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Version: Demo

QUESTION 1

Which of the following MUST be clearly defined in a project charter?

- A. Quality
- B. Scope
- C. Action items
- D. WBS

Correct Answer: B

QUESTION 2

Which of the following is the MAIN difference between an open-ended and a close-ended problem statement?

- A. An open-ended problem statement leads to multiple solutions, while a close-ended one has limited solutions.
- B. An open-ended problem statement has a low success rate, while a close-ended problem statement has a high success rate.
- C. In open-ended problem statements, well defined resources cannot be allocated to the project, while a close-ended one allows for defined resources.
- D. An open-ended problem statement expands the scope of the project, while a close-ended one keeps the project in scope.

Correct Answer: A

QUESTION 3

A project team member, Joe, has completed his project work. Although the project is not completed yet, Joe has been assigned by the PMO director to a new project. Which of the following describes the organization structure Joe works in?

- A. Functional
- B. Matrix
- C. Project based
- D. Strong Matrix

Correct Answer: C

QUESTION 4

Which of the following is used to provide a functional description of the efforts which are required in order to accomplish a task?

- A. Gantt chart
- B. PERT
- C. GERT
- D. WBS dictionary

Correct Answer: D

QUESTION 5

A project manager is entering the list of a project's activities with their estimated begin and end time to visualize which activities overlap and when the project is scheduled to end. Which of the following is the project manager building?

- A. Gantt chart
- B. Work Breakdown Structure
- C. Critical Path

D. PERT chart

Correct Answer: A

QUESTION 6

The project manager is sequencing a set of activities. They discover that some of the activities may or may not occur based on the outcome of other activities. Which of the following is BEST suited in this situation to show the activities' logical relationship?

- A. Gantt
- B. ADM
- C. CCB
- D. CCM

Correct Answer: B

QUESTION 7

Which of the following is the MAIN difference between bottom up and top down cost estimation?

- A. Bottom up leads to a more accurate cost estimate than top down because it is performed by subject matter experts
- B. Top down leads to a more accurate cost estimate because it is performed by upper management with direct access to budget information
- C. Bottom up leads to a less accurate cost estimate because it breaks down the task into smaller subtasks where some tasks may not have a cost
- D. Both top down and bottom up are equally accurate estimation of a project's total cost because they both refer to resources assigned by the project sponsor

Correct Answer: A

QUESTION 8

Which of the following purchasing processes should a project team use to ensure that the work will be done per company specifications, while selecting the overall cheapest provider?

- A. RFI
- B. RFP
- C. RFC
- D. RFQ

Correct Answer: B

QUESTION 9

One of the MAIN purposes of a kick-off meeting is to:

- A. Assign and review roles and responsibilities to the project team.
- B. Allow the project sponsor to introduce the project manager to the team.
- C. Review the project definition document and make the appropriate changes.
- D. Ensure project team members communicate amongst each others.

Correct Answer: A

QUESTION 10

After the ground breaking at a new construction site, the pile driving operation comes to a full stop due to the nature of the terrain. Which of the following is MOST likely to occur?

- A. The project communication plan must be updated and a stakeholder meeting must be scheduled.
- B. The project manager must manage the new issue as the project schedule could be delayed.
- C. The project manager must implement conflict resolution and review the resource requirement.

- D. The project scope statement must be reviewed and the project manager must prepare a performance report.

Correct Answer: B

QUESTION 11

A new software solution is being deployed. The customer realizes that an important piece of the software must be purchased in order for the project to be successful. Which of the following is TRUE about this scenario?

- A. The new piece of software will most likely expand the scope of the project therefore a new scope statement must be written.
- B. The current project must be completed and a new project can be started to implement the additional software.
- C. Quality management metrics are affected therefore the project manager should review the quality of the project.
- D. Project schedule may be affected and the project manager must follow the change control process.

Correct Answer: D

QUESTION 12

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

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

Correct Answer: B

QUESTION 13

A project team member has identified a required change to one of their assigned tasks. The change would alter the order in which other tasks must be completed. Which of the following should be done NEXT?

- A. Implement the change
- B. Update the change registry
- C. Document the change
- D. Perform an impact analysis

Correct Answer: D

QUESTION 14

Additional company employees have been assigned to the project. Which of the following will be affected?

- A. The timeline may be positively affected at the expense of the project cost.
- B. This change does not affect the triple constraint because the additional employees are already on the company payroll.
- C. The quality of the product will improve but it will add more time to the project to train the new employees.
- D. Total project cost will be reduced because the project can now be completed sooner.

Correct Answer: A

QUESTION 15

Which of the following is the project manager implementing when they allocate additional resources to a set of tasks that are in the critical path and are slowing down the project completion?

- A. Crashing

- B. Optimizing
- C. Controlling
- D. Fast tracking

Correct Answer: A

QUESTION 16

The project manager is reviewing the Pareto chart to identify if the life cycle of a deliverable is producing software bugs. Which of the following are represented in the chart? (Select TWO).

- A. Number of work units affected by the bug
- B. Percentage of bug types occurring
- C. Software bug counts
- D. Root cause of bug occurrence
- E. Affect of the bug occurrence

Correct Answer: BC

QUESTION 17

The project manager wants to report to the stakeholders to date project's cost performance. If the total of completed work to date is \$200,000 and the actual cost is \$210,000, which of the following is the cost variance?

- A. -5%
- B. 5%
- C. -\$10,000
- D. \$10,000

Correct Answer: C

QUESTION 18

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

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

Correct Answer: C

QUESTION 19

A project's deliverable has been assigned to a team located in a different country. Although it is understood that daily reports are due by close of business every weekday, the external team's reports are consistently being delivered after business hours. Which of the following is MOST likely occurring?

- A. The external project team did not understand the report requirements due to the language barrier.
- B. External project team members are always allowed to deliver reports late.
- C. The project manager has not taken into consideration the time zone difference.
- D. Cultural differences between the project manager and the external team were not considered.

Correct Answer: C

QUESTION 20

Which of the following should be used when determining the details of a project component or scope

entry?

- A. WBS Dictionary
- B. Project Management Plan
- C. Work Breakdown Structure
- D. Project Charter

Correct Answer: A

QUESTION 21

During the course of a project, key stakeholders have requested new requirements after the business requirements document has already been signed off. Which of the following should have been performed earlier in the project in order to deal with this situation?

- A. Ensure that stakeholders understand that once requirements are approved the scope cannot be changed.
- B. Develop a clear communications flow between the project and business stakeholders.
- C. Perform multiple rounds of requirements solicitation before permanently locking down the scope.
- D. Agree on a process to deal with project change requests.

Correct Answer: D

QUESTION 22

Which of the following scheduling algorithms establishes floats, durations, and paths between work schedule activities?

- A. AON
- B. PERT
- C. CPM
- D. GERT

Correct Answer: C

QUESTION 23

A draft structure for a risk tracking sheet has been provided below:

1. Risk identifier
2. Risk status
3. Risk description
4. Mitigation steps
5. Mitigation status

Which of the following should be ADDED to the risk tracking sheet?

- A. Risk rating
- B. Stakeholder risk tolerance
- C. Revised project schedule
- D. Risk matrix

Correct Answer: A

QUESTION 24

Which of the following is BEST suited for assigning resources to WBS tasks?

- A. WBS defines functional teams which should then be mapped to project scope items
- B. WBS contains the project schedule which should be used to determine timing of when to engage functional teams
- C. WBS defines the description of the end result delivered by the project
- D. WBS defines activities and deliverables that can be mapped to functional teams

Correct Answer: D

QUESTION 25

Which of the following can be used as a quality metric when performing quality planning?

- A. Quality control
- B. Cost benefit analysis
- C. Perform preventative actions
- D. Quality assurance

Correct Answer: B

QUESTION 26

A project team is deciding on whether to "make or buy". As part of the decision-making process, the team decides to request a product update from key product suppliers. Which of the following should be used to facilitate this?

- A. RFQ
- B. RFI
- C. RFP
- D. Vendor selection

Correct Answer: B

QUESTION 27

Which of the following is typically the LAST step when acquiring a product or service from a vendor?

- A. Vendor selection
- B. Evaluate seller response
- C. Contract development
- D. Contract signing

Correct Answer: D

QUESTION 28

A project is nearing completion. Which of the following tasks is required to ensure continuity after the project closes?

- A. Transition ownership to operational team
- B. Extended support delivered by project members
- C. Ensure the operation team provides warranty prior to handover
- D. Periodic training of project team resources

Correct Answer: A

QUESTION 29

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

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

Correct Answer: A

QUESTION 30

Within a corporation, project managers are assigned people based on defined roles and responsibilities. Project resources are temporarily provided to the project but still report the functional managers as well as the project manager. Which of the following styles of management is this also known as?

- A. Projectized management
- B. Matrix management
- C. Functional management
- D. SCRUM / agile

Correct Answer: B

QUESTION 31

The project manager is trying to determine what to present at a project kick-off meeting. Should a high-level project schedule be included?

- A. It depends. Some stakeholders are not technical enough to understand them.
- B. No. The project is likely to still be in the initiation phase which is too early for a project schedule.
- C. Yes. Project schedules are required to ensure that stakeholders are bound to the scope.
- D. Yes. High level project schedules are typically presented at a kick-off meeting.

Correct Answer: D

QUESTION 32

Senior executives within a company have noticed an increasing number of projects failing to deliver to requirements. Which of the following project governance methods will help to meet this need?

- A. Phase gate approval
- B. Project phase transition
- C. ISO standards compliance
- D. Audit trail

Correct Answer: A

QUESTION 33

A key supplier has informed the project manager that there will be a two month delay to fulfill an order. Which component of the project plan is affected and which of the following actions should be taken?

- A. Evaluate the project schedule and raise a project issue.
- B. Manage project quality and schedule a meeting.
- C. Implement approved changes by utilizing a change management form.
- D. Manage scope and consider a project change request.

Correct Answer: A

QUESTION 34

A specific deliverable is needed in order to meet a project requirement. Another project has already constructed this deliverable and there is a strategic push for re-usable, leveraged components to be utilized. Which of the following actions should the project manager take?

- A. Ignore the other project so as not to introduce inter-dependencies between projects as this could adversely affect the project schedule.
- B. Identify project dependency as a threat, update risk register and inform stakeholders so that a decision can be made.
- C. Plan to leverage the other project's deliverables, make a direct project cost savings and meet organizational strategic goals.
- D. Escalate the issue to the project sponsor so that a project decision can be made so that the project has

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