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Topic Break Down

Topic	No. of Questions
Topic 1, Volume A	117
Topic 2, Volume B	213
Total	330

QUESTION NO: 1

Your project team is executing the project plan and things are going well. Your team has reached its first milestone and is now in the second phase of the project. The project stakeholders have requested that you find a method to reduce the duration of the project. They will reward you and your project team with a 25 percent bonus of the project costs if you can finish the project thirty days earlier than what was already planned. The stakeholders, however, will not approve any additional labor costs as part of the agreement. Which approach could you use to shorten the duration of the project?

- A. Perform resource leveling for the project.
- B. Crash the project schedule.
- C. Fast track the project.
- D. Remove things from the project scope.

ANSWER: C**Explanation:**

Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope. It does not add any additional labor but it can introduce project risks.

Incorrect Answers:

- A: Resource leveling can actually increase the project duration.
- B: Crashing can reduce the project duration but it increases the labor expense, something the stakeholders won't approve.
- D: Removing things from the project scope can reduce the project duration, but it will not satisfy the requirements the stakeholders have identified.

QUESTION NO: 2

Holly is the project manager for her organization. In her project, she has worked with the project team to define when the project team will be utilized in the project, the duration of the project activities, and the sequence in which the project work must be completed. During several phases of her project, the project team will need to work more than fifty hours per week. The project team members have agreed this is necessary and they're willing to do the work to complete the project. Management, however, has not approved Holly's schedule based on the overtime the scheduling will require. They have set a limit on the project schedule of 45 hours per week. What is this limit technically called? Each correct answer represents a complete solution. Choose all that apply.

- A. Constraint
- B. Assumption
- C. Execution variance analysis

D. Resource leveling heuristic**ANSWER: A D****Explanation:**

Resource leveling is a rule of limiting the total number of hours a project team may work during a given time period in the project. If management restricts the project work to 45 per week, as in this example, Holly's schedule will likely increase because the project team can't complete as much work in one given time period. While this may be seen as a constraint, because it limits Holly's options, it's technically called a resource leveling heuristic.

Incorrect Answers:

B: It is an assumption that's believed to be true, but it hasn't been proven to be true.

C: Execution variance analysis describes the difference between what was planned and what was executed. A better term for this experience would simply be a scope variance, scope change, or defect.

QUESTION NO: 3

John works as a project manager for BlueWell Inc. His project has a budget of \$795,000 and he has spent \$325,000 on the project. But, he has completed only 40 percent of the project work till now. Management wants to know what the project's cost performance index is. What value will John report?

- A. 0.76
- B. 0.85
- C. 0.80
- D. 0.92

ANSWER: D**Explanation:**

Cost performance index (CPI) is used to calculate performance efficiencies. It is used in trend analysis to predict future performance. CPI is the ratio of earned value to actual cost. The CPI is calculated based on the following formula: $CPI = \text{Earned Value (EV)} / \text{Actual Cost (AC)}$ If the CPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The CPI value of 1 indicates that the project is right on target. In this instance, it's $EV = 0.40 * 750,000$

$= 300,000$

$CPI = EV/AC$

$= 300,000/325,000 = 0.92$

QUESTION NO: 4

You are the project manager for your organization. You have recorded the following duration estimates for an activity in your project: optimistic 20, most likely 45, pessimistic 90. What time will you record for this activity?

- A. 48
- B. 20o, 45m, 90p
- C. 90
- D. 45

ANSWER: A

Explanation:

This is an example of a three-point estimate. A three-point estimate records the optimistic, most likely, and the pessimistic duration, and then records an average for the predicted duration. Three-point estimate is a way to enhance the accuracy of activity duration estimates. This concept is originated with the Program Evaluation and Review Technique (PERT). PERT charts the following three estimates: Most likely (TM): The duration of activity based on realistic factors such as resources assigned, interruptions, etc.

Optimistic (TO): The activity duration based on the best-case scenario

Pessimistic (TP): The activity duration based on the worst-case scenario

The expected (TE) activity duration is a weighted average of these three estimates:

$$TE = (TO + 4TM + TP) / 6$$

Duration estimates based on the above equations (sometimes simple average of the three estimates is also used) provide more accuracy. It can be calculated as follows: $TE = (20 + 45 \times 4 + 90) / 6$

$$= 290/6 = 48$$

Incorrect Answers:

B, C, D: These are not the valid answers for this question.

QUESTION NO: 5

You are the project manager of the GYG Project. A new scope change is being considered for your project. You are concerned, however, that the scope change may add costs, risks, and adversely affect the project schedule. What project management process is responsible for evaluating the full effect of a proposed scope change on your project?

- A. Scope change control
- B. Schedule change control
- C. Integrated change control
- D. Change Control Board approval process

ANSWER: C**Explanation:**

The integrated change control process reviews proposed changes and determines what effect the change will have on the entire project. This includes scope, time, cost, quality, human resources, communication, risk, and procurement. Integrated change control is a way to manage the changes incurred during a project. It is a method that manages reviewing the suggestions for changes and utilizing the tools and techniques to evaluate whether the change should be approved or rejected. Integrated change control is a primary component of the project's change control system that examines the effect of a proposed change on the entire project.

Incorrect Answers:

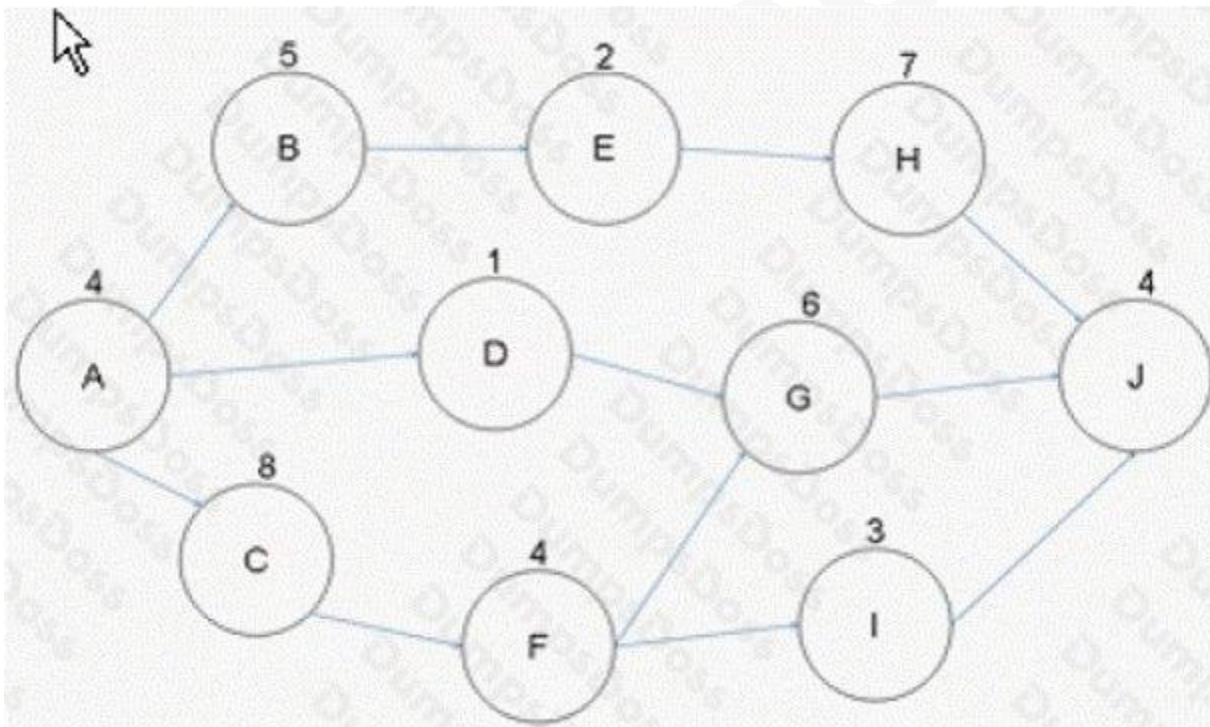
A: Scope change control focuses only on the effect of the change on the project scope.

B: Schedule change control focuses only on the effect of the change on the schedule.

D: The Change Control Board is a committee of key stakeholders, usually management, the project manager, and the project customer, to evaluate proposed changes. This board, however, is not a project process.

QUESTION NO: 6

Examine the figure given below:



You are the project manager of this project. Tom, a project team member, reports that Activity D will be delayed by 12 days due to the unavailability of the resources from the vendor. What will this delay do to your project completion, if you allow the delay to enter into the project?

A. The project will be one day late.

B. The float for activity D will be consumed.

- C. The project can still finish on time.
- D. The project will be seven days late.

ANSWER: A

Explanation:

The project will be just one day late due to this delay. The path ADGJ takes a total of 15 days. If Activity D takes a total of 13 days (i.e. 12 + 1), then the path will now take 27 days to complete. This causes the critical path to shift to ADGJ and the project will end on day 27 rather than day 26.

Incorrect Answers:

B, C, D: These are not the valid answers, as the project will now take 27 days to complete, rather than 26.

QUESTION NO: 7

Which of the following are the outputs to the Determine Budget process? Each correct answer represents a complete solution. Choose all that apply.

- A. Project document updates
- B. Scope baseline
- C. Cost performance baseline
- D. Project funding requirements

ANSWER: A C D

Explanation:

The outputs to the determine budget process are as follows: Cost performance baseline: The cost performance baseline is an authorized time-phased budget at completion. Project funding requirements: The project funding requirements are determined from total funding requirements and periodic funding requirements. Project document updates: The project document updates consists of risk register, cost estimates and project schedule.

Incorrect Answers:

B: Scope baseline is an input to the determine budget process.

QUESTION NO: 8

Alicia works as a project manager for NacTec project. She is undergoing the project monitoring phase in her project. Which of the following will she choose to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

- A. Reports

- B. Meetings
- C. Diaries
- D. Future planning

ANSWER: A B C

Explanation:

Project monitoring should be worked out to verify all the working actions, including investments. Project monitoring helps the project staff to know how things are going, as well as giving early warnings of possible troubles and difficulties. The methods used in monitoring a project are as follows:

1. Reports: Reports will help to identify the progress and problems easily and early. Reports must be completed in a standardized form at regular, predetermined intervals by all the team members. Reports should be short and brief.
2. Diaries: It is a helpful way of recording information.
3. Finances: An understanding of the basic concepts of project finance is important in making a project. Careful budgeting and planning will provide a great help in finance.
4. Meeting: There should be periodic meeting of team members to resolve the issues. This will help to monitor the problems easily and efficiently.

Incorrect Answers:

D: This is the information that is used for monitoring to be useful. It is not a monitoring method.

QUESTION NO: 9

A company hires a scheduler for one of its projects. What skills should he possess to efficiently work with the project team? Each correct answer represents a complete solution. Choose three.

- A. Performance control
- B. Execution scheduling
- C. Leadership
- D. Feasibility planning

ANSWER: A B D

Explanation:

A scheduler schedules the constraints for the project into phases with respect to the time and resources available. He can be hired from outside a company, or from within a company. The basic roles of a scheduler are as follows: Feasibility Planning: A scheduler is the time management expert who paints a picture of the project. He develops a strategy for delivery and to gain consensus. Execution Schedule: A scheduler works with the project team to optimize and refine the schedule until an agreed schedule has been developed. Performance Control: A schedule is maintained by the scheduler who optimizes

outcomes and instructs the project team on their presentation. It is important that the scheduler be aware of the changes and trends related to the project delivery.

Incorrect Answers:

C: This is the skill possessed by the project manager.

QUESTION NO: 10

You are the project manager for your organization. You have recently noted some risks associated with some of the activities in your project. These risks can have schedule and costs impacts on your project and you need to address the risks through qualitative and quantitative analysis to confirm the depth of possible impact. Where should you document the risk information concerning the activities in your project schedule?

- A. Risk management plan
- B. Schedule management plan
- C. Risk register
- D. Activity attributes

ANSWER: C

Explanation:

The project risks are documented in the risk register - including the probability and impact information. The risk register is an output of the Identify Risks process. Risk register is a document that contains the results of the qualitative risk analysis, quantitative risk analysis, and risk response planning. Description, category, cause, probability of occurring, impact on objectives, proposed responses, owner, and the current status of all identified risks are put in the risk register.

Incorrect Answers:

A: The risk management plan addresses that how risks will be identified, monitored, and controlled.

B: The schedule management plan addresses how the schedule will be created, executed, and controlled. D: The activity attributes information is needed, but risks are not part of the activity attributes.

QUESTION NO: 11 - (SIMULATION)

SIMULATION Fill in the blank with an appropriate phrase. The _____ contains the schedule components and the rules for relating and using the components to represent the process for completing a project.

ANSWER: Scheduling tool

Explanation:

A scheduling tool consists of the schedule components and the rules for connecting and using the components to characterize the process for completing a project. It is used to gather the schedule model and provide the means of adjusting various parameters and components that are typical in a modeling process.

QUESTION NO: 12

Holly is the project manager for her organization. In her project, she has worked with the project team to define when the project team will be utilized in the project, the duration of the project activities, and the sequence in which the project work must be completed. During several phases of her project, the project team will need to work more than fifty hours per week. The project team members have agreed this is necessary and they're willing to do the work to complete the project. Management, however, has not approved Holly's schedule based on the overtime the scheduling will require. They have set a limit on the project schedule of 45 hours per week. What is this limit technically called? Each correct answer represents a complete solution. Choose all that apply.

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- B. Assumption
- C. Execution variance analysis
- D. Resource leveling heuristic

ANSWER: A D**Explanation:**

Resource leveling is a rule of limiting the total number of hours a project team may work during a given time period in the project. If management restricts the project work to 45 per week, as in this example, Holly's schedule will likely increase because the project team can't complete as much work in one given time period. While this may be seen as a constraint, because it limits Holly's options, it's technically called a resource leveling heuristic.

Incorrect Answers:

B: It is an assumption that's believed to be true, but it hasn't been proven to be true.

C: Execution variance analysis describes the difference between what was planned and what was executed. A better term for this experience would simply be a scope variance, scope change, or defect.

QUESTION NO: 13

You are the project manager of the NHQ project. This project deals with a new technology that your company has never used before. You have petitioned the management to hire a consultant to help you and the project team to create the WBS, the activity list, and complete the duration estimates. The management is concerned about the costs of the consultant, but agrees to your request because of the nature of this new work. The consultant can best be described as what type of resource for this project?

- A. Direct expense
- B. External requirement
- C. Temporary resource
- D. Expert judgment

ANSWER: D

Explanation:

The consultant is an example of expert judgment, as he is helping you and the project team to create the project elements. Expert judgment is a technique based on a set of criteria that has been acquired in a specific knowledge area or product area. It is obtained when the project manager or project team requires specialized knowledge that they do not possess. Expert judgment involves people most familiar with the work of creating estimates. Preferably, the project team member who will be doing the task should complete the estimates. Expert judgment is applied when performing administrative closure activities, and experts should ensure the project or phase closure is performed to the appropriate standards.

Incorrect Answers:

A: The consultant may be considered a direct expense because the fees can only be assigned to your project work, but this is not the best choice for the question. B: An external requirement is not a valid choice for this question.

C: A temporary resource is not a valid project management term.

QUESTION NO: 14

Mark works as a project manager for BlueWell Inc. He is making relevant information available to the project stakeholders as required. According to Mark, which of the following are NOT the tools and techniques of the Distribute Information process?

- A. Communication requirements analysis
- B. Information distribution tool
- C. Communication method
- D. Communication technology

ANSWER: A D**Explanation:**

These tools and techniques are used in the Plan communications process. The tools and techniques used in the Distribute information process are as follows: Communication methods: These methods includes individual and group meetings, computer chats, audio and video conferences and other remote communications methods to distribute information. Information distribution tools: Various information distribution tools can be used to distribute information such as electronic tools, electronic conferencing tools, hard copy document distribution etc.

QUESTION NO: 15

Which of the following characteristics of conflict and the conflict management process should be recognized by the project managers while handling conflict in a team environment? Each correct answer represents a complete solution. Choose all that apply.

- A. Conflict resolution should focus on issues, not personalities.
- B. Conflict is natural and forces a search for alternatives.
- C. Openness resolves conflict.

D. Conflict is an individual issue.

ANSWER: A B C

Explanation:

The characteristics of conflict and the conflict management process recognized by the project managers while handling conflict in a team environment are as follows:

- Conflict is natural and forces a search for alternatives.
- Openness resolves conflict.
- Conflict resolution should focus on issues, not personalities.
- Conflict is a team issue.
- Conflict resolution should focus on the present, not the past.