used in reference with which of the following?

- A. Resource requirement
- B. Activity lists
- C. WBS
- D. Network templates

Answer: D

Question 762

You are taking over a project from another project manger during the project planning process. You've identified that your project team has already created the WBS, developed estimates for work packages, and sequenced the project activities using the arrow diagramming method. In addition, your team has applied schedule network analysis techniques to create the project schedule. Which action should be performed NEXT?

- A. Obtain acceptance of completed project scope
- B. Decompose the work packages into smaller components called schedule activities
- C. Develop activity resource requirements
- D. Obtain approval of schedule
- E. Initiate schedule change control

Answer: D

Question 763

Which of the following statement are FALSE regarding the probability impact matrix technique?

- A. The probability impact matrix specifies combinations of probability and impact that rank the risk as high, moderate and low priority
- B. Either descriptive terms or numeric rankings can be used to assign risk rankings to identified risks.
- C. In the probability impact matrix the probability and impacts of each risks are accessed against defined scale, and plotted on a two-dimensional grid.
- D. Opportunities and threats should not be evaluated in the same matrix concurrently.
- E. An organization can rate a risk separately for each objective (i.e. cost, time, scope)

Answer: D

Question 764

Which of the following are not used to create the scope baseline for a project?

- A. WBS dictionary
- B. WBS
- C. Performance reports
- D. Detailed project scope statement

Answer: C

Question 765

The risk management plan is a subset of the project management plan and describes how risk management should be performed. All of the following should be included in the risk management plan EXCEPT:

- A. P-I matrix
- B. Budgeting, timing, risk categories
- C. Risk register
- D. Methodology, roles and responsibilities
- E. Stakeholders tolerance, reporting formats

Answer: C

Question 766

You are a project manager for a company that publishes children books. Five years ago, your company purchased a sophisticated printing press capable of high-volume production. The company originally purchased the printing press for \$500,000.

However, printing press's current book value is \$200,000. The \$200,000 book value is best considered a:

- A. Direct cost
- B. Indirect cost
- C. Fixed cost
- D. Sunk cost
- E. Variable cost

Answer: D

Question 767

You are currently on a 3-week vacation in Australia. You've decided to rent a car as your means of transport around the country. Driving in a foreign country can be potentially a risky activity as you are unfamiliar with the terrain. Hence, the probability of being involved in an accident is higher. You are very concerned with regards to the financial liability incurred if you were involved in an accident.

As a project manager, you are aware of various techniques used to respond to understand risks. You would like to apply your risk management knowledge to reduce the risks associated with your driving. Which of the following is the BEST example of risk transference?

- A. Be extra careful while driving defensively
- B. Avoid driving, use public transportation instead
- C. Accept the risk associated with driving
- D. Buying auto insurance

Answer: D

Question 768

With respect to risk management planning, timing defines how often risk management processes should be performed throughout the project lifecycle. Which of the following is the key factor affecting timings?

- A. Timing should be determined by the criticality of the project
- B. Timing should allow the results to be developed early enough to affect decisions
- C. Timing should be determined by the budget and cost of project
- D. Timing should be determined by the size of project
- E. Timing should be determined by the organization's risk management policies

Answer: B

Question 769

Qualitative risk analysis requires accurate data as its input. Risk data quality assessment ranking is a technique to evaluate the degree to which the data regarding risks would be careful. Risk quality data assessment involves examining all of the following EXCEPT:

- A. Reliability and integrity of data
- B. Probability of the risks
- C. Extent of understanding of risk
- D. Data available about the risk
- E. Quality of eh data

Answer: B

Question 770

Which of the following statements regarding Resource Breakdown structure are true EXCEPT:

- A. The RBS is a structure that relates the organizational breakdown structure to WBS to ensure that each work component is properly assigned to a responsible person/ team.
- B. The RBS is a hierarchical structure of the identified resources by resource category and type
- C. The RBS can contain other resource categories other than human resources.
- D. The RBS is useful in tracking project costs, and can be integrated with the organization's accounting system
- E. The RBS is an output of the Activity Resource Estimation process

Answer: A

Question 771

Which of the following is the MOST likely candidate for a three-point estimate?

- A. A schedule activity with a fixed duration
- B. A schedule activity with a considerable variation
- C. A well-understand schedule activity with little expected variation
- D. A brief schedule activity that takes a couple of hours

Answer: B

Question 772

All of the following statements regarding Control Accounts are true EXCEPT:

- A. A control account is an assigned WBS level used to monitor cost and schedule performance of significant element of work.
- B. Control accounts are also referred to as cost accounts
- C. None of the choices are correct
- D. A control account is a management control point for cost summarization, scope description, and variance analysis and reporting.
- E. Each work package/ planning package may be associated with only one control account

Answer: C

Question 773

Which of the following describes the longest path through a project schedule network after resource leveling?

- A. Critical chain
- B. Late finish
- C. None of the choices are correct

- D. Critical path
- E. Late start

Answer: A

Question 774

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly. To keep up with the demands you have been assigned with the responsibility of upgrading company's network and computing infrastructure. You have given the project charter progressively elaborated the requirements, and have just completed the Scope Definition and Create WBS processes. However while you are in the activity duration process you realized that certain deliverables are missing from the scope definition and create WBS processes. What is your next plan of action?

- A. Include the deliverable as part of activity definition project
- B. Review the WBS to include the missing deliverables, and define the relevant appropriate activities
- C. Consult the scope management plan to determine how to revise the project scope to include this deliverable
- D. Consult your supervisor as to whether to include this deliverable as part of the project

Answer: B

Question 775

Which of the following are not tools/ techniques of the activity definition process?

- A. Expert judgment
- B. Rolling wave planning
- C. ADM, PDM
- D. Decomposition, templates
- E. Planning components

Answer: C

Question 776

You are in the process of numerically analyzing the effects of identified risks. Which of the following is the LEAST helpful input?

- A. Risk register

- B. Risk management plan
- C. Project schedule management plan
- D. Project scope statement
- E. Risk related contractual agreements

Answer: E

Question 777

You are the project manager at a software company developing the next-gen web application server. As software development can be very chaotic, your company has elected to follow the more rigorous approach to software development. Specifically, your company has chosen to adopt the Rational Unified Process (RUP) for your current software project.

The RUP methodology is highly iterative and produces numerous deliverables include UML diagrams, architecture diagrams, prototypes, and test-cases. You have just produced your activity duration estimates and updated your activity attributes. Which process have you just finished?

- A. Activity sequencing
- B. Activity duration estimation
- C. Schedule development
- D. Activity definition

Answer: B

Question 778

Which of the following processes involves analyzing activity sequences, activity duration, and resource requirements, to develop the project schedule?

- A. Activity sequencing
- B. Schedule development
- C. Scope definition
- D. Activity duration estimation
- E. Activity definition

Answer: B

Question 779

All of the following are constraints that can limit flexibility in human resource planning EXCEPT:

- A. Templates and checklists
- B. Organizational structure
- C. Economic conditions

D. Collective bargaining agreements

Answer: A

Question 780

Which of the following statements is true regarding PDM (precedence diagramming techniques)?

- A. PDM often uses the start-to-start relationship
- B. PDM often uses the finish-to-start relationship
- C. PDM often uses the finish-to-finish relationship
- D. PDM often uses the start-to-finish relationship

Answer: B

Question 781

You are involved in monitoring specific project results to determine whether they comply with relevant quality standards. You are using the control chart to illustrate how the process is behaving over time. You have constructed your control chart and that all data points are within upper and lower control limits of chart. In addition, seven consecutive data points are observed, to be on one side of the mean. Which of the following is your BEST plan of action?

- A. Compare results from the last quality management plan
- B. No additional action is needed, as the process is within control
- C. Adjust the mean based on the observed data points
- D. Identify the special cause variation

Answer: D

Question 782

Which of the following are the part of WBS dictionary except:

- A. Statement of work to be performed
- B. Code of account identified
- C. Activity attributes
- D. Who is responsible for the work
- E. Schedule milestone

Answer: C

Question 783

Which of the following are not the direct result of managing the team?

- A. Updating and staffing the management plan
- B. Developing input to performance appraisals
- C. Recording the lessons learned

- D. Identifying the recourse requirements
- E. Submitting change request and resolving issues

Answer: D

Question 784

Procurements audits are a tool/ technique of which of the following processes?

- A. Request Seller Responses
- B. Select Sellers
- C. Plan Purchases And Acquisition
- D. Contract Closure
- E. Contract Administration

Answer: D

Question 785

Which of the following processes is involved with identifying which quality standards are relevant to the project and devising a plan on how to meet / satisfy these standards?

- A. Perform quality control
- B. None of the choices are correct
- C. Quality planning
- D. Perform quality assurance

Answer: C

Question 786

You are a project manager for a company that sells online music. Your project is to develop new content management system that will not only manage all users purchases and downloads but will automatically learn the users music interest to make future product recommendation. In addition your content management system must scale to support millions of current music downloads a day.

Your team has made a significant progress on the project. You are preparing the performance of the project to date and have calculated the following measurement:

$PV=4000$, $EV=3500$, $AC=3000$

Which of the following statement are true?

- A. CV is positive number that implies that your project is under budget
- B. CV is a negative number which implies that your project is over budget

- C. EAC is negative number which implies that you are spending more than originally budgeted
- D. EAC is a positive number that implies that you are spending more than originally budgeted

Answer: A

Question 787

The contract management plan is an output of which process?

- A. Plan contracting
- B. Request sellers
- C. Plan purchases and acquisitions
- D. Select sellers
- E. Contract administration

Answer: D

Question 788

The Preliminary Scope Statement which is an output of the Develop Preliminary Project Scope Statement process, is an input to all of the following EXCEPT:

- A. Scope verification
- B. Develop project management plan
- C. Scope planning
- D. Scope definition

Answer: A

Question 789

Dennis works for an international manufacturer for consumer electronics. He has been recently assigned to supervise and manage the manufacturing of a new model of flat-screen televisions. His supervisor congratulates Dennis on his expanded responsibilities. He informs Dennis that his new assignment will have the 1000 units of the new flat screen manufactured by September. Before Dennis begins manufacturing these new units he needs to determine the characteristics of his new product line, such as screen size, color, resolution e.t.c. which of the following tasks must Dennis perform prior to manufacturing the product?

- A. Fast-track the project—begin manufacturing the product while the requirements are clarified
- B. Submit a RFP to get the detailed requirements
- C. Consult the supervisor for the detailed requirements
- D. Progressive elaborations

E. Submit a RFQ to get the detailed requirements

Answer: D

Question 790

In which of the following project management process group can stakeholders be identified?

- A. Planning, monitoring and controlling
- B. Initiating, planning, executing, monitoring and control and closing
- C. Initiating, planning and executing
- D. Initiating only
- E. Initiating and planning

Answer: B

Question 791

According to the PMI, which of the following best describes the differences between programs and projects?

- A. Programs are used to describe projects in a strong matrix organization
- B. Programs are group of project managed together managed together
- C. There is no difference between program and project. These terms are interchangeable
- D. Programs are ongoing operations while projects are temporary and unique

Answer: B

Question 792

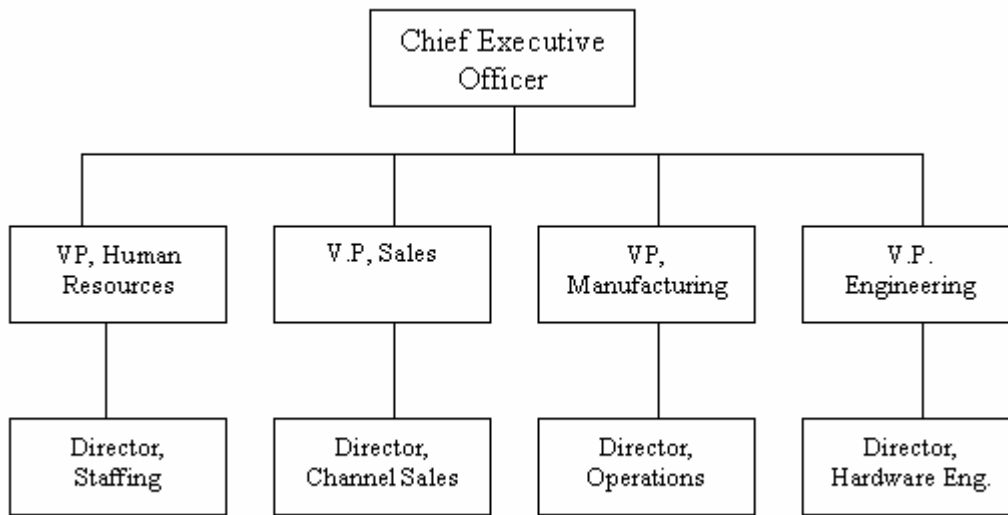
Which of the following best determines the amount of authority a project manager will have during a project?

- A. The project manager's negotiating skills and communication skills
- B. The priority and importance of the project within the organization
- C. Organizational structure
- D. The amount of authority a specified in the project charter.

Answer: C

Question 793

Which of the following best describes the following organizational structure?



- A. Strong Matrix Org
- B. Balanced Matrix Org
- C. Weak Matrix Org
- D. Projectized Org
- E. Functional Org

Answer: E

Question 794

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly. To keep up with the demands you have been assigned with the responsibility of upgrading company's network and computing infrastructure. You planned to purchase a new high-end mainframe server. The new server will cost \$150,000 and can be used for 10 years. After 2 years the resale value of mainframes will be \$100,000. After 5 years the resale value of server will be \$75,000. After 7 years the resale value of server will be \$30,000. After 10 years, the server will be obsolete.

What is the annual depreciation expense for this server if you use straight-line depreciation?

- A. None of the choices are correct
- B. 25,000

- C. 150,000
- D. 5,000
- E. 15,000

Answer: E

Question 795

You are the project manager at Happy Coffee Café, a rapidly growing franchise selling premium blended coffee. Currently your company is planning on opening additional stores throughout Europe. Your company is evaluating different areas of expansion, including, France, Germany and England.

You intend to use NPV (net present value) analysis to evaluate which area provides the base opportunity for expansion. Which of the following statements are true regarding NPV calculations?

- A. None of the statements are true
- B. If the NPV value is greater than zero, the project is unfavorable
- C. If the NPV value is less than zero, the project is favorable
- D. NPV assumes that the cost of capital is based on LIBOR
- E. NPV is the discount rate when IRR is equal to zero

Answer: A

Question 796

You are a project manager at a historic Shoppe, a rapidly growing bookstore selling hard to find books and periodicals. Currently your company is planning on opening additional stores throughout the United States. Your primary market includes densely populated, major metropolitan cities.

Your company is deciding among New York, Los Angeles, and Seattle. Based on data which project should be recommended using the discounted cash flow technique?

Project New York makes \$100,000 in 2 years

Project Los Angeles makes \$110,000 in 3 years

Project Seattle makes \$120,000 in 4 years

Assume that the cost of capital is 8%

- A. Project New York since it yields the highest value
- B. Project Los Angeles since it yields the highest value
- C. Project Seattle since it yields the highest value
- D. Project Seattle since it yields the highest total cash flow

Answer: C

Question 797

You are the project manager at information technology division of a large health care provider in the United States. Due to the new regulatory requirements enacted by HIPAA to ensure the privacy of confidential medical records, you have been assigned to audit all I.T. system to ensure compliance.

You need to ensure that all the data in database is encrypted to ensure confidentiality. You need to ensure that all the users are properly authenticated and authorization to confidential information follows the least privilege principle.

The deadline to ensure the compliance with HIPAA regulations is within 120 days. Failing to complete the project in 120 days will result fine to your organization. You have been given a budget of \$500,000 dollars. Due to the overall budget cuts this year, you have been told that the budget is \$500,000 and cannot exceed from this. Which are the primary constraints for the project?

- A. Scope
- B. Schedule
- C. Budget
- D. Quality

Answer: B

Question 798

You are a part of project software team responsible for developing a new CRM software application. The project has been ongoing for the past several months. A few members of the project team are currently discussing introducing a significant change to one of the major work packages. After discussions you received a message from the vice president of engineering informing you of the project changes, and are asked to complete the necessary paperwork in order to process the change. This is an example of:

- A. A project expediter role
- B. A configuration management system
- C. Managing stakeholder need
- D. Management by objectives
- E. A change control system

Answer: A

Question 799

According to PMI, application areas are categories of projects that have been common elements in the majority of projects, but are not

necessarily required or applicable to all projects. Application areas are not usually defined in terms of:

- A. Technical elements
- B. Functional departments
- C. Supporting disciplines
- D. Project phases

Answer: D

Question 800

Your company manufactures memory chips for workstation computer. Your project involves manufacturing a very high capacity memory chip. 128GB. You have worked on the same project two years ago to manufacture low capacity memory chip. 2GB.

You are in the DEVELOP THE PROJECT CHARTER process. Which of the following inputs is least helpful?

- A. Organizational process assets, standardized guidelines and performance measurement criteria's
- B. Historical information on the previous project manufacturing 2GB capacity chip. This information could be helpful since this new project is similar in nature.
- C. Enterprise environmental factors, such as stakeholders risk tolerances and marketplace condition
- D. The project constraints and assumptions to make sure that any significant project risk can be identified and mitigated
- E. The project's preliminary scope statement that documents the characteristic of the project

Answer: E

Question 801

You are the project manager for the large children's toy manufacturer. You have been asked to manufacture the latest craze in "Dancing Widgets" for the upcoming Christmas season. You've been informed that the company needs at least one month lead time in order to have Widgets on retailer's shelves for Christmas season. Hence, based on the current sales forecast you've been asked to deliver 100,000 units by November 1st at the latest. Since the toys will be used by young children, the "Dancing Widgets" must be manufactured to meet very specific safety specifications.

Your company derives 90% of its revenue from sales generated during the Christmas holiday season. As a result, you have been given a budget of \$15 million dollars to complete this project. Which of the following is the primary constraint for this project?

- A. Risks, since the widgets must be manufactured to meet very specific safety specifications
- B. Time, since the delivery cannot be changed
- C. Scope, since the forecast for 100,000 units may change once manufacturing begins.
- D. Cost, since your budget has been fixed at \$15 million

Answer: B

Question 802

Which of the following statements are true?

- A. Changes to product scope and defined in the integrated change control plan
- B. Changes to product scope are a result of implementing corrective actions
- C. Workarounds are used to correct problems that occur with changes in the project scope
- D. Changes to the product scope should be reflected in the project scope

Answer: D

Question 803

You've been hired as manager to design and construct a new casino in Las Vegas, over the next 18 months. Given the size of the project and the abbreviated time frame, you are attempting to identify ways to reduce the timeframes for many of various tasks. You've developed the WBS and created a Gantt chart using specialized scheduling software.

After analyzing the data, you've discovered several opportunities where tasks and phases may be overlapped in order to save time. This is an example of:

- A. Progressive elaboration
- B. Resource elaboration
- C. Fast tracking
- D. Crashing and schedule

Answer: C

Question 804

Your company manufactures memory chips for workstation computers. Your current project involves manufacturing a very high capacity memory chip (128GB). You worked on the same project three years ago to manufacture a lower capacity memory chip (2GB). You've

received a project charter from your supervisor. Which of the following statements are FALSE?

- A. None of the choices are correct
- B. The project charter should describe the summary budget for the project
- C. The project charter does not provide you with functional power over various departments
- D. The project charter should describe the summary milestone schedule for the project
- E. The project charter grants you the authority to begin assigning resources to the project

Answer: A

Question 805

During which phase of the project lifecycle is the level of risk and uncertainty is highest?

- A. Closing
- B. Controlling
- C. Initiating
- D. Executing
- E. Planning

Answer: C

Question 806

Which of the following are not inputs to the develop preliminary project scope statement?

- A. Project management plan
- B. Organizational process asset
- C. Enterprise environmental factors
- D. Project charter
- E. Project statement of work

Answer: A

Question 807

You are the Chief Technology Officer of a major stock exchange. You have just completed the WBS, and WBS dictionary with respects to reengineer the organization's back office accounting, billing, and administrative systems. Which of the following is the BEST NEXT plan of action?

- A. Develop the activity lists
- B. Identify the projects stakeholders

- C. Begin completing the work packages
- D. Complete risk management activities
- E. Perform scope verification

Answer: A

Question 808

The project charter, either directly, or by reference to other documents, should address all of the following EXCEPT:

- A. Internal/ external project constraints
- B. Summary budget
- C. Resource calendar
- D. Summary milestone schedule
- E. Stakeholder influence

Answer: C

Question 809

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You have just completed the project Scope Planning process and created the Scope management plan. However, upon review, you have determined that the resulting project scope management plan is ambiguous and poorly written. A poorly written project scope management plan will directly impact all of the following EXCEPT:

- A. Ability to define, prepare and integrate, all subsidiary plan, into the project management plan
- B. Ability to formalize acceptance of the project deliverables
- C. Ability to create a detailed project scope statement as the basis for future project decisions.
- D. Ability to control changes to the project scope
- E. Ability to identify the necessary activities that needs to be performed to produce project deliverables

Answer: A

Question 810

You are the project manager at Day-Old donuts a rapidly growing franchise selling premium donuts at a discount. Currently, your company is planning on opening additional stores throughout Europe. Your company is evaluating different areas for expansion including France, Germany and England. Your steering committee used a weighted score model and found that in England with a score of 75,

provided the best opportunities for expansion. Which of the following statements are true?

- A. Weighted scoring models are constrained optimization method, and is tool/ technique of the initiation process group
- B. Weighted scoring models are benefit measurement method, and is input to the initiation process group
- C. Weighted scoring models are constrained optimization method, and is an input to the initiation process group
- D. Weighted scoring models are benefit measurement method, and is tool/ technique of the initiation process group

Answer: D

Question 811

Projects are typically authorized as a result of one or more of the following needs:

- A. All choices are correct
- B. Customer requests
- C. Legal requirements
- D. Technological advance
- E. Social needs

Answer: A

Question 812

Which of the following best describes progressive elaboration?

- A. Process of soliciting proposals from prospective sellers and vendors
- B. None of the choices are correct
- C. Process of identifying the characteristics of products
- D. Process of starting a new task prior to the completion of current project tasks

Answer: C

Question 813

You are in the process of directing the performance of planned project activities and managing the various technical and organizational interfaces that exist within your project. All of the following are outputs of this process EXCEPT:

- A. Final product, service or result
- B. Implemented defect repair, work performance information
- C. Requested changes, implemented change request
- D. Deliverables

E. Implemented corrective actions, implemented preventive actions

Answer: A

Question 814

Which of the following statements are TRUE regarding comparative methods, scoring method, and cash flow analysis?

- A. These are included as part of the product description
- B. These are project selection criteria
- C. These are considered as expert judgment
- D. These are outputs of the initiating process group
- E. These are project selection methods

Answer: E

Question 815

You are the project manager within an information technology department of a retailer. In order to allow for better real-tracking, in inventory control, and supply chain management, your company is financing a project to install and deploy RFID on all items of merchandise. As the project manager you're in select sellers process, and have 4 different vendors on your qualified sellers list. One of the vendors on your list has invited you to lunch. What should you do?

- A. You can accept the invitation, as there shouldn't conflict of interest with this invitation.
- B. You should decline the invitation, as this may give an appearance of a conflict of interest.
- C. You should decline the invitation, as you have not selected a vendor yet. This may give an unfair advantage to the seller.
- D. You should decline the invitation, as this may give appearance of impropriety.

Answer: A

Question: 816

You are the project manager within an information technology department of a large retailer. In order to allow for better real-tracking, in inventory control, and supply chain management, your company is financing a project to install and to install and deploy RFID on all items of merchandise. As the project manager, you've just completed the select sellers' process, and selected a vendor to perform the RFID installation and deployment.

After the contract is signed with the vendor, the account manager from the vendor calls to thank you for selecting them. As a thank-you gift, they'll be sending you round-trip tickets to Hawaii for you and your family. How should you respond?

- A. You should not accept the gift, unless the vendor is willing to extend this gift to other members of the project team
- B. You should not accept the gift, as it may give an appearance of impropriety.
- C. You should freely accept the gift, as long as you tell the vendor to give you a gift privately.
- D. You can freely accept the gift, since you were not aware of the gift during the selection process. The gift did not influence the decision, and hence, there is no impropriety.

Answer: B

Question: 817

Michael works as a project manager at the construction company developing a suspension bridge for the city of Chicago. He has asked the couple of his team-mates to return to the warehouse to pick up additional supplies. The warehouse is close to where Michael lives, so he has asked his team-mates to also stop by his home to help clean the debris from his driveway. Is Michael's behavior the PMI code of ethics?

- A. Michael is not in violation since Michael is just trying to utilize his resources in the most efficient manner possible
- B. Michael is not in violation since there are no conflicts of interests in his action
- C. Michael is in violation since he is inappropriately using resources for his own personal benefit
- D. Michael is not in violation since the primary reason for the trip is work-related. The secondary requests do not take much time or resources

Answer: C

Question: 818

You are project manager at a construction company who is working in a foreign country to perform reconstruction work for various infrastructure and utility services, including water, sewage, and electricity. You've been in the foreign country for a couple of weeks, and are beginning to feel disoriented. Which of the following best describes your experiences?

- A. Cultural disorientation
- B. Post-traumatic

- C. Exhaustion
- D. Geographic shock
- E. Culture shock

Answer: E

Question: 819

One of key activities for achieving customer satisfaction is to define the:

- A. Project status
- B. Business use
- C. Change control
- D. Quality metrics
- E. Requirements

Answer: E

Question: 820

You are a contract project manager within an information technology department of a large retailer. You are responsible for developing a new e-commerce web-site for the retailer. You are in the process of selecting the vendor who will provide the hardware including computer servers and networking equipment. As the project manager, you are in the select sellers process and have three vendors on your qualified sellers list who have responded to your company's RFP.

One of the vendors remaining on the qualified sellers list is NetComp. Although you have no financial interests in this company, one of your friends Dennis is an investor of this company. Is there a conflict of interest in this situation?

- A. Because of your friendship with Dennis a conflict of interests exists that must be disclosed immediately.
- B. Depending on the depth of friendship with Dennis, a conflict of interest could exist.
- C. In order to protect your privacy, you only have to disclose your relationship with NetComp Inc. if you are directly questioned
- D. Since neither you nor your family members have any financial interest in the company, there is no conflict of interest

Answer: D

Question 821

Which of the following is used to maintain an index of contract documents and correspondence, and assist with retrieving and archiving contracts documentation?

- A. configuration management system
- B. contract management system
- C. record management system
- D. PMIS
- E. Payment system

Answer: C

Question 822

Which of the following are tools to contract closure process?

- A. Contract documentation
- B. Performance reporting
- C. Project report
- D. Procurement audit
- E. Contract file

Answer: D

Question 823

You are a project manager at a large accounting firm in United States. Throughout the year your firm provides both consulting services and accounting services to XYZ widgets, inc, a publicly traded company listed on a New York stock exchange. Currently your project involves auditing and financial statements to XYZ widgets, in the preparation of annual shareholders meeting.

Your team has just completed the financial auditing of the firm, and recently published its finding. You have performed this project under contract and are in the contract closure process. Which of the following should you document as a part of contract closure process?

- A. Formal deliverable acceptance
- B. Performance measurement
- C. Requested contract changes
- D. Payment schedules and request

Answer: A

Question 824

Which of the following project management areas contains the manage stakeholders process?

- A. Project communication management
- B. Project time management
- C. Project integration management
- D. Project scope management
- E. Project procurement management

Answer: A

Question 825

Which of the following are inputs to the close project process except:

- A. Deliverables
- B. Final product, service or result
- C. Work performance information
- D. Project management plan
- E. Contract documentation

Answer: B

Question 826

Which of the following best describes the complete set of indexed contract documentation, including the closed contract, for inclusion with the final project file?

- A. Lessons learned documentation
- B. Contract file
- C. Procurement audits
- D. Contract closure procedure
- E. Contract management plan

Answer: B

Question 827

Which of the following are not considered as enterprise environmental factor?

- A. Stakeholder risk tolerance
- B. Organization communication requirements
- C. Marketplace condition
- D. Work authorization system
- E. Existing human resource

Answer: B

Question 828

You have been hired as a project manager for a local community college. The community college wants you to design and develop a custom student registration web site, so that student can select and register for their classes online.

Your project is nearly complete. However near the end of the project your team experienced some technical difficulties that caused cost

overrun and schedule delays. This information may be useful in future projects in all of the following activities except:

- A. Create WBS
- B. Product verification
- C. Cost estimating
- D. Activity estimating

Answer: B

Question 829

According to the PMI which of the following is considered as a special case of contract closure?

- A. Contract fraud
- B. Contract default
- C. Contractual non performance
- D. Early termination of contract
- E. Contract bankruptcy

Answer: D

Question 830

Earned value analysis is performance reporting tools used in manage stakeholder process. Which of the following measurement should be used as a performance measurement baseline?

- A. SPI
- B. PV
- C. AC
- D. CPI
- E. EV

Answer: B

Question 831

Which of the following statements are true regarding project ending?

- A. Starvations occur when the resources (personal, equipment, property e.t.c)of the project are reassigned to the other areas within the organization or other places
- B. Extinction occur when the project end because it was completed successfully and accepted by stakeholders
- C. Subtraction occurs when resources are removed from the project, such as due to funding/ resource cuts
- D. Integration occurs when the project revolves into ongoing operation

Answer: B

Question 832

You r the project manager at a large accounting firm in the United States. Throughout the year your firms provides both the consulting services and accounting/auditing services to XYZ Widgets, Inc, a publicly traded company listed on a New York stock exchange. Currently your project involves auditing and financial statements to XYZ widgets, in the preparation of annual shareholders meeting.

While your team is in the midst of project execution, you are informed that your project is cancelled due to new SEC regulations. Specially a new SEC rule prohibits accounting firm from providing both auditing services and consulting services to the client, due to the potential conflicts of interest that could rise from such business relationship.

As a result your project is cancelled and budget for your project is cut. For necessary budget your project team is banned and your project members go their separate ways. Which of the following types of project ending is this considered?

- A. Addition
- B. Extinction
- C. Integration
- D. Cancellation
- E. Starvation

Answer: E

Question 833

Which of the following establishes the procedure to perform product verification, update contract records to reflect final results and archive information for future use?

- A. Formal acceptance documentation
- B. Contract closure procedure
- C. Project files
- D. Administrative closure procedure

Answer: B

Question 834

Which of the following statements are false regarding contract closure procedure?

- A. The contract closure procedure is an output of closure project process
- B. None of the choices are correct
- C. The contract closure procedure involves both product verification and administrative closure
- D. The contract closure procedure is an input of closure project process
- E. The contract terms and conditions may prescribes specification for contract closure

Answer: B

Question 835

You are the project manager within an information technology department of a large retailer. In order to allow for better real-time tracking, inventory control, and supply chain management, your company is financing a project to install and deploy RFID tags on all items of merchandise. As a project manger, you've just completed the Select Sellers process, and selected a vendor to perform the RFID installation and deployment.

After the contract is assigned with the vendor, the account manager from the vendor calls for thank you for selecting them. As a thank-you gift, they would like to give you and your project team tickets to a free dinner convention, where the vendor will be providing a demo if their latest RFID systems. How should you respond?

- A. Since the previous project manager had accepted the gift, the precedent has already been established within the organization. Hence, you can freely accept the gift.
- B. You can freely accept the gift, since you were not aware of the gift during the selection process. The gift will not influence your decisions, and hence, there is no impropriety
- C. You should not accept the gift, unless the vendor is willing to extend this gift to other members of the project team
- D. You should not accept the gift, as it may have an appearance of impropriety

Answer: D

Question 836

You are the project manager at a large automaker in Japan. Your project involves designing the next generation 4-wheel drive Sport Utility vehicle for the Asian market. A new fuel efficient engine design is required as part of your project. Unfortunately, your project team

did not have the necessary expertise to design and manufacture a new fuel-efficient engine.

Hence, your company plans has decided to subcontract all the engine designs an outside manufacturer in Europe. During your initial visits to European partners, you were presented with an expensive gift. You were told that this is local custom to give such gifts to business partners to during their visits. What should you do?

- A. Since the gift will not influence your future decisions, you can accept the gift as there is no conflict or interest
- B. Since accepting the gift may give the appearance of impropriety you should decline the gift outright
- C. Accept the gift so as not to offend anyone. However, report the gift to appropriate parties at your company so that you do not give the appearance of impropriety
- D. Explain that the gift may be constructed as a conflict of interest and hence you cannot accept the gift

Answer: C

Question 837

You are the project manager within and information technology department of a large retailer. You are responsible for updating the network infrastructure of the company. As a project manager, you are in the Select Sellers process, and have four different vendors on your qualified sellers list.

One of the vendors on your list has invited you to lunch to a very high-class and expensive restaurant. In fact, a meal can cost anywhere from \$500-\$1000 USD. What should you do?

- A. You should review your company's policy on the type of gifts you can accept
- B. You can accept the invitation, as there shouldn't conflict of interest with this invitation
- C. You can accept the invitation, since such lunch invitations are generally okay, regardless of how expensive the meal is.
- D. You should decline the invitation, as this may give appearance of impropriety
- E. You should decline the invitation, as you have not selected a vendor yet. This may give an unfair advantage to the seller

Answer: A

Question 838

Michael works as a project manager at a construction company developing a new 150 story sky-scraper. He has asked a couple of his

team members to return to warehouse to pick additional supplies. Since one of his team members is an expert electrician and since warehouse is close to where the Michael lives, he has asked his team mates to also stop by his house to fix some very minor electrical problems in his house. Is Michael behavior violating the PMI code of ethics?

- A. Michael is not violating since the primary reason for the trip is work-related. The secondary request do not take much time or resources.
- B. Michael is not in violation since there is no conflicts of interests in his actions
- C. Michael is not in violation since Michael is just trying to utilize his resources in the most efficient manner possible
- D. Michael is in violation since he is inappropriately using resources for his own personal benefit

Answer: D

Question 839

You are the project manager within an information technology department of a large retailer. In order to allow for better real-time tracking, in inventory control, and supply chain management, your company is financing a project to install and to install and deploy RFID on all items of merchandise. As the project manager, you've just completed the select sellers' process, and selected 5 different vendors on your qualified sellers list who has responded to your company's RFP.

One of the vendors remaining the qualified sellers list is RFID-PM Inc. although you have no financial interest in this company, one of your old high school buddies, Terence, sits on the board of directors of this company. Is there a conflict of interest in this situation?

- A. Depending on the depth of your friendship with Terence, a conflict of interest could exist
- B. In order to protect your privacy, you only have to disclose your relationship with RFID-PM, Inc. if you are directly questioned
- C. Since neither you nor your family members has any financial interests in this company there is no conflict of interest
- D. Because of your friendship with Terence, a conflict of interest exist that must be disclosed immediately

Answer: C

Question 840

You have determined that a design error will interface with meeting technical performance objectives. Which of the following is the preferred response in this situation?

- A. Simplify the overall technical complexity of the project
- B. Develop alternative solutions to address the problem
- C. Ignore the error and set new performance objectives
- D. Reduce performance objectives to be equal to the current assessed value

Answer: B

Question 841

Which of the following tool/ technique are unplanned responses to risks that were previously unidentified?

- A. Workarounds
- B. Corrective actions
- C. Risk database
- D. Project risk reviews
- E. Risk response audits

Answer: A

Question 842

Which of the following statements are true regarding issue logs?

- A. Issue logs describe the ground rules and conflict management procedures to manage the project.
- B. Issue logs are written logs that address the roles and responsibilities of each project team member.
- C. Issue logs are tool/ technique of the Manage Project Team process and Manage Stakeholders process.
- D. Issue logs are a graphic display of project team members and their reporting relationships.

Answer: C

Question 843

The Monitor and Control Project Work process is performed to monitor project processes and performance. Which of the following are you LEAST concerned with during this process?

- A. Maintaining the integrity of baselines by releasing only approved changes
- B. Providing information to support status reporting
- C. Analyzing and tracking project risks

- D. Assessing performance to determine whether corrective actions are necessary
- E. Comparing actual performance against project management plan

Answer: A

Question 844

Which of the following are not tools/ techniques of Manage Stakeholders process?

- A. Communications method
- B. Status review meetings
- C. None of the choices are correct
- D. Issue logs

Answer: B

Question 845

You are in the process of monitoring the various project processes and their performance. Which of the following is the LEAST appropriate output of this process?

- A. Recommended defect repair
- B. Recommended preventive actions
- C. Recommended corrective actions
- D. Forecasts
- E. Project management plan updates

Answer: E

Question 846

Your friend is a project manager at a real estate company that develops and manages commercial, retail and residential properties in United States and Europe. As a company continues to grow, the company's IT infrastructure is unable to meet business needs of organization.

Hence she has been assigned to upgrade the company's IT infrastructure. Specifically, her team has been asked to implement a corporate general ledger system, improve accounting and real estate processes, develop a lease tracking system, and implement HR and payroll systems and perform diagnostics and monthly closures. Her project team has already completed all the initiating / project planning activities and received sign-off/ approvals on the project charter, project scope, and detailed work packages. Your project team is in the process of completing all the work packages.

However, she has just received a change request to add additional reporting functionality to the project deliverables. She calls a meeting of her project team to determine how to proceed with the change. This is an example of which of the following?

- A. Proper integrated change control
- B. Lack of change control system
- C. Inadequate levels of decomposition of work packages
- D. Management by objectives
- E. Team consensus building

Answer: B

Question 847

Which of the following forecasts the most likely total project costs based on the current project performance to date?

- A. CV
- B. VAC
- C. EV
- D. SV
- E. EAC

Answer: E

Question 848

You are in the process of controlling changes to the project scope. All of the following are outputs of this process EXCEPT:

- A. Project management plan updates
- B. Performance reports
- C. Recommended corrective actions
- D. Scope baseline updates
- E. Requested changes

Answer: B

Question 849

You are the project manager at a manufacturer of electronic components. Your company had been a long time market leader in electronic components distribution industry. However, in recent years, the Internet has transformed the competitive landscape. As a result company's market share has been eroding.

Hence, your current project involves implementing the company's internet strategies to best exploit these altered dynamics and increase the company's market share. You are in the project planning process, and are personally estimating the time needed for each activity. Once

you've created the overall project estimate. You commit to completing the project deliverables to this date. Which of the following BEST explains why this is the INCORRECT way to estimate the schedule?

- A. The project sponsor should have been actively involved in producing the estimates
- B. The estimates should have come from the project team members
- C. The estimates should have been created by management
- D. The estimate should have accounted for the market dynamics and timing requirements

Answer: B

Question 850

Which of the following statements are TRUE regarding the scope verification statement?

- A. Scope verification involves evaluating overall project performance to ensure that the project will satisfy specified project requirements
- B. None of the statements are true
- C. Scope verification is primarily concerned with verifying the correctness of work results
- D. The tool/ technique of scope verification is inspection

Answer: D

Question 851

All of the following are sources of conflict EXCEPT:

- A. Scheduling priorities
- B. Ground rules
- C. Personal work styles
- D. Scarce resources

Answer: B

Question 852

You have been assigned to a project to build a large 30-story condominium in Las Vegas. The condominium will feature luxurious amenities like state of the art work-out facilities, conference centers, valet services, maid services, spas, gourmet dining and resort style pools.

You've calculated the estimated project completion date. However, the estimated completion date is 2 months after the desired completion date. After analyzing the project network diagram, you've determined

that many of the activities have discretionary dependencies. To decrease the project duration, you've requested additional resources but were told that NO additional resources are available for your project. Assuming that the project has low risks, which of the following is the BEST plan of action?

- A. Reduce the quality of deliverables
- B. Omit risk management activities
- C. Omit a project activity
- D. Perform schedule activities in parallel
- E. Crash the schedule

Answer: D

Question 853

You are in the process of controlling changes to the project schedule. All of the following are outputs of this process EXCEPT:

- A. Schedule baseline updates
- B. Performance measurements
- C. Schedule model data
- D. Schedule model data updates
- E. Activity list updates

Answer: C

Question 854

You would like to measure the association between two variables. Which of the following is NOT a measuring technique or measure you would use to do this?

- A. Correlation
- B. Standard deviation
- C. Scatter diagram
- D. Regression

Answer: B

Question 855

Which of the following best describes residual risks?

- A. None of the choices are correct
- B. Risks that still remain after implementing a risk response
- C. Risk that come about as a direct result of implementing a risk response
- D. Risks that arise due to quality issues

Answer: B

Question 856

You are the project manager in the I.T department of the local university. Your current project involves developing a web-based interface for legacy student registration application.

Your current project has recently experienced a change where you have been asked to support an additional data base system, instead of current database system in use. As a result, many of the greed upon WBS elements were modified. Which type of change has occurred within your project?

- A. Scope change
- B. WBS update
- C. Project change
- D. Schedule change
- E. Quality change

Answer: A

Question 857

To ensure the effectiveness of corrective actions, corrective actions frequently require which of the following?

- A. Resource leveling
- B. Root-cause analysis
- C. Performance measurements
- D. Rebaselining project schedule baseline
- E. Rebaselining project cost baseline

Answer: B

Question 858

Which of the following statements are true regarding the Pareto diagrams?

- A. Pareto diagram involves using mathematical techniques to forecast future outcomes based on historical results
- B. Pareto diagrams use statistical measurements to identify the most important problems through different measurement scales; i.e. frequency, cost, e.t.c. and directs attention and efforts to most significant problems and/ or opportunities
- C. Pareto diagram illustrate the relationship between two variables
- D. Pareto diagrams are created by randomly selecting random portions of a population for inspection

Answer: B

Question 859

Keeping up with the growth was becoming a problem for a privately owned Chinese financial services company. Although it easily lured business from state-owned competitors, low skill levels and weak accounting systems threaten the company's cash flow. Moreover, poorly invested assets were delivering inadequate returns.

Hence, you have been assigned over an existing project to upgrade the IT system to allow for an expansion. Specifically, the IT upgrade will enable the company to serve more competitors, expand the product line, gain market share, and win more licenses.

You've determined the following information so far: Activity X has an early start of day3, early finish of day6, and a late finish of day10.

Activity Y is being performed by resource that had been very difficult to obtain. The CPI of the project is 1.2 and the SPI is 1.3.

Midway through your project, your client has requested additional deliverables to your project. Fortunately, you have already determined that this functionality will only add one extra week to the critical path. To accommodate this request, you've determined that you could fast-track the schedule to recover one extra week. Which of the following should you perform NEXT?

- A. Consult the project sponsor before taking action
- B. Investigate other options on how to implement the change requests with minimal impact to the project
- C. Inform the client the impact of the change
- D. Evaluate the impact of the change request on the other project constraints
- E. Implement the change request

Answer: A

Question 860

Which of the following are true regarding the critical path EXCEPT:

- A. Critical path activities that are delayed can result in a negative float
- B. A critical path can run over a dummy activity
- C. Changes to the end date of the project may not require a change to the project network
- D. None of the choices are correct
- E. A project can have multiple critical paths

Answer: D

Question 861

Which of the following statements are FALSE regarding Project Time Management?

- A. Activity resource estimating involves estimating type and qualities of resources required to perform each schedule activity
- B. Schedule development involves analyzing activity sequences, durations, resource requirements in order to create project schedule
- C. None of the choices are correct
- D. Activity sequencing involves identifying dependencies among schedule activities
- E. Schedule cost involving changes to the project schedule

Answer: C

Question 862

Which of the following statements are TRUE:

- A. Budget updates are a special category of revised cost estimates
- B. Revised cost estimates are modifications to the cost information used to manage the project.
- C. If cost variances are severe, rebaselining may necessary in order to provide a better measure of performance
- D. The cost change control system is an input to the Cost Control process.

Answer: D

Question 863

You are project manager responsible for constructing a new sports arena for the upcoming Olympics. Construction began on a project over a year ago. The stakeholders of the project want a status report on the performance of the project to date. You've obtained the following measurements:

BAC=500, ETC=200, PV=500, AC=200, EV=300, CPI =1.5

Based on the measurements above, which of the following statements are TRUE?

- A. The cost performance of the project is better than expected
- B. The schedule performance of the project is worse than expected
- C. The schedule performance of the project is better than expected
- D. The cost performance of the project is worse than expected

Answer: A, B

Question 864

Which of the following statements are FALSE regarding quality audits?

- A. Quality audits are used to identify lessons learned
- B. Quality audits are used to determine the progress of the project and identify corrective actions
- C. Quality audits are used to review quality management activities
- D. Quality audits are tools/ techniques of the Perform Quality Control process.

Answer: D

Question 865

Project cost control includes all of the following EXCEPT:

- A. Recording all changes to the cost baseline
- B. Inform stakeholders of approved changes
- C. Influencing factors that create changes to the baseline
- D. Bringing expected cost overruns within acceptable limits
- E. Establish contingency reserves that allow for unplanned, but potentially required, changes

Answer: E

Question 866

Which of the following statements best describes the responsibility of the Change Control Board (CCB)?

- A. The CCB is responsible for approving/ rejecting changes to the project charter
- B. The CCB is responsible for approving/ rejecting change requests
- C. The CCB is responsible for approving/ rejecting changes to project schedule/ cost baseline
- D. The CCB is responsible for approving/ rejecting changes to the WBS
- E. The CCB is responsible for approving/ rejecting changes to project plan

Answer: B

Question 867

You are a project manager for a company that sells online music. Your project is to develop new content management system that will not only manage all users purchases and downloads but will automatically learn the users music interest to make future product recommendation. In addition your content management system must scale to support millions of current music downloads a day.

Your team has made a significant progress on the project. You are preparing the performance of the project to date and have calculated the following measurement:

PV=4000, EV=3500, AC=3000

What is the CPI of the project?

- A. 1.333
- B. 0.75
- C. 0.875
- D. 1.16
- D. 1.14

Answer: D

Question 868

The Estimate At Completion (EAC) can be used to forecast the most likely total project cost based upon the current project performance. Which of the following formulas cannot be used to calculate the EAC when current project variances are NOT typical and such variances NOT expected to continue?

- A. $EAC = (AC + (VAC - EV) / CPI)$
- B. $EAC = AC + BAC + PV$
- C. $EAC = (AC + (BAC - EV) / CPI)$
- D. $EAC = AC + BAC - EV$
- E. $EAC = AC + ETC$

Answer: D

Question 869

Which of the following techniques may NOT be used to a project to resolve conflicts?

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

Answer: B

Question 870

All of the following are part of scope baseline EXCEPT:

- A. Product analysis
- B. WBS dictionary
- C. Project scope statement
- D. WBS

Answer: A

Question 871

Which of the following statements are TRUE?

- A. Team building activities and general management skills are tool techniques of the Manage Project Team process
- B. None of the choices are correct
- C. The Develop Project Team process involves tracking team member performance, providing feedback and coordinating changes to improve project performance
- D. Management of the project team is complicated when team members are accountable to both a functional manger and project manager within matrix organization

Answer: D

Question 872

Which of the following best describes a win-lose conflict resolution technique that uses formal power to command/ demand a specific solution to a problem?

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

Answer: A

Question 873

Which of the following is the configuration management activity that is involved with capturing, storing, and accessing configuration information needed to manage products?

- A. Configuration management
- B. Configuration definition
- C. Configuration verification and auditing
- D. Configuration status accounting
- E. None of the choices are correct

Answer: D

Question 874

Keeping up with the growth was becoming a problem for a privately owned Chinese financial services company. Although it easily lured business from state-owned competitors, low skill levels and weak

accounting systems threaten the company's cash flow. Moreover, poorly invested assets were delivering inadequate returns. Hence, you have been assigned over an existing project to upgrade the IT system to allow for an expansion. Specifically, the IT upgrade will enable the company to serve more competitors, expand the product line, gain market share, and win more licenses. You've determined the following information so far: Activity X has an early start of day3, early finish of day6, and a late finish of day10. Activity Y is being performed by resource that had been very difficult to obtain. The CPI of the project is 1.2 and the SPI is 0.9. Based on the information above, which of the following areas should cause the MOST concern?

- A. Quality
- B. Float
- C. Cost
- D. Schedule
- E. Resources

Answer: D

Question 875

Integrated change control includes the following activities EXCEPT:

- A. Validated defect repair
- B. Documenting impact of requested changes
- C. Regulating the flow of requested changes
- D. Maintaining the integrity of the baselines by releasing approved changes
- E. Providing information to support status reporting

Answer: E

Question 876

Which of the following statements are FALSE regarding configuration management?

- A. Configuration definition provides the basis from which the configuration of products is defined and verified, products and documents are labeled, changes are managed, and accountability s maintained.
- B. Configuration status accounting provides the basis for capturing, storing and accessing configuration information needed to manage products
- C. Configuration verification and auditing provides the basis for ensuring that the performance and functional requirements defined in the configuration documentation have been met

- D. The configuration management system is a subsystem of the overall project management information systems.

Answer: A

Question 877

Keeping up with the growth was becoming a problem for a privately owned Chinese financial services company. Although it easily lured business from state-owned competitors, low skill levels and weak accounting systems threaten the company's cash flow. Moreover, poorly invested assets were delivering inadequate returns.

Hence, you have been assigned over an existing project to upgrade the IT system to allow for an expansion. Specifically, the IT upgrade will enable the company to serve more competitors, expand the product line, gain market share, and win more licenses.

Your project team has already created the WBS, developed estimates for the work packages, and created the project network diagram.

Which of the following should you perform NEXT?

- A. Decompose the work packages into smaller components called schedule activities
- B. Finalize risk management activities
- C. Identify logical relationship among activities
- D. Implement schedule change control system
- E. Create the preliminary project schedule

Answer: E

Question 878

All of the following statements regarding quality metrics are true EXCEPT:

- A. None of the choices are correct
- B. Examples of quality metrics include test coverage, reliability, defect density, failure rate, and availability
- C. Quality metrics are an input to the Perform Quality Assurance
- D. Quality metrics are an input to the Perform Quality Control
- E. Quality metrics are an output to the Quality Planning

Answer: A

Question 879

You are presented the following schedule data regarding various project activities on a critical path:

Activity	Original Duration (Months)	Crash Duration (Months)	Time Savings	Original Cost	Cost W/ Crashing
S	10	8	2	\$ 8,000	\$ 12,000
T	15	14	1	\$13,000	\$ 15,000
U	6	5	1	\$ 9,000	\$ 10,000
V	8	6	2	\$10,000	\$ 13,000
X	22	18	4	\$20,000	\$ 29,000

You are told that the project has negative float of 4 months. What is the minimum amount it will cost to save four months by crashing the project?

- A. 10,000
- B. 8,000
- C. 7,000
- D. 6,000
- E. 9,000

Answer: D

Question 880

Which of the following defines, the procedures by which the cost baseline may be change, including the paperwork, tracking systems, an approval levels for authorizing changes?

- A. Cost baseline
- B. RAM
- C. Scope management plan
- D. Cost change control system
- E. Cost management plan

Answer: D

Question 881

Your project is nearing completion when a previously undocumented risk is identified. The risk could negatively affect the outcome of the project. Which of the following is the BEST action to perform next?

- A. Create a workaround
- B. Develop a risk response plan to mitigate the risk
- C. Add reserves to the project to adjust for the risks
- D. Notify the management team about the impact of the risk
- E. Analyze the risk

Answer: E

Question 882

You are in the process of controlling changes to the project cost baseline. Which of the following is the LEAST helpful tool/ technique?

- A. Cost aggregation
- B. Forecasting, variance management
- C. Performance measurement analysis
- D. Cost change control system
- E. Project performance reviews

Answer: A

Question 883

Which of the following statements are FALSE regarding the cost change control system?

- A. Integrated change control system
- B. It provides information on the project scope and cost performance, such as which budgets have been met and which are not.
- C. It defines the procedures by which the cost baseline may be changes
- D. It defines the approval level necessary for authorizing the changes
- E. It should be integrated into the integrated change control system

Answer: B

Question 884

You are in the process of controlling changes to the project scope. All of the following are tools/ techniques you can use EXCET:

- A. Replanning
- B. Change control system
- C. Inspection
- D. Configuration management system
- E. Variance analysis

Answer: C

Question 885

Which of the following processes involves ensuring that risk plans are properly executed?

- A. Risk monitoring and control
- B. Risk response planning
- C. Risk identification
- D. Risk management planning

Answer: A

Question 886

All of the following statements are true regarding the configuration control board (CCB) EXCEPT:

- A. A CCB has the authority to improve or reject requests
- B. A CCB members may include stakeholders, managers and project team members
- C. A CCB is a collection of procedures that describe how to submit change requests
- D. A CCB describes how change requests will be managed and tracked

Answer: C, D

Question 887

You are the project manager at a large investment bank. Your current project involves developing a creative financing solution for a large bio-tech company in order to facilitate the acquisition of another company. Specifically, your project involves issuing convertible debt securities in order to access a new pool of low-cost capital. This transaction is the largest ever convertible transaction in the bio-tech company. Unfortunately, your project is plagued by frequent changes to project charter. Who should be primary person responsible for deciding whether the changes to the project charter are necessary?

- A. Project manager
- B. Change control board
- C. Project team
- D. Project sponsor
- E. Stakeholders

Answer: D

Question 888

All of the following are outputs of the Risk Monitoring and Control process EXCEPT:

- A. Requested changes
- B. Recommended preventive actions
- C. Recommended corrective actions

- D. Work performance information
- E. Risk register updates

Answer: D

Question 889

With respects to the cost of quality, which of the following individuals was responsible for developing the "zero-defects" approach?

- A. Deming
- B. Inshikawa
- C. Crosby
- D. Juran

Answer: C

Question 890

Which of the following tools/ techniques of the quality planning process compares previous similar activities from a prior project to the current project activities to develop performance measurement standards?

- A. Benchmarking
- B. Design of experiments
- C. Flowcharting
- D. Benefit/ cost analysis

Answer: A

Question 891

Which of the following statements are true regarding collocation?

- A. Collocation is a tool/ technique of the acquire project team process.
- B. In order to be effective, collocation must take the link between project performance and reward clear and achievable.
- C. Collocation involves placing project team members in the same physical location to enhance their ability to perform as a team
- D. Collocation is a tool/ technique of Human Resource planning process.

Answer: C

Question 892

Which of the following statements are true regarding Quality Planning and Perform Quality Assurance?

- A. The quality planning process uses the tool such as benefit costs analysis, benchmarking, flow charting, and design of experiment and cost of quality
- B. Quality planning involves evaluating overall project performance to ensure that the project will satisfy quality standards
- C. Quality planning is the totality of characteristic of an entity that bear on its ability to satisfy stated or implied needs. Quality assurance involves evaluating overall project performance to ensure that the project will satisfy quality standards
- D. Quality assurance involves evaluating overall project performance to ensure that the project will satisfy quality standards

Answer: D

Question 893

Which of the following statements are true regarding the Expectancy theory?

- A. Hygiene factors help avoid job dissatisfaction but will not lead to job satisfaction.
- B. Individuals will only put efforts into a certain behavior/ action dependent upon expectancy, valence, and instrumentality.
- C. Individuals are satisfied by unsatisfied needs, and that certain lower needs to be satisfied before higher needs can be satisfied.
- D. Individuals are motivated by achievement, power and affiliation.

Answer: B

Question 894

You are in the process of making information available to project stakeholders in a timely manner. Which of the following statements are true?

- A. Forecasts and performance reports are outputs of this process
- B. Cost reporting systems and time reporting systems are tools/ techniques you can use in this process.
- C. You need the communications management plan as one of the process inputs
- D. You are in the Project Monitoring and Controlling process group

Answer: C

Question 895

Which of the following statements are FALSE regarding contracts?

- A. The major components of a contract generally include acceptance criteria, warranties, performance bonds, and disputes resolution mechanisms.
- B. A contract can be in the form of simple purchase order
- C. A contract is mutually binding legal document
- D. A project manager should be the lead negotiator on the contract.
- E. A contract is an output of the Select Sellers process.

Answer: D

Question 896

The project management executing processes include all of the following EXCEPT:

- A. Select sellers, cost budgeting
- B. None of the choices are correct
- C. Perform Quality Assurance, Develop Project Team
- D. Inform distribution, Request Sellers Responses

Answer: A

Question 897

You are in the process of directing the performance of the planned project activities and managing the various technical and organizational interfaces that exist within your project. All of the following actions that you should perform in this stage EXCEPT:

- A. Manage risks and implement risk response activities
- B. Staff, train, and manage project team members assigned to project
- C. Create and validate project deliverables
- D. Prepare the project statement of work
- E. Obtain and manage resources including tools and equipment

Answer: D

Question 898

Consider the Project Integration Management knowledge area. Which of the following process are NOT included?

- A. Schedule Control
- B. Develop Project Management Plan
- C. Close Project
- D. Direct and Manage Project Execution
- E. Integrated Change Control

Answer: A

Question 899

You are the project manager for the manufacturer of children's toys. Your project team is in the process of designing a new toy for children for next year's Christmas season.

Your 5-members are working together for past six months and has become a complete self-directed team with little, if any management supervision required. All five members are in constant communication with each other.

How many lines of communications are their in your project team?

- A. 15
- B. 20
- C. 10
- D. 5

Answer: C

Question 900

All of the following are tools/ techniques of the develop project team process EXCEPT:

- A. Conflict management
- B. Team building activities
- C. Recognition and rewards
- D. Ground rules
- E. Co-location

Answer: A

Question 901

Which of the following statements are true regarding Delphi technique?

- A. Delphi technique provides a way to reach the consensus among experts and allow the experts to participate anonymously
- B. Delphi techniques may un-intentionally increase the data collection
- C. Delphi technique requires that the participants be together in the same room.
- D. The Delphi technique helps prevent anyone person from unduly influencing the outcome

Answer: A, D

Question 902

Negotiation, preassignment, and acquisition are tools and techniques of which of the following processes?

- A. Acquire Project Team
- B. Develop Project Team
- C. Human Resource Planning
- D. None of the choices are correct

Answer: A

Question 903

You are the project manager responsible for renovating a 70-year old building. You intend to hire an outside construction firm to seismic retrofit the building in order to make sure that the building can withstand the large earthquakes. The outside construction firm has requested SOW. Which of the following statements are FALSE regarding the contract SOW?

- A. The SOW contains the objectives of the project
- B. The outside construction firm requires a SOW to determine whether they have the capabilities to meet the detailed specifications of the project.
- C. As a buyer, you are required to write the contract SOW
- D. The SOW contains a description of the seismic retrofit designs

Answer: C

Question 904

You have just completed the project planning process group and you are ready to begin the project executing process group. You'll need to perform all of the following EXCEPT:

- A. Develop Project Team
- B. Direct And Manage Project Execution
- C. Perform Quality Assurance
- D. Acquire Project Team
- E. Manage Project Team

Answer: E

Question 905

You are the project manager at a leading manufacturer of consumer electronics, personal computers and peripherals. Unfortunately, your company is facing a rapidly maturing market characterized by consolidation and commoditization. Hence you have been assigned a project to drive growth and profit by integrating an online CRM (customer relationship management) solution. Industry benchmarks suggest the CRM solution should generate \$100-\$300M in bottom the benefits.

As the project comes to an end, you've determined that the CPI is 1.2 and SPI is 1.1. In addition, you've determined that the project team has added six reporting capabilities and functionalities that were overlooked in the project management plan. Upper management is very satisfied with the results of your project. Which of the following BEST describes the project's success?

- A. The project was a definite success since the project was under budget and ahead of schedule
- B. The project was unsuccessful since it was gold plated
- C. The project was unsuccessful since the project was over project
- D. The project was definite success since the stakeholders were satisfied with the project results

Answer: B

Question 906

Which of the following best describes the Achievement Theory of motivation?

- A. People are motivated by achievement, power and affiliation
- B. People are motivated by five basic, hierarchical needs
- C. People are motivated by hygiene factors
- D. People are motivated by expectation of positive outcomes

Answer: A

Question 907

In which of the following process is the qualified sellers list developed?

- A. Select Sellers
- B. Plan Contracting
- C. Request Sellers Responses
- D. Plan Purchase And Acquisition

Answer: C

Question 908

Which of the following describes an input to the direct and manage project execution process that consists of documented, authorized directions that reduce the probability of consequences associated with project risks?

- A. Implement corrective actions
- B. Approved corrective actions
- C. Implemented corrective actions
- D. Approved corrective actions
- E. Implemented change requests

Answer: D

Question 909

You are in the process of obtaining the necessary human resources to complete the project. Which of the following are NOT outputs of this process?

- A. Team performance assessment
- B. Resource availability
- C. Updates to staffing management plans
- D. Project staff assignments

Answer: A

Question 910

You are a project manager for the manufacture of children's toys. Your project team is in the process of designing a new children toy for New Year Christmas season.

With the rapidly approaching deadline, your team members are frequently arguing with each other. However, recently your team has just begun to work well together. There appears to be a sense of team cohesion and friendliness. Your team members are able to express criticisms constructively, and able to work out their differences. Which of the following stages of develop project team best describes your team?

- A. Storming
- B. Norming
- C. Performin
- D. None of the choices are correct
- E. Forming

Answer: B

Question 911

You have just completed the project planning process group, and you are ready to begin the project executing process group. You'll need to perform all of the following executing processes EXCEPT:

- A. Improve competencies of team members
- B. Develop options to reduce risk/ threats to project objectives
- C. Apply quality activities to ensure that the project employs all processes required to satisfy requirements
- D. Obtain human resources needed to complete project
- E. Make necessary information available to stakeholders in a timely manner

Answer: B

Question 912

Which of the following are TRUE regarding Bidder conferences?

- A. Bidder conferences are meeting with prospective seller after preparation of bid or a proposal
- B. Bidder conferences are tool/technique of request seller response process
- C. Bidder conferences are outputs of request seller response process
- D. Bidder conferences involves the receipt of bids or proposals and the application of the evaluation criteria in order to select a vendor

Answer: A

Question 913

You have been recently hired to be a project manager at a bio-tech company to develop treatment for diabetes. George is the vice president of R&D. he tell you that your project is over budget and that you need to reduce salary expenses by \$500K. Which type of power is George yielding in order to influence your decisions?

- A. Legitimate power
- B. Coercive power
- C. Referent power
- D. Punishment power
- E. Expert power

Answer: A

Question 914

All of the following statements regarding Bidder conferences are TRUE EXCEPT:

- A. All potential sellers are given equal standing during this process
- B. Bidder conferences are meetings with prospective sellers prior to preparation of a bid or proposal
- C. Bidder conferences are also called contractor conferences and vendor conferences
- D. Bidder conferences are used to ensure that sellers have a clear understanding of the project requirements
- E. Bidder conferences are tool/ technique of Select Seller Process

Answer: E

Question 915

You are the project manager at a biotech company, where you are leading a cross-functional team to develop a treatment for diabetes. The organization has a weak matrix structure, where all of your project team members report to different functional managers and none of the team members report to you directly. Your project has extremely high visibility in the company, and there is a lot of pressure on you to deliver on time and within budget.

However, you are quite new to the company, having joined just 3 weeks before. Hence you are concerned whether you'll have necessary authority and power to complete the project deliverables. Which of the following types of powers will be MOST effective in your situation?

- A. Legitimate power
- B. Expert power
- C. Referent power
- D. Punishment power

Answer: A

Question 916

Which of the following statements are FALSE regarding quality audits?

- A. Quality audits examine how the project is progressing and makes corrections
- B. The objective of quality audit is to identify lessons learned
- C. Quality audits are generally performed after scope verification, but can also be performed in parallel with scope verification
- D. Quality audits are a structured review of other quality management activities

Answer: C

Question 917

You are in the process of reviewing offers and choosing among potential sellers. All of the following are tools/ techniques you can use in this process EXCEPT:

- A. Method for preparing own independent estimates of costs
- B. Methods for estimating minimum requirements of performance for one or more evaluation criteria when selecting a prospective seller
- C. Methods for quantifying quantitative data to minimize any biases when performing seller selection
- D. Methods to evaluate sellers on past performance and contractual compliance

- E. Methods to determine whether product can be produced by project team or purchased from external source

Answer: E

Question 918

You are the project manager for a company that sells online music. The company is growing so well that the company has outgrown its I.T infrastructure. In fact, the company's current infrastructure is unable to handle the terabytes of music download each day.

As a result, the company has decided to outsource its music download infrastructure to a third party content management vendor. The content management vendor will host the compressed music files across its geographically distributed web server farms, and handle all the logistics with music file downloads and data streaming.

On your qualified sellers list, you have identified one potential vendor MusikCM. Your procurement department is conducting an independent estimate of costs of the proposals in order to compare the vendor prices. However, your procurement department has identified a large difference between the independent estimate and the proposed vendor cost. Which of the following statements are FALSE?

- A. The SOW did not contain the enough detail
- B. The vendor failed to respond to all the requirements specified in the proposal/ bid
- C. The terms of the contract did not contain enough details
- D. The vendor failed to respond to all items in the SOW
- E. You are currently in the request seller responses process

Answer: B

Question 919

Which of the following statements are NOT true regarding corrective actions?

- A. Corrective actions are outputs of processes in the controlling process group
- B. Corrective action is used to bring expected future project performance in line with the project plan
- C. Corrective actions are tools/ techniques of the direct and manage project execution process
- D. Approved corrective actions are inputs to the direct and manage project execution process

Answer: C

Question 920

Evaluation criteria are an input to the Select Sellers process. Which of the following is LEAST likely an example of an evaluation criteria?

- A. Review of supplier's history
- B. Samples of supplier's previously produced products
- C. Review of supplier's delivery performance
- D. Review of procurement document package

Answer: D

Question 921

Proposals are seller prepared documents that describe the seller's ability to provide requested services. Which of the following processes is used to elicit the proposal?

- A. Request seller responses
- B. Select sellers
- C. Plan contracting
- D. Plan purchases and acquisitions

Answer: A

Question 922

Which of the following statements are false regarding the Close Project process?

- A. The close project process documents the reasons for actions taken if a project is terminated early
- B. In multi-phase projects, the close project process closes out the associated activities applicable to a given project phase
- C. The close project process is necessary for managing the contract and relationship between the buyer and seller
- D. The output of the close project includes two procedures: administrative closure procedure and contract closure procedure
- E. The close project process establishes the procedures to verify and document the project deliverables

Answer: C

Question 923

You are in the process of completing and selling each contract, and resolving any open items. All of the following are inputs you require EXCEPT:

- A. Performance reports
- B. Contract documentation
- C. Contract closure procedure

- D. Procurement management plan
- E. Contract management plan

Answer: A

Question 924

You are the project manager at a large accounting firm in the United States. Throughout the year your firm provides both consulting services and accounting/ auditing services to XYZ Widgets, Inc, a publicly traded company listed on the New York Stock Exchange. Currently, your project involves auditing the financial statements of XYZ Widgets Inc, in preparation for the annual shareholders/ investors meeting.

Your team has just completed the financial auditing of the firm, and recently published its findings. With this project completed, you have just been given your next project assignment. Which of the following statements are true?

- A. Your project ended due to addition
- B. Your project ended due to starvation
- C. Your project ended due to completion
- D. Your project ended due to extinction
- E. Your project ended due to integration

Answer: D

Question 925

You are currently in the closing process and are involved in the product verification. Which of the following best describes the purpose of product verification?

- A. To verify whether the work was completed correctly
- B. To verify the goals of the project and verify whether the product meets requirements
- C. To evaluate the work and compares the results to the project cost baseline
- D. To evaluate the work and compares the results to the project scope baseline

Answer: A

Question 926

In which process is formal acceptance and handover of the final product/ service performed?

- A. Scope verification
- B. Close project

- C. Contract administration
- D. Contract closure

Answer: B

Question 927

Product verification is usually performed in the closing process. Which of the following best describes its purpose?

- A. Product verification is a method for quantifying qualitative data to minimize the effect of biases during select sellers
- B. Product verification provides management with information about how effectively the seller is achieving the contractual objectives
- C. Product verification is used to verify that work was completed correctly and satisfactorily.
- D. Product verification includes samples of the suppliers previous products for the purpose of providing a way to evaluate a supplier's capabilities

Answer: C

Question 928

Which of the following establishes the formal documentation as to why the project was terminated and formalizes the procedures for transferring the unfinished delivers of the cancelled project?

- A. Project files
- B. Historical information
- C. Project closure documents
- D. Formal acceptance documentation

Answer: C

Question 929

Earned value analysis is a performance reporting tool/ technique used in the Manage Stakeholders process. Which of the following performance measurements is derived by the following formula:

(EV/PV)?

- A. VAC
- B. SV
- C. SPI
- D. CV
- E. CPI

Answer: C

Question 930

Which of the following best describes the project integration Management Knowledge Area?

- A. Activity definition, activity sequencing, schedule control
- B. Communications planning, information distribution, performance reporting, manage stakeholders
- C. Develop project management plan, direct and manage project execution, integrated change control
- D. Human resource planning, acquire project team, develop project team

Answer: C

Question 931

All of the following are outputs of the close project process EXCEPT:

- A. Formal acceptance documentation
- B. Contract closure procedure
- C. Administrative closure procedure
- D. Final product, service or result
- E. Deliverables

Answer: E

Question 932

According to the PMI, early termination of a contract is considered a special case of:

- A. Contract cancellation
- B. Contract severance
- C. Contractual severance
- D. Contract default
- E. Contractual non-performance

Answer: B

Question 933

Which of the following statements are false regarding the records management system?

- A. A records management system defines the process by which the contract can be modified
- B. A records management system is a tool/ technique of contract administration and contract closure
- C. A records management system is used to manage contract documentation and records

D. A records management system maintains an index of contract documents and correspondence

Answer: A

Question 934

Which of the following process is involved with the completion and settlement of the contract?

- A. Manage stakeholders
- B. Contract closure
- C. Contract administration
- D. Performance reporting

Answer: B

Question 935

Contract documentation are an input to the contract closure process. Which of the following are NOT included as part of the contract documentation?

- A. Contract changes
- B. Supporting schedules
- C. Invoices and payment records
- D. Seller response reports
- E. Contract file

Answer: E

Question 936

Which of the following statements are true regarding project endings?

- A. Integration occurs when a project evolves into ongoing operations
- B. Extinction occurs when resources are removed from the project, such as due to funding/ resource cuts
- C. None of the choices are correct
- D. Addition occurs when the resources (personnel, equipment, property, etc) of the project are reassigned to other areas within the organization or other projects
- E. Completion occurs when the project end because it was completed successfully and accepted by stakeholders

Answer: C

Question 937

Which of the following is NOT considered an organizational process asset?

- A. Financial controls procedure
- B. Project closure guidelines
- C. Stakeholders risk tolerance
- D. Performance measurement criteria's
- E. Risk control procedures

Answer: C

Question 938

The purpose of lessons learned documentation, that is an output of the contract closure process, is all of the following EXCEPT:

- A. Document acceptance of work results
- B. Evaluate project goals and compare them to project deliverables
- C. Review success and failure
- D. Document possible improvements for future projects

Answer: A

Question 939

Which of the following are not tools/techniques of the develop project charter process?

- A. expert judgment
- B. PMIS
- C. Project management methodologies
- D. Project selection methods
- E. Stakeholder analysis

Answer: E

Question 940

You are a project manager at for an information technology division of a large financial brokerage in the United States. Due to new regulatory requirements enacted by Sarbanes-Oxley you have been assigned to audit all I.T. systems to ensure compliance. You need to ensure that all data in the data base in encrypted to ensure confidentially. You need to ensure that all users are properly authenticated. You also need to verify that authorization to confidential financial information follows the least-privilege principle.

The deadline to ensure compliance with Sarbanes-Oxley regulations is within 180 days. Failing to complete the result in 180 days will result in the significant fines to your organization. You have been given a budget of \$2 million dollars. Due to the overall budget cuts this year,

you have been told that budget is fixed and cannot be increased by \$1000 dollars. Which is the primary constraint for this project?

- A. Schedule
- B. Budget
- C. Scope
- D. Quality

Answer: A

Question 941

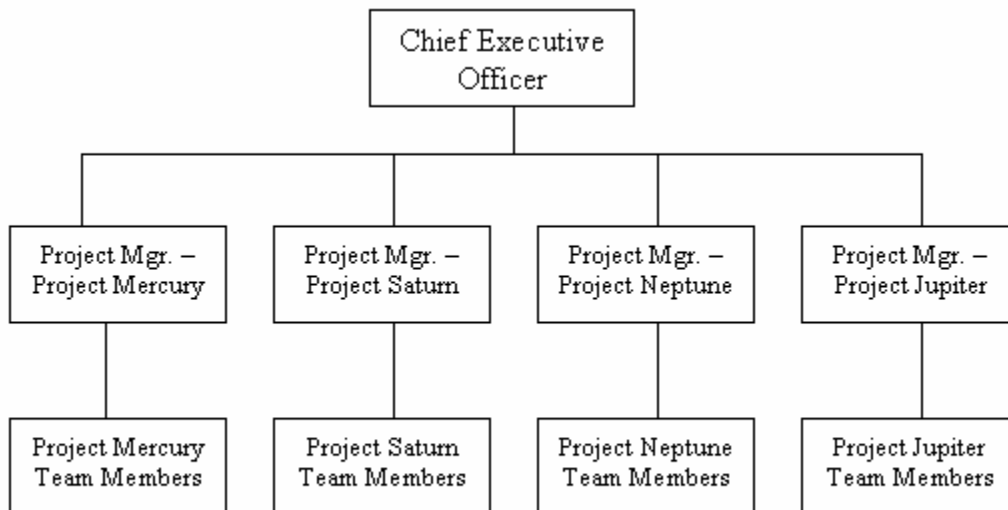
Which of the following statements are not true?

- A. In a strong matrix organization, project managers have little or no formal authority
- B. Project managers have low to moderate level of authority in a Balanced Matrix organization
- C. Project managers have high level of authority in a projectized organization
- D. In a weak matrix organization, conflicts between functional managers and project managers are common.

Answer: A

Question 942

Which of the following best describes the following organizational structure?



- A. Functional Org
- B. Strong Matrix Org
- C. Weak Matrix Org
- D. Projectized Org

E. Balanced Matrix Org

Answer: D

Question 943

Projects are typically authorized as a result of one or more of the following needs:

- A. Technological advance
- B. Marketing needs
- C. All of the choices are correct
- D. Business needs
- E. Legal requirements

Answer: C

Question 944

Your company develops large commercial and industry real estate. In your current project, you have been asked to manage the construction of a 30-story office building. Which document describes the business needs for this project, identifies key deliverables, and gives you authority to begin the project and start assigning resources?

- A. Work break down structure
- B. Executive summary
- C. Project charter
- D. Ishikawa document
- E. Work authorization form

Answer: C

Question 945

Dennis works for an international manufacturer of consumer electronics. He has been recently assigned to supervise and manage the manufacturing of a new model of flat-screen televisions. His supervisor congratulates Dennis on his expanded responsibilities. He informs Dennis that his new assignment will have the 1000 units of the new flat screen manufactured by September. What of the following is true regarding Dennis's new assignment?

- A. His assignment cannot be considered a project since his flat-screen televisions are not a unique product for the company
- B. His assignment cannot be considered a project since his assignment is to supervise the manufacturing of a new and unique line of products
- C. His assignment cannot be considered a project since his project has no clear end-date

D. His assignment cannot be considered a project because this product line has never been manufactured by this company.

Answer: B

Question 946

According to PMI, application areas are categories of projects that have common elements in the majority of project, but are NOT necessarily required or applicable to all projects.

Application areas are NOT usually defined in terms of:

- A. Industry groups
- B. Management specializations
- C. None of the choices are correct
- D. Technical elements
- E. Functional departments

Answer: C

Question 947

Your company manufactures CPU for high-end workstation computers. Your current project involves manufacturing a very high speed CPU (~10GHZ). You worked on a similar project three years ago to manufacture a lower speed CPU (~2GHZ).

You are in the develop project charter process. Which of the following inputs are LEAST helpful?

- A. Historical information on the previous manufacturing 2GHZ chips. This information could be helpful since this project is similar in nature
- B. The project's preliminary project scope statement which defines the scope of the project
- C. The project's statement of work (SOW), which includes the product scope description
- D. The project constraints and assumptions to make sure that the any significant project risks can be identified and mitigated
- E. Data on market place conditions to make sure that the market really exists for this new 10GHZ chips.

Answer: B

Question 948

You are the project manager at Happy Coffee Café, a rapidly growing franchise selling premium blended coffee. Currently, your company is planning on opening additional stores through the United states. Your target markets primarily include densely populated metropolitan areas.

Your company is evaluating different areas for expansion, including New York, San Francisco, and Seattle. Based on your market analysis you have obtained the following information:

New York-IRR (45%), payback period (1.5 years)

San Francisco-IRR (32%), payback period (1.1 years)

Seattle-IRR (36%), payback period (0.75 years)

Based on this data which area is best for Happy Coffee Café?

- A. San Francisco since the IRR is the lowest
- B. New York since IRR is highest
- C. Seattle since payback period is shortest
- D. New York since the payback period is the longest

Answer: B

Question 949

Which of the following statements are true?

- A. The payback period calculations do not consider the time value of money
- B. IRR calculations do not consider the time value of money
- C. Discounted cash flow calculation do not consider the time value of money
- D. NPV calculation do not consider the time value of money

Answer: A

Question 950

According to the PMI, which of the following are NOT true with regards to programs and projects?

- A. Projects consists of one or more related programs
- B. Programs often include elements of ongoing operations
- C. Programs are groups of project managed together
- D. Programs may involve a series of repetitive undertakings

Answer: A

Question 951

Which of the following are not inputs to the develop preliminary project scope statement?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. WBS
- D. Project charter
- E. Project statement of work

Answer: C

Question 952

You are the project manager at Day-Old donuts a rapidly growing franchise selling premium donuts at a discount. Currently, your company is planning on opening additional stores throughout Europe. Your company is evaluating different areas for expansion including France, Germany and England.

You need to give the presentation to the steering committee to discuss which areas provide the best opportunities for expansion. For each of the three locations, you have been asked to determine the discount rate at which the present value of future cash flows of an investment equal to the cost of investment. What is this considered?

- A. Weighted scoring model
- B. IRR
- C. NPV
- D. Payback period

Answer: B

Question 953

You are the project manager for an information technology division of a large financial services firm in the United States. Your company offers a web based trading platform that provides options and futures trading for U.S commodities markets. Due to the rise in popularity of futures and options trading, your company has grown rapidly. In fact, due to rapid growth, the company's I.T. infrastructure is unable to meet the growing demands.

To keep up with the demands you have been assigned the responsibility of upgrading the company's network and company's infrastructure. You have been asked to calculate the payback period for the project that is to be completed in the next 24 months.

The IRR of the project is 12% and the annual savings will be \$2million. The total cost of project will be \$6million dollars. The cost of capital used by the company during previous projects is 5%. What is the payback period for this project?

- A. 2 years
- B. 3 years
- C. 4.5 years
- D. 5.5 years
- E. 4 years

Answer: B

Question 954

Subject matter experts are resources that can provide very valuable information to the project. In which scope-statement processes are subject matter experts first utilized?

- A. Scope control
- B. Create WBS
- C. Scope planning
- D. Scope definition
- E. Scope verification

Answer: C

Question 955

The Preliminary Scope Statement which is an output of the Develop Preliminary Project Scope Statement process, is an input to all of the following EXCEPT:

- A. Scope definition
- B. Integrated change control
- C. Scope planning
- D. Develop project management plan

Answer: B

Question 956

Which of the following statements about fast-tracking is TRUE?

- A. Fast tracking refers to assigning additional resources to a project in an attempt to decrease project schedule/ timeline
- B. Fast tracking is the process of increasing the schedule by overlapping various project tasks
- C. One of the advantages of fast-tracking is that it can often lead to reduced rework and reduces project risks
- D. None of the statements are true
- E. Fast tracking involves performing activities sequentially

Answer: D

Question 957

Which of the following statements are true regarding the risk break down structure?

- A. The risk break down structure represents a hierarchically organized representation of identified project risks arranged by risk impact
- B. None of the statements are true

- C. The risk break down structure identifies all elements of risk activities that will be documented and audited.
- D. The risk break down structure describes the format and content of risk register

Answer: B

Question 958

You are the project manager for the software company that develops stock analysis software. You have been assigned to develop a new technical analysis tools to forecast the price of stock given its historical volatility based on Elliot Wave techniques. You need to gather necessary information to write the project scope management plan. Which of the following tools/ techniques will NOT be useful for you in this process?

- A. Project management plan
- B. Templates
- C. Standards
- D. Forms
- E. Expert judgment

Answer: A

Question 959

Fragment network area term used in reference with which of the following?

- A. Resource requirements
- B. WBS
- C. Network templates
- D. Activity lists

Answer: C

Question 960

Schedule model data, which is an input of the schedule development process, includes all of the following EXCEPT:

- A. Schedule milestones, schedule activities
- B. Contingency reserves
- C. Alternative schedules
- D. Activity attributes, constraints and assumptions
- E. Risk register

Answer: E

Question 961

What is the total slack for activity D, considering the following table?

Activity	Duration	Early Start	Early Finish	Late Start	Late Finish
Activity A	15	15	30	25	40
Activity B	4	10	14	14	18
Activity C	10	30	40	75	85
Activity D	5	18	23	90	95

- A. None of the choices are correct
- B. 5
- C. 10
- D. 77
- E. 72

Answer: E

Question 962

Which of the following statements are FALSE regarding the probability impact matrix technique?

- A. Opportunities and threats should not be evaluated in the same matrix concurrently
- B. The probability impact matrix is a tool/ technique of the quantitative risk analysis process
- C. Either descriptive terms or numeric rankings can be used to assign risk rankings to identified risks
- D. An organization can rate a risk separately for each objective (i.e. cost, time, scope)
- E. The probability impact matrix specifies combinations of probability and impact that rank the risk as high, moderate and low priority

Answer: B

Question 963

You have been recently assigned to provide an accurate project schedule for constructing a new 50-story casino, in Las Vegas, Nevada. You are evaluating the network diagram for the construction project, and are using the forward pass calculations to construct the schedule.

You are trying to calculate the earliest start time for laying the foundation of the building. The expected duration for this task is 150 days. The task must be completed within 300 days, while the expected

completion is within 220 days. The latest finish time is 200 days. Based on this information, what is the earliest start time of this task?

- A. Not enough information is provided
- B. 150
- C. 200
- D. 300
- E. 50

Answer: E

Question 964

Which of the following is the BEST candidate for a three-point estimate?

- A. A schedule activity with a considerable variation
- B. A brief schedule activity that takes a couple of hours
- C. A schedule activity with a fixed duration
- D. A schedule activity with little duration variation

Answer: A

Question 965

Which of the following is an estimating technique that uses a statistical relationship between historical data and other variables to calculate an estimate for activity parameters such as duration and cost?

- A. Bottom-up estimates
- B. Influence diagrams
- C. SWOT analysis
- D. Analogous estimating
- E. Parametric estimating

Answer: E

Question 966

You are in the process of identifying and documenting the project roles and responsibilities and create staffing management plan. All of the following are tools/ techniques you can use EXCEPT:

- A. RACI
- B. Organizational theory
- C. Networking
- D. Negotiation
- E. RBS

Answer: D

Question 967

Which of the following statements are true regarding Management Reserves?

- A. Management Reserves are part of the project management plan and is usually displayed as a S-Shaped curve
- B. Management Reserves are used to ensure that the expenditure of funds is reconciles with the funding limits imposed by the performing organization
- C. Management Reserves describes the differences between the maximum funding and the end of the cost baseline
- D. Management Reserves is a technique for measuring the performance of work and is used to establish the performance measurement baseline

Answer: C

Question 968

You are in the process of developing an approximation of the costs of the resources needed to complete each schedule activity. All of the following are outputs of this process EXCEPT:

- A. Cost management plan updates
- B. Activity cost estimates
- C. Activity cost estimate supporting detail
- D. Requested changes
- E. Cost baseline

Answer: E

Question 969

Which of the following statements are true regarding cost estimating techniques?

- A. None of the choices are true
- B. Bottom up estimating is a technique that uses statistical relationship between historical data and other variables to calculate a cost estimate.
- C. Analogous estimating is generally more costly than other techniques but produces more accurate estimates
- D. Parametric estimates involves estimating the cots of individual work packages at the lowest level of detail, and "rolling up" and summarizing the costs at higher levels

Answer: A

Question 970

You are in the process project a project schedule for repainted your house, you first need to scrap off the existing paint, and then add a layer of primer. The primer provides the paint a better bonding surface so it sticks to the base material much better. Without priming, drywall surfaces will soak up more finish paint in some areas than in others, producing a splotchy effect.

You decided to speed up the process by starting priming before all the scraping is finished. To correctly sequence these activities, which of the following should you do?

- A. Add float time between the priming and painting tasks
- B. Fast track the priming and painting tasks
- C. Add lag time to the priming task
- D. Add lead time to the priming task

Answer: D

Question 971

The risk register is initiated in the Risk Identification process and further updated in the Qualitative Risk analysis and Quantitative Risk analysis processes. Which of the following are NOT risk register updates as part of the Quantitative Risk Analysis process?

- A. Risk categorization
- B. Trends in quantitative risk analysis results
- C. Probability of achieving cost and time objects
- D. Probabilistic analysis of the project
- E. Prioritized list of qualified risks

Answer: A

Question 972

Which of the following statements are true regarding the scope baseline for a project?

- A. The scope baseline is an output of the create WBS process.
- B. The scope baseline is an output of the scope verification process
- C. The scope baseline is an input of the create WBS process
- D. The scope baseline is an input of the scope verification process
- E. The scope baseline is an input of the scope control process

Answer: A

Question 973

You are currently on a 3-week vocation in Australia. You've decided to rent a car as your means of transport around the country. Driving in a foreign country can be potentially a risky activity as you are unfamiliar

with the terrain. Hence, the probability of being involved in an accident is higher.

As a project manager, you are aware of various techniques used to respond to understand risks. You would like to apply your risk management knowledge to reduce the risks associated with your driving. Which of the following is the BEST example of risk avoidance?

- A. Accept the risk associated with driving
- B. Be extra careful while driving defensively
- C. Buying auto insurance
- D. Avoid driving, use public transportation instead

Answer: D

Question 974

Qualitative risk analysis requires accurate data as its input. Risk data quality assessment ranking is a technique to evaluate the degree to which the data regarding risks would be useful. Risk quality data assessment involves examining all of the following EXCEPT:

- A. Reliability and integrity of data
- B. Time-criticality of risk related actions
- C. Quality of eh data
- D. Extent of understanding of risk

Answer: B

Question 975

Which of the following statements most accurately describes the difference between plan purchases and acquisitions and plan contracting?

- A. Plan purchases and acquisitions involves documenting product requirements and identifying potential sources, while plan contracting involves obtaining quotation, bids, offers, and proposals
- B. Plan purchases and acquisitions involves producing the statement of work, while plan contracting involves producing the procurement document and evaluation criteria
- C. Plan purchases and acquisitions involves determined what to procure, while plan contracting involves documenting product requirements and identifying potential sources
- D. Plan purchases and acquisitions involves producing the evaluation criteria while, plan contracting involves producing the statement of work

Answer: B, C

Question 976

Which of the following best describes a form of progressive elaboration planning where the work to be performed in the near time is planned in detail at a low level of WBS, while the work far in future is planned for WBS components that are relatively high level of the WBS?

- A. Planning components
- B. None of the choices are correct
- C. Decomposition
- D. Schedule network templates
- E. Milestones list
- F. Rolling wave planning

Answer: F

Question 977

Which of the following statements are FALSE regarding the critical chain method?

- A. The critical chain describes longest path through a project schedule network after resource leveling
- B. The CCM uses, aggregate problem buffers in the project plan instead of individual activity/ task buffer
- C. In CCM, uncertainty is managed by padding task duration, starting work as early as possible, and multi-tasking
- D. CCM focuses on managing buffer activity duration in lieu of managing the total float of network paths
- E. CCM factors in resource availability limitations when constructing the project schedule

Answer: C

Question 978

You are in the process of identifying and documenting the logical relationships among schedule activities. Which of the following are NOT tools/ techniques you can use in this process?

- A. Schedule network templates
- B. Rolling wave planning
- C. Dependency determination
- D. PDM/ADM
- E. Applying leads and lags

Answer: B

Question 979

Which of the following statements are true regarding GERT?

- A. It is considered a conditional diagramming method
- B. It only uses finish-to-start relationships
- C. It does not support iterations and conditional branching
- D. It uses dummy activities to express logical relationships between activities

Answer: A

Question 980

Which of the following statements are FALSE regarding expected monetary value analysis (EMV)?

- A. EMV is calculated by multiplying the value of each possible outcome by its probability of occurrence, and summing them together
- B. EMV is a statistical concept that calculates the average outcome of project outcomes based on various assumptions and scenarios
- C. EMV is a technique that computes the project cost or schedule over multiple iterations using random values selecting from distribution of possible costs or duration values
- D. Decision tree analysis is a type of EMV analysis
- E. EMV is a tool/ technique of Qualitative Risk Analysis

Answer: A

Question 981

Which of the following statements are FALSE?

- A. Funding limit aggregation is used to ensure that the expenditure of funds is reconciled with the funding limits imposed by the performing organization
- B. Cost aggregation and parametric estimation is a tool/ technique of cost budgeting process
- C. Analogous estimating is a form of expert judgment and is generally less accurate than other techniques, but is also less costly
- D. Parametric estimating is an estimating technique using project characteristics/ parameters to estimate the total project costs

Answer: A

Question 982

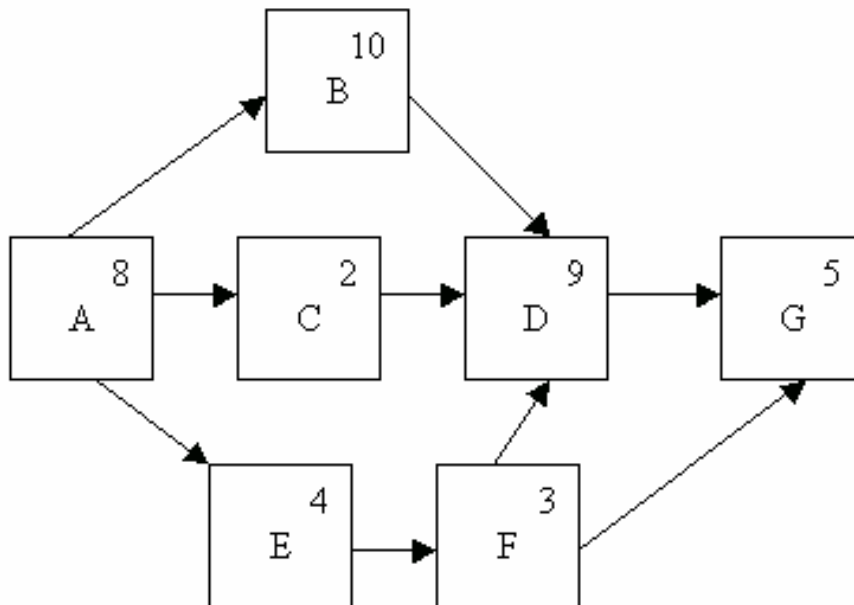
The risk management plan is a subset of the project management plan and describes how risk management should be performed. All of the following should be included in the risk management plan EXCEPT:

- A. Stakeholders tolerance, reporting formats
- B. Methodology, roles and responsibilities
- C. Recommended preventive actions
- D. P-I matrix
- E. Budgeting, timing, risk categories

Answer: C

Question 983

You have been recently assigned to provide an accurate project schedule for constructing a new 50-story casino in Las Vegas, Nevada. You are evaluating the network diagram for the construction project, and are in the process of identifying the critical path of the project. Based on the following diagram, which path is the critical path?



- A. A-B-E-FD-G
- B. A-B-D-G
- C. A-E-F-D-G
- D. A-C-D-G
- E. A-E-F-G

Answer: B

Question 984

You are in the process of establishing a total cost baseline for measuring project performance. Which of the following is the LEAST helpful tool/ technique?

- A. Parametric estimating
- B. Cost aggregation
- C. Forecasting
- D. Reserve analysis
- E. Funding limit reconciliation

Answer: C

Question 985

You are the project manager at a utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You have just completed the project Scope Planning process and created the Scope management plan. However, upon review, you have determined that the resulting project scope management plan is ambiguous and poorly written. A poorly written project scope management plan will directly impact all of the following EXCEPT:

- A. Ability to identify the necessary activities that needs to be performed to produce project deliverables
- B. Ability to define, prepare and integrate, all subsidiary plan, into the project management plan
- C. Ability to control changes to the project scope
- D. Ability to create a detailed project scope statement as the basis for future project decisions

Answer: B

Question 986

What is the lowest level in a WBS called?

- A. Work package
- B. Work unit
- C. Project task
- D. Work activity
- E. Work task

Answer: A

Question 987

You are using the three-point estimating technique to estimate the duration of a schedule activity. Which of the following is the correct formula for calculating variance assuming a triangular distribution?

- A. $(\text{pessimistic} + \text{optimistic} + \text{most likely}) / 3$
- B. $((\text{optimistic} - \text{pessimistic}) / 6)^2$
- C. $[(\text{optimistic} - \text{pessimistic})^2 + (\text{most likely} - \text{pessimistic}) * (\text{most likely} - \text{optimistic})] / 18$
- D. $(\text{pessimistic} + 4 * (\text{most likely}) + \text{optimistic}) / 6$

Answer: A

Question 988

You are in the process of identifying and documenting project risks. Which of the following is the LEAST helpful tool/ technique?

- A. Root cause analysis
- B. Risk audits
- C. SWOT analysis
- D. Influence diagrams
- E. Cause and effect diagrams

Answer: B

Question 989

All of the following statements regarding Control Accounts are true EXCEPT:

- A. Each Control Account contains one or more work packages and planning packages
- B. Each work package/ planning package may be associated with multiple control account
- C. Control accounts are also referred to as cost accounts
- D. A control account is a management control point for cost summarization, scope description, and variance analysis and reporting
- E. A control account is an assigned WBS level used to monitor cost and schedule performance of significant element of work.

Answer: B

Question 990

Which of the following is the MOST valuable result of creating the work breakdown structure?

- A. List of risks
- B. List of activities
- C. Milestones charts
- D. Team buy-in
- E. Resource requirements

Answer: D

Question 991

You are in the process of estimating the type of and quantity of resources needed to complete individual schedule activities. All of the following are tools/ techniques you can use in this process EXCEPT:

- A. Parametric estimating
- B. Published estimating data, project management software
- C. Alternatives analysis
- D. Bottom-up estimating
- E. Expert judgment

Answer: A

Question 992

All of the following are constraints that can limit flexibility in human Resource Planning EXCEPT:

- A. Compliance and safety
- B. Organizational structure
- C. Collective bargaining agreements
- D. Economic conditions

Answer: A

Question 993

You are the project manager responsible for renovating a 70-year old building. You intend to hire an outside construction firm to seismic retrofit the building in order to make sure that the building can withstand the large earthquakes. You are in process of selecting a contract type best suited for this project. You would like to select a contract type that transfers the risk onto the seller for any cost risks and no-performance issues. Which contract type should you choose?

- A. Fixed price contract
- B. Time and materials contracts
- C. Cost plus fixed fee contracts
- D. Cost reimbursable contracts
- E. Cost plus percentage of cost contracts

Answer: A

Question 994

You are in the process of defining the specific activities that need to be performed to develop the necessary project deliverables. Which of the following are NOT tools/ techniques that you can use in this process?

- A. Bottom-up estimating
- B. Planning component
- C. Rolling wave planning
- D. Expert judgment
- E. Decomposition, templates

Answer: A

Question 995

Which of the following best describes the process of identifying which project needs can be met by procuring products or service outside the project organization?

- A. Plan purchases and acquisitions
- B. Request seller responses
- C. Select sellers
- D. Plan contracting

Answer: A

Question 996

You are using the three-point estimating technique to estimate the duration of a schedule activity. You are given the following data:

Pessimistic=200days

Optimistic=100days

Most likely=120 days

Average= 130 days

Variance= 277.7

Which of the following statements are true?

- A. The calculations were performed assuming a UNIFORM distribution
- B. Not enough information is provided
- C. The calculations were performed assuming a exponential distribution
- D. The calculations were performed assuming a triangular distribution
- E. The calculations were performed assuming a beta distribution

Answer: E

Question 997

All of the following are outputs of the scope definition process EXCEPT:

- A. Project scope statement
- B. Project scope management plan (updates)
- C. Preliminary project scope statement
- D. Requested changes

Answer: C

Question 998

All of the following are types of strategies that one can use to deal with risks with upside opportunity EXCEPT:

- A. Share
- B. Avoid
- C. Accept
- D. Exploit
- E. Enhance

Answer: B

Question 999

You are the project manager responsible for developing a new hybrid engine for a major auto manufacturer. You are in the process of developing the project schedule and would like to assess the feasibility of your project schedule under various different conditions. Which of the following scheduling techniques is the LEAST appropriate?

- A. Resource leveling
- B. Schedule compression
- C. Variance analysis
- D. Monte Carlo analysis
- E. Critical path method

Answer: D

Question 1000

All of the following are considered schedule network analysis techniques EXCEPT:

- A. Critical path method
- B. Variance analysis
- C. What-if analysis
- D. Critical chain method
- E. Resource leveling

Answer: B