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DEMO
VERSION (LIMITED CONTENT)

Questions
& Answers

Version: 13.0

Question: 1

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

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

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.

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

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

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

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

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

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

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.

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.

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.

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

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

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.

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

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

Answer: B,C

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

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.

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.

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

Answer: A

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