Question #1 *Topic 1*

FILL BLANK -

_____ emphasizes on bringing out the best in a team to make sure that self-development, positive communication, leadership skills, and the skill to work together as a team to resolve problems are built within the team.

Suggested Answer: *Team building*

Team building emphasizes on bringing out the best in a team to make sure that self-development, positive communication, leadership skills, and the skill to work together as a team to resolve problems are built within the team. These efforts help a team to develop a more cohesive bond among individuals in a team. Building a strong team is important for any organization if the organization wants to accomplish its goals successfully.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Communications and Human Resources

Objective: Team Building

iamaro80 7 months ago

Team coaching is the better answer because it focuses on the sustainable development of a team's internal capabilities, such as self-development, communication, and collaborative problem-solving. Unlike team building, which often involves short-term, recreational activities to boost morale, team coaching aims for long-term behavioral change and improved performance by addressing core team dynamics and fostering lasting skills. It empowers the team to solve its own problems and continuously grow.

upvoted 1 times

Question #2 *Topic 1*

Which of the following is a formal documentation that indicates the completion of the project or phase and the transfer of the completed project deliverables to the operations group or to the next phase?

A. Stakeholder register

B. Risk register

C. Project handover report

D. Project charter

Suggested Answer: *C*

As part of the project closure activities, the project handover report is a formal documentation that indicates the completion of the project or phase and the transfer of the completed project deliverables to the operations group or to the next phase.

Answer option D is incorrect. A project charter is a document that officially recognizes and acknowledges that a project exists. It helps define requirements and expectations to all involved in the project. It is issued by the project sponsor. It can be as simple as a one-page form for a very small project, briefly describing the project and listing the responsibilities and authority of the project manager. Charters can be much longer, however, depending on the size of the project. In addition to formally authorizing a project, the charter provides the project manager with the authority to apply organizational resources to project activities. Project charters are important to the success of a project.

It's a good idea to have a project manager assigned to the project prior to the start of planning, and preferably while the project charter is being developed. Here's an example of a project charter.

Project Title: Information Technology (IT) Upgrade Project

Project Start Date: March 4, 2002 **Projected Finish Date:** December 4, 2002

Project Manager: Kim Nguyen, 691-2784, *knguyen@abc.com*

Project Objectives: Upgrade hardware and software for all employees (approximately 2,000) within 9 months based on new corporate standards. See attached sheet describing the new standards. Upgrades may affect servers and midrange computers, as well as network hardware and software. Budgeted $1,000,000 for hardware and software costs and $500,000 for labor costs.

Approach:

- Update the information technology inventory database to determine upgrade needs
- Develop detailed cost estimate for project and report to CIO
- Issue a request for quotes to obtain hardware and software
- Use internal staff as much as possible to do the planning, analysis, and installation

ROLES AND RESPONSIBILITIES

Name	Role	Responsibility
Walter Schmidt, CEO	Project Sponsor	Monitor project
Mike Zwack	CIO	Monitor project, provide staff
Kim Nguyen	Project Manager	Plan and execute project
Jeff Johnson	Director of Information Technology Operations	Mentor Kim
Nancy Reynolds	VP, Human Resources	Provide staff, issue memo to all employees about project
Steve McCann	Director of Purchasing	Assist in purchasing hardware and software

Sign-off: (Signatures of all the above stakeholders)

Comments: (Handwritten comments from above stakeholders, if applicable)

This project must be done within ten months at the absolute latest. *Mike Zwack, CIO*

We are assuming that adequate staff will be available and committed to supporting this project. Some work must be done after hours to avoid work disruptions, and overtime will be provided. *Jeff Johnson and Kim Nguyen, Information Technology Department*

Answer option B is incorrect. A risk register is a document that contains the results of 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.

Answer option A is incorrect. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Procurement and Project Integration

Objective: Monitoring Your Projects Progress

Currently there are no comments in this discussion, be the first to comment!

Question #3 *Topic 1*

Which of the following processes is described in the statement below?
"It is involved with many kinds of process design and with implementation and improvement to the IT infrastructure and service processes."

A. Risk Management

B. Continual Process Improvement Management

C. Change Management

D. Configuration Management

Suggested Answer: *B*
The Continual Process Improvement Management process is involved with many kinds of process design and with implementation and improvement to the IT infrastructure and service processes. Continual Process Improvement Management aims to build standardized processes for the handling of IT-related services and infrastructure, and to document, operate, control, and improve them permanently.
Answer option A is incorrect. Risk management is a continuous process. The process from the threats to risks and then finally to security measures is known as risk management. In this process, the risks are first identified, then examined, and then finally reduced to an acceptable level. The process is applied to all aspects of the operational processes.
Answer option D is incorrect. Configuration management (CM) is a field of management that focuses on establishing and maintaining consistency of a system's or product's performance and its functional and physical attributes with its requirements, design, and operational information throughout its life. For information assurance, CM can be defined as the management of security features and assurances through control of changes made to hardware, software, firmware, documentation, test, test fixtures, and test documentation throughout the life cycle of an information system.
CM for information assurance, sometimes referred to a Secure Configuration Management (SCM), relies upon performance, functional, and physical attributes of IT platforms and products and their environments to determine the appropriate security features and assurances that are used to measure a system configuration state. For example, configuration requirements may be different for a network firewall that functions as part of an organization's Internet boundary versus one that functions as an internal local network firewall.
Answer option C is incorrect. The change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at empowering the employees to accept and embrace changes in their current business environment. In project management, change management refers to a project management process where changes to a project are formally introduced and approved.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Continual Process Improvement

Currently there are no comments in this discussion, be the first to comment!

Question #4 *Topic 1*

FILL BLANK -

Fill in the blank with the appropriate term.

The _____ defines the period in which, during the development of the project scope statement, a clear and very thorough project scope statement narrative is documented.

Suggested Answer: *develop project scope statement period*

The develop project scope statement period defines the period in which, during the development of this project scope statement, a clear and very thorough project scope statement narrative is documented. The period of project scope statement development is typical for the entire project management team to work together to think what this project scope statement will be; however, in some cases, the project team leader may develop the statement himself, with or without the project management team's approval.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Project Scope Development

Currently there are no comments in this discussion, be the first to comment!

Question #5 *Topic 1*

Which of the following staffing management plan factors is described in the statement below?
"It helps promote and reinforce desired behaviors of team members."

A. Recognition and rewards

B. Training needs

C. Compliance

D. Safety

Suggested Answer: *A*
In order to promote and reinforce desired behaviors, clear criteria for rewards and a planned system is required for members use. Recognition and rewards are parts of staffing management plan. In developing human resource in a project, recognition and rewards play the key roles. Recognition and rewards help promote and reinforce desired behaviors of team members. To be effective, recognition and rewards should be based on activities and performance under a person's control.
Answer options C, B, and D are incorrect. These factors are not described in the question.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 9.3.2.6, Page 277
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #6 *Topic 1*

Which of the following is defined as the time it takes to complete a task or a set of interdependent tasks?

A. Lag time

B. Mean time

C. Fixed time

D. Lead time

Suggested Answer: *C*

Lead time is the time it takes to complete a task or a set of interdependent tasks. Lead time is also the saved time by starting an activity earlier than its predecessor is completed.

A lead time is the time that overlaps between the predecessor and the successor tasks. The successor task can start before the predecessor task finishes. For example, if a task can start when its predecessor is one-fourth finished, a finish-to-start dependency with a lead time of 25 percent for the successor task can be specified. The lead time is entered as a negative value. The lead time can be entered as a duration or as a percentage of the predecessor's task duration. It is entered on the Predecessor tab in the Task Information dialog box.

Answer option B is incorrect. A lag time is a delay between the predecessor and the successor tasks. Sometimes it may be needed to schedule a delay between the predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the final coat should be applied only when the first coat dries. This delay is known as the lag time. The lag time is entered as a positive value. The lag time can be entered as a duration or as a percentage of the predecessor's task duration. It is entered on the Predecessor tab in the Task Information dialog box.

Answer options A and D are incorrect. These are not the valid answers.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Time and Cost Management

Objective: Task Lead and Lag Dependencies

Currently there are no comments in this discussion, be the first to comment!

Question #7 *Topic 1*

You work as a project manager for HRM Inc. You are performing steps to carry out and finish the project according to the measures drawn through the planning stage. Which of the following stages of the project are you working on?

A. Initiation

B. Monitoring and controlling

C. Execution

D. Closing

Suggested Answer: *C*

Execution entails steps to carry out and finish the project according to the measures drawn through the planning stage.

Answer option A is incorrect. Initiating is a process group or stage that occurs at the beginning of the project. It determines the nature and scope of the development. If this stage is not performed well, it is unlikely that the project will be successful in meeting the business needs.

The initiating stage should include a cohesive plan that encompasses the following areas:

⇨ Study analyzing the business needs in measurable goals

⇨ Review of the current operations

⇨ Conceptual design of the operation of the final product

Equipment and contracting requirements including an assessment of 'long-lead' items

▪

⇨ Financial analysis of the costs and benefits including a budget

⇨ Stakeholder analysis, including users, and support personnel for the project

⇨ Project charter including costs, tasks, deliverables, and schedule

The key project controls needed here are an understanding of the business environment and ensuring that all necessary controls are incorporated into the project.

Any deficiencies should be reported and a recommendation should be made to fix them. Answer option B is incorrect. Monitoring and controlling guarantees that only agreed changes are made so that the project does not morph into something unrecognizable over time.

Answer option D is incorrect. Closing concludes a project and closes it. It often consists of satisfying the terms of any outstanding contracts.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Procurement and Project Integration

Objective: Project Execution -

Annotate

Currently there are no comments in this discussion, be the first to comment!

Question #8 *Topic 1*

Which of the following are the tools and techniques of the Plan Procurement Management process?
Each correct answer represents a complete solution. Choose three.

A. Probability and impact matrix

B. Make-or-buy analysis

C. Expert judgment

D. Market research

Suggested Answer: *BCD*
Answer options B, C, and D are correct.
Plan Procurement Management is the process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers. Make-or- buy analysis, expert judgment, and market research are the tools and techniques used in this process.
Answer option A is incorrect. This is not a part of the Plan Procurement Management process.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 12.1
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #9 *Topic 1*

Tom is the project manager for his organization and he's creating a project network diagram for this project. He has created his project network diagramming with the consideration of the availability of project resources. What network diagramming approach has Tom used in this example?

A. Critical path method

B. Critical chain method

C. Activity on the arrow

D. Fast tracking

Suggested Answer: *B*

Answer option B is correct.

The critical chain method examines the availability of project resources to determine when they're available in order to create the project network diagram.

Answer option A is incorrect. The critical path method determines the longest path to completion as the critical path.

Critical path method (CPM)

The critical path method, abbreviated CPM, or critical path analysis, is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management.

It was developed in 1950s by the US Navy when trying to better organize the building of submarines. Today, it is commonly used with all forms of projects, including construction, software development, research projects, product development, engineering, and plant maintenance, among others. Any project with interdependent activities can apply this method of scheduling.

The essential technique for using CPM is to construct a model of the project that includes the following:

1. A list of all activities required to complete the project (also known as Work breakdown structure),
2. The time (duration) that each activity will take to complete, and
3. The dependencies between the activities.

Using these values, CPM calculates the longest path of planned activities to the end of the project, and the earliest and latest that each activity can start and finish without making the project longer. This process determines which activities are "critical" (i.e., on the longest path) and which have "total float" (i.e., can be delayed without making the project longer). In project management, a critical path is the sequence of project network activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path.

These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).

Answer option D is incorrect. Fast tracking allows phases of the project to overlap in order to decrease the overall project duration. It is not a networking technique.

Fast tracking a project -

Fast tracking is a frequently used technique to compress a project's schedule. It is often the most effective way to shorten the duration of a project. You fast track a project by scheduling tasks that were originally scheduled to run in sequence, instead in parallel. It is the process of shortening the project schedule without reducing the project scope or compromising on quality.

The problem with fast-tracking is that there is no free lunch. Additional resources pulled in to do the parallel tasks might make mistakes, or even seasoned resources could make mistakes, skip crucial steps, make assumptions because results from the necessary parallel step were as yet unavailable. If something goes wrong, your schedule could slip or the quality, scope, or budget could suffer.

In general, the risks are small. However, to make the most of fast-tracking, look at the longest tasks on the critical path first. These provide the largest potential decrease in duration with the fewest number of risks to manage.

Answer option C is incorrect. Activity on the arrow is a project network diagramming technique that illustrates the activities on the arrows rather than the more common method with the activities on the nodes in the network diagram.

Reference: "A Guide to the Project Management Body of Knowledge, 4th Edition, ISBN: 978-1-933890-51-7.", "IT Project Management: On Track From Start to

Finish by Joseph Phillips, ISBN: 978-0072232028."

Chapter: Time and Cost Management

Objective: Critical Path Scheduling

Currently there are no comments in this discussion, be the first to comment!

Question #10 *Topic 1*

You are using the PDCA model to determine, implement, monitor, control, and maintain Information Security Management System or ISMS. You have to evaluate the new processes and match up to the results against the probable results to determine the differences. In which of the following phases of the PDCA are you working?

A. Check

B. Plan

C. Act

D. Do

Suggested Answer: *A*
Answer option A is correct.
The check phase of the PDCA cycle evaluates the new processes and match up to the results against the probable results to determine the differences.
PDCA (plan-do-check-act) is a problem-solving process which is used in business process improvement. It has the following cycle components:
1. Plan: It performs the following activities:
⇨ It establishes scope.
⇨ It develops a comprehensive ISMS policy.
⇨ It performs risk assessment.
⇨ It creates a risk treatment plan.
⇨ It determines controls and their objectives.
⇨ It develops a statement of applicability that describes the reasons of selecting a specific control.
2. Do: It performs the following activities:
⇨ It operates the selected controls.
⇨ It detects and responds to incidents properly.
⇨ It performs security awareness training.
⇨ It manages resources that are required to achieve a goal.
3. Check: It performs the following activities:
⇨ It performs intrusion detection operation.
⇨ It performs incident handling operation.
⇨ It performs internal ISMS audit.
⇨ It performs a management review.
4. Act: It performs the following activities:
⇨ It implements improvements to the ISMS in response to the items that are identified in Check phase.
⇨ It performs corrective actions in response to the items that are identified in Check phase.
⇨ It performs preventive actions in response to the items that are identified in Check phase.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Management Structure and Framework
Objective: PDCA Cycle

Currently there are no comments in this discussion, be the first to comment!

Question #11 *Topic 1*

FILL BLANK -

Fill in the blank with the appropriate term.

_____ involves the implementation of strategies to reduce the negative aspects of conflict and to increase the positive aspects of conflict at a level equal to or higher than where the conflict is taking place.

Suggested Answer: *Conflict management*

Conflict management involves the implementation of strategies to reduce the negative aspects of conflict and to increase the positive aspects of conflict at a level equal to or higher than where the conflict is taking place. Conflict management involves activities to reduce affective conflicts at all levels, attain and maintain a reasonable amount of substantive conflict, and use the appropriate conflict management strategy to effectively bring about the goals, and also to match the status and concerns of the two parties in conflict.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Communications and Human Resources

Objective: Conflict Management

Currently there are no comments in this discussion, be the first to comment!

Question #12 *Topic 1*

Lamont is the project manager of a project that has recently finished the final project deliverables. The project customer has signed off on the project deliverable and Lamont has a few administrative closure activities to complete. In the project, there were several large risks that could have wrecked the project but Lamont and his project team found some creative methods to resolve the risks without affecting the project costs or project end date. What should Lamont do with the risk responses he identified during the project's monitoring and controlling process?

A. Include the risk response in the project risk management plan.

B. Include the risk responses in the organization's lessons learned database.

C. Nothing. The risk responses are included in the project's risk register already.

D. Include the responses in the project management plan.

Suggested Answer: *B*

Community vote distribution

B (100%)

anari101 3 years ago

Selected Answer: B

The risk responses should be included in the organization's lessons learned database so other project managers can use these responses.

upvoted 3 times

Question #13 *Topic 1*

You are the project manager for your organization. Marcy, a project stakeholder, is demanding that you add some deliverables to your project scope for free. You explain to Marcy that it's too late in the project execution to consider adding these deliverables, as most of the software your project team is creating is nearly done. Marcy and you escalate the issue to management. Management decides that you will add the deliverables to the project scope if Marcy pays a significant fee and allows you additional time to complete the project. What conflict resolution method has management offered?

A. Confronting

B. Compromising

C. Forcing

D. Issue management

Suggested Answer: *B*

Community vote distribution

B (100%)

anari101 3 years ago

Selected Answer: B

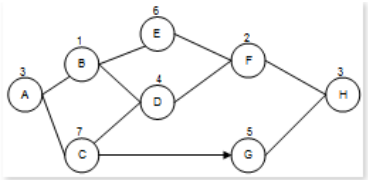
This is an example of the compromising solution. Marcy will have to pay for the changes, and you'll receive extra time to complete the added requirements. If

Marcy doesn't agree, then the project will move forward as it is now.

upvoted 3 times

Question #14 *Topic 1*

You are project manager of HHK project. Examine the network diagram given below:



A vendor reports that he will be four days late on the materials you'll need in order to complete Activity E. Based on the project network diagram, how many days can Activity E be delayed?

A. Six days

B. Zero, it is on the critical path.

C. Four days

D. Five days

Suggested Answer: *C*

Answer option C is correct.

Activity E has four days of float. The entire project will take 19 days to complete. Float, or slack, in project management terms, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats:

⇨ Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities.

⇨ Total Float: It is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating schedule constraint.

Float is calculated by using the critical path method technique.

Answer option B is incorrect. Activity E is not on the critical path.

Answer options D and A are incorrect. These are incorrect calculations of the amount float available for Activity E.

Reference: A Guide to the Project Management Body of Knowledge, (PMBOK Guide)

Chapter: Time and Cost Management

Objective: Critical Path Scheduling

Currently there are no comments in this discussion, be the first to comment!

Question #15 *Topic 1*

You work as a project manager for HRM Inc. You want to communicate and solicit feedback from your employees to build future plans. Which of the following will help you to accomplish the above task?

A. Change register

B. Risk register

C. Organizational chart

D. Stakeholders register

Suggested Answer: *C*
Answer option C is correct.
Organizational charts will help you to communicate and solicit feedback from your employees to build future plans.
Organizational charts are used to share strategic ideas, tasks, dependencies, and associations with team members and other organizations. An organizational chart helps to establish tasks, titles, and lines of authority for every organization and people. It is a useful way for communicating organizational, employee, and project information.
Answer option B is incorrect. A risk register is a document that contains the results of 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.
Answer option D is incorrect. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.
Answer option A is incorrect. The change register is the program's central database for all change requests, their status, and other related information. Any request for any change in the project or program and the results of the change request should be communicated to the appropriate stakeholders and the outcome must be recorded in the change register.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Organizational Dependencies and Charts

Currently there are no comments in this discussion, be the first to comment!

Question #16 *Topic 1*

Which of the following elements facilitates people to know large amounts of information as a picture rather than a table of names and numbers?

A. Project charter

B. Organization chart

C. Risk register

D. Stakeholder register

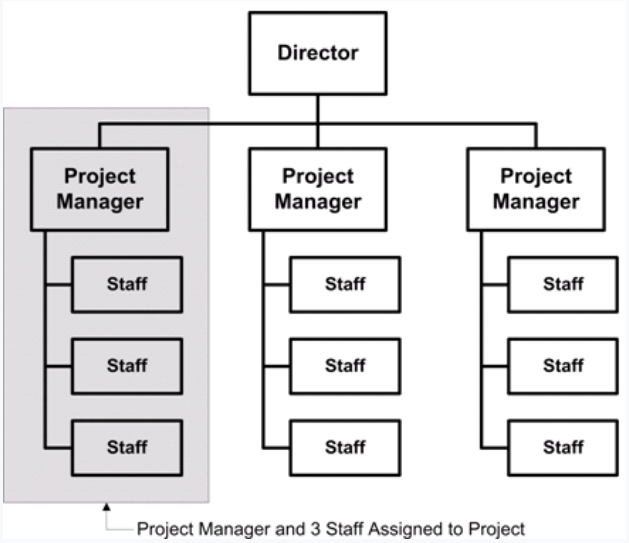
Suggested Answer: *C*

Answer option C is correct.

Project organization chart facilitates people to know large amounts of information as a picture rather than a table of names and numbers.

The project organization chart is a document that graphically portrays the team members of the project and their interrelationships for a specific project. An organization chart is a diagram that shows the hierarchical structure of an organization. Usually a chart starts with a higher or superior level and branches downward to subordinate levels.

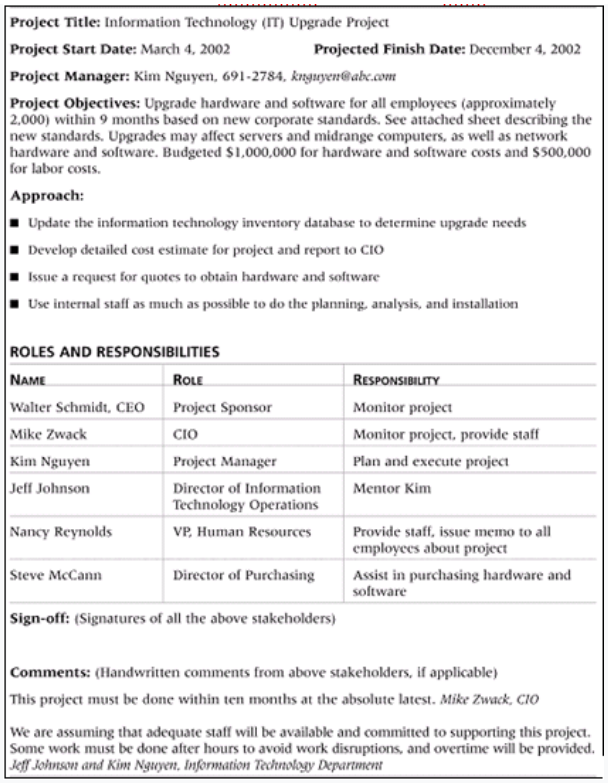
Project based organizational structure



Answer option C is incorrect. A risk register is a document that contains the results of 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.

Answer option A is incorrect. A project charter is a document that officially recognizes and acknowledges that a project exists. It helps define requirements and expectations to all involved in the project. It is issued by the project sponsor. It can be as simple as a one-page form for a very small project, briefly describing the project and listing the responsibilities and authority of the project manager. Charters can be much longer, however, depending on the size of the project. In addition to formally authorizing a project, the charter provides the project manager with the authority to apply organizational resources to project activities. Project charters are important to the success of a project.

It's a good idea to have a project manager assigned to the project prior to the start of planning, and preferably while the project charter is being developed. Here's an example of a project charter.



Project Title: Information Technology (IT) Upgrade Project

Project Start Date: March 4, 2002 **Projected Finish Date:** December 4, 2002

Project Manager: Kim Nguyen, 691-2784, *knguyen@abc.com*

Project Objectives: Upgrade hardware and software for all employees (approximately 2,000) within 9 months based on new corporate standards. See attached sheet describing the new standards. Upgrades may affect servers and midrange computers, as well as network hardware and software. Budgeted $1,000,000 for hardware and software costs and $500,000 for labor costs.

Approach:

- Update the information technology inventory database to determine upgrade needs
- Develop detailed cost estimate for project and report to CIO
- Issue a request for quotes to obtain hardware and software
- Use internal staff as much as possible to do the planning, analysis, and installation

ROLES AND RESPONSIBILITIES

Name	Role	Responsibility
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Mike Zwack	CIO	Monitor project, provide staff
Kim Nguyen	Project Manager	Plan and execute project
Jeff Johnson	Director of Information Technology Operations	Mentor Kim
Nancy Reynolds	VP, Human Resources	Provide staff, issue memo to all employees about project
Steve McCann	Director of Purchasing	Assist in purchasing hardware and software

Sign-off: (Signatures of all the above stakeholders)

Comments: (Handwritten comments from above stakeholders, if applicable)

This project must be done within ten months at the absolute latest. *Mike Zwack, CIO*

We are assuming that adequate staff will be available and committed to supporting this project. Some work must be done after hours to avoid work disruptions, and overtime will be provided. *Jeff Johnson and Kim Nguyen, Information Technology Department*

Answer option D is incorrect. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Communications and Human Resources

Objective: Organizational Dependencies and Charts

Community vote distribution

B (100%)

anari101 3 years ago

Selected Answer: B

Project organization chart facilitates people to know large amounts of information as a picture rather than a table of names and numbers.

upvoted 2 times

Question #17 *Topic 1*

Jenny is the project manager for her organization. Her project is not doing well on project schedule performance, and management wants her to predict how the project schedule and cost will end. Management has asked Jenny to report and forecast her project's performance based on the Judgmental methods. Which of the following judgmental methods will Jenny use to accomplish the task?
Each correct answer represents a complete solution. Choose all that apply.

A. Scenario building

B. Autoregressive moving average

C. Forecast by analogy

D. Technology forecasting

Suggested Answer: *ACD*
Answer options A, D, and C are correct.
The judgmental forecasting method incorporates intuitive judgments, opinions and subjective probability estimates. Some examples of judgmental forecasting are as follows:
⇨ Composite forecasts
⇨ Surveys
⇨ Delphi method
⇨ Scenario building
⇨ Technology forecasting
⇨ Forecast by analogy
Answer option B is incorrect. Autoregressive moving average is an example of the causal/econometric method.
Reference: Project Management Body of Knowledge (PMBOK Guide), Fourth edition
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #18 *Topic 1*

Which of the following are inputs of the Control Scope process?

A. Requirements documentation

B. Change request

C. Project management plan

D. Work performance information

Suggested Answer: *ACD*
Answer options C, D, and A are correct.
The inputs and outputs of the Control Scope process are as follows:
⇨ Inputs

Project management plan -

Work performance information -

Requirements documentation -

Requirement traceability matrix -

Organizational process asset -
⇨ Outputs

Work performance measurement -
Organizational process assets update

Change request -

Project management plan update -

Project document update -
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Charter and Scope Management
Objective: Scope Verification and Control

Currently there are no comments in this discussion, be the first to comment!

Question #19 *Topic 1*

You work as a project manager for HRM Inc. Your project was baselined at 8 hours, but 11 hours have been spent and the estimate to complete is 1 additional hour. The project must have been completed already. An hourly rate of $100 per hour is provided. Which of the following is the planned value (PV) for the project?

A. $600

B. $800

C. $700

D. $500

Suggested Answer: *B*
Answer option B is correct.
Planned value (PV) is the authorized budget assigned to the schedule work to be accomplished for a schedule activity or work breakdown structure component. It serves as a baseline against which actual performance is measured. The theory of planned value is of vital importance to the project management team and it is important to keep careful track of this. The term planned value can also be in some situations referred to by the project management team and the project management team leader as the budgeted cost of work scheduled (BCWS).
PV = Hourly Rate * Total Hours Planned or Scheduled
= ($100 * 8 hours)
= $800
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #20 *Topic 1*

Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables. There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

A. Project Contract

B. Project Quality Control procedures

C. Project Communications Management Plan

D. Project Integration Plan

Suggested Answer: *A*
Answer option A is correct.
The project contract is the best input to determine what activities are requirements for project closures. Contract is an exchange of promises between two or more parties to do an act which is enforceable in the court of law. It is an agreement that creates and defines obligations between two or more parties. It is a legal agreement that mutually binds the seller (to provide the specified product, service, or result) and the buyer (to pay for it).
Answer option C is incorrect. The communications management plan defines what needs to be communicated to whom and the modality of the communications.
Answer option D is incorrect. As there is not a project integration plan to reference, this is not a valid project management plan.
Answer option B is incorrect. The project quality control procedures will precede project closure, as they happen during project monitoring and controlling.
Reference: Chapter 4. A Guide to the Project Management Body of Knowledge, (PMBOK Guide), Fifth Edition, ISBN:9781933890517, Section 4.6.
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #21 *Topic 1*

Which of the following techniques is described in the statement below?
"It evaluates the abstract early start and finish dates and late start and finish dates for all activities devoid of any resource limitations by performing a forward and backward pass analysis through the schedule network."

A. Resource utilization

B. Critical Chain method

C. Resource leveling heuristic

D. Critical path method

Suggested Answer: *C*
Answer option C is correct.
The Critical Path method evaluates the abstract early start and finish dates and late start and finish dates for all activities devoid of any resource limitations by performing a forward and backward pass analysis through the schedule network.
Critical Path Method, abbreviated CPM, or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management. It provides the following benefits:
⇨ Provides the graphical view of the project
⇨ Predicts the time required to complete the project
⇨ Shows which activities are critical to maintain the schedule and which are not
CPM models the activities and events of a project as a network. Activities are depicted as nodes on the network, and events that signify the beginning or ending of activities are depicted as arcs or lines between the nodes.
Answer option B is incorrect. The Critical Chain method is a project management technique in which schedule network analysis is used for the purpose of modifying and determining a set of project schedules to account for more inadequate than estimated project financial resources. This method tends to keep the resources levelly loaded, but requires the resources to be flexible in their start times and to quickly switch between tasks and task chains to keep the whole project on schedule. In the Critical Chain method, projects are completed more rapidly and with better scheduling consistency.
Answer option A is incorrect. Resource utilization simply means that the resource is scheduled for work.
Answer option C is incorrect. A resource leveling heuristic is a guideline, such as a maximum of 35 hours per week, per resource. It is a rule that usually signals the maximum amount of hours a resource may be utilized on the project.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Critical Path Scheduling

Community vote distribution
B (100%)

anari101 3 years ago

Selected Answer: B

The Critical Path method evaluates the abstract early start and finish dates and late start and finish dates for all activities devoid of any resource limitations by performing a forward and backward pass analysis through the schedule network.

upvoted 1 times

Question #22 *Topic 1*

Billy is the project manager of the PQW Project and she has an assigned project budget of $655,000. Currently she is 80 percent complete with the project though she was scheduled to be 100 percent done by this date. She has spent $490,000 to date and other than the project schedule, which was delayed because of a vendor, the project is going well. What should Billy report as her schedule performance index for this project?

A. 100 percent because the vendor caused her lateness

B. $524,000

C. 80

D. 1.23

Suggested Answer: *C*
Answer option C is correct.
Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula:
SPI = Earned value (EV) / Planned value (PV)
If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target. You can find the planned value by multiplying where Billy should be in the project, 100 percent, by the project's budget.
In this instance the planned value is $655,000 because she is to be 100 percent complete.
Answer option A is incorrect. The SPI simply reports a value not an explanation.
Answer option D is incorrect. 1.23 is the cost performance index for the project.
Answer option B is incorrect. $524,000 is the earned value for the project.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 7.4.2.1, Page 217
Chapter: Time and Cost Management
Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #23 *Topic 1*

You work as a project manager for HRM Inc. Your organization has developed a product and is facing problems with current suppliers. Which of the following techniques will help your organization in the above issue?

A. Risk analysis

B. Make-or-buy analysis

C. Checklist analysis

D. Break-even analysis

Suggested Answer: *B*

Answer option B is correct.

A make-or-buy analysis is used to verify whether a particular work can best be accomplished by the project team or must be purchased from outside sources. The budget constraints can influence the make-or-buy decisions. A make-or-buy analysis must consider all related costs; both direct and indirect support costs. A make-or-buy analysis takes place when an organization that has developed a product or part, or significantly modified a product or part, is facing problems with current suppliers, or has reduced capacity or varying demand.

Answer option A is incorrect. Risk analysis is the science of risks and their probability and evaluation in a business or a process. It is an important factor in security enhancement and prevention in a system. Risk analysis should be performed as part of the risk management process for each project. The outcome of the risk analysis would be the creation or review of the risk register to identify and quantify risk elements to the project and their potential impact.

Risk analysis includes the following three types of analysis:

⇨ Risk assessment determines money, time, and effort needed for providing protection.

⇨ Business impact analysis identifies assets to be protected.

⇨ Threat analysis determines factors against which protection should be provided.

Answer option C is incorrect. The checklist analysis approach is a risk identification process. It is an organized approach built on the past knowledge incorporated in checklist questions. Checklist analysis is used for high-level or comprehensive analysis, as well as for root cause analysis. It is relevant to any activity or system, including equipment issues and human factors issues and is generally performed by an individual trained to understand the checklist questions. Checklist analysis is sometimes performed by a small group, not necessarily risk analysis experts.

Answer option D is incorrect. Break-even analysis is a method of price determination. In this method, the demand for a product and the cost of overproduction of the product are taken into consideration. The analysis of cost behavior and its impact on profit is known as break-even analysis. Its main advantage is that it shows different levels of profits at different levels of output.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Procurement and Project Integration

Objective: Make vs. Buy Analysis

Currently there are no comments in this discussion, be the first to comment!

Question #24 *Topic 1*

You work as a project manager for HRM Inc. You are working with your team on calculating the project's critical path. You have calculated that one of the activities on the critical path is going to be delayed by six days due to a vendor fault. How will this condition affect the project's completion date?

A. The project will be early by six days.

B. The project may be late depending on the amount of float available for the critical path.

C. The project manager should check to see if float is available for other activities and shift the delayed work to another path.

D. The project will be late by six days.

Suggested Answer: *B*
Answer option B is correct.
If a task on the critical path is delayed by six days, then the project will be late.
Answer option A is incorrect. The project won't be early, as a critical path activity is late.
Answer option D is incorrect. The critical path does not have float.
Answer option C is incorrect. Work typically cannot be moved from path to path in the network diagram, as the network diagram illustrates the flow of the project work.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Critical Path Scheduling

Currently there are no comments in this discussion, be the first to comment!

Question #25 *Topic 1*

You work as a project manager for HRM Inc. You have to address the following information on the business case justifying the project, including return on investment. Which of the following documents will you use to address the above information?

A. Risk register

B. Project charter

C. Stakeholder register

D. Project scope statement

Suggested Answer: *B*

Answer option B is correct.

A project charter is a document that officially recognizes and acknowledges that a project exists. It helps define requirements and expectations to all involved in the project. It is issued by the project sponsor. It can be as simple as a one-page form for a very small project, briefly describing the project and listing the responsibilities and authority of the project manager. Charters can be much longer, however, depending on the size of the project. In addition to formally authorizing a project, the charter provides the project manager with the authority to apply organizational resources to project activities. Project charters are important to the success of a project.

It's a good idea to have a project manager assigned to the project prior to the start of planning, and preferably while the project charter is being developed. Here's an example of a project charter.

Project Title: Information Technology (IT) Upgrade Project

Project Start Date: March 4, 2002 **Projected Finish Date:** December 4, 2002

Project Manager: Kim Nguyen, 691-2784, *knguyen@abc.com*

Project Objectives: Upgrade hardware and software for all employees (approximately 2,000) within 9 months based on new corporate standards. See attached sheet describing the new standards. Upgrades may affect servers and midrange computers, as well as network hardware and software. Budgeted $1,000,000 for hardware and software costs and $500,000 for labor costs.

Approach:

- Update the information technology inventory database to determine upgrade needs
- Develop detailed cost estimate for project and report to CIO
- Issue a request for quotes to obtain hardware and software
- Use internal staff as much as possible to do the planning, analysis, and installation

ROLES AND RESPONSIBILITIES

NAME	ROLE	RESPONSIBILITY
Walter Schmidt, CEO	Project Sponsor	Monitor project
Mike Zwack	CIO	Monitor project, provide staff
Kim Nguyen	Project Manager	Plan and execute project
Jeff Johnson	Director of Information Technology Operations	Mentor Kim
Nancy Reynolds	VP, Human Resources	Provide staff, issue memo to all employees about project
Steve McCann	Director of Purchasing	Assist in purchasing hardware and software

Sign-off: (Signatures of all the above stakeholders)

Comments: (Handwritten comments from above stakeholders, if applicable)

This project must be done within ten months at the absolute latest. *Mike Zwack, CIO*

We are assuming that adequate staff will be available and committed to supporting this project. Some work must be done after hours to avoid work disruptions, and overtime will be provided. *Jeff Johnson and Kim Nguyen, Information Technology Department*

Answer option A is incorrect. A risk register is a document that contains the results of 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.

Answer option C is incorrect. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.

Answer option D is incorrect. Project scope statement is the narrative description of the project scope. It includes major deliverables, project assumptions, project constraints, and a description of work. It helps developing a common understanding of project scope among the stakeholders. It is a documented description of the project to answer questions such as What is being produced?, How is it being produced?, What is included?, etc.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management
Objective: Project Charters

Currently there are no comments in this discussion, be the first to comment!

Question #26 *Topic 1*

Virginia is the project manager for her organization. She has hired a subject matter expert to interview the project stakeholders on certain identified risks within the project. The subject matter expert will assess the risk event with what specific goal in mind?

A. To determine the validity of each risk event

B. To determine the level of probability and impact for each risk event

C. To determine the probability and schedule of the risk event

D. To determine the bias of the risk event based on each person interviewed

Suggested Answer: *B*
Answer option B is correct.
During the risk assessment process, the goal is to determine the level of probability and impact for each risk event.
Answer option A is incorrect. The validity of each risk event is not a valid result of the risk probability and assessment technique.
Answer option D is incorrect. The bias towards certain risk events may come to light during the risk assessment technique, but this is not the primary goal of the process.
Answer option C is incorrect. The probability and impact are determined, not the probability and schedule during the risk assessment technique.
Reference: "Project Management Body of Knowledge (PMBOK Guide)"
Chapter: Quality and Risk Management
Objective: Risk Probability and Impact Matrices

Currently there are no comments in this discussion, be the first to comment!

Question #27 *Topic 1*

You are the project manager of the TRT Project. During the execution phase of your project, Rick, a team member, complains that other team members are isolating him and this isolation is bothering him. Which of the following is NOT a recommended step to resolve the issue?

A. Get feedback on Rick from other team members.

B. Shift Rick to another project.

C. Get more feedback from Rick.

D. Apply team building measures to improve the team's effectiveness.

Suggested Answer: *B*
Answer option B is correct.
Shifting Rick to another project is a bad approach towards resolving the issue. Rick is a part of team and you must get more information from other resources before taking any decision. Furthermore, it should be one of your professional abilities to improve the team's effectiveness.
Answer options D, C, and A are incorrect. You should take all these steps to resolve such issues.
Reference: A Guide to the Project Management Body of Knowledge, (PMBOK Guide), Fifth Edition, ISBN:9781933890517, Section 9.4.
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #28 *Topic 1*

Which of the following forecasting methods is described in the statement below?
"It is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted."

A. Causal/econometric method

B. Judgmental method

C. Ensemble forecasting

D. Time series method

Suggested Answer: *A*
Answer option A is correct.
Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts.
The forecasting methods are categorized as follows:
⇨ Time series method: It uses historical data as the basis for estimating future outcomes.
⇨ Causal/econometric method: This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and used in the forecast.
⇨ Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates.
⇨ Other methods: Other methods may include probabilistic forecasting, simulation, and ensemble forecasting.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #29 *Topic 1*

FILL BLANK -
Fill in the blank with the appropriate term.
_____(also called contractor conferences, vendor conferences, and pre-bid conferences) are meetings with prospective sellers prior to preparation of a bid or proposal.

Suggested Answer: *Bidder conferences*
Bidder conferences (also called contractor conferences, vendor conferences, and pre-bid conferences) are meetings with prospective sellers prior to preparation of a bid or proposal. They are used to ensure that all prospective sellers have a clear, common understanding of the procurement. All potential sellers are given equal standing during this initial buyer and seller interaction to produce the best bid. The meeting can discuss the request for quote, request for proposal, or the invitation for bid - all dependent on what the customer has requested.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Monitoring Your Projects Progress

Currently there are no comments in this discussion, be the first to comment!

Question #30 *Topic 1*

Identify Risks is the process of determining which risks may affect the project. Which of the following are inputs of the Identify risks process?

A. Risk management plan

B. Risk register

C. Scope baseline

D. Project documents

Suggested Answer: *ACD*
Answer options C, D, and A are correct.
Identify risks is one of the five processes related to the risks in a project. In this process, those risks are determined that may affect the project. In this process, the characteristics of these identified risks are documented.

Inputs -
There are eleven inputs in the Identify risks process:
⇨ Risk management plan
⇨ Activity cost estimates
⇨ Activity duration estimates
⇨ Scope baseline
⇨ Stakeholder register
⇨ Cost management plan
⇨ Schedule management plan
⇨ Quality management plan
⇨ Project documents
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
▪
The risk identification process covers the total scope of a project and produces only one output, the risk register.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #31 *Topic 1*

Which of the following forecasting methods is described in the statement below?
"It is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted."

A. Causal/econometric method

B. Judgmental method

C. Ensemble forecasting

D. Time series method

Suggested Answer: *A*
Answer option A is correct.
Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts.
The forecasting methods are categorized as follows:
⇨ Time series method: It uses historical data as the basis for estimating future outcomes.
⇨ Causal/econometric method: This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and used in the forecast.
⇨ Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates.
⇨ Other methods: Other methods may include probabilistic forecasting, simulation, and ensemble forecasting.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #32 *Topic 1*

Identify Risks is the process of determining which risks may affect the project. Which of the following are inputs of the Identify risks process?

A. Risk management plan

B. Risk register

C. Scope baseline

D. Project documents

Suggested Answer: *ACD*
Answer options C, D, and A are correct.
Identify risks is one of the five processes related to the risks in a project. In this process, those risks are determined that may affect the project. In this process, the characteristics of these identified risks are documented.

Inputs -
There are eleven inputs in the Identify risks process:
⇨ Risk management plan
⇨ Activity cost estimates
⇨ Activity duration estimates
⇨ Scope baseline
⇨ Stakeholder register
⇨ Cost management plan
⇨ Schedule management plan
⇨ Quality management plan
⇨ Project documents
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
The risk identification process covers the total scope of a project and produces only one output, the risk register.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #33 *Topic 1*

Which of the following forecasting methods is described in the statement below?
"It is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted."

A. Causal/econometric method

B. Judgmental method

C. Ensemble forecasting

D. Time series method

Suggested Answer: *A*
Answer option A is correct.
Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts.
The forecasting methods are categorized as follows:
⇨ Time series method: It uses historical data as the basis for estimating future outcomes.
⇨ Causal/econometric method: This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and used in the forecast.
⇨ Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates.
⇨ Other methods: Other methods may include probabilistic forecasting, simulation, and ensemble forecasting.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #34 *Topic 1*

Identify Risks is the process of determining which risks may affect the project. Which of the following are inputs of the Identify risks process?

A. Risk management plan

B. Risk register

C. Scope baseline

D. Project documents

Suggested Answer: *ACD*
Answer options C, D, and A are correct.
Identify risks is one of the five processes related to the risks in a project. In this process, those risks are determined that may affect the project. In this process, the characteristics of these identified risks are documented.

Inputs -
There are eleven inputs in the Identify risks process:
⇨ Risk management plan
⇨ Activity cost estimates
⇨ Activity duration estimates
⇨ Scope baseline
⇨ Stakeholder register
⇨ Cost management plan
⇨ Schedule management plan
⇨ Quality management plan
⇨ Project documents
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
The risk identification process covers the total scope of a project and produces only one output, the risk register.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #35 *Topic 1*

You work as a project manager for HRM Inc. Your project has a schedule variance of -$35,500 and a schedule performance index of 0.92. What do these values mean in regard to project performance?

A. The project is performing well.

B. The project has a planned value of $600,000.

C. The project is likely to be late and over budget.

D. The project is eight percent off schedule and has a considerable schedule variance.

Suggested Answer: *D*

Answer option D is correct.

A schedule variance is found by subtracting the planned value from the earned value. A -$35,500 schedule variance is considerable for most projects, but combined with a schedule that is eight percent off schedule is more serious. The size of the project, however, and the defined project budget, needs to be determined to evaluate how serious the variance is.

Schedule variance (SV) is a earned value technique used for measuring the schedule performance on a project. The variance signifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula:

SV = Earned value (EV) - Planned value (PV)

If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Time and Cost Management

Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #36 *Topic 1*

Gary has identified a project risk that could injure project team members. He does not want to accept any risk where someone could become injured on this project, so he hires a professional vendor to complete this portion of the project work. This workaround to the risk event is known as what type of risk response?

A. Avoidance

B. Acceptance

C. Mitigation

D. Transference

Suggested Answer: *D*
Answer option B is correct.
Transference is a strategy to mitigate negative risks or threats. In this strategy, consequences and the ownership of a risk is transferred to a third party. This strategy does not eliminate the risk but transfers responsibility of managing the risk to another party. Insurance is an example of transference. When Gary hires a professional vendor to manage that risk, the risk event does not go away, but the responsibility for the event is transferred to the vendor.
Answer option A is incorrect. Avoidance removes the risk event entirely either by adding additional steps to avoid the event or by reducing the project scope requirements.
Answer option C is incorrect. Mitigations are actions that Gary's project team could take to reduce the probability and/or impact of a risk event.
Answer option D is incorrect. Gary is not accepting this risk event; he does not want anyone in his team to become injured, so he is transferring the event.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 11.5.2.1, Page 345
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #37 *Topic 1*

Which of the following types of organizational structures represents a hierarchy where every member has one leader and the employees are grouped by the area of expertise?

A. Projectized

B. Jury

C. Functional

D. Matrix

Suggested Answer: *C*

Answer option C is correct.

A functional organization represents a hierarchy where every member has one leader, and the employees are grouped by the area of expertise like engineering, accounting, production, marketing, etc., at the top level. A hierarchy represents an arrangement where a leader leads other individual members of the organization. Every department in a functional organization performs its duties independent of other departments.

Answer option D is incorrect. A matrix organization allocates each worker with two bosses in two different hierarchies. One hierarchy is "functional" and promises that each type of skilled person in the organization is well-trained, and measured by a boss who is super-expert in the same field. The other direction is "executive" and tries to get projects completed using experts. Matrix organizations are a blend of functional and projectized characteristics. Projects might be organized by products, regions, customer types, or some other schema.

Answer option A is incorrect. A projectized organization represents the particular and specific organization that has been built through the utilization of an organizational structure, which has been created in a manner in which the project manager leads the group and in which the project manager has the ultimate authority to make any and all decisions involving the organization, including the assignment of all priorities, the application of any predesignated resources, and also any and all direct workings of persons that have been assigned to the project already or may be assigned in the future.

Answer option B is incorrect. A jury consists of a group of peers who make a decision as a group, possibly by voting. The members of a jury go through an issue and come up with a decision.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Management Structure and Framework

Objective: Types of Organizations

Currently there are no comments in this discussion, be the first to comment!

Question #38 *Topic 1*

Which of the following are inputs of the Acquire Project Team process?

A. Resource calendars

B. Project management plan

C. Enterprise environmental factors

D. Organizational process assets

Suggested Answer: *BCD*
Answer options B, C, and D are correct.
The Acquire Project Team process is one of the eight processes grouped under the Executing Process group. In this process, it is ensured that the human resources are available and the required team is obtained for completing the project assignments.

Inputs -
The Acquire Project Team has the following three inputs:
⇨ Project management plan
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
The Acquire Project Team process has the following three outputs:
⇨ Project staff assignments
⇨ Resource calendars
⇨ Project management plan updates
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Acquiring and Developing Your Project Team

Currently there are no comments in this discussion, be the first to comment!

Question #39 *Topic 1*

Which of the following are outputs of the perform quality assurance process?

A. Change requests

B. Project management plan updates

C. Organizational process assets update

D. Work performance information

Suggested Answer: *ABC*
Answer options C, B, and A are correct.
The inputs and outputs of the perform quality assurance process are as follows:

Inputs -
▪

Project management plan -

Quality metrics -

Work performance information -

Quality control measurements -
⇨ Outputs
Organizational process assets update

Change requests -

Project management plan updates -

Project document updates -
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Quality Metrics and Quality Baselines

Currently there are no comments in this discussion, be the first to comment!

Question #40 *Topic 1*

You are the project manager for your organization. Your organization manages projects for other companies. You will be soon managing a project for the JUH
Company. What document do you need first to help to develop the project charter?

A. Functional requirements

B. Preliminary project scope statement

C. Business requirements

D. Contract

Suggested Answer: *D*
Answer option D is correct.
When an organization completes a project for another entity a contract should be created and used as an input to the project charter development process.

Contract -
Contract is an exchange of promises between two or more parties to do an act which is enforceable in the court of law. It is an agreement that creates and defines obligations between two or more parties. It is a legal agreement that mutually binds the seller (to provide the specified product, service, or result) and the buyer (to pay for it).
Answer option B is incorrect as the preliminary project scope statement will be created after the project charter has been created.
Answer option C is incorrect as the business requirements will be listed in the project contract, which is the input the project manager needs.
Answer option A is incorrect as the functional requirements will be listed in the project contract, which is the input the project manager needs.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 4.1, Page 66
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #41 *Topic 1*

The Project Communications Management knowledge area focuses on which of the following processes?
Each correct answer represents a complete solution. Choose all that apply.

A. Create Work Breakdown Structure (WBS)

B. Distribute Information

C. Report Performance

D. Identify Stakeholders

Suggested Answer: *BCD*
Answer options C, B, and D are correct.
Project Communications Management is one of the nine Knowledge Areas. It employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The following processes are part of Project Communications
Management:
⇨ Identify Stakeholders
⇨ Plan Communications
⇨ Distribute Information
⇨ Manage Stakeholder Expectations
⇨ Report Performance
The Project Communications Management processes provide the critical links among people and information that are necessary for successful communication.
These processes interact with each other and with the processes in the other Knowledge Areas as well.
Answer option A is incorrect. The Create Work Breakdown Structure (WBS) process is associated with the Project Scope Management knowledge area.
Reference:
http://www.preparepm.com/notes/communication.html
Chapter: Communications and Human Resources
Objective: Interpersonal Communication Skills

Currently there are no comments in this discussion, be the first to comment!

Question #42 *Topic 1*

In which of the following processes are the results of executing the quality activities recorded and monitored in order to assess performance and recommend necessary changes?

A. Plan Quality

B. Perform Quality Assurance

C. Control Cost

D. Perform Quality Control

Suggested Answer: *D*

Answer option D is correct.

The Perform Quality Control process is one of the ten processes grouped in the Monitoring and Controlling Process group. During the Perform Quality Control process, results of executing the quality activities are recorded and monitored in order to assess performance and recommend necessary changes.

Inputs -

Following are the seven inputs for the Perform Quality Control process:

⇨ Project management plan

⇨ Quality metrics

⇨ Quality checklists

⇨ Work performance measurements

⇨ Approved change requests

⇨ Deliverables

⇨ Organizational process assets

Outputs -

Following are the seven outputs of the Perform Quality Control process:

Quality control measurements -

▪

⇨ Validated changes

⇨ Validated deliverables

⇨ Organizational process assets updates

⇨ Change requests

⇨ Project management plan updates

⇨ Project document updates

⇨ Answer option A is incorrect. The Plan Quality process is for identifying quality requirements and standards for the project and product. This process also documents how the project will demonstrate compliance.

Inputs -

Following are the seven inputs of the Plan Quality process:

⇨ Scope baseline

⇨ Stakeholder register

⇨ Cost performance baseline

⇨ Schedule baseline

⇨ Risk register

⇨ Enterprise environmental factors

⇨ Organizational process assets

Outputs -

The Plan Quality process has the following five outputs:

⇨ Quality Management plan

⇨ Quality metrics

⇨ Quality checklists

⇨ Process improvement plan

☞ Project document updates

Answer option B is incorrect. The Perform Quality Assurance process is used to review the quality requirements and outcomes from quality control measurements to make sure the quality standards are up to mark.

Answer option C is incorrect. The Control Cost process is used to examine the condition of the project to update the project budget and deal with changes to cost baseline.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Quality and Risk Management

Objective: Quality Control and Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #43 *Topic 1*

Which of the following theories describes the statement below?
"It states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction."

A. Herzberg's theory

B. Ouchi's Theory Z

C. McGregor's X and Y

D. Expectancy theory

Suggested Answer: *A*
Answer option A is correct.
Herzberg's Motivation-Hygiene Theory, also known as Two Factor Theory, was developed by Frederick Herzberg, a psychologist who found that job satisfaction and job dissatisfaction acted independently of each other. Two Factor Theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Two Factor Theory distinguishes between the following:
⇨ Motivators (e.g. challenging work, recognition, responsibility) which give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.
⇨ Hygiene factors (e.g. status, job security, salary and fringe benefits) which do not give positive satisfaction, although dissatisfaction results from their absence.
These are extrinsic to the work itself, and include aspects, such as company policies, supervisory practices, or wages/salary.
Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Motivation factors are needed in order to motivate an employee to higher performance, Herzberg also further classified our actions and how and why we do them, for example, if you perform a work-related action because you have to, then that is classed as movement, but if you perform a work-related action because you want to, then that is classed as motivation.
Answer option B is incorrect. Ouchi's Theory Z, also known as the Japanese management style, believes in participative management. The organization is more of a familiar environment, and the organization strives for lifelong employment. Theory Z is the name applied to two competing management theories. In contrast to
Theory X, which stated that workers inherently dislike and avoid work and must be driven to it, and Theory Y, which stated that work is natural and can be a source of satisfaction when aimed at higher order human psychological needs, Theory Z focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Ouchi, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction.
Answer option C is incorrect. McGregor's X and Y theory describes the project team members and their behavior on the project and how management responds.
Answer option D is incorrect. Expectancy theory is about choice. It explains the processes that an individual undergoes to make choices. In organizational behavior study, expectancy theory is a motivation theory first proposed by Victor Vroom of the Yale School of Management. Expectancy theory predicts that employees in an organization will be motivated when they believe that:
⇨ putting in more effort will yield better job performance
⇨ better job performance will lead to organizational rewards, such as an increase in salary or benefits these predicted organizational rewards are valued by the employee in question.
▪
In order to enhance the performance-outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients. In order to improve the effort-performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort will in fact lead to better performance.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #44 *Topic 1*

Which of the following techniques is described in the statement below?
"It is used to verify whether a particular work can best be accomplished by the project team or must be purchased from outside sources."

A. Risk analysis

B. Expert judgment

C. Make-or-Buy analysis

D. Contract type

Suggested Answer: *C*
Answer option C is correct.
A make-or-buy analysis is used to verify whether a particular work can best be accomplished by the project team or must be purchased from outside sources. The budget constraints can influence the make-or-buy decisions. A make-or-buy analysis must consider all related costs; both direct and indirect support costs.
Answer option A is incorrect. Risk analysis is a method or a technique that can be used to identify and assess factors that may hinder the successful completion of a project or the achievement of a goal. It is also known as Project Impact Analysis or PIA. Risk analysis can also be used to determine business needs to start a project.
Answer option B is incorrect. Expert Judgment is a term that refers a specifically to a technique in which judgment is made based upon a specific set of criteria and/or expertise that has been acquired in a specific knowledge area, or product area, a particular discipline, an industry, etc. When project conflicts arise, expert judgment is used to evaluate the inputs into the process. Specifically, expert judgment is used to assess the product description, the project-selection criteria, and the validity of the historical information. In addition, expert judgment could be used to identify key assumptions and constraints. The expert can be anyone from within or external to the project team that has the required specialized knowledge and/or experience relevant to the goals of the project can be used as a source of expert judgment. Just who is an expert? While SMEs (Subject Matter Experts), customers, industry experts, consultants are all examples of experts, it doesn't have to be a person who is considered the ultimate in that sphere. It could be anyone who has the required experience to provide the input and judgment required to address the conflict.
Answer option D is incorrect. The type of contract to be used and the specific contract terms and conditions fix the degree of risk being assumed by the buyer and seller.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Make vs. Buy Analysis

Currently there are no comments in this discussion, be the first to comment!

Question #45 *Topic 1*

Which of the following tasks are performed by the scope development process?

A. To facilitate clear responsibility assignments

B. To define a baseline for performance measurement and control

C. To improve the accuracy of cost, duration, and resource estimates

D. To determine whether a scope change has occurred

Suggested Answer: *ABC*
Answer options C, B, and A are correct.
The tasks performed by the scope development process are as follows:
☞ To improve the accuracy of cost, duration, and resource estimates
☞ To define a baseline for performance measurement and control
☞ To facilitate clear responsibility assignments
Answer option D is incorrect. This task is performed by the scope change control process.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Charter and Scope Management
Objective: Project Scope Development

Currently there are no comments in this discussion, be the first to comment!

Question #46 *Topic 1*

You work as a project manager for BlueWell Inc. You are currently working with the project stakeholders to identify risks in your project. You understand that the qualitative risk assessment and analysis can reflect the attitude of the project team and other stakeholders to risk. Effective assessment of risk requires management of the risk attitudes of the participants. What should you, the project manager, do with assessment of identified risks in consideration of the attitude and bias of the participants towards the project risk?

A. Document the bias for the risk events and communicate the bias with management

B. Evaluate the bias through SWOT for true analysis of the risk events

C. Evaluate the bias towards the risk events and correct the assessment accordingly

D. Evaluate and document the bias towards the risk events

Suggested Answer: *C*
Answer option C is correct.
The negative or positive bias towards risk events should be analyzed and then the risk assessment adjusted accordingly. As establishing definitions of the level of probability and impact can reduce the influence of bias.
Answer option D is incorrect. Documenting the bias does not respond to the bias itself which can affect the ability to effectively manage the risk events.
Answer option A is incorrect. The project manager should address and correct the bias rather than simply communicating the bias to management.
Answer option B is incorrect. SWOT analysis is not needed for the bias towards the project risk.
Reference: "Project Management Body of Knowledge (PMBOK Guide)"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #47 *Topic 1*

You are the project manager for your organization and are planning the project work with your project team. You are currently breaking down the project scope into work packages to determine an accurate time and cost estimate. What document are you and the project team creating?

A. Work breakdown structure

B. Project scope

C. Code of accounts

D. Work breakdown dictionary

Suggested Answer: *A*
Answer option A is correct.
The decomposition of the project scope results in the project's work breakdown structure (WBS). The work packages of the WBS will help the project manager and team create accurate time and cost estimates.
Work Breakdown Structure (WBS)
A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.
Answer option D is incorrect. This document is not a WBS dictionary. A WBS dictionary includes entries for each WBS component that briefly defines the scope or statement of the work, defines deliverables, contains a list of associated activities, and provides a list of recognized milestones to gauge progress.
Answer option B is incorrect. The project scope precedes the creation of the WBS, as it is what the WBS is based on.
Answer option C is incorrect. The code of accounts is a numbering system to identify the components of the WBS.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 5.4, Page 125
Chapter: Project Charter and Scope Management
Objective: Work Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #48 *Topic 1*

You are a new Project Manager that has been entrusted with a software development project. You have started building the list of activities and sequencing them for your project schedule model. As part of the activities, you have identified that your project team will need to start resolving the defects that come out of the User
Testing, 5 days after the testing starts. Which of the following would be the correct way to represent this logical relationship between the activities?

A. Start to Start Dependency, with 5 days lead.

B. Finish to Start Dependency

C. Start to Start Dependency with 5 days lag.

D. Finish to Finish Dependency, with constraint to start after 5 days.

Suggested Answer: *C*
Answer option C is correct.
As per the question, defect resolution starts 5 days after the user testing starts. In this scenario, the best way to represent this relationship is to use Start to Start
Dependency with 5 days lag. A lag directs a delay to a successor activity.

Lag -
A lag directs a delay in the successor activity. Lags require the dependent activity to have added either to the start date or to the finish date of the activity. For example, in a project of making radio-controlled airplanes, after applying glue and pasting stickers, it requires twenty-four hours to dry the glue. Any activity can be started after that only. This period, of twenty-four hours, is a lag.
Answer option A is incorrect. Since a lead accelerates the successor activity, using Start to Start with 5 days lead will result in starting defect resolution 5 days
BEFORE the user testing starts, which is not the scenario here.
Answer option D is incorrect. Since the question does not require user testing and defect resolution to finish at the same time, using Finish to Finish dependency does not make sense.
Answer option B is incorrect. The scenario in the question clearly indicates for a lag to be applied, which is not discussed in this option.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 6.3.2.1, Page 156
Chapter: Time and Cost Management
Objective: Task Lead and Lag Dependencies

Currently there are no comments in this discussion, be the first to comment!

Question #49 *Topic 1*

Which of the following tasks are performed by the scope development process?

A. To define a baseline for performance measurement and control

B. To improve the accuracy of cost, duration, and resource estimates

C. To determine whether a scope change has occurred

D. To facilitate clear responsibility assignments

Suggested Answer: *ABD*
Answer options B, A, and D are correct.
The tasks performed by the scope development process are as follows:
☞ To improve the accuracy of cost, duration, and resource estimates
☞ To define a baseline for performance measurement and control
☞ To facilitate clear responsibility assignments
Answer option C is incorrect. This task is performed by the scope change control process.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Charter and Scope Management
Objective: Project Scope Development

Currently there are no comments in this discussion, be the first to comment!

Question #50 *Topic 1*

Which of the following quality costs determines, assesses, or audits products or services to assure conformance to quality standards and performance requirements?

A. Prevention cost

B. Appraisal cost

C. External failure cost

D. Internal failure cost

Suggested Answer: *B*
Answer option B is correct.
Appraisal cost determines, assesses, or audits products or services to assure conformance to quality standards and performance requirements.
The cost of conformance to quality defines the cost of training, proper resources, and the costs the project must spend in order to ascertain the expected levels of quality the customer expects from the project. It is the capital used up throughout the project to avoid failures. It consists of two types of costs:
⇨ Prevention costs: It is measured to build a quality product. It includes costs in training, document processing, equipment, and time to do it right.
Appraisal costs: It is measured to assess the quality. It includes testing, destructive testing loss, and inspections.
▪
Answer options D and C are incorrect. The cost of nonconformance (failure cost) is also acknowledged as cost of poor quality. It can be categorized as follows:
⇨ Internal Failure Costs: Internal failure costs are failures found by the project. Rework and scraps are part of such costs.
⇨ External Failure Costs: External failure costs are failures found by the customer. Liabilities, warranty work, and lost businesses are examples of such costs.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Cost of Quality

Currently there are no comments in this discussion, be the first to comment!

Question #51 *Topic 1*

You have recently started a project and assembled the project team which has begun working on the project. However, recently, a project team member has expressed his concerns of having issues with one of the other project team members, and cannot get him to collaborate. What is the MOST appropriate activity for you to do in this scenario?

A. Reallocate both team members different works so that there is no overlap, by resolving the chance for conflicts.

B. Replace the other project team member immediately with another suitable resource.

C. Meet with both team members, assess the scenario, and be more directive in decision making.

D. Update your PMO about the conflict and raise a project risk about team disruption.

Suggested Answer: *C*
Answer option C is correct.
Since the team has recently been formed, the team is in the 'Storming' phase of development. According to the Tuckman's ladder of team development and
PMBOK 4th edition, at this stage, it is common for team members to find differences with each other. In this scenario, the best action for a Project Manager is to be more directive in decision making and provide support to the team, until they go to the next level which is termed 'norming'.
Answer options B, A, and D are incorrect. None of these activities are applicable to a team that has recently formed and is in the 'storming' phase.
Reference: A Guide to the Project Management Body of Knowledge from the Project Management Institute, 4th edition, Chapter 9, Section 9.3
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #52 *Topic 1*

You work as a project manager for HRM Inc. You are performing steps to carry out and finish the project according to the measures drawn through the planning stage. Which of the following stages of the project are you working on?

A. Monitoring and controlling

B. Initiation

C. Closing

D. Execution

Suggested Answer: *D*
Answer option D is correct.
Execution entails steps to carry out and finish the project according to the measures drawn through the planning stage.
Answer option B is incorrect. Initiating is a process group or stage that occurs at the beginning of the project. It determines the nature and scope of the development. If this stage is not performed well, it is unlikely that the project will be successful in meeting the business needs.
The initiating stage should include a cohesive plan that encompasses the following areas:
⇨ Study analyzing the business needs in measurable goals
⇨ Review of the current operations
⇨ Conceptual design of the operation of the final product
⇨ Equipment and contracting requirements including an assessment of 'long-lead' items
⇨ Financial analysis of the costs and benefits including a budget
⇨ Stakeholder analysis, including users, and support personnel for the project
⇨ Project charter including costs, tasks, deliverables, and schedule
The key project controls needed here are an understanding of the business environment and ensuring that all necessary controls are incorporated into the project.
Any deficiencies should be reported and a recommendation should be made to fix them. Answer option A is incorrect. Monitoring and controlling guarantees that only agreed changes are made so that the project does not morph into something unrecognizable over time.
Answer option C is incorrect. Closing concludes a project and closes it. It often consists of satisfying the terms of any outstanding contracts.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Project Execution

Currently there are no comments in this discussion, be the first to comment!

Question #53 *Topic 1*

Which of the following is the process of monitoring cost performance and controlling changes to the cost baseline?

A. Performance review

B. Cost budgeting

C. Bottom-up cost estimation

D. Cost control

Suggested Answer: *D*
Answer option D is correct.
Cost control is the process of monitoring cost performance and controlling changes to the cost baseline.
Answer option A is incorrect. Performance reviews are meetings to review schedule activity, work package, or cost account status and progress.
Answer option B is incorrect. Cost budgeting is the process of allocating the overall cost estimates to individual activities or work packages across the project life cycle.
Answer option C is incorrect. Bottom-up cost estimation is a technique for estimating the cost of each work package in the WBS.
Chapter: Time and Cost Management
Objective: Cost vs. Quality

Currently there are no comments in this discussion, be the first to comment!

Question #54 *Topic 1*

Which of the following requires the WBS as an input?
Each correct answer represents a complete solution. Choose all that apply.

A. Resource planning

B. Cost estimating

C. Negotiation

D. Activity definition

Suggested Answer: *ABD*
Answer options B, A, and D are correct.
Cost estimating, resource planning, and activity definition requires the WBS as an input
Answer option C is incorrect. Negotiation is an interpersonal skill that a project manager may use when project conflicts arise.
Reference: "A Guide to the Project Management Body of Knowledge, (PMBOK Guide)"
Chapter: Communications and Human Resources
Objective: Interpersonal Communication Skills

Currently there are no comments in this discussion, be the first to comment!

Question #55 *Topic 1*

Rick is the project manager for TTM project. He is in the process of procuring services from vendors. He makes a contract with a vendor in which he precisely specifies the services to be procured, and any changes to the procurement specification will increase the costs to the buyer. Which type of contract is this?

A. Firm Fixed Price

B. Fixed Price Incentive Fee

C. Fixed Price with Economic Price Adjustment

D. Cost Plus Fixed Fee Contract

Suggested Answer: *A*
Answer option A is correct.
Rick has prepared a Firm Fixed Price contract (FFP). In such contracts, the buyer must precisely specify the product or services to be procured, and any changes to the procurement specification can increase the costs to the buyer. This is the most commonly used contract type.
Answer option B is incorrect. In Firm Price Incentive Fee (FPIF) contracts, a price ceiling is set, and all costs above the price ceiling are the responsibility of the seller, who is obligated to complete the work.
Answer option C is incorrect. Fixed Price with Economic Price Adjustment (FP-EPA) is intended to protect both buyer and seller from external conditions beyond their control.
Answer option D is incorrect. Cost Plus Fixed Fee Contracts charge back all project costs to the seller and include a fixed fee upon completion of the contracts.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 12.1.1.9, Page 362
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

You work as a project manager for HRM Inc. You want to demonstrate how a process performs over time and when a process is subject to special cause variation, resulting in an out-of-control condition. Which of the following Perform Quality Control tools will help you accomplish the above task?

A. Scatter diagram

B. Pareto chart

C. Cause-and-effect diagram

D. Control chart

Suggested Answer: *D*

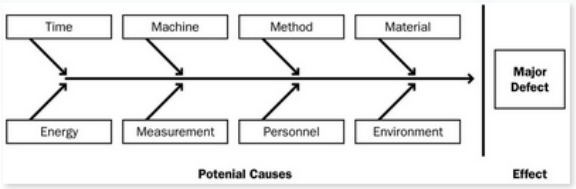
Answer option D is correct.

A control chart will help you to demonstrate how a process performs over time and when a process is subject to special cause variation, resulting in an out-of- control condition.

Control charts are graphical representations of different processes. These charts contain the maximum and minimum values allowed. Control charts are used to determine whether or not a process is stable or has predictable performance. A process is considered out of control when a data point exceeds a control limit or if seven consecutive points are above or below the mean.

Answer option C is incorrect. The Ishikawa diagram (or fishbone diagram or also cause-and-effect diagram) is a diagram that shows the causes of a certain event.

A common use of the Ishikawa diagram is to identify potential factors causing an overall effect. It helps identify causal factors and root causes.

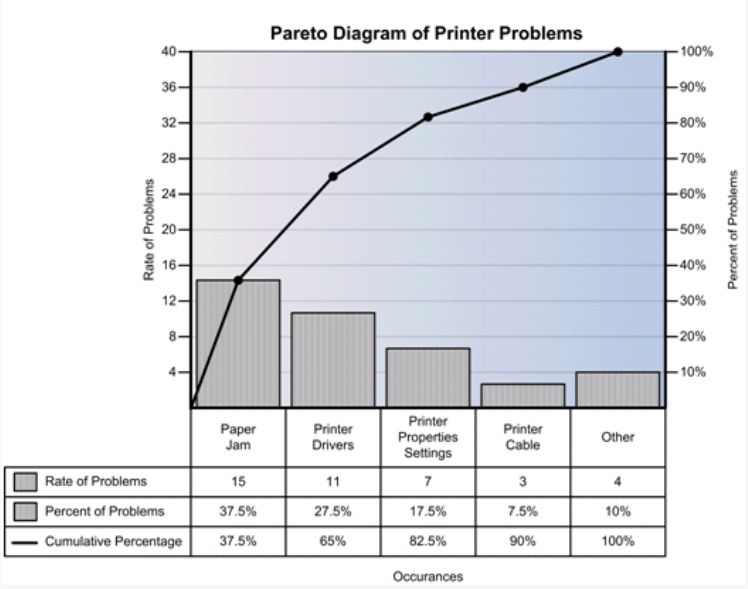


It is known as a fishbone diagram because of its shape, similar to the side view of a fish skeleton. It is considered as a basic tool of quality management.

Answer option A is incorrect. A scatter chart is a type of display using Cartesian coordinates to display values for two variables for a set of data. The data is displayed as a collection of points, each having the value of one variable determining the position on the horizontal axis and the value of the other variable determining the position on the vertical axis. A scatter diagram shows the pattern of relationship between two variables. This tool allows the quality team to study and identify the possible relationship between changes observed in two variables. Dependent variables versus independent variables are plotted. The closer the points are to a diagonal line, the more closely they are related.

Answer option B is incorrect. A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right. The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph M. Juran and Kaoru Ishikawa.

A Pareto chart is a histogram where items (such as number of defects) are ordered by frequency of occurrence, as shown in the below example:



Example of a Pareto chart -

It is a type of chart that consists both bars and a line graph, where individual values are represented in descending order by bars, and the cumulative total is shown by the line.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Quality Control and Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #57 *Topic 1*

Mark works as a project manager for HRM Inc. You have to monitor the status of the project and product scope. Which of the following processes will you use to accomplish the task?

A. Control Scope

B. Verify Scope

C. Create WBS

D. Define Scope

Suggested Answer: *A*
Answer option A is correct.
Control scope is a process of monitoring the status of the project and product scope. It is also used for managing changes to the schedule baseline. The control scope contains:
⇨ Work performance measurements
⇨ Organizational process assests updates
⇨ Change requests
⇨ Project management plan updates
⇨ Project document updates.
Answer option D is incorrect. The Define Scope process is used to develop a detailed description of the project and product.
Answer option C is incorrect. Create WBS is one of the twenty processes defined in the Planning process group. In this process, the project is subdivided into smaller more manageable components in terms of project deliverables and project work. Create WBS is the process that follows Collect Requirements and Define
Scope. Work Breakdown Structure is the prime output of this process.

Inputs -
Following is the list of inputs of this process:
⇨ Project Scope Statement
⇨ Requirements Documentation
⇨ Organizational Process Assets

Outputs -
As defined earlier, the prime output of this project is WBS. The four outputs of this process are listed below:
⇨ WBS
⇨ WBS Dictionary
⇨ Scope Baseline

Project Document Updates -
▪
Answer option B is incorrect. Validate scope is the process of formalizing acceptance of the completed project deliverables. It is an inspection-driven process that the stakeholders will complete to inspect the project scope deliverables. It is typically performed at the end of every phase and at the end of the project.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Charter and Scope Management
Objective: Scope Verification and Control

Currently there are no comments in this discussion, be the first to comment!

Question #58 *Topic 1*

Identify Risks is the process of determining which risks may affect the project. Which of the following are inputs of the Identify risks process?

A. Scope baseline

B. Risk register

C. Risk management plan

D. Project documents

Suggested Answer: *ACD*
Answer options A, D, and C are correct.
Identify risks is one of the five processes related to the risks in a project. In this process, those risks are determined that may affect the project. In this process, the characteristics of these identified risks are documented.

Inputs -
There are eleven inputs in the Identify risks process:
⇨ Risk management plan
⇨ Activity cost estimates
⇨ Activity duration estimates
⇨ Scope baseline
⇨ Stakeholder register
⇨ Cost management plan
⇨ Schedule management plan
⇨ Quality management plan

Project documents -
▪
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
The risk identification process covers the total scope of a project and produces only one output, the risk register.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #59 *Topic 1*

Which of the following are the tools and techniques of the Plan Procurement Management process?
Each correct answer represents a complete solution. Choose three.

A. Market research

B. Expert judgment

C. Make-or-buy analysis

D. Probability and impact matrix

Suggested Answer: *ABC*
Answer options C, B, and A are correct.
Plan Procurement Management is the process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers. Make-or- buy analysis, expert judgment, and market research are the tools and techniques used in this process.
Answer option D is incorrect. This is not a part of the Plan Procurement Management process.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 12.1
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #60 *Topic 1*

You work as a project manager for HRM Inc. You are working on a construction project. You are compiling and reviewing the comments to draft deliverables prior to forwarding them to the contractor for incorporation into the final draft. You are responsible for communicating the changes to the reviewer who initially made the comments. Who among the following will be responsible for updating the draft deliverables and producing the final deliverables in the above scenario?

A. Contractor

B. Risk manager

C. Project manager

D. Reviewer

Suggested Answer: *A*
Answer option A is correct.
In this scenario, the contractor will be responsible for updating the draft deliverables and producing the final deliverables. He will classify the changes to the draft document when the final document is submitted.
Answer options C, D, and B are incorrect. These are not the valid answers for the above scenario, as the contractor will be responsible for updating the draft deliverables and producing the final deliverables.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Finalizing Deliverables

Currently there are no comments in this discussion, be the first to comment!

Question #61 *Topic 1*

Amy works as a project manager for HRM Inc. She has to develop a visual diagram which can depict the resources that will be used within the project. Which of the following diagrams will Amy create to accomplish the task?

A. RACI

B. Gantt chart

C. WBS

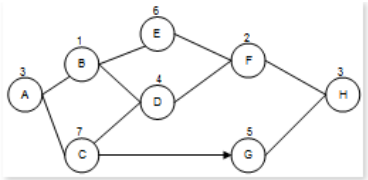
D. RBS

Suggested Answer: *D*
Answer option D is correct.
A resource breakdown structure (RBS) is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope. The resource breakdown structure is a hierarchical structure that is used to represent the enterprise resources. It also enables a user to create program plans with detailed resource assignments. It also allows comparison of the workload with detailed resource availabilities. The resource breakdown structure also enables roll-up of both resource assignments and availability data to a higher level.
Answer option C is incorrect. A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Answer option B is incorrect. A Gantt chart is a type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. The terminal elements and summary elements comprise the work breakdown structure of the project. Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. The Gantt charts can be used to show the current schedule status using percent-complete shadings and a vertical "TODAY" line.
Answer option A is incorrect. A RACI chart is a responsibility assignment matrix using the legend of responsible, accountable, consult, and inform.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth Edition"
Chapter: Time and Cost Management
Objective: Resource Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #62 *Topic 1*

You are project manager of HHK project. Examine the network diagram given below:



A vendor reports that he will be four days late on the materials you'll need in order to complete Activity E. Based on the project network diagram, how many days can Activity E be delayed?

A. Four days

B. Zero, it is on the critical path.

C. Six days

D. Five days

Suggested Answer: *A*
Answer option A is correct.
Activity E has four days of float. The entire project will take 19 days to complete. Float, or slack, in project management terms, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats:
⇨ Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities.
⇨ Total Float: It is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating schedule constraint.
Float is calculated by using the critical path method technique.
Answer option B is incorrect. Activity E is not on the critical path.
Answer options D and C are incorrect. These are incorrect calculations of the amount float available for Activity E.
Reference: A Guide to the Project Management Body of Knowledge, (PMBOK Guide)
Chapter: Time and Cost Management
Objective: Critical Path Scheduling

Currently there are no comments in this discussion, be the first to comment!

Question #63 *Topic 1*

Jane works as a project manager for HRM Inc. Various projects are running under her administration. Holly, the team leader of a project, provides Jane the performance indexes of her project. The schedule variance (SV) of her project is 15. What does this figure illustrate?

A. Holly's project is behind the schedule.

B. Holly's project is ahead of the schedule.

C. Holly's project is right on target.

D. Holly's project has costs that are higher than planned.

Suggested Answer: *B*

Answer option B is correct.

According to the question, the schedule variance (SV) of the project is 15, which is a positive value. The positive SV depicts that the project is ahead of the planned schedule.

Schedule variance (SV)

Schedule variance (SV) is a earned value technique used for measuring the schedule performance on a project. The variance signifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula:

SV = Earned value (EV) - Planned value (PV)

If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target.

Answer option A is incorrect. The negative SV means that the project is behind the schedule.

Answer option C is incorrect. The zero SV means that the project is right on target.

Answer option D is incorrect. This result can be drawn by looking at the cost variance (CV) of the project.

Cost variance (CV)

Cost variance (CV) is a measure of cost performance of a project. The variance notifies if costs are higher than budgeted or lower than budgeted. The cost variance is calculated based on the following formula:

CV = Earned value (EV) - Actual cost (AC)

A positive value means that spending is less than budgeted, whereas a negative value indicates that costs are higher than originally planned for the project.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Time and Cost Management

Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #64 *Topic 1*

Which of the following is an input to the identify risks process?

A. Project scope statement

B. Residual risks

C. Return on investment

D. Referent power

Suggested Answer: *A*
Answer option A is correct.
The project scope statement is important for risk identification. Project scope statement is the narrative description of the project scope. It includes major deliverables, project assumptions, project constraints, and a description of work. It helps developing a common understanding of project scope among the stakeholders. It is a documented description of the project to answer questions such as What is being produced?, How is it being produced?, What is included?, etc.
Answer option B is incorrect. Residual risks are generally smaller risks that are created by a risk response.
Answer option C is incorrect. The return on investment is a benefits-measurement approach for project selection, rarely risk management.
Answer option D is incorrect. Referent power describes the power a project manager has when he calls on someone else's power to make project decisions.
Reference: "A Guide to the Project Management Body of Knowledge, (PMBOK Guide)"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #65 *Topic 1*

You are a new Project Manager who has been entrusted with a project. You have been directing and managing the execution of your project. Which of the following is the most likely outcome as part of this phase of the project?

A. Approved Deliverables

B. Lessons learned

C. Expert Judgment

D. Project Charter

Suggested Answer: *A*
Answer option A is correct.
Deliverables are produced as outputs from the processes performed to accomplish the project work planned and scheduled in the project management plan.
Answer Option D is incorrect. A Project Charter is a part of project initiation and is not an output of the direct and managing project work.
Answer Option C is incorrect. Expert Judgment is a tool/technique that could be used to develop various documents like the project management plan, etc. It is not an output of the direct and managing project work.
Answer Option B is incorrect. Lessons learned is a document which collects the experiences of all project team members, and is generally part of the Project
Closing process.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 4.3, Page 79
Chapter: Procurement and Project Integration
Objective: Finalizing Deliverables

Currently there are no comments in this discussion, be the first to comment!

Question #66 *Topic 1*

You work as a project manager for HRM Inc. You are concerned with defining and controlling what is or is not included in the project. Which of the following processes will you use to accomplish the above task?

A. Project communications management

B. Project reporting structure

C. Project scope management

D. Risk management

Suggested Answer: *C*

Answer option C is correct.

Project scope management is concerned with defining and controlling what is or is not included in the project.

Project Scope Management is one of the nine Project Management Knowledge areas. It is a group of the following processes required to ensure that the project includes all the work required, and only the work required, to complete the project:

⇨ Collect Requirements

⇨ Define Scope

⇨ Create Work Breakdown Structure (WBS)

⇨ Verify Scope

⇨ Control Scope

The term "Scope" may refer to product scope or project scope.

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Project Scope Management is primarily concerned with defining and controlling what is and is not included in the project.

Answer option D is incorrect. Risk management is a continuous process. The process from the threats to risks and then finally to security measures is known as risk management. In this process, the risks are first identified, then examined, and then finally reduced to an acceptable level. The process is applied to all aspects of the operational processes.

Answer option B is incorrect. The project reporting structure defines who reports to whom, not the preferences and requirements for communication.

Answer option A is incorrect. Project Communications Management is one of the nine Knowledge Areas. It employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The following processes are part of Project

Communications Management:

⇨ Identify Stakeholders

⇨ Plan Communications

⇨ Distribute Information

⇨ Manage Stakeholder Expectations

⇨ Report Performance

The Project Communications Management processes provide the critical links among people and information that are necessary for successful communication.

These processes interact with each other and with the processes in the other Knowledge Areas as well.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Scope Verification and Control

Question #67 *Topic 1*

Which of the following are outputs of the Perform Integrated Change control process?

A. Change request status update

B. Project document update

C. Project management plan update

D. Work performance information

Suggested Answer: *ABC*
Answer options C, A, and B are correct.
The inputs and outputs of the Perform Integrated Change Control process are as follows:
⇨ Inputs

Project management plan -

Work performance information -

Change request -
Enterprise environmental factors

Organizational process assets -
⇨ Outputs

Change request status update -

Project management plan update -

Project document update -
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #68 *Topic 1*

You are a project manager for your organization. Your organization completes projects for other companies and your project has just ended. Although you were serving in a contractual-relationship for your company what should you do with the project records for the project you've completed for another entity?

A. The project information should be destroyed.

B. The project information should stay with the company you completed the project for.

C. The project information should be archived at your organization and at the client's organization.

D. The project information should be archived at your organization.

Suggested Answer: *D*
Answer option D is correct.
The project information is a deliverable that the performing organization retains. The project records may contain information that is sensitive to the work your company does, human resource records, and even profit margin information.
Answer option B is incorrect. The project records stay with the performing organization unless the contract stipulates otherwise.
Answer option A is incorrect. The project records should not be destroyed as they are part of a project's historical information.
Answer option C is incorrect. There is no reason to archive the records in two places. The performing organization should retain the project information.
Reference: A Guide to the Project Management Body of Knowledge, (PMBOK Guide)
Chapter: Procurement and Project Integration
Objective: Finalizing Deliverables

Currently there are no comments in this discussion, be the first to comment!

Question #69 *Topic 1*

Which of the following are outputs of the Perform Quality Control process?

A. Quality metrics

B. Validated deliverables

C. Validated changes

D. Project document updates

Suggested Answer: *BCD*
Answer options D, B, and C are correct.
The Perform Quality Control process is one of the ten processes grouped in the Monitoring and Controlling Process group. During the Perform Quality Control process, results of executing the quality activities are recorded and monitored in order to assess performance and recommend necessary changes.

Inputs -
Following are the seven inputs for the Perform Quality Control process:
⇨ Project management plan
⇨ Quality metrics
⇨ Quality checklists
⇨ Work performance measurements
⇨ Approved change requests
⇨ Deliverables
⇨ Organizational process assets

Outputs -
Following are the seven outputs of the Perform Quality Control process:
⇨ Quality control measurements
⇨ Validated changes
⇨ Validated deliverables
⇨ Organizational process assets updates
⇨ Change requests
⇨ Project management plan updates
⇨ Project document updates
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Quality Control and Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #70 *Topic 1*

Mark works as a project manager for HRM Inc. He has to identify the internal and external stakeholders who will interact and influence the overall outcome of the project. Which of the following process groups will help him to accomplish the task?

A. Monitoring and Controlling

B. Executing

C. Planning

D. Initiating

Suggested Answer: *D*

Answer option D is correct.

The Initiation Process Group contains processes to define a new project or a new phase of an existing project by obtaining authorization to start the project of phase. The Initiation Process group contains two processes:

⇨ Develop Project Charter

⇨ Identify Stakeholder

These processes define initial scope and initial financial resources. In this phase of the project, internal and external stakeholders who will interact and influence the overall outcome of the project are identified. Project Charter and stakeholder register are created in this phase. Although the project management team may help write the project charter, approval and funding are handled external to the project boundaries.

Answer option A is incorrect. Monitoring and controlling is a process group or stage that starts when the project is in the executing stage. This process overlaps the executing stage. Monitoring and controlling consists of those processes performed to observe project execution, so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan. The monitoring and controlling process includes the following:

⇨ Measuring the ongoing project activities (where we are)

⇨ Monitoring the project variables (cost, effort, etc.) against the project management plan and the project performance baseline (where we should be)

⇨ Identifying corrective actions to properly address issues and risks (How can we get on track again)

⇨ Influencing the factors that could circumvent integrated change control, so that only approved changes are implemented

In multi-phase projects, the monitoring and controlling process also provides feedback between project phases in order to implement corrective or preventive actions to bring the project into compliance with the project management plan.Answer option C is incorrect. The planning process group is the second process group or stage of a project. After the Initiating stage, the system is designed. Occasionally, a small prototype of the final product is built and tested. Testing is generally performed by a combination of testers and end users, and can occur after the prototype is built or concurrently. The results of the design stage should include a product design that:

⇨ satisfies the project sponsor, end user, and business requirements

⇨ functions as it was intended

⇨ can be produced within quality standards

⇨ can be produced within time and budget constraints

Controls should be in place that ensures that the final product will meet the specifications of the project charter.

Answer option B is incorrect. The executing process group is a stage or phase of a project. It starts after the planning phase of a project is over. It consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Execution process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan. The executing process group utilizes the most project time and resources.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Initiating Projects

Currently there are no comments in this discussion, be the first to comment!

Question #71 *Topic 1*

Which of the following processes formally permits the initiation of a project and marks the kickoff for all consequent development activities to begin?

A. Develop project scope statement

B. Develop project charter

C. Develop project management plan

D. Develop project team

Suggested Answer: *B*
Answer option B is correct.
The Develop project charter is the process which formally permits the initiation of a project and marks the kickoff for all consequent development activities to begin. The development of a project charter is performed by the project team as a whole, or it can also be done by the project leader. When finished, it is brought to the project team for review or signoff. It can also be conducted by two other distinct parties.
Answer option A is incorrect. Develop project scope statement signifies the activity that occurs during the early period of planning in which the project team or project leader determines what should be the project's project scope statement.
Answer option C is incorrect. Develop project management plan signifies the act of documenting the specific list of all items that are going to be important to the successful definition, integration, and preparation of all subordinate plans into the final and ultimate project management plan.
Answer option D is incorrect. Develop project team signifies the early stage planning process in which the fundamental core of the project consists of the actual project participants managing the team.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Charter and Scope Management
Objective: Project Charters

Currently there are no comments in this discussion, be the first to comment!

Question #72 *Topic 1*

In which of the following forecasting techniques is an attempt made to develop forecasts through group consensus?

A. Time series method

B. Judgmental forecasting method

C. Delphi technique

D. Casual/econometric method

Suggested Answer: *C*

Answer option C is correct.

This approach uses rounds of anonymous surveys to generate a consensus of project risks. Delphi is a technique to identify potential risk. In this technique, the responses are gathered via a questionnaire from different experts and their inputs are organized according to their contents. The collected responses are sent back to these experts for further input, addition, and comments. The final list of risks in the project is prepared after that. The participants in this technique are anonymous and therefore it helps prevent a person from unduly influencing the others in the group. The delphi technique helps in reaching the consensus quickly.

Answer option D is incorrect.The casual/econometric forecasting method uses the assumption that it is possible to identify the underlying factors, which might influence the variable being forecasted. For example, sales of umbrellas might be associated with weather conditions. If the causes are understood, projections of the influencing variables can be made and used in the forecast. Some examples of casual/econometric forecasting method are as follows:

⇨ Regression analysis using linear regression or non-linear regression

⇨ Autoregressive moving average (ARMA)

⇨ Autoregressive integrated moving average (ARIMA)

⇨ Econometrics

Answer option A is incorrect. Time series methods use historical data as the basis of estimating future outcomes. This category includes earned value, moving average, extrapolation, linear prediction, trend estimation, and growth curve.

Answer option B is incorrect. The judgmental forecasting method incorporates intuitive judgments, opinions and subjective probability estimates. Some examples of judgmental forecasting are as follows:

⇨ Composite forecasts

⇨ Surveys

⇨ Delphi method

⇨ Scenario building

⇨ Technology forecasting

Forecast by analogy -

▪

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Procurement and Project Integration

Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #73 *Topic 1*

You work as a project manager for HRM Inc. You want to calculate the probability of loss due to cost overrun. Which of the following terms describes the above metric?

A. Cost risk

B. Residual risk

C. VAR

D. Secondary risk

Suggested Answer: *A*
Answer option A is correct.
Cost risk evaluates the probability of loss due to cost overrun. It is the measure of chance that, due to unfavorable events, the planned or budgeted cost of events can be exceeded.
Answer option B is incorrect. Residual risk is the risk or danger of an action or an event, a method or a (technical) process that still conceives these dangers even if all theoretically possible safety measures would be applied. The formula to calculate residual risk is (inherent risk) x (control risk) where inherent risk is (threats vulnerability).
Answer option D is incorrect. Secondary risk is a risk that arises as a straight consequence of implementing a risk response. The secondary risk is an outcome of dealing with the original risk. Secondary risks are not as rigorous or important as primary risks, but can turn out to be so if not estimated and planned properly.
Answer option C is incorrect. Value at risk (VAR) is used to calculate the highest possible loss in a defined period, i.e., day, week, or year with a confidence level of usually 95% or 99%. VAR is used by banks, security organizations, and corporations that are involved in business and additional possessions. VAR calculates risks when they occur, and is an essential consideration when organizations make trading or hedging decisions.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Time and Cost Risks

Question #74 *Topic 1*

Which of the following techniques is described in the statement below?
"It is used to verify whether a particular work can best be accomplished by the project team or must be purchased from outside sources."

A. Expert judgment

B. Make-or-Buy analysis

C. Contract type

D. Risk analysis

Suggested Answer: *B*
Answer option B is correct.
A make-or-buy analysis is used to verify whether a particular work can best be accomplished by the project team or must be purchased from outside sources. The budget constraints can influence the make-or-buy decisions. A make-or-buy analysis must consider all related costs; both direct and indirect support costs.
Answer option D is incorrect. Risk analysis is a method or a technique that can be used to identify and assess factors that may hinder the successful completion of a project or the achievement of a goal. It is also known as Project Impact Analysis or PIA. Risk analysis can also be used to determine business needs to start a project.
Answer option A is incorrect. Expert Judgment is a term that refers a specifically to a technique in which judgment is made based upon a specific set of criteria and/or expertise that has been acquired in a specific knowledge area, or product area, a particular discipline, an industry, etc. When project conflicts arise, expert judgment is used to evaluate the inputs into the process. Specifically, expert judgment is used to assess the product description, the project-selection criteria, and the validity of the historical information. In addition, expert judgment could be used to identify key assumptions and constraints. The expert can be anyone from within or external to the project team that has the required specialized knowledge and/or experience relevant to the goals of the project can be used as a source of expert judgment. Just who is an expert? While SMEs (Subject Matter Experts), customers, industry experts, consultants are all examples of experts, it doesn't have to be a person who is considered the ultimate in that sphere. It could be anyone who has the required experience to provide the input and judgment required to address the conflict.
Answer option C is incorrect. The type of contract to be used and the specific contract terms and conditions fix the degree of risk being assumed by the buyer and seller.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Make vs. Buy Analysis

Question #75 *Topic 1*

Which of the following is described in the statement below?
"It is defined as the work element that must be carefully monitored, documented, and managed to make the success of an organization, program, or project."

A. High alert activity

B. Critical activity

C. Red rated activity

D. Action items

Suggested Answer: *B*
Answer option B is correct.
Critical activity is a specific schedule activity on the critical path that takes place within a project schedule. Critical activities are mainly determined during the execution and deployment of the critical path method. In project management terms, critical activity refers to being on the major critical path, the most important path of life of an activity.
Critical activity can also be defined as the work elements that must be carefully monitored, documented, and managed to make the success of an organization, program, or project. An activity that has a total float equal to zero is believed to be a 'critical activity', which means if an interruption in the finish time of an activity occurs, then the entire project will be delayed by the same amount of time. A critical activity generally has free float equal to zero.
Answer options C, A, and D are incorrect. These are not valid answers for this question.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Critical Path Scheduling

Currently there are no comments in this discussion, be the first to comment!

Question #76 *Topic 1*

You are the project manager for your organization and are planning the project work with your project team. You are currently breaking down the project scope into work packages to determine an accurate time and cost estimate. What document are you and the project team creating?

A. Work breakdown structure

B. Project scope

C. Code of accounts

D. Work breakdown dictionary

Suggested Answer: *A*
Answer option A is correct.
The decomposition of the project scope results in the project's work breakdown structure (WBS). The work packages of the WBS will help the project manager and team create accurate time and cost estimates.
Work Breakdown Structure (WBS)
A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.
Answer option D is incorrect. This document is not a WBS dictionary. A WBS dictionary includes entries for each WBS component that briefly defines the scope or statement of the work, defines deliverables, contains a list of associated activities, and provides a list of recognized milestones to gauge progress.
Answer option B is incorrect. The project scope precedes the creation of the WBS, as it is what the WBS is based on.
Answer option C is incorrect. The code of accounts is a numbering system to identify the components of the WBS.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 5.4, Page 125
Chapter: Project Charter and Scope Management
Objective: Work Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #77 *Topic 1*

Which of the following contract types is described in the statement below?
"This contract type provides no incentive for the contractor to control costs and hence is rarely utilized."

A. Cost Plus Fixed Fee

B. Cost Plus Incentive Fee

C. Cost Plus Percentage of Cost

D. Cost Plus Award Fee

Suggested Answer: *C*
Answer option C is correct.
Cost Plus Percentage of Cost contracts pay a fee that rises as the contractors cost rise. Because this contract type provides no incentive for the contractor to control costs, it is rarely utilized. The U.S. Federal Acquisition Regulations specifically prohibit the use of this type for U.S. Federal Government contracting.
What is a cost-plus contract?
A cost-plus contract, more accurately termed a Cost Reimbursement Contract, is a contract where a contractor is paid for all of its allowed expenses to a set limit plus additional payment to allow for a profit. Cost reimbursement contracts contrast with fixed-price contract, in which the contractor is paid a negotiated amount regardless of incurred expenses.
Answer option D is incorrect. Cost Plus Award Fee contracts pay a fee based upon the contractor's work performance. In some contracts, the fee is determined subjectively by an awards fee board, whereas in others, the fee is based upon objective performance metrics. An aircraft development contract, for example, may pay award fees if the contractor achieves certain speed, range, or payload capacity goals.
Answer option A is incorrect. Cost Plus Fixed Fee contracts pay a pre-determined fee that was agreed upon at the time of contract formation.
Answer option B is incorrect. In a Cost Plus Incentive Fee contract, a larger fee is awarded for contracts that meet or exceed performance targets including cost savings.
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #78 *Topic 1*

Which of the following is described in the statement below?
"It is a tool that defines a project and groups the project's discrete work elements in a way that helps organize and define the total work scope of the project."

A. RBS

B. Critical path

C. Gantt chart

D. WBS

Suggested Answer: *D*
Answer option D is correct.
A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.Answer option A is incorrect. A resource breakdown structure (RBS) is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope. The resource breakdown structure is a hierarchical structure that is used to represent the enterprise resources. It also enables a user to create program plans with detailed resource assignments. It also allows comparison of the workload with detailed resource availabilities. The resource breakdown structure also enables roll-up of both resource assignments and availability data to a higher level.
Answer option B is incorrect. A critical path is the sequence of project activities which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path.
These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).
If an activity on the critical path is completed a day late, the completion date of the entire project is moved out by a day (unless the subsequent activities on the critical path are completed more quickly than planned). If a critical path task is late, it threatens to delay the completion of the project. Tradeoff decisions must be made between time and cost. The project manager's first priority is to identify the critical path activities early, monitor them closely, and create prevention and contingency plans to avoid project delays in the future. Answer option C is incorrect. A Gantt chart is a type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. The terminal elements and summary elements comprise the work breakdown structure of the project. Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. The Gantt charts can be used to show the current schedule status using percent-complete shadings and a vertical "TODAY" line.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth Edition"
Chapter: Project Charter and Scope Management
Objective: Work Breakdown Structures

Question #79 *Topic 1*

Which of the following are the essential qualities of an HR manager?

A. Creative thinker and excellent team player

B. Strong presentation abilities

C. Excellent communication skills and leadership qualities

D. Excellent technical skills in the field of project management

Suggested Answer: *ABC*
Answer options C, B, and A are correct.
The Human Resource manager strategically handles the human resource tools and assists the organization in attracting talented people for the required job. The qualities of an HR manager are as follows:
☞ Excellent communication skills and leadership qualities
☞ Strong presentation abilities
☞ Creative thinker and excellent team player
☞ Good initiator and possessing good negotiation skills
Answer option D is incorrect. This quality is not mandatory for an HR manager, but it must be owned by a project manager.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Roles and Responsibilities

Currently there are no comments in this discussion, be the first to comment!

Question #80 *Topic 1*

You work as a project manager for HRM Inc. You have to determine the seller for the project. You have received proposals from five vendors and they are all very good proposals, and the value is worth the same. You have to build a method of ranking each vendor. You have allocated 35 points to experience and 15 points for all the other categories to judge the vendors. Which of the following types of source selection process is used in the above scenario?

A. Seller rating system

B. Weighting system

C. Screening system

D. Benefits-cost analysis

Suggested Answer: *B*
Answer option B is correct.
A weighting system is a scale of values for the vendors where not all of the values are of the same weight. For example, cost could be worth 25 points and all of the measured values are only worth ten points. The vendor with the most points wins the bid.
Answer option C is incorrect. A screening system is a method to screen out vendors that do not qualify for the bid.
Answer option D is incorrect. The benefits-cost analysis defines the total number of benefits to the number of costs the project requires.
Answer option A is incorrect. A seller rating system is an internal database of seller reviews. It is like an organization's history of vendors and their past performances.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Vendor Weighting Systems

Currently there are no comments in this discussion, be the first to comment!

Question #81 *Topic 1*

You work as a project manager for HRM Inc. Your project has a schedule variance of -$35,500 and a schedule performance index of 0.92. What do these values mean in regard to project performance?

A. The project has a planned value of $600,000.

B. The project is likely to be late and over budget.

C. The project is eight percent off schedule and has a considerable schedule variance.

D. The project is performing well.

Suggested Answer: *C*

Answer option C is correct.

A schedule variance is found by subtracting the planned value from the earned value. A -$35,500 schedule variance is considerable for most projects, but combined with a schedule that is eight percent off schedule is more serious. The size of the project, however, and the defined project budget, needs to be determined to evaluate how serious the variance is.

Schedule variance (SV) is a earned value technique used for measuring the schedule performance on a project. The variance signifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula:

SV = Earned value (EV) - Planned value (PV)

If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Time and Cost Management

Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #82 *Topic 1*

You work as a project manager for HRM Inc. You have to measure the potential risks on the two dimensions of a graph. Which of the following charts will you use to accomplish the task?

A. Gantt chart

B. Risk probability and impact matrix

C. Pareto chart

D. Control chart

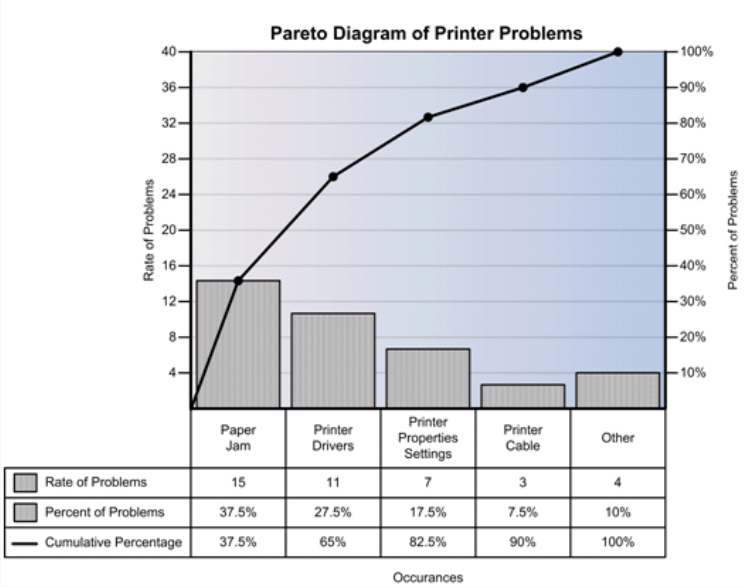
Suggested Answer: *B*

Answer option B is correct.

The Risk probability and impact matrix chart measures the potential risks on two dimensions. The probability that a risk will happen is mentioned on one axis of the chart and the impact of the risk, if it occurs, on the other.

Answer option C is incorrect. A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right. The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph M. Juran and Kaoru Ishikawa.

A Pareto chart is a histogram where items (such as number of defects) are ordered by frequency of occurrence, as shown in the below example:



Example of a Pareto chart -

It is a type of chart that consists both bars and a line graph, where individual values are represented in descending order by bars, and the cumulative total is shown by the line.

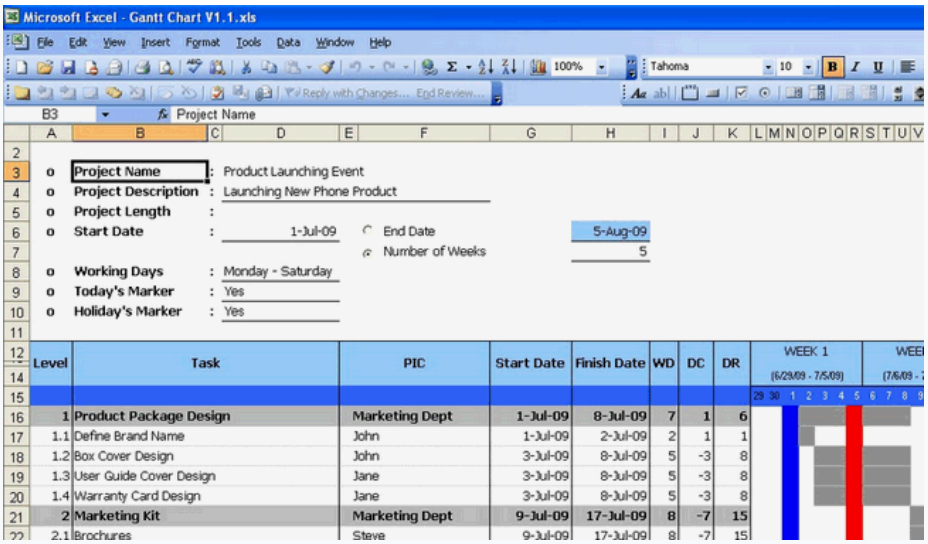
Answer option A is incorrect. A Gantt chart is a type of bar chart that illustrates a project schedule. The Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. The terminal elements and summary elements comprise the work breakdown structure of the project.

Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. The Gantt charts have become a common technique for representing the phases and activities of a project work breakdown structure (WBS), so they can be understood by a wide audience.

Gantt charts can be used to:

1. See how long the project will take.
2. Prepare easy-to-read and easy-to-understand reports for management, customers, and team members.
3. Determine resource requirement for the project
4. Determine who must do each job
5. Measure your progress

Sample Gantt Chart using MS Excel



Answer option D is incorrect. Control charts are graphical representations of different processes. These charts contain the maximum and minimum values allowed.

Control charts are used to determine whether or not a process is stable or has predictable performance. A process is considered out of control when a data point exceeds a control limit or if seven consecutive points are above or below the mean.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Quality and Risk Management

Objective: Risk Probability and Impact Matrices

Currently there are no comments in this discussion, be the first to comment!

Question #83 *Topic 1*

You work as a project manager for HRM Inc. The company has recently opened a new department in its main building. You need information of all the vendors and hardware equipment being used in the different areas of the newly built department. Which of the following charts will you use to get the required information?

A. OBS

B. PBS

C. WBS

D. RBS

Suggested Answer: *D*
Answer option D is correct.
According to the question, you need information about the vendors and hardware equipment being used in the new department. For this, you should look at the resource breakdown structure. A resource breakdown structure (RBS) is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope. The resource breakdown structure is a hierarchical structure that is used to represent the enterprise resources. It also enables a user to create program plans with detailed resource assignments. It also allows comparison of the workload with detailed resource availabilities. The resource breakdown structure also enables roll-up of both resource assignments and availability data to a higher level.
Answer options C and A are incorrect. These charts will not provide the required information.
Answer option B is incorrect. This is not a valid answer.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Resource Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #84 *Topic 1*

Which of the following are inputs of the Develop project team process?

A. Project staff assignment

B. Team performance assessment

C. Resource calendar

D. Project management plan

Suggested Answer: *ACD*
Answer options A, D, and C are correct.
The inputs and outputs of the Develop project team process are as follows:
⇨ Inputs

Project staff assignment -

Project management plan -

Resource calendar -
⇨ Outputs

Team performance assessment -
Enterprise environmental factors update
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Acquiring and Developing Your Project Team

Currently there are no comments in this discussion, be the first to comment!

Question #85 *Topic 1*

You work as a project manager for BlueWell Inc. You are currently working with the project stakeholders to identify risks in your project. You understand that the qualitative risk assessment and analysis can reflect the attitude of the project team and other stakeholders to risk. Effective assessment of risk requires management of the risk attitudes of the participants. What should you, the project manager, do with assessment of identified risks in consideration of the attitude and bias of the participants towards the project risk?

A. Evaluate and document the bias towards the risk events

B. Evaluate the bias towards the risk events and correct the assessment accordingly

C. Evaluate the bias through SWOT for true analysis of the risk events

D. Document the bias for the risk events and communicate the bias with management

Suggested Answer: *B*
Answer option B is correct.
The negative or positive bias towards risk events should be analyzed and then the risk assessment adjusted accordingly. As establishing definitions of the level of probability and impact can reduce the influence of bias.
Answer option A is incorrect. Documenting the bias does not respond to the bias itself which can affect the ability to effectively manage the risk events.
Answer option D is incorrect. The project manager should address and correct the bias rather than simply communicating the bias to management.
Answer option C is incorrect. SWOT analysis is not needed for the bias towards the project risk.
Reference: "Project Management Body of Knowledge (PMBOK Guide)"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #86 *Topic 1*

You are the project manager of the UTN Project and are working on the roles and responsibilities for your project. You'll need to define four aspects of the roles and responsibilities. All of the following must be defined except for which one?

A. Role

B. Responsibilities

C. Management

D. Competency

Suggested Answer: *C*
Answer option C is correct.
The management of the resources is not defined as part of the roles and responsibility of the project. You'll need to define four values of the roles and responsibilities, i.e., role, responsibilities, authority, and competency.
Answer option A is incorrect. You will need to define the role for the project.
Answer option B is incorrect. You will need to define the responsibilities for the project.
Answer option D is incorrect. You will need to define the competency for the project.
Chapter: Communications and Human Resources
Objective: Roles and Responsibilities

Currently there are no comments in this discussion, be the first to comment!

Question #87 *Topic 1*

You are the project manager of the HJU project for your company. This project will last for 18 months and has a project budget of $567,000. Robert, one of your stakeholders, has introduced a scope change request that will likely have an impact on the project costs and schedule. Robert assures you that he will pay for the extra time and costs associated with the risk event. You tell Robert that the change request may affect more areas of the project than just time and cost and that you are worried about the additional risks the change request will bring. What project management component is responsible for evaluating a change request and its impact on all of the project management knowledge areas?

A. Project change control system

B. Configuration management

C. Integrated change control

D. Risk analysis

Suggested Answer: *C*
Answer option C is correct.
Integrated change control is responsible for evaluating a proposed change and determining its impact on all areas of the project: scope, time, cost, quality, human resources, communication, risk, and procurement.
Answer option A is incorrect. The project change control system defines the workflow and approval process for proposed changes to the project scope, time, cost, and contracts.
Answer option B is incorrect. Configuration management defines the management, control, and documentation of the features and functions of the project's product.
Answer option D is incorrect. Risk analysis is not responsible for reviewing the change aspects for the entire project.
Reference: "Project Management Body of Knowledge (PMBOK Guide)"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #88 *Topic 1*

Which of the following are the characteristics of a project?

A. Its success is measured by evaluating whether it meets or exceeds expectations of the stakeholders.

B. It is common in nature.

C. It is temporary in nature and has a definite beginning and ending date.

D. It is completed when the project goals are achieved.

Suggested Answer: *ACD*
Answer options C, D, and A are correct.
In project management, a project consists of a temporary endeavor undertaken to create a unique product, service, or result. Another definition is a management environment that is created for the purpose of delivering one or more business products according to a specified business case. Projects have the following characteristics:
⇨ They are unique.
⇨ They are temporary in nature and have a definite beginning and ending date.
⇨ They are completed when the project goals are achieved.
⇨ Their success is measured by evaluating whether they meet or exceed expectations of the stakeholders.
Project objectives define target status at the end of the project, the fulfillment of which is considered necessary for the achievement of planned benefits. A project should be specific, measurable, achievable, realistic, time bounded, ethical, and recorded. The evaluation (measurement) occurs at the project closure. However, a continuous guard on the project progress should be kept through monitoring and evaluation.Reference: "Project Management Body of Knowledge (PMBOK
Guide), Fourth edition"
Chapter: Project Management Structure and Framework
Objective: Definition of Terms and Process Concepts

Currently there are no comments in this discussion, be the first to comment!

Question #89 *Topic 1*

Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables. There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

A. Project Quality Control procedures

B. Project Communications Management Plan

C. Project Integration Plan

D. Project Contract

Suggested Answer: *D*
Answer option D is correct.
The project contract is the best input to determine what activities are requirements for project closures. Contract is an exchange of promises between two or more parties to do an act which is enforceable in the court of law. It is an agreement that creates and defines obligations between two or more parties. It is a legal agreement that mutually binds the seller (to provide the specified product, service, or result) and the buyer (to pay for it).
Answer option B is incorrect. The communications management plan defines what needs to be communicated to whom and the modality of the communications.
Answer option C is incorrect. As there is not a project integration plan to reference, this is not a valid project management plan.
Answer option A is incorrect. The project quality control procedures will precede project closure, as they happen during project monitoring and controlling.
Reference: Chapter 4. A Guide to the Project Management Body of Knowledge, (PMBOK Guide), Fifth Edition, ISBN:9781933890517, Section 4.6.
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #90 *Topic 1*

In which of the following contract types, the seller is reimbursed for all allowable costs for performing the contract work and receives a fixed fee payment which is calculated as a percentage of the initial estimated project costs?

A. Firm Fixed Price Contracts

B. Fixed Price Incentive Fee Contracts

C. Cost Plus Incentive Fee Contracts

D. Cost Plus Fixed Fee Contracts

Suggested Answer: *D*

Answer option D is correct.

The Cost Plus Fixed Fee Contract (CPFF) is a type of contract where seller receives a fixed fee payment calculated as a percentage of the initial estimated project costs. Fee is paid only for the complete work and it does not change due to the performance of the seller. In the CPFF contract, the seller is reimbursed for all allowable costs for performing the contract work.

Answer options C, A, and B are incorrect. The description does not match with these types of contracts.

Reference: The Project Management Body of Knowledge, Fifth edition, Section 12.1.1.9, Page 362

Chapter: Procurement and Project Integration

Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #91 *Topic 1*

Which of the following refers to the transmission of a message from one person to another in a simple triangle consisting of the context, the sender, the message, and the receiver?

A. Collaboration

B. Crisis

C. Communication

D. Compromise

Suggested Answer: *C*

Answer option C is correct.

Communication refers to conveying a message from an individual person to another in a simple triangle, which includes the context, the sender, the message, and the receiver. Communication is a process of transferring signals/messages between a sender and a receiver through various methods (written words, nonverbal cues, spoken words). It is also the mechanism we use to establish and modify relationships.

Answer option B is incorrect. A crisis is described as a major threat to operations that encompasses negative consequences if not dealt accurately. The crisis consists of the following elements:

- A threat to the organization
- The element of surprise
- A short decision time

The crisis develops financial losses by disrupting operations, generating losses of market share/purchase intentions, or spawning lawsuits related to the crisis.

Answer option A is incorrect. Collaboration is a method of resolving conflict in which two people jointly work to come across a mutually beneficial solution.

Collaboration is the only win-win solution to conflicts, but it can be time-intensive and unsuitable when there is not enough trust, respect, or communication among the participants for collaboration to occur.

Answer option D is incorrect. A compromise is a "give and take" approach to resolving conflict. Compromising is a method of resolving conflicts. In this method, the conflict is resolved by partially satisfying the needs of both parties by having each give up something in order to reach an agreement.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Communications and Human Resources

Objective: Interpersonal Communication Skills

Currently there are no comments in this discussion, be the first to comment!

Question #92 *Topic 1*

What cost estimating approach uses the work breakdown structure to create a cost estimate?

A. Analogous

B. Definitive

C. Parametric

D. Top down

Suggested Answer: *B*
Answer option B is correct.
A definitive estimate, also known as a bottom-up estimate, requires the WBS to account for the cost of each deliverable in the project.
Answer option A is incorrect. An analogous estimate, also known as a top-down estimate, is based on previous projects to predict the current project costs.
Answer option C is incorrect. A parametric estimate uses the cost per parameter, such as $10,000 per metric ton or $99 per software license.
Answer option D is incorrect. A top-down estimate is based on historical information and is also known as an analogous estimate.
Reference: "A Guide to the Project Management Body of Knowledge, (PMBOK Guide)"
Chapter: Time and Cost Management
Objective: Cost Estimating Tools

Currently there are no comments in this discussion, be the first to comment!

Question #93 *Topic 1*

You work as a project manager for HRM Inc. You are performing steps to carry out and finish the project according to the measures drawn through the planning stage. Which of the following stages of the project are you working on?

A. Initiation

B. Monitoring and controlling

C. Execution

D. Closing

Suggested Answer: *C*

Answer option C is correct.

Execution entails steps to carry out and finish the project according to the measures drawn through the planning stage.

Answer option A is incorrect. Initiating is a process group or stage that occurs at the beginning of the project. It determines the nature and scope of the development. If this stage is not performed well, it is unlikely that the project will be successful in meeting the business needs.

The initiating stage should include a cohesive plan that encompasses the following areas:

⇨ Study analyzing the business needs in measurable goals

⇨ Review of the current operations

⇨ Conceptual design of the operation of the final product

⇨ Equipment and contracting requirements including an assessment of 'long-lead' items

⇨ Financial analysis of the costs and benefits including a budget

⇨ Stakeholder analysis, including users, and support personnel for the project

Project charter including costs, tasks, deliverables, and schedule

▪

The key project controls needed here are an understanding of the business environment and ensuring that all necessary controls are incorporated into the project.

Any deficiencies should be reported and a recommendation should be made to fix them. Answer option B is incorrect. Monitoring and controlling guarantees that only agreed changes are made so that the project does not morph into something unrecognizable over time.

Answer option D is incorrect. Closing concludes a project and closes it. It often consists of satisfying the terms of any outstanding contracts.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Procurement and Project Integration

Objective: Project Execution

Currently there are no comments in this discussion, be the first to comment!

Question #94 *Topic 1*

You have been assigned as the Project Manager for a new project that involves development of a new interface for your existing time management system. You know that developers are available in your organization, and would like to use them. However, your program manager thinks that an outside company needs to be engaged to complete this development. Which of the following will help you convince your project manager to use the internal resources?

A. Make-or-buy analysis

B. Expert judgment

C. Survey questionnaire

D. Issue log

Suggested Answer: *A*
Answer option A is correct.
A make-or-buy analysis is a general management technique used to determine whether a particular job can best be accomplished by the project team or must be purchased from outside services. By showing that it costs less to use the internal resources, this analysis will help to convince your program manager.
Answer option B is incorrect. Expert Judgment alone is not enough to make a decision in the above scenario. A quantified analysis should be done to make the decision.
Answer option D is incorrect. An Issue log is maintained to keep track of issues through a project lifecycle. This is not applicable in this scenario.
Answer option C is incorrect. Survey questionnaires could be used to collect opinions from the team members on various items, but a quantified analysis should be done to make a decision in the scenario of the question.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 12.1.2.1, Page 366
Chapter: Procurement and Project Integration
Objective: Make vs. Buy Analysis

Currently there are no comments in this discussion, be the first to comment!

Question #95 *Topic 1*

Holly is the project manager of the GHH project. During risk identification and the subsequent risk analysis process, she has identified a risk with a high probability and high impact for her project. She and the stakeholder agree that the project management plan should be changed to eliminate the risk threat entirely. What risk response has Holly used in this instance?

A. This is the avoidance risk response.

B. This is the transference risk response.

C. This is the risk mitigation response.

D. This is a scope change and not a risk response.

Suggested Answer: *A*
Answer option A is correct.
Risk avoidance changes the project management plan to eliminate the risk threat.
Risk avoidance is a technique used for threats. It creates changes to the project management plan that are meant to either eliminate the risk completely or to protect the project objectives from its impact. Risk avoidance removes the risk event entirely either by adding additional steps to avoid the event or reducing the project scope requirements. It may seem the answer to all possible risks, but avoiding risks also means losing out on the potential gains that accepting (retaining) the risk might have allowed.
Answer option D is incorrect. While the scope may be changed, in some instances, the scope does not always have to change to use the avoidance risk response.
Answer option B is incorrect. Transference happens when the risk is not eliminated but transferred to someone else often for a fee.
Answer option C is incorrect. Risk mitigation does not remove the risk; it lowers the risk probability and impact.
Reference: "Project Management Body of Knowledge (PMBOK Guide)"
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #96 *Topic 1*

Jenny is the project manager for her organization. Her project is not doing well on project schedule performance, and management wants her to predict how the project schedule and cost will end. Management has asked Jenny to report and forecast her project's performance based on the Judgmental methods. Which of the following judgmental methods will Jenny use to accomplish the task?
Each correct answer represents a complete solution. Choose all that apply.

A. Autoregressive moving average

B. Scenario building

C. Technology forecasting

D. Forecast by analogy

Suggested Answer: *BCD*
Answer options B, C, and D are correct.
The judgmental forecasting method incorporates intuitive judgments, opinions and subjective probability estimates. Some examples of judgmental forecasting are as follows:
⇨ Composite forecasts
⇨ Surveys
⇨ Delphi method
⇨ Scenario building
⇨ Technology forecasting
⇨ Forecast by analogy
Answer option A is incorrect. Autoregressive moving average is an example of the causal/econometric method.
Reference: Project Management Body of Knowledge (PMBOK Guide), Fourth edition
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #97 *Topic 1*

You work as a project manager for HRM Inc. Which of the following risk response planning techniques will you use to shift the impact of a threat to a third party, together with the ownership of the response?

A. Risk transference

B. Risk avoidance

C. Risk mitigation

D. Risk acceptance

Suggested Answer: *A*

Answer option A is correct.

Risk response planning is a method of developing options to decrease the amount of threats and make the most of opportunities. The risk response should be aligned with the consequence of the risk and cost-effectiveness. This planning documents the processes for managing risk events. It addresses the owners and their responsibilities, risk identification, results from qualification and quantification processes, budgets and times for responses, and contingency plans. The various risk response planning techniques are as follows:

☞ Risk acceptance: It indicates that the project team has decided not to change the project management plan to deal with a risk, or unable to identify any other suitable response strategy.

☞ Risk avoidance: It is a technique for a threat which creates changes to the project management plan that are meant to either eliminate the risk or to protect the project objectives from this impact.

☞ Risk mitigation: It is a list of specific actions being taken to deal with specific risks associated with the threats and seeks to reduce the probability of occurrence or impact of risk below an acceptable threshold.

☞ Risk transference: It is used to shift the impact of a threat to a third party, together with the ownership of the response.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Quality and Risk Management

Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #98 *Topic 1*

Which of the following processes is described in the statement below?
"It is the process of identifying the specific actions to be performed to produce the project deliverables."

A. Sequence Activities

B. Create WBS

C. Define Scope

D. Define Activities

Suggested Answer: *D*
Answer option D is correct.
The Define Activities process is used to identify the specific actions to be performed to produce the project deliverables.
Define Activities is one of the twenty processes defined in the Planning process group. In this process, identification of the specific actions to be performed to produce the project deliverables is performed.

Inputs -
Following are the inputs of the Define Activities process:
⇨ Scope baseline
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
The Define Activities process includes the following outputs:
⇨ Activity list
⇨ Activity attributes
⇨ Milestone list
Answer option A is incorrect. Sequence Activities is the process of identifying and documenting relationships among the project activities.
Answer option C is incorrect. Define Scope is the process of developing a detailed description of the project and product.
Answer option B is incorrect. Create WBS is one of the twenty processes defined in the Planning process group. In this process, the project is subdivided into smaller more manageable components in terms of project deliverables and project work. Create WBS is the process that follows Collect Requirements and Define
Scope. Work Breakdown Structure is the prime output of this process.

Inputs -
Following is the list of inputs of this process:
⇨ Project Scope Statement
⇨ Requirements Documentation

Organizational Process Assets -
▪

Outputs -
As defined earlier, the prime output of this project is WBS. The four outputs of this process are listed below:
⇨ WBS
⇨ WBS Dictionary
⇨ Scope Baseline
⇨ Project Document Updates
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Process Flow

Currently there are no comments in this discussion, be the first to comment!

Question #99 *Topic 1*

FILL BLANK -

_____is an estimating technique that uses parameters or project characteristics to forecast project costs.

Suggested Answer: *Parametric modeling*

Parametric is an estimating technique that uses parameters or project characteristics to forecast project costs. It involves a top-down approach and is similar but more accurate than analogous estimating. It uses historical data and other variables to calculate an estimate for activity parameters, such as scope, cost, budget, and duration.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Time and Cost Management

Objective: Cost Estimating Tools

Currently there are no comments in this discussion, be the first to comment!

Question #100 *Topic 1*

Amy works as a project manager for HRM Inc. She wants to determine those risks that may affect the project. Which of the following processes should Amy use to accomplish the task?

A. Identify risk

B. Plan risk responses

C. Perform quantitative risk analysis

D. Perform qualitative risk analysis

Suggested Answer: *A*

Answer option A is correct.

Identify risks is the process of determining which risks may affect the project. It also documents risks' characteristics. It is part of the project risk management knowledge area. As new risks may evolve or become known as the project progresses through its life cycle, identify risks is an iterative process. The process should involve the project team so that they can develop and maintain a sense of ownership and responsibility for the risks and associated risk response actions.

Risk register is the only output of this process.

Answer option D is incorrect. Perform qualitative risk analysis is the process of prioritizing risks for further analysis and action. It combines risks and their probability of occurrences and ranks them accordingly. It enables organizations to improve the project's performance by focusing on high-priority risks. Perform qualitative risk analysis is usually a rapid and cost-effective means of establishing priorities for plan risk responses. It also lays the foundation to perform quantitative risk analysis.

Answer option C is incorrect. Quantitative risk analysis is the process of numerically analyzing the effect of identified risks on overall project objectives. This process generally follows the Qualitative Risk Analysis process. It is performed on risks that have been prioritized by the Qualitative Risk Analysis process as potentially and substantially impacting the project's competing demands. The quantitative risk analysis process should be repeated after plan risk responses, as well as part of monitor and control risks, to determine if the overall project risk has been decreased.

Answer option B is incorrect. Risk response planning is a method of developing options to decrease the amount of threats and make the most of opportunities.

The risk response should be aligned with the consequence of the risk and cost-effectiveness. This planning documents the processes for managing risk events. It addresses the owners and their responsibilities, risk identification, results from qualification and quantification processes, budgets and times for responses, and contingency plans. The various risk response planning techniques are as follows:

⇨ Risk acceptance: It indicates that the project team has decided not to change the project management plan to deal with a risk, or unable to identify any other suitable response strategy.

⇨ Risk avoidance: It is a technique for a threat which creates changes to the project management plan that are meant to either eliminate the risk or to protect the project objectives from this impact.

⇨ Risk mitigation: It is a list of specific actions being taken to deal with specific risks associated with the threats and seeks to reduce the probability of occurrence or impact of risk below an acceptable threshold.

⇨ Risk transference: It is used to shift the impact of a threat to a third party, together with the ownership of the response.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Quality and Risk Management

Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #101 *Topic 1*

Which of the following are inputs of the Acquire Project Team process?

A. Project management plan

B. Resource calendars

C. Organizational process assets

D. Enterprise environmental factors

Suggested Answer: *ACD*
Answer options A, D, and C are correct.
The Acquire Project Team process is one of the eight processes grouped under the Executing Process group. In this process, it is ensured that the human resources are available and the required team is obtained for completing the project assignments.

Inputs -
The Acquire Project Team has the following three inputs:
☞ Project management plan
☞ Enterprise environmental factors
☞ Organizational process assets

Outputs -
The Acquire Project Team process has the following three outputs:
☞ Project staff assignments
☞ Resource calendars
☞ Project management plan updates
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Acquiring and Developing Your Project Team

Currently there are no comments in this discussion, be the first to comment!

Question #102 *Topic 1*

At which of the following points in a project lifecycle is the level of uncertainty and risk the highest?

A. Monitoring

B. Closing

C. Beginning

D. Planning

Suggested Answer: *C*
Answer option C is correct.
The level of uncertainty and risk is the highest at the beginning of the project because very little is known about the project at this point.
Answer options D, A, and B are incorrect. While it is true that there are uncertainties and risks at these levels, the level of uncertainty and risk is the highest at the beginning of the project.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Management Structure and Framework
Objective: Project Life Cycle

Currently there are no comments in this discussion, be the first to comment!

Question #103 *Topic 1*

You are the project manager for your organization and are planning the project work with your project team. You are currently breaking down the project scope into work packages to determine an accurate time and cost estimate. What document are you and the project team creating?

A. Code of accounts

B. Project scope

C. Work breakdown structure

D. Work breakdown dictionary

Suggested Answer: *C*
Answer option C is correct.
The decomposition of the project scope results in the project's work breakdown structure (WBS). The work packages of the WBS will help the project manager and team create accurate time and cost estimates.
Work Breakdown Structure (WBS)
A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.
Answer option D is incorrect. This document is not a WBS dictionary. A WBS dictionary includes entries for each WBS component that briefly defines the scope or statement of the work, defines deliverables, contains a list of associated activities, and provides a list of recognized milestones to gauge progress.
Answer option B is incorrect. The project scope precedes the creation of the WBS, as it is what the WBS is based on.
Answer option A is incorrect. The code of accounts is a numbering system to identify the components of the WBS.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 5.4, Page 125
Chapter: Project Charter and Scope Management
Objective: Work Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #104 *Topic 1*

Mark works as a project manager for HRM Inc. His project is in an emergency situation. For this reason, he has hired a trader who is about to join immediately.
Which of the following types of contract is needed in such a situation?

A. Time and materials contract

B. Incentive-based contract

C. Letter contract

D. Fixed fee contrac

Suggested Answer: *C*
Answer option C is correct.
For immediate work, a letter contract may suffice. The intent of the letter contract is to allow the trader to get to work immediately to solve the project problem.
Answer option D is incorrect. A fixed fee contract does not ensure that the vendor may start work immediately.
Answer option B is incorrect. An incentive-based contract usually requires more time for negotiations and approval.
Answer option A is incorrect. A time and materials contract is simple, but not necessarily quick for the work to begin immediately.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #105 *Topic 1*

Kelly is the project manager of her organization. She is reviewing the project network diagram to confirm that the resource she has identified is available to complete the project assignments without conflicting with other activities in the project node. The availability of resources will help Kelly determine the final finish date for the project. What scheduling technique is Kelly using?

A. Resource leveling heuristics

B. Critical Path method

C. Critical Chain method

D. Resource utilization

Suggested Answer: *C*

Answer option C is correct.

The Critical Chain method examines the availability of project resources to determine when the resource may be utilized without conflicting with other activities.

The Critical Chain method is a project management technique in which schedule network analysis is used for the purpose of modifying and determining a set of project schedules to account for more inadequate than estimated project financial resources. This method tends to keep the resources levelly loaded, but requires the resources to be flexible in their start times and to quickly switch between tasks and task chains to keep the whole project on schedule. In the Critical Chain method, projects are completed more rapidly and with better scheduling consistency.

Answer option B is incorrect. The Critical Path method examines the duration of the critical path to determine the finish date for the project. It does not consider when project activities are available.

Answer option D is incorrect. Resource utilization simply means that the resource is scheduled for work.

Answer option A is incorrect. A resource leveling heuristic is a guideline, such as a maximum of 35 hours per week, per resource. It is a rule that usually signals the maximum amount of hours a resource may be utilized on the project.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth Edition"

Chapter: Time and Cost Management

Objective: Critical Path Scheduling

Currently there are no comments in this discussion, be the first to comment!

Question #106 *Topic 1*

You work as a project manager for HRM Inc. You do not want to change the task relationship, but you require a "waiting time" before the starting of the activity can begin. Which of the following is the best approach to alleviate this issue?

A. Add management reserve to the project activities.

B. Add float to the project activities.

C. Add lag time to the project activities.

D. Add lead time to the project activities.

Suggested Answer: *C*

Answer option C is correct.

Lag time is positive time that requires the successor activity to wait for a defined amount of time, such as three days, before it can begin. Lag time does not change the task relationship, but requires a "waiting time" before the starting of the activity can begin.

A lag time is a delay between the predecessor and the successor tasks. Sometimes it may be needed to schedule a delay between the predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the final coat should be applied only when the first coat dries. This delay is known as the lag time. The lag time is entered as a positive value. The lag time can be entered as a duration or as a percentage of the predecessor's task duration. It is entered on the Predecessor tab in the Task Information dialog box.

Answer option B is incorrect. Float is a natural event that is discovered through the forward pass when using the critical path method. Float cannot be arbitrarily added as lag.

Answer option D is incorrect. Lead time actually brings activities closer together and causes them, in some cases, to overlap.

Answer option A is incorrect. Management reserve is a pool of time allotted for unscheduled changes and events that affect the project duration.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Time and Cost Management

Objective: Task Lead and Lag Dependencies

Currently there are no comments in this discussion, be the first to comment!

Question #107 *Topic 1*

Your project is an agricultural-based project that deals with plant irrigation systems. You have discovered a byproduct in your project that your organization could use to make a profit. If your organization seizes this opportunity, it would be an example of what risk response?

A. Enhancing

B. Positive

C. Opportunistic

D. Exploiting

Suggested Answer: *D*
Answer option D is correct.
This is an example of exploiting a positive risk. A by-product of a project is an excellent example of exploiting a risk.

Exploit response -
Amongst all the strategies used to negate risks or threats that appear in a project, exploit response is one that may be selected for risks with positive impacts where the organization wishes to ensure that the opportunity is realized. Exploiting a risk event provides opportunities for positive impact on a project. Assigning more talented resources to the project to reduce the time to completion is an example of exploit response.
Answer option C is incorrect. Opportunistic is not a valid risk response.
Answer option B is incorrect. This is an example of a positive risk, but positive is not a risk response.
Answer option A is incorrect. Enhancing is a positive risk response that describes actions taken to increase the odds of a risk event to happen.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 11.5.2.2, Page 346
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #108 *Topic 1*

Which of the following is described in the statement below?
"It is an approved time-phased budget that monitors and measures cost performance throughout the project life cycle."

A. Cost baseline

B. Scope baseline

C. Cost estimation

D. Cost budgeting

Suggested Answer: *A*
Answer option A is correct.
Cost baseline is an approved time-phased budget that monitors and measures cost performance throughout the project life cycle. It includes a budget contingency to accommodate the risk of incurring unidentifiable but normally occurring costs within the defined scope. Cost baseline varies from project to project, depending on the project's budget and schedule.
Answer option B is incorrect. The scope baseline is an element of the project management plan. The contents of the scope baseline include the following:
⇨ Project scope statement: It includes the product scope description and the project deliverables, and defines the product user acceptance criteria.
⇨ WBS: It defines each deliverable and the decomposition of the deliverables into work packages.
⇨ WBS dictionary: It contains the detailed description of work and technical documentation for each WBS element.
Answer option C is incorrect. The cost estimation process is used for building an estimate of the monetary resources required to complete project activities. It helps to estimate the costs of a product or project. It defines or compares various techniques for performing cost estimates such as parametric modeling, analogy estimating, and expert judgment.
There are many reasons for failures in estimating costs correctly. Many late or over-budget projects deemed failures are actually only estimating failures. Bad estimates are, among others, due to the either incomplete or changing requirements, or a lack of familiarity of team members with project tasks.
The first implication is that requirements must be clearly established. Estimating from incomplete requirements increases the risk of scope creep or delivery of an ill-fitting product (or service) needing major rework. One of the goals of the work breakdown structure is to describe tasks at a level of detail sufficient to facilitate the estimating process. Estimates may need to be revised throughout the project. Only with confidence in the relative accuracy of an estimate is time and cost tracking a valuable exercise.
Answer option D is incorrect. Cost budgeting is the financial planning done for every major expense category, such as administrative cost, financing cost, production cost, etc.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Cost Baselining

Question #109 *Topic 1*

James works as the project manager for a software project. He and his team are on the Direct and Manage Project Work process. All of the following are inputs of this process except for which one?

A. Organizational process assets

B. Enterprise environmental factors

C. Approved change requests

D. Project charter

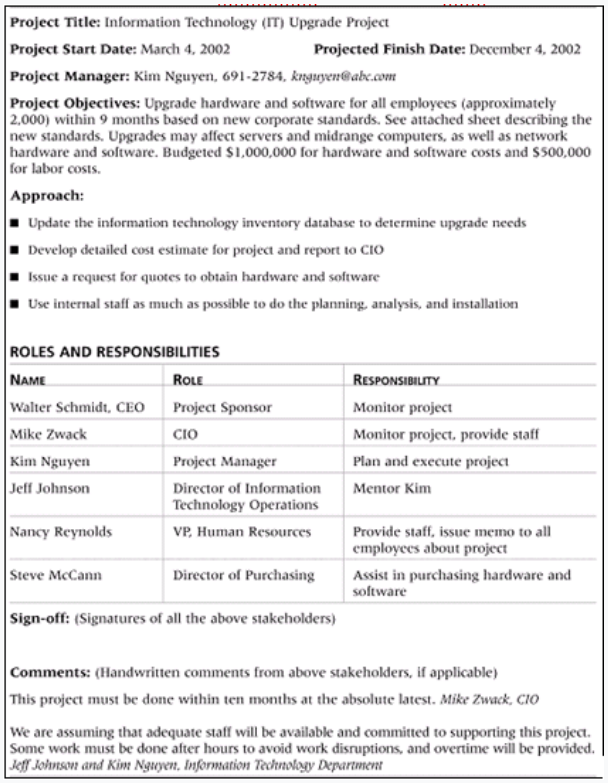
E. Project management plan

Suggested Answer: *D*

Answer option D is correct.

Project charter is not an input of the Direct and Manage Project Work process. A project charter is a document that officially recognizes and acknowledges that a project exists. It helps define requirements and expectations to all involved in the project. It is issued by the project sponsor. It can be as simple as a one-page form for a very small project, briefly describing the project and listing the responsibilities and authority of the project manager. Charters can be much longer, however, depending on the size of the project. In addition to formally authorizing a project, the charter provides the project manager with the authority to apply organizational resources to project activities. Project charters are important to the success of a project.

It's a good idea to have a project manager assigned to the project prior to the start of planning, and preferably while the project charter is being developed. Here's an example of a project charter.



Project Title: Information Technology (IT) Upgrade Project

Project Start Date: March 4, 2002 **Projected Finish Date:** December 4, 2002

Project Manager: Kim Nguyen, 691-2784, *knguyen@abc.com*

Project Objectives: Upgrade hardware and software for all employees (approximately 2,000) within 9 months based on new corporate standards. See attached sheet describing the new standards. Upgrades may affect servers and midrange computers, as well as network hardware and software. Budgeted $1,000,000 for hardware and software costs and $500,000 for labor costs.

Approach:

- Update the information technology inventory database to determine upgrade needs
- Develop detailed cost estimate for project and report to CIO
- Issue a request for quotes to obtain hardware and software
- Use internal staff as much as possible to do the planning, analysis, and installation

ROLES AND RESPONSIBILITIES

Name	Role	Responsibility
Walter Schmidt, CEO	Project Sponsor	Monitor project
Mike Zwack	CIO	Monitor project, provide staff
Kim Nguyen	Project Manager	Plan and execute project
Jeff Johnson	Director of Information Technology Operations	Mentor Kim
Nancy Reynolds	VP, Human Resources	Provide staff, issue memo to all employees about project
Steve McCann	Director of Purchasing	Assist in purchasing hardware and software

Sign-off: (Signatures of all the above stakeholders)

Comments: (Handwritten comments from above stakeholders, if applicable)

This project must be done within ten months at the absolute latest. *Mike Zwack, CIO*

We are assuming that adequate staff will be available and committed to supporting this project. Some work must be done after hours to avoid work disruptions, and overtime will be provided. *Jeff Johnson and Kim Nguyen, Information Technology Department*

Answer options E, C, B, and A are incorrect. These are the inputs of the Direct and Manage Project Work process.

Reference: The Project Management Body of Knowledge, Fifth edition, Section 4.3, Page 79

Chapter: Project Charter and Scope Management

Objective: Project Charters

Currently there are no comments in this discussion, be the first to comment!

Question #110 *Topic 1*

You work as a project manager for HRM Inc. You want to calculate the probability of loss due to cost overrun. Which of the following terms describes the above metric?

A. Secondary risk

B. VAR

C. Residual risk

D. Cost risk

Suggested Answer: *D*
Answer option D is correct.
Cost risk evaluates the probability of loss due to cost overrun. It is the measure of chance that, due to unfavorable events, the planned or budgeted cost of events can be exceeded.
Answer option C is incorrect. Residual risk is the risk or danger of an action or an event, a method or a (technical) process that still conceives these dangers even if all theoretically possible safety measures would be applied. The formula to calculate residual risk is (inherent risk) x (control risk) where inherent risk is (threats vulnerability).
Answer option A is incorrect. Secondary risk is a risk that arises as a straight consequence of implementing a risk response. The secondary risk is an outcome of dealing with the original risk. Secondary risks are not as rigorous or important as primary risks, but can turn out to be so if not estimated and planned properly.
Answer option B is incorrect. Value at risk (VAR) is used to calculate the highest possible loss in a defined period, i.e., day, week, or year with a confidence level of usually 95% or 99%. VAR is used by banks, security organizations, and corporations that are involved in business and additional possessions. VAR calculates risks when they occur, and is an essential consideration when organizations make trading or hedging decisions.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Time and Cost Risks

Question #111 *Topic 1*

Which of the following contract types is described in the statement below?
"This contract type provides no incentive for the contractor to control costs and hence is rarely utilized."

A. Cost Plus Percentage of Cost

B. Cost Plus Award Fee

C. Cost Plus Fixed Fee

D. Cost Plus Incentive Fee

Suggested Answer: *A*
Answer option A is correct.
Cost Plus Percentage of Cost contracts pay a fee that rises as the contractors cost rise. Because this contract type provides no incentive for the contractor to control costs, it is rarely utilized. The U.S. Federal Acquisition Regulations specifically prohibit the use of this type for U.S. Federal Government contracting.
What is a cost-plus contract?
A cost-plus contract, more accurately termed a Cost Reimbursement Contract, is a contract where a contractor is paid for all of its allowed expenses to a set limit plus additional payment to allow for a profit. Cost reimbursement contracts contrast with fixed-price contract, in which the contractor is paid a negotiated amount regardless of incurred expenses.
Answer option B is incorrect. Cost Plus Award Fee contracts pay a fee based upon the contractor's work performance. In some contracts, the fee is determined subjectively by an awards fee board, whereas in others, the fee is based upon objective performance metrics. An aircraft development contract, for example, may pay award fees if the contractor achieves certain speed, range, or payload capacity goals.
Answer option C is incorrect. Cost Plus Fixed Fee contracts pay a pre-determined fee that was agreed upon at the time of contract formation.
Answer option D is incorrect. In a Cost Plus Incentive Fee contract, a larger fee is awarded for contracts that meet or exceed performance targets including cost savings.
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #112 *Topic 1*

Sasha is the project manager of a large construction project. She is finalizing ground rules, training, and team-building activities for her project team members. In which of the following processes is she working on?

A. Manage Project Team

B. Plan Human Resource Management

C. Acquire Project Team

D. Develop Project Team

Suggested Answer: *D*
Answer option D is correct.
According to the question, Sasha is finalizing ground rules, training, and team-building activities for her team. All these are part of the Develop Project
Team process. These are tools and techniques used in this process to develop a project team.
What is the Develop Project Team process?
Develop Project Team is a process for improving the competencies and interaction of team members to enhance project performance. Team Development involves the following activities:
⇨ Enhancing the ability of stakeholders to contribute as individuals
⇨ Enhancing the ability of the team to function as a team
The Team Development process is a part of the Project Execution Phase and comes under the Project Human Resource Management Knowledge Area.
Answer options B, A, and C are incorrect. Ground rules, trainings, and team-building activities are not parts of these processes.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 9.1, Page 258
Chapter: Communications and Human Resources
Objective: Acquiring and Developing Your Project Team

Currently there are no comments in this discussion, be the first to comment!

Question #113 *Topic 1*

Billy is the project manager of the PQW Project and she has an assigned project budget of $655,000. Currently she is 80 percent complete with the project though she was scheduled to be 100 percent done by this date. She has spent $490,000 to date and other than the project schedule, which was delayed because of a vendor, the project is going well. What should Billy report as her schedule performance index for this project?

A. 80

B. 1.23

C. 100 percent because the vendor caused her lateness

D. $524,000

Suggested Answer: *A*
Answer option A is correct.
Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula:
SPI = Earned value (EV) / Planned value (PV)
If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target. You can find the planned value by multiplying where Billy should be in the project, 100 percent, by the project's budget.
In this instance the planned value is $655,000 because she is to be 100 percent complete.
Answer option C is incorrect. The SPI simply reports a value not an explanation.
Answer option B is incorrect. 1.23 is the cost performance index for the project.
Answer option D is incorrect. $524,000 is the earned value for the project.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 7.4.2.1, Page 217
Chapter: Time and Cost Management
Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #114 *Topic 1*

You work as a project manager for HRM Inc. You want your team to be placed in a single location where they can work in a face-to-face environment to enhance their ability to perform as a team. Which of the following techniques will you use to accomplish the task?

A. Training

B. Team-building activities

C. Recognition and rewards

D. Co-location

Suggested Answer: *D*
Answer option D is correct.
Co-location is a technique where a project team is placed in a single location where they can work in a face-to-face environment to enhance their ability to perform as a team. It can be temporary or for the entire project.
Answer options C, B, and A are incorrect. These techniques are not defined in the statement given in the question.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #115 *Topic 1*

Which of the following is described in the statement below?
"It is a tool that defines a project and groups the project's discrete work elements in a way that helps organize and define the total work scope of the project."

A. RBS

B. WBS

C. Gantt chart

D. Critical path

Suggested Answer: *B*
Answer option B is correct.
A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.Answer option A is incorrect. A resource breakdown structure (RBS) is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope. The resource breakdown structure is a hierarchical structure that is used to represent the enterprise resources. It also enables a user to create program plans with detailed resource assignments. It also allows comparison of the workload with detailed resource availabilities. The resource breakdown structure also enables roll-up of both resource assignments and availability data to a higher level.
Answer option D is incorrect. A critical path is the sequence of project activities which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path.
These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).
If an activity on the critical path is completed a day late, the completion date of the entire project is moved out by a day (unless the subsequent activities on the critical path are completed more quickly than planned). If a critical path task is late, it threatens to delay the completion of the project. Tradeoff decisions must be made between time and cost. The project manager's first priority is to identify the critical path activities early, monitor them closely, and create prevention and contingency plans to avoid project delays in the future. Answer option C is incorrect. A Gantt chart is a type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. The terminal elements and summary elements comprise the work breakdown structure of the project. Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. The Gantt charts can be used to show the current schedule status using percent-complete shadings and a vertical "TODAY" line.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth Edition"
Chapter: Project Charter and Scope Management
Objective: Work Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #116 *Topic 1*

You are in a project to create a Website. Your project team has met a few times and you're working with them to develop the project's WBS. Jan, a marketing expert, is in disagreement with Larry over how the Website should function. Gary and Gina are in disagreement over who'll take the lead on the design of the software for the Website. Mark, Mary, and Martha are all bickering about the photo management approach for the Website's pictures. What stage of team development is your project team currently in?

A. Performing

B. Forming

C. Storming

D. Norming

Suggested Answer: *C*
Answer option C is correct.
When the project team is in arguments and competition for who'll lead different portions of the project, it's called storming.
Answer option B is incorrect. Forming is when the project team first comes together and gets to know one another.
Answer option D is incorrect. Norming happens once the project team settles into their roles.
Answer option A is incorrect. Performing is when things have calmed on the project and people are going about the business of completing the project work.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 9.3.2.3, Page 276
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #117 *Topic 1*

You are the project manager for the ABC Project. You and the project team are currently working on the identify risks process. When does this process typically occur in a project

A. Throughout the project

B. During project monitoring and controlling

C. During project execution

D. During project initiation

Suggested Answer: *A*
Answer option A is correct.
Risk identification is an iterative activity that should take place throughout the entire project. Technically, it is a process that is part of the project management planning process group.
Identify risks is the process of determining which risks may affect the project. It also documents risks' characteristics. It is part of the project risk management knowledge area. As new risks may evolve or become known as the project progresses through its life cycle, identify risks is an iterative process. The process should involve the project team so that they can develop and maintain a sense of ownership and responsibility for the risks and associated risk response actions.
Risk register is the only output of this process.
Answer options D, C, and B are incorrect. Risk identification happens during planning and it is an iterative activity that happens throughout the project.
Reference: "A Guide to the Project Management Body of Knowledge"
Chapter: Quality and Risk Management
Objective: Risk Identification and Assessment

Currently there are no comments in this discussion, be the first to comment!

Question #118 *Topic 1*

You work as a project manager for HRM Inc. Which of the following stages of the process group, if not performed well by you, is unlikely that the project will be successful in meeting the business needs?

A. Executing

B. Monitoring and controlling

C. Initiation

D. Planning and design

Suggested Answer: *C*

Answer option C is correct.

Initiating is a process group or stage that occurs at the beginning of the project. It determines the nature and scope of the development. If this stage is not performed well, it is unlikely that the project will be successful in meeting the business needs. The initiating stage should include a cohesive plan that encompasses the following areas:

⇨ Study analyzing the business needs in measurable goals

⇨ Review of the current operations

⇨ Conceptual design of the operation of the final product

⇨ Equipment and contracting requirements including an assessment of 'long-lead' items

⇨ Financial analysis of the costs and benefits including a budget

⇨ Stakeholder analysis, including users, and support personnel for the project

Project charter including costs, tasks, deliverables, and schedule

▪

The key project controls needed here are an understanding of the business environment and ensuring that all necessary controls are incorporated into the project.

Any deficiencies should be reported and a recommendation should be made to fix them.Answer option D is incorrect. The planning process group is the second process group or stage of a project. After the Initiating stage, the system is designed. Occasionally, a small prototype of the final product is built and tested.

Testing is generally performed by a combination of testers and end users, and can occur after the prototype is built or concurrently. The results of the design stage should include a product design that:

⇨ satisfies the project sponsor, end user, and business requirements

⇨ functions as it was intended

⇨ can be produced within quality standards

⇨ can be produced within time and budget constraints

Controls should be in place that ensures that the final product will meet the specifications of the project charter.

Answer option A is incorrect. The executing process group is a stage or phase of a project. It starts after the planning phase of a project is over. It consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Execution process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan. The executing process group utilizes the most project time and resources.

Answer option B is incorrect. Monitoring and controlling is a process group or stage that starts when the project is in the executing stage. This process overlaps the executing stage. Monitoring and controlling consists of those processes performed to observe project execution, so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan. The monitoring and controlling process includes the following:

⇨ Measuring the ongoing project activities (where we are)

⇨ Monitoring the project variables (cost, effort, etc.) against the project management plan and the project performance baseline (where we should be)

⇨ Identifying corrective actions to properly address issues and risks (How can we get on track again)

⇨ Influencing the factors that could circumvent integrated change control, so that only approved changes are implemented

In multi-phase projects, the monitoring and controlling process also provides feedback between project phases in order to implement corrective or preventive actions to bring the project into compliance with the project management plan.Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Management Structure and Framework

Objective: Group Processes

Currently there are no comments in this discussion, be the first to comment!

Question #119 *Topic 1*

Which of the following are inputs of the Control Scope process?

A. Change request

B. Project management plan

C. Work performance information

D. Requirements documentation

Suggested Answer: *BCD*
Answer options B, C, and D are correct.
The inputs and outputs of the Control Scope process are as follows:
⇨ Inputs

Project management plan -

Work performance information -

Requirements documentation -

Requirement traceability matrix -

Organizational process asset -
⇨ Outputs

Work performance measurement -
Organizational process assets update

Change request -

Project management plan update -

Project document update -
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Project Charter and Scope Management
Objective: Scope Verification and Control

Currently there are no comments in this discussion, be the first to comment!

Question #120 *Topic 1*

Which of the following is the process of monitoring cost performance and controlling changes to the cost baseline?

A. Cost control

B. Bottom-up cost estimation

C. Cost budgeting

D. Performance review

Suggested Answer: *A*
Answer option A is correct.
Cost control is the process of monitoring cost performance and controlling changes to the cost baseline.
Answer option D is incorrect. Performance reviews are meetings to review schedule activity, work package, or cost account status and progress.
Answer option C is incorrect. Cost budgeting is the process of allocating the overall cost estimates to individual activities or work packages across the project life cycle.
Answer option B is incorrect. Bottom-up cost estimation is a technique for estimating the cost of each work package in the WBS.
Chapter: Time and Cost Management
Objective: Cost vs. Quality

Currently there are no comments in this discussion, be the first to comment!

Question #121 *Topic 1*

You work as a project manager for HRM Inc. You are working on the Plan quality process for your project. Which of the following are inputs of the Plan quality process?

A. Stakeholder register

B. Cost performance baseline

C. Project document updates

D. Scope baseline

Suggested Answer: *ABD*
Answer options D, A, and B are correct.
The Plan Quality process is for identifying quality requirements and standards for the project and product. This process also documents how the project will demonstrate compliance.

Inputs -
Following are the seven inputs of the Plan Quality process:
⇨ Scope baseline
⇨ Stakeholder register
⇨ Cost performance baseline
⇨ Schedule baseline
⇨ Risk register
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
The Plan Quality process has the following five outputs:
⇨ Quality Management plan
⇨ Quality metrics
⇨ Quality checklists
⇨ Process improvement plan
⇨ Project document updates
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Cost vs. Quality

Currently there are no comments in this discussion, be the first to comment!

Question #122 *Topic 1*

Alan works as a project manager for HRM Inc. He is working on the office renovation project. The office has 200 doors. All doors have to be glassed and painted.
Before each door can be painted, the glasses must be fitted in them at least 12 hours before. Alan has arranged these tasks with a finish to start relationship between glassing and painting. What else should Alan do to account for the twelve hours of maintenance time?

A. Alan must add twelve hours of lead time to each of the 200 doors painting activity to account for the glassed maintenance time.

B. Alan must add twelve hours of lag time to each of the 200 doors painting activity to account for the glassed maintenance time.

C. Alan must add an intermediary task with duration of twelve hours.

D. Alan must schedule all 200 office doors to be glassed first and then schedule all 200 doors to be painted to ensure time for the maintenance.

Suggested Answer: *B*
Answer option B is correct.
Alan must add lag time to each painting activity. Since lag time is waiting time, Alan will have to wait twelve hours after the glassing activity is finished before he can start painting.

Lag -
A lag directs a delay in the successor activity. Lags require the dependent activity to have added either to the start date or to the finish date of the activity. For example, in a project of making radio-controlled airplanes, after applying glue and pasting stickers, it requires twenty-four hours to dry the glue. Any activity can be started after that only. This period, of twenty-four hours, is a lag.
Answer option C is incorrect. There is no reason to add an intermediary task as waiting. Adding lag time is the most appropriate, as there are fewer activities to manage.
Answer option D is incorrect. Glassing all the doors first and then painting all doors would cause Alan to readjust the entire sequencing of activities. In addition, we do not know the reason why Alan has scheduled all the doors to be glassed and then painted. There may be successor activities in the project that need to enter each door, such as cleaning doors, as soon as a door has been painted. If that were the case, the additional activities would have to wait for all glassing to be completed and then the sequential doors to be painted before they could start.
Answer option A is incorrect. Lead time actually moves activities closer together rather than further apart. Lead time would cause the painting and glassing activities to overlap, something that Alan does not want to happen.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Task Lead and Lag Dependencies

Currently there are no comments in this discussion, be the first to comment!

Question #123 *Topic 1*

You are the project manager of a large construction project. Part of the project involves the wiring of the electricity in the building your project is creating. You and the project team determine the electrical work is too dangerous to perform yourself, so you hire an electrician to perform the work for the project. This is an example of what type of risk response?

A. Transference

B. Mitigation

C. Avoidance

D. Acceptance

Suggested Answer: *A*
Answer option A is correct.
Whenever the risk is transferred to someone else, it is an example of the transference risk response. Transference usually has a fee attached to the service provider that will own the risk event.

Transference -
Transference is a strategy to mitigate negative risks or threats. In this strategy, consequences and the ownership of a risk is transferred to a third party. This strategy does not eliminate the risk but transfers responsibility of managing the risk to another party. Insurance is an example of transference.
Answer option B is incorrect. Mitigations are activities to reduce the probability and/or impact of a risk event.
Answer option D is incorrect. Acceptance is when the risk event is accepted and allowed to happen. This response is typical for smaller risk events.
Answer option C is incorrect. Avoidance is action to avoid the risk event. This example is not avoidance because the danger of electricity does not go away, as the electrician now owns the risk event.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 11.5.2.1, Page 344
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #124 *Topic 1*

You are the project manager for your organization and would like to use a time and materials contract for a small project. What must a time and materials contract have to safeguard the project?

A. An approved vendor by a leading trade organization

B. Approval from the project sponsor

C. A not-to-exceed clause

D. Terms for payment

Suggested Answer: *C*
Answer option C is correct.
A not-to-exceed clause, sometimes called an NTE clause, puts a cap on the amount of fees the vendor can charge for the work. For example, the project work could allow the vendor to work for $90 per hour, but not to exceed 20 hours.
Answer option B is incorrect. Approval from the project sponsor may be needed, but a not-to-exceed clause is the best choice.
Answer option D is incorrect. Every contract should include terms for payment - this inclusion does not really protect the organization from excessive hours or costs that could happen with a time and materials contract.
Answer option A is incorrect. An approved vendor from a leading organization may be nice, but it's not the most essential thing for the contract and organization.
Reference: "A Guide to the Project Management Body of Knowledge, (PMBOK Guide)"
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #125 *Topic 1*

You work as a project manager for HRM Inc. Which of the following charts provides a useful framework that helps you in deciding which risks need your attention?

A. Scatter chart

B. Gantt chart

C. Pareto chart

D. Risk probability and impact matrix

Suggested Answer: *D*

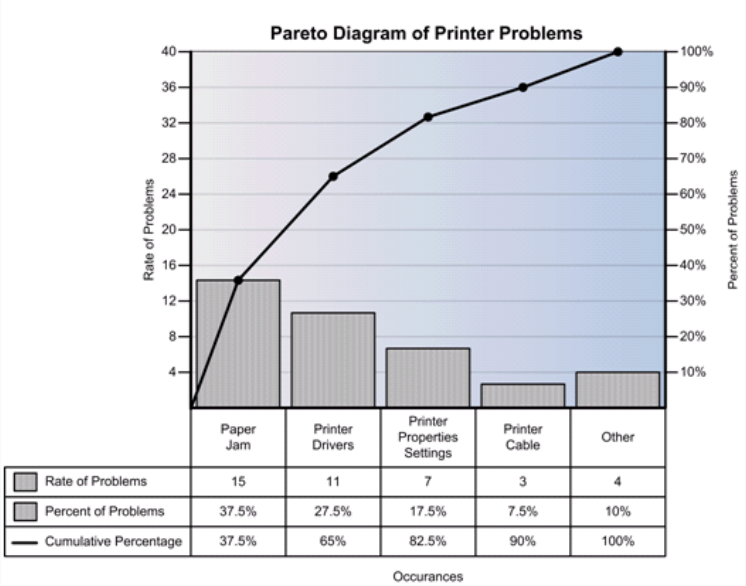
Answer option D is correct.

You will use the Risk probability and impact matrix chart, which provides a useful framework to assist you in deciding which risks need your attention.

The Risk probability and impact matrix chart measures the potential risks on two dimensions. The probability that a risk will happen is mentioned on one axis of the chart and the impact of the risk, if it occurs, on the other.

Answer option C is incorrect. A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right. The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph M. Juran and Kaoru Ishikawa.

A Pareto chart is a histogram where items (such as number of defects) are ordered by frequency of occurrence, as shown in the below example:



	Paper Jam	Printer Drivers	Printer Properties Settings	Printer Cable	Other
Rate of Problems	15	11	7	3	4
Percent of Problems	37.5%	27.5%	17.5%	7.5%	10%
Cumulative Percentage	37.5%	65%	82.5%	90%	100%

Example of a Pareto chart -

It is a type of chart that consists both bars and a line graph, where individual values are represented in descending order by bars, and the cumulative total is shown by the line.

Answer option B is incorrect. A Gantt chart is a type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. The terminal elements and summary elements comprise the work breakdown structure of the project. Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. The Gantt charts can be used to show the current schedule status using percent-complete shadings and a vertical "TODAY" line.

Answer option A is incorrect. A scatter chart is a type of display using Cartesian coordinates to display values for two variables for a set of data. The data is displayed as a collection of points, each having the value of one variable determining the position on the horizontal axis and the value of the other variable determining the position on the vertical axis. A scatter diagram shows the pattern of relationship between two variables. This tool allows the quality team to study and identify the possible relationship between changes observed in two variables. Dependent variables versus independent variables are plotted. The closer the points are to a diagonal line, the more closely they are related.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Quality and Risk Management

Objective: Risk Probability and Impact Matrices

Currently there are no comments in this discussion, be the first to comment!

Question #126 *Topic 1*

You work as a project manager for HRM Inc. A new project has been proposed to change all keyboards of every computer in your organization. There are 1,600 keyboards that will need to be removed and replaced with wireless keyboards. What document will you first need to start this project?

A. Contract for new keyboards

B. Project risk statement

C. Risk register

D. Project charter

Suggested Answer: *D*

Answer option D is correct.

A project charter is a document that officially recognizes and acknowledges that a project exists. It helps define requirements and expectations to all involved in the project. It is issued by the project sponsor. It can be as simple as a one-page form for a very small project, briefly describing the project and listing the responsibilities and authority of the project manager. Charters can be much longer, however, depending on the size of the project. In addition to formally authorizing a project, the charter provides the project manager with the authority to apply organizational resources to project activities. Project charters are important to the success of a project.

It's a good idea to have a project manager assigned to the project prior to the start of planning, and preferably while the project charter is being developed. Here's an example of a project charter.

Project Title: Information Technology (IT) Upgrade Project

Project Start Date: March 4, 2002 **Projected Finish Date:** December 4, 2002

Project Manager: Kim Nguyen, 691-2784, *knguyen@abc.com*

Project Objectives: Upgrade hardware and software for all employees (approximately 2,000) within 9 months based on new corporate standards. See attached sheet describing the new standards. Upgrades may affect servers and midrange computers, as well as network hardware and software. Budgeted $1,000,000 for hardware and software costs and $500,000 for labor costs.

Approach:

- Update the information technology inventory database to determine upgrade needs
- Develop detailed cost estimate for project and report to CIO
- Issue a request for quotes to obtain hardware and software
- Use internal staff as much as possible to do the planning, analysis, and installation

ROLES AND RESPONSIBILITIES

Name	Role	Responsibility
Walter Schmidt, CEO	Project Sponsor	Monitor project
Mike Zwack	CIO	Monitor project, provide staff
Kim Nguyen	Project Manager	Plan and execute project
Jeff Johnson	Director of Information Technology Operations	Mentor Kim
Nancy Reynolds	VP, Human Resources	Provide staff, issue memo to all employees about project
Steve McCann	Director of Purchasing	Assist in purchasing hardware and software

Sign-off: (Signatures of all the above stakeholders)

Comments: (Handwritten comments from above stakeholders, if applicable)

This project must be done within ten months at the absolute latest. *Mike Zwack, CIO*

We are assuming that adequate staff will be available and committed to supporting this project. Some work must be done after hours to avoid work disruptions, and overtime will be provided. *Jeff Johnson and Kim Nguyen, Information Technology Department*

Answer option A is incorrect. The contract to purchase wireless keyboards is needed, but it is not the first document needed to start the project work.

Answer option B is incorrect. The project risk statement is not a valid document. Risks are entered into the project risk register.

Answer option C is incorrect. A risk register is a document that contains the results of 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.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Project Charters

Currently there are no comments in this discussion, be the first to comment!

Question #127 *Topic 1*

You work as a project manager for HRM Inc. You have to finalize all activities across all of the process groups to formally finish the project. Which of the following processes will help you to accomplish the task?

A. Close Project or Phase

B. Perform Quality Control

C. Report Performance

D. Close Procurements

Suggested Answer: *A*
Answer option A is correct.
The closing process group is the final stage of a project. It includes the formal acceptance of the project and the ending thereof. Administrative activities include the archiving of the files and documenting lessons learned. The closing phase consists of two processes:
☞ Close project or phase: It is necessary to finalize all activities across all of the process groups to formally close the project or a project phase.
☞ Close procurements: It is necessary to complete and settle each contract, including the resolution of any open items, and close each contract applicable to the project or a project phase.
In this stage, contract closeout occurs, and formal acceptance and approval are obtained from project stakeholders.
Answer options B and C are incorrect. The Perform Quality Control and Report Performance processes are part of the Monitoring and Controller process group.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Finalizing Deliverables

Currently there are no comments in this discussion, be the first to comment!

Question #128 *Topic 1*

You work as a project manager for HRM Inc. Which of the following processes will you use to build up an estimate of the monetary resources required to complete project activities?

A. Plan quality

B. Estimate costs

C. Determine budget

D. Control costs

Suggested Answer: *B*

Answer option B is correct.

Project Cost Management consists of the processes involved in planning, estimating, budgeting, and controlling costs in order to complete the project within the approved budget. It is a set of processes required to ensure that the project is completed within the approved budget:

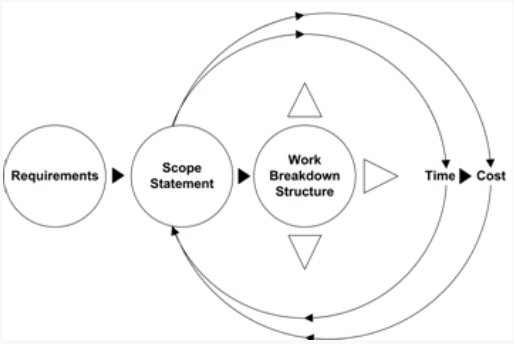
⇨ Estimate Costs: It is the process used to build up an estimate of the monetary resources required to complete project activities

⇨ Determine Budget: It is the process used to aggregate the probable costs of individual activities or work packages to set up an authorized cost baseline

⇨ Control Costs: It is the process used to examine the condition of the project to update the project budget and changes to the cost baseline

Project Cost Management is an important part of project planning is estimating the amount of time and cost associated with a project and using this process to create baselines for time and cost. The cost estimate includes costs for facilities, labor, and material. The time estimate encompasses the total hours of work needed to complete the project.

In the image below, the estimate has been expanded to highlight the components of time and cost. This section shows the relationship between these components.



The planning process with the time and cost estimate

Project costs typically fall into the following categories: Labor, Equipment and material, and Facilities. These costs are typically charged directly to a project (direct costs) while others are overhead (indirect costs).

Direct labor costs include the costs for personnel actively involved in the project, and direct equipment and material costs are costs that are directly associated with the project. For example, computer and networking components are direct equipment and material costs. Indirect overhead costs include items used in support of the project, such as the cost of support and administrative personnel, and the cost of incidentals, such as office supplies, rent and electricity. Answer option A is incorrect. The Plan Quality process is for identifying quality requirements and standards for the project and product. This process also documents how the project will demonstrate compliance.

Inputs -

Following are the seven inputs of the Plan Quality process:

⇨ Scope baseline

⇨ Stakeholder register

⇨ Cost performance baseline

⇨ Schedule baseline

⇨ Risk register

⇨ Enterprise environmental factors

⇨ Organizational process assets

Outputs -

The Plan Quality process has the following five outputs:

⇨ Quality Management plan

⇨ Quality metrics

☞ Quality checklists
☞ Process improvement plan
☞ Project document updates
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Cost vs. Quality

Currently there are no comments in this discussion, be the first to comment!

Question #129 *Topic 1*

You work as a project manager for HRM Inc. Your project has a budget of $545,000 and is expected to last 12 months. You have identified several risk events and created risk response plans for your project. In which of the following process groups will you be able to implement risk response plans?

A. Planning

B. Executing

C. Monitoring and controlling

D. Initiating

Suggested Answer: *C*
Answer option C is correct.
The monitor and control project risk process resides in the monitoring and controlling project management process group. This process is responsible for implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness through the project.
Answer option B is incorrect. Risk response plans are not implemented as part of project execution.
Answer option A is incorrect. Risk response plans are not implemented as part of project planning.
Answer option D is incorrect. Risk response plans are implemented as part of the monitoring and controlling process group.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Monitoring Your Projects Progress

Currently there are no comments in this discussion, be the first to comment!

Question #130 *Topic 1*

You are the project manager of a computer upgrade project. You and the vendor are in dispute over the deliverables the vendor was to provide and configure.
What document can best describe how you and the vendor are to proceed if there is a claim against the vendor?

A. Enterprise environmental factors

B. Project cost management plan

C. Contract

D. Procurement management plan

Suggested Answer: *C*
Answer option C is correct -
Whenever there is a claim or question about the responsibilities of the vendor or client, the contract overrides all other documentation. Contract is an exchange of promises between two or more parties to do an act which is enforceable in the court of law. It is an agreement that creates and defines obligations between two or more parties. It is a legal agreement that mutually binds the seller (to provide the specified product, service, or result) and the buyer (to pay for it).
Answer option D is incorrect. The project procurement management plan will define how to solicit and purchase from a vendor, but it will refer to the contractual agreement for claims administration.
Answer option A is incorrect. Enterprise environmental factors define the organizational rules, but not the policies and agreements for claim administration.
Answer option B is incorrect. The project cost management plan defines how costs are estimated and controlled in the project.
Reference: A Guide to the Project Management Body of Knowledge, (PMBOK Guide)
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #131 *Topic 1*

What forecasting method would your project use if your project customer requires an autoregressive moving average for performance forecasting?

A. Judgmental methods

B. Ensemble forecasting

C. Causal/econometric method

D. Time series method

Suggested Answer: *C*
Answer option C is correct.
The autoregressive moving average is an example of a causal/econometric method for the forecasting project performance.
The casual/econometric forecasting method uses the assumption that it is possible to identify the underlying factors, which might influence the variable being forecasted. For example, sales of umbrellas might be associated with weather conditions. If the causes are understood, projections of the influencing variables can be made and used in the forecast. Some examples of casual/econometric forecasting method are as follows:
☞ Regression analysis using linear regression or non-linear regression
☞ Autoregressive moving average (ARMA)
☞ Autoregressive integrated moving average (ARIMA)
☞ Econometrics
Answer option D is incorrect. The time series method relies on the earned value, moving average, extrapolation, and growth curve.
Answer option A is incorrect. The judgmental methods use intuition, the Delphi method, and forecast by analogy.
Answer option B is incorrect. The ensemble forecasting is not part of the causal/econometric method for forecasting.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth Edition"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Contro

Currently there are no comments in this discussion, be the first to comment!

Question #132 *Topic 1*

You work as a project manager for HRM Inc. You are working on the control schedule process. Which of the following techniques will you use to find ways to bring project activities that are behind into alignment with the plan?

A. Schedule compression

B. Resource leveling

C. What-if scenario analysis

D. Adjusting leads and lags

Suggested Answer: *D*
Answer option D is correct.
The various control schedule tools and techniques are as follows:
⇨ Performance Reviews: It evaluates, contrasts, and analyzes schedule performance such as actual start and finish dates, percent completion, and remaining duration of work growth.
⇨ Variance Analysis: It examines the dissimilarities between the planned and the actual budget or schedule in order to discover unacceptable risks to the budget, schedule, quality, or scope of the project.
⇨ Project Management Software: It provides the skill to follow planned dates versus actual dates, and forecasts the result of changes to the project schedule.
⇨ Resource Leveling: It is used to optimize the distribution of work among resources.
⇨ What-if Scenario Analysis: It is used to review a range of scenarios to bring the schedule into association with the plan.
⇨ Adjusting leads and lags: It is used to find techniques to bring project activities that are behind into alignment with the plan.
⇨ Schedule Compression: It is used to find ways to bring project activities that are behind into alignment with the plan.
⇨ Scheduling Tool: It is used with the supporting schedule data in conjunction with manual methods to perform schedule network analysis to generate an updated project schedule.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Task Lead and Lag Dependencies

Currently there are no comments in this discussion, be the first to comment!

Question #133 *Topic 1*

You work as a project manager for HRM Inc. You want to include a budget contingency to accommodate the risk of incurring unidentifiable but normally occurring costs within the defined scope. Which of the following processes will help you to accomplish the task?

A. Cost controlling

B. Cost baselining

C. Cost budgeting

D. Cost estimation

Suggested Answer: *B*
Answer option B is correct.
Cost baselining is done by aggregating the costs of the individual work elements and then joining them at time intervals where meaningful actual cost information will be available.
Cost baseline is an approved time-phased budget that monitors and measures cost performance throughout the project life cycle. It includes a budget contingency to accommodate the risk of incurring unidentifiable but normally occurring costs within the defined scope. Cost baseline varies from project to project, depending on the project's budget and schedule.
Answer option C is incorrect. Cost budgeting is the financial planning done for every major expense category, such as administrative cost, financing cost, production cost.
Answer option A is incorrect. Cost controlling is used to monitor, evaluate, and improve the efficiency of specific areas, such as departments, divisions, or product lines, within its operation.
Answer option D is incorrect. The cost estimation process is used for building an estimate of the monetary resources required to complete project activities. It helps to estimate the costs of a product or project. It defines or compares various techniques for performing cost estimates such as parametric modeling, analogy estimating, and expert judgment.
There are many reasons for failures in estimating costs correctly. Many late or over-budget projects deemed failures are actually only estimating failures. Bad estimates are, among others, due to the either incomplete or changing requirements, or a lack of familiarity of team members with project tasks.
The first implication is that requirements must be clearly established. Estimating from incomplete requirements increases the risk of scope creep or delivery of an ill-fitting product (or service) needing major rework. One of the goals of the work breakdown structure is to describe tasks at a level of detail sufficient to facilitate the estimating process. Estimates may need to be revised throughout the project. Only with confidence in the relative accuracy of an estimate is time and cost tracking a valuable exercise.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Cost Baselining

Currently there are no comments in this discussion, be the first to comment!

Question #134 *Topic 1*

Which of the following components of EVA is described in the statement below?
"It is a measure of how much of the project value has been earned so far through completed work, that is, the budgeted cost of the work that has been performed through the project status date."

A. AC

B. PV

C. SV

D. EV

Suggested Answer: *D*
Answer option D is correct.
Earned value is a measure of how much of the project value has been earned so far through completed work, that is, the budgeted cost of the work that has been performed through the project status date. Earned value, the BCWP field in Project, is a dollar value. Projects of different sizes can have dramatically different earned values, which make it impossible to compare performance between projects.Earned value (EV) is the value of completed work. It is the budgeted amount for the work actually completed on the schedule activity during a given time period. EV is typically expressed as a percentage of the work completed compared to the budget. EV is also called budgeted cost of work performed (BCWP).
Answer option A is incorrect. Actual cost (AC) is the total cost actually incurred and recorded in accomplishing the work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and indirect costs. AC is money that has actually been expended to date. AC is also called actual cost of work performed (ACWP).
Answer option B is incorrect. Planned value (PV) is the authorized budget assigned to the schedule work to be accomplished for a schedule activity or work breakdown structure component. It serves as a baseline against which actual performance is measured. The theory of planned value is of vital importance to the project management team and it is important to keep careful track of this. The term planned value can also be in some situations referred to by the project management team and the project management team leader as the budgeted cost of work scheduled (BCWS).
Answer option C is incorrect. Schedule variance (SV) is a earned value technique used for measuring the schedule performance on a project. The variance signifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula:
SV = Earned value (EV) - Planned value (PV)
If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #135 *Topic 1*

You are the project manager of the HJK project for your organization. You and the project team have created risk responses for many of the risk events in the project. A teaming agreement is an example of what risk response?

A. Mitigation

B. Transference

C. Sharing

D. Acceptance

Suggested Answer: *C*
Answer option C is correct.
Teaming agreements are often used in the sharing risk response through joint ventures to realize an opportunity that an organization would not be able to seize otherwise.
Sharing response is where two or more entities share a positive risk. Risk sharing deals with sharing of responsibility and accountability with others to facilitate the team with the best chance of seizing the opportunity. Teaming agreements are good example of sharing the reward that comes from the risk of the opportunity.
Answer option A is incorrect. Mitigation is a negative risk response to lower the probability and/or impact of a risk event.
Answer option B is incorrect. Transference is a negative risk response where the project manager hires a third party to own the risk event. The risk ownership is transferred to the third party.
Answer option D is incorrect. Acceptance is a risk response that is appropriate for positive or negative risk events. It does not pursue the risk, but documents the event and allows the risk to happen. Often acceptance is used for low probability and low impact risk events.
Reference: "Project Management Body of Knowledge (PMBOK Guide)"
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #136 *Topic 1*

You are a Project Manager in your organization who is managing a considerably huge budget project to develop new software. Considering the varied nature of your stakeholder group, you would like to put together a plan as to what information the stakeholders need, and how to provide that information. What is the document that you would need, and as part of which process group would you achieve this?

A. Project Management Plan, Initiating Process Group

B. Project Management Plan, Planning Process Group

C. Communications Management Plan, Execution Process group

D. Communications Management Plan, Planning Process Group

Suggested Answer: *D*
Answer option D is correct.
Plan communications is determining project stakeholder information needs and defining a communication approach. This activity is part of the Planning process group and the output of this activity is the Communications Management Plan.
Answer options A, B, and C are incorrect. The Project Management Plan includes the communication management plan, which actually contains the details required for planning communications, and as noted above, this activity is part of the Planning process group.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 3.4, Page 55
Chapter: Project Management Structure and Framework
Objective: Group Processes

Currently there are no comments in this discussion, be the first to comment!

Question #137 *Topic 1*

You are the project manager for your organization. Your project is doing fine on time and cost, but management wants to address the project performance for future accomplishment. Management has asked you to begin reporting and forecasting your project's health based on a moving average, extrapolation, trend estimation, and growth curve. What type of forecasting method is management asking you to use?

A. Causal/econometric methods

B. Judgmental methods

C. Estimate at completion method

D. Time series methods

Suggested Answer: *D*
Answer option D is correct.
These are examples of a time series method for forecasting project performance. Another method that fits with the time series method of forecasting is earned value management.
Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about predicting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts.
The forecasting methods are categorized as follows:
⇨ Time series method: It uses historical data as the basis for estimating future outcomes.
⇨ Causal/econometric method: This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and used in the forecast.
⇨ Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates.
⇨ Other methods: Other methods may include probabilistic forecasting, simulation, and ensemble forecasting.
Answer option A is incorrect. Causal/econometric methods do not use the moving average, but models such as linear regression and non-linear regression.
Answer option B is incorrect. Judgmental methods for forecasting are based on intuition, opinions, and probability estimates.
Answer option C is incorrect. The estimate at completion method is an earned value management formula, which is part of the time series method for reporting and forecasting performance.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #138 *Topic 1*

Which of the following activities are involved in the Team Development process?

A. Enhancing the ability of stakeholders to contribute as individuals

B. Motivating to resolve conflict on a long-term or short-term basis

C. Managing opportunities and risks

D. Enhancing the ability of the team to function as a team

Suggested Answer: *AD*
Answer options A and D are correct.
Develop Project Team is a process for improving the competencies and interaction of team members to enhance project performance. Team Development involves the following activities:
☞ Enhancing the ability of stakeholders to contribute as individuals
☞ Enhancing the ability of the team to function as a team
The Team Development process is a part of the Project Execution Phase and comes under the Project Human Resource Management Knowledge Area.
Answer option B is incorrect. It is a factor that influences the conflict resolution process.
Answer option C is incorrect. It is a guideline for an effective decision-making process.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #139 *Topic 1*

You are a new Project Manager that has been entrusted with a software development project that is in progress. A sub-contracting company has been doing the development work on this project. Which of the following processes do you not need to work on, as part of the procurement management?

A. Planning

B. Initiation

C. Closing

D. Executing

Suggested Answer: *B*
Answer option B is correct.
The Initiation process need not be performed as part of the procurement management.
Answer options A, C, and D are incorrect. These processes are carried out as part of the procurement management by way of planning procurements, executing, conducting, administering and closure.
Reference: A Guide to the Project Management Body of Knowledge from the Project Management Institute
Chapter: Project Charter and Scope Management
Objective: Initiating Projects

Currently there are no comments in this discussion, be the first to comment!

Question #140 *Topic 1*

You work as a project manager for HRM Inc. You are working with your project team to plan the risk responses. Your project has a budget of $450,000 and is expected to last seven months. You have identified a risk event that has a probability of .60 and has a cost impact of $250,000 within the project. While creating a risk response for this event, what is the risk exposure of the event that must be considered for the cost of the risk response?

A. Risk exposure is $250,000.

B. Risk exposure is $150,000.

C. Risk exposure is $350,000.

D. Risk exposure is $50,000.

Suggested Answer: *B*
Answer option B is correct.
The risk exposure for this event is found by multiplying the risk impact by the risk probability.
Risk exposure is a straightforward estimate that gives a numeric value to a risk, enabling different risks to be compared.
Risk exposure of any given risk = Probability of risk occurring x impact of risk event

Risk exposure = 0.60 * 250,000 -
= $150,000
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #141 *Topic 1*

Which of the following statements about Work Breakdown Structure (WBS) are true?
Each correct answer represents a complete solution. Choose all that apply.

A. It defines a project and groups the project's discrete work elements in a way that helps to organize and define the total work scope of the project.

B. It is an important project management tool.

C. It provides a framework for detailed cost estimating and control along with providing guidance for schedule development and control.

D. It cannot be revised and updated as needed by the project manager.

Suggested Answer: *ABC*
Answer options C, A, and B are correct.
A Work Breakdown Structure (WBS) in project management and systems engineering is a tool that defines a project and groups the project's discrete work elements in a way that helps to organize and define the total work scope of the project. A Work Breakdown Structure element may be a product, data, service, or any combination. The WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Additionally, the WBS is a dynamic tool and can be revised and updated as needed by the project manager.
Answer option D is incorrect. A Work Breakdown Structure (WBS) can be revised and updated as needed by the project manager.
Chapter: Project Charter and Scope Management
Objective: Work Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #142 *Topic 1*

You work as a project manager for HRM Inc. Your project has a schedule variance of -$35,500 and a schedule performance index of 0.92. What do these values mean in regard to project performance?

A. The project is eight percent off schedule and has a considerable schedule variance.

B. The project is likely to be late and over budget.

C. The project has a planned value of $600,000.

D. The project is performing well.

Suggested Answer: *A*
Answer option A is correct.
A schedule variance is found by subtracting the planned value from the earned value. A -$35,500 schedule variance is considerable for most projects, but combined with a schedule that is eight percent off schedule is more serious. The size of the project, however, and the defined project budget, needs to be determined to evaluate how serious the variance is.
Schedule variance (SV) is a earned value technique used for measuring the schedule performance on a project. The variance signifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula:
SV = Earned value (EV) - Planned value (PV)
If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Earned Value Analysis and Forecasting

Currently there are no comments in this discussion, be the first to comment!

Question #143 *Topic 1*

You work as a project manager for HRM Inc. You are working on a project where there is a limited amount of detailed information about the project or program.
Which of the following estimation techniques will you use to accomplish the task?

A. Parametric

B. Analogous

C. Three-point

D. Bottom-up

Suggested Answer: *B*
Answer option B is correct.
Analogous is an estimating technique that uses the values of parameter, such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous, similar activity as the basis for estimation of the same parameter for a future activity. It is a top-down estimating technique and is a form of expert judgment. It provides a lower degree of accuracy than other estimating techniques. This technique is primarily used when there is a limited amount of detailed information about the project or program.
Answer option A is incorrect. A parametric estimate is an estimate that uses a parameter to predict the costs of the project, such as cost per network drop or cost per software license. Parametric estimating technique utilizes the statistical relationship that exists between a series of historical data and a particular delineated list of other variables.
Answer option D is incorrect. Bottom-up is a cost estimating technique that involves estimating the cost of individual work packages or schedule activities with the lowest level of detail. The detailed cost is rolled up (or summarized) to higher levels for total project estimates. This summarized data is very useful for reporting and tracking purposes. Bottom-up estimating provides a higher degree of accuracy, provided the estimates at the work package level are accurate.
Answer option C is incorrect. A 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.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Cost Estimating Tools

Currently there are no comments in this discussion, be the first to comment!

Question #144 *Topic 1*

You are in a project to create a Website. Your project team has met a few times and you're working with them to develop the project's WBS. Jan, a marketing expert, is in disagreement with Larry over how the Website should function. Gary and Gina are in disagreement over who'll take the lead on the design of the software for the Website. Mark, Mary, and Martha are all bickering about the photo management approach for the Website's pictures. What stage of team development is your project team currently in?

A. Performing

B. Forming

C. Storming

D. Norming

Suggested Answer: *C*
Answer option C is correct.
When the project team is in arguments and competition for who'll lead different portions of the project, it's called storming.
Answer option B is incorrect. Forming is when the project team first comes together and gets to know one another.
Answer option D is incorrect. Norming happens once the project team settles into their roles.
Answer option A is incorrect. Performing is when things have calmed on the project and people are going about the business of completing the project work.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 9.3.2.3, Page 276
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #145 *Topic 1*

Which of the following is described in the statement below?
"It is an approved time-phased budget that monitors and measures cost performance throughout the project life cycle."

A. Scope baseline

B. Cost estimation

C. Cost budgeting

D. Cost baseline

Suggested Answer: *D*
Answer option D is correct.
Cost baseline is an approved time-phased budget that monitors and measures cost performance throughout the project life cycle. It includes a budget contingency to accommodate the risk of incurring unidentifiable but normally occurring costs within the defined scope. Cost baseline varies from project to project, depending on the project's budget and schedule.
Answer option A is incorrect. The scope baseline is an element of the project management plan. The contents of the scope baseline include the following:
⇨ Project scope statement: It includes the product scope description and the project deliverables, and defines the product user acceptance criteria.
⇨ WBS: It defines each deliverable and the decomposition of the deliverables into work packages.
⇨ WBS dictionary: It contains the detailed description of work and technical documentation for each WBS element.
Answer option B is incorrect. The cost estimation process is used for building an estimate of the monetary resources required to complete project activities. It helps to estimate the costs of a product or project. It defines or compares various techniques for performing cost estimates such as parametric modeling, analogy estimating, and expert judgment.
There are many reasons for failures in estimating costs correctly. Many late or over-budget projects deemed failures are actually only estimating failures. Bad estimates are, among others, due to the either incomplete or changing requirements, or a lack of familiarity of team members with project tasks.
The first implication is that requirements must be clearly established. Estimating from incomplete requirements increases the risk of scope creep or delivery of an ill-fitting product (or service) needing major rework. One of the goals of the work breakdown structure is to describe tasks at a level of detail sufficient to facilitate the estimating process. Estimates may need to be revised throughout the project. Only with confidence in the relative accuracy of an estimate is time and cost tracking a valuable exercise.
Answer option C is incorrect. Cost budgeting is the financial planning done for every major expense category, such as administrative cost, financing cost, production cost, etc.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Cost Baselining

Question #146 *Topic 1*

Which of the following processes is described in the statement below?
"It is the process of identifying the specific actions to be performed to produce the project deliverables."

A. Define Scope

B. Create WBS

C. Sequence Activities

D. Define Activities

Suggested Answer: *D*
Answer option D is correct.
The Define Activities process is used to identify the specific actions to be performed to produce the project deliverables.
Define Activities is one of the twenty processes defined in the Planning process group. In this process, identification of the specific actions to be performed to produce the project deliverables is performed.

Inputs -
Following are the inputs of the Define Activities process:
⇨ Scope baseline
⇨ Enterprise environmental factors
⇨ Organizational process assets

Outputs -
The Define Activities process includes the following outputs:
⇨ Activity list
⇨ Activity attributes
⇨ Milestone list
Answer option C is incorrect. Sequence Activities is the process of identifying and documenting relationships among the project activities.
Answer option A is incorrect. Define Scope is the process of developing a detailed description of the project and product.
Answer option B is incorrect. Create WBS is one of the twenty processes defined in the Planning process group. In this process, the project is subdivided into smaller more manageable components in terms of project deliverables and project work. Create WBS is the process that follows Collect Requirements and Define
Scope. Work Breakdown Structure is the prime output of this process.

Inputs -
Following is the list of inputs of this process:
⇨ Project Scope Statement
⇨ Requirements Documentation
⇨ Organizational Process Assets

Outputs -
As defined earlier, the prime output of this project is WBS. The four outputs of this process are listed below:
⇨ WBS
⇨ WBS Dictionary
⇨ Scope Baseline

Project Document Updates -
▪
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Process Flow

Currently there are no comments in this discussion, be the first to comment!

Question #147 *Topic 1*

Sam is the project manager for his organization. His project is not doing well on project schedule performance, and management wants him to predict how the project schedule and cost will end. Management has asked Sam to report and forecast his project's performance based on the Delphi Method, scenario building, technology forecasting, and to forecast by analogy. What forecasting method is management asking Sam to use?

A. Time series methods

B. Judgmental methods

C. Causal/econometric methods

D. Earned value management method

Suggested Answer: *B*
Answer option B is correct.
Management is asking Sam to use the judgmental methods to predict how the project will finish on time and cost.
The judgmental forecasting method incorporates intuitive judgments, opinions and subjective probability estimates. Some examples of judgmental forecasting are as follows:
⇨ Composite forecasts
⇨ Surveys
⇨ Delphi method
⇨ Scenario building
⇨ Technology forecasting
⇨ Forecast by analogy
Answer option A is incorrect. Time series methods of forecasting use earned value management, moving average, extrapolation, linear prediction, trend estimation, and growth curve.
Answer option D is incorrect. The earned value management method is actually a part of the time series forecasting method.
Answer option C is incorrect. The causal/econometric methods use linear and non-linear regression, autoregressive moving average, and econometrics.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth Edition"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #148 *Topic 1*

You are the project manager for HRM Inc. Your project has a budget at completion of $950,000 and is 45 percent complete, though the project should be 50 percent complete. The project has spent $450,897 to reach the 45 percent complete milestone. What is the project's cost performance index?

A. 0.98

B. 0.84

C. 0.86

D. 0.95

Suggested Answer: *D*
Answer option D is correct.
Cost performance index is found by dividing the earned value by the actual costs. In this example, it is as follows:

CPI = 427,500/450,897 -
= 0.95
The 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 = Earned value (EV) / 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.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #149 *Topic 1*

Which of the following statements describes the critical path?

A. It shows the project's earliest date for completion.

B. It is the shortest path in the project network diagram.

C. It is always one path with the longest duration.

D. It cannot be crashed.

Suggested Answer: *A*
Answer option A is correct.
A critical path is the sequence of project activities which add up to the longest overall duration. This determines the shortest time possible to complete the project.
Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path.
These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources).
If an activity on the critical path is completed a day late, the completion date of the entire project is moved out by a day (unless the subsequent activities on the critical path are completed more quickly than planned). If a critical path task is late, it threatens to delay the completion of the project. Tradeoff decisions must be made between time and cost. The project manager's first priority is to identify the critical path activities early, monitor them closely, and create prevention and contingency plans to avoid project delays in the future. Answer option C is incorrect.
There can be more than one critical path, as two paths in the project network diagram can both take the same amount of time and be longer than any other paths in the project.
Answer option D is incorrect. The critical path can be, and often is, crashed with extra resources in an attempt to recover the project schedule.
Answer option B is incorrect. The critical path is the longest path to project completion.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Critical Path Scheduling

Question #150 *Topic 1*

Robert is the project manager of the NHH Project and is working with his project team to create the WBS for his organization. He has a project scope statement that needs to be broken down into smaller, more manageable components. He would like to organize the components by project phase to help organize the deliverables created in each phase of the project. What is the technique that breaks down the project scope into the WBS?

A. Functional analysis

B. Decomposition

C. Requirements breakdown

D. Subdivision

Suggested Answer: *B*
Answer option B is correct.
The breakdown of the project scope into the WBS and its elements is called decomposition.
What is a Work Breakdown Structure (WBS)?
A Work Breakdown Structure (WBS) in project management and systems engineering is a tool that defines a project and groups the project's discrete work elements in a way that helps to organize and define the total work scope of the project. A Work Breakdown Structure element may be a product, data, service, or any combination. The WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Additionally, the WBS is a dynamic tool and can be revised and updated as needed by the project manager.
Answer option D is incorrect. Subdivision does describe the decomposition of the project scope into the WBS, but it's not the technical name for the technique of creating the WBS.
Answer option A is incorrect. Requirements breakdown is not the correct definition of the creation of the WBS.
Answer option C is incorrect. Functional analysis analyzes how something works and is sometimes used with configuration management.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 5.4.2.1, Page 128
Chapter: Project Charter and Scope Management
Objective: Work Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #151 *Topic 1*

Which of the following documents refers specifically to the input output mechanism that serves the purpose of providing a narrative description of the sum of the scope of the project?

A. Project WBS

B. Project scope statement

C. Project charter

D. Project WBS dictionary

Suggested Answer: *B*

Answer option B is correct.

The project scope statement refers specifically to the input output mechanism that serves the purpose of providing a narrative description of the sum of the scope of the project.

Project scope statement is the narrative description of the project scope. It includes major deliverables, project assumptions, project constraints, and a description of work. It helps developing a common understanding of project scope among the stakeholders. It is a documented description of the project to answer questions such as What is being produced?, How is it being produced?, What is included?, etc.

Answer option C is incorrect. A project charter is a document that officially recognizes and acknowledges that a project exists. It helps define requirements and expectations to all involved in the project. It is issued by the project sponsor. It can be as simple as a one-page form for a very small project, briefly describing the project and listing the responsibilities and authority of the project manager. Charters can be much longer, however, depending on the size of the project. In addition to formally authorizing a project, the charter provides the project manager with the authority to apply organizational resources to project activities. Project charters are important to the success of a project.

It's a good idea to have a project manager assigned to the project prior to the start of planning, and preferably while the project charter is being developed. Here's an example of a project charter.

Project Title: Information Technology (IT) Upgrade Project

Project Start Date: March 4, 2002 **Projected Finish Date:** December 4, 2002

Project Manager: Kim Nguyen, 691-2784, *knguyen@abc.com*

Project Objectives: Upgrade hardware and software for all employees (approximately 2,000) within 9 months based on new corporate standards. See attached sheet describing the new standards. Upgrades may affect servers and midrange computers, as well as network hardware and software. Budgeted $1,000,000 for hardware and software costs and $500,000 for labor costs.

Approach:

- Update the information technology inventory database to determine upgrade needs
- Develop detailed cost estimate for project and report to CIO
- Issue a request for quotes to obtain hardware and software
- Use internal staff as much as possible to do the planning, analysis, and installation

ROLES AND RESPONSIBILITIES

Name	Role	Responsibility
Walter Schmidt, CEO	Project Sponsor	Monitor project
Mike Zwack	CIO	Monitor project, provide staff
Kim Nguyen	Project Manager	Plan and execute project
Jeff Johnson	Director of Information Technology Operations	Mentor Kim
Nancy Reynolds	VP, Human Resources	Provide staff, issue memo to all employees about project
Steve McCann	Director of Purchasing	Assist in purchasing hardware and software

Sign-off: (Signatures of all the above stakeholders)

Comments: (Handwritten comments from above stakeholders, if applicable)

This project must be done within ten months at the absolute latest. *Mike Zwack, CIO*

We are assuming that adequate staff will be available and committed to supporting this project. Some work must be done after hours to avoid work disruptions, and overtime will be provided. *Jeff Johnson and Kim Nguyen, Information Technology Department*

Answer option A is incorrect. The project WBS is part of the project closure documents to measure scope completeness.

Answer option D is incorrect. The project WBS dictionary is also needed to measure the project closure and completeness of the project scope.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Project Scope Development

Currently there are no comments in this discussion, be the first to comment!

Question #152 *Topic 1*

FILL BLANK -

A _____is performed to identify successes and failures that warrant recognition in the preparation or administration of other procurement contracts on the project, or on other projects within the performing organization.

Suggested Answer: *procurement audit*

Procurement auditing is a structured review of the procurement process that is originated at the Plan Procurements process. The procurement audit is performed to identify successes and failures that warrant recognition in the preparation or administration of other procurement contracts on the project, or on other projects within the performing organization. It also ensures that procurement procedures are followed according to the defined processes.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Procurement and Project Integration

Objective: Monitoring Your Projects Progress

Currently there are no comments in this discussion, be the first to comment!

Question #153 *Topic 1*

You are the project manager of the NHQ Project for your company. You have completed qualitative and quantitative analysis of your identified project risks and you would now like to find an approach to increase project opportunities and to reduce threats within the project. What project management process would best help you?

A. Plan risk responses

B. Monitor and control project risks

C. Create the project risk register

D. Create a risk governance approach

Suggested Answer: *A*
Answer option A is correct.
The plan risk response project management process aims to reduce the threats to the project objectives and to increase opportunities. It follows the qualitative risk analysis process and performs the quantitative risk analysis process. The plan risk response process includes the risk response owner to take the job for each agreed-to and funded risk response. This process addresses the risks by their priorities, schedules the project management plan as required, and inserts resources and activities into the budget. The inputs to the plan risk response process are as follows:
⇨ Risk register: It contains the results from risk identification, qualitative risk analysis, and quantitative risk analysis.
⇨ Risk management plan: It is a document that a project manager prepares to foresee risks, estimate impacts, and define responses to issues.
Answer option B is incorrect. Monitoring and controlling project risks does not increase opportunities or reduce threats, but it does monitor existing risks and the identified risk responses.
Answer option C is incorrect. The project risk register is created early in the risk management planning, not during the risk responses.
Answer option D is incorrect. A risk governance approach is usually created by the organization and is part of enterprise environmental factors.
Chapter: Quality and Risk Management
Objective: Risk Modeling and Response

Currently there are no comments in this discussion, be the first to comment!

Question #154 *Topic 1*

In which of the following process groups is the project manager responsible for authorizing and applying organization resources to the subsequent project activities?

A. Monitoring and controlling

B. Initiating

C. Planning

D. Executing

Suggested Answer: *B*

Answer option B is correct.

In the initiating process group, the project manager is responsible for authorizing and applying organization resources to the subsequent project activities.

The Initiation Process Group contains processes to define a new project or a new phase of an existing project by obtaining authorization to start the project of phase. The Initiation Process group contains two processes:

⇨ Develop Project Charter

⇨ Identify Stakeholder

These processes define initial scope and initial financial resources. In this phase of the project, internal and external stakeholders who will interact and influence the overall outcome of the project are identified. Project Charter and stakeholder register are created in this phase. Although the project management team may help write the project charter, approval and funding are handled external to the project boundaries.

Answer option C is incorrect. The planning process group is the second process group or stage of a project. After the Initiating stage, the system is designed.

Occasionally, a small prototype of the final product is built and tested. Testing is generally performed by a combination of testers and end users, and can occur after the prototype is built or concurrently. The results of the design stage should include a product design that:

⇨ satisfies the project sponsor, end user, and business requirements

⇨ functions as it was intended

⇨ can be produced within quality standards

⇨ can be produced within time and budget constraints

Controls should be in place that ensures that the final product will meet the specifications of the project charter.

Answer option D is incorrect. The executing process group is a stage or phase of a project. It starts after the planning phase of a project is over. It consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Execution process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan. The executing process group utilizes the most project time and resources.

Answer option A is incorrect. Monitoring and controlling is a process group or stage that starts when the project is in the executing stage. This process overlaps the executing stage. Monitoring and controlling consists of those processes performed to observe project execution, so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan. The monitoring and controlling process includes the following:

⇨ Measuring the ongoing project activities (where we are)

⇨ Monitoring the project variables (cost, effort, etc.) against the project management plan and the project performance baseline (where we should be)

⇨ Identifying corrective actions to properly address issues and risks (How can we get on track again)

⇨ Influencing the factors that could circumvent integrated change control, so that only approved changes are implemented

In multi-phase projects, the monitoring and controlling process also provides feedback between project phases in order to implement corrective or preventive actions to bring the project into compliance with the project management plan.Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Initiating Projects

Currently there are no comments in this discussion, be the first to comment!

Question #155 *Topic 1*

You are a new Project Manager that has been entrusted with a project to develop a machine which produces auto components. You have put together your project team and have begun executing your project. Recently, a conflict arose between two of your team members about a feature that will be incorporated in the design of the machine. Which of the following is the MOST APPROPRIATE technique to resolve this conflict?

A. Collaborating

B. Compromising

C. Withdrawing

D. Forcing

Suggested Answer: *A*
Answer option A is correct.
Collaboration allows for multiple viewpoints to be captured, and multiple insights considered leading to consensus and commitment. This is generally a win-win scenario, so is the most appropriate technique to resolve conflicts.
Answer option D is incorrect. Forcing is pushing one's viewpoint at the expense of the other. This offers only win-lose solutions which are detrimental to the project team.
Answer option B is incorrect. By compromising, no party gets everything which results in a lose-lose scenario. This is not the MOST appropriate technique to follow in the above question.
Answer option C is incorrect. Withdrawing or retreating from the actual conflict situation does not help the PM to move the project forward in the above scenario.
Reference: A Guide to the Project Management Body of Knowledge from the Project Management Institute
Chapter: Communications and Human Resources
Objective: Conflict Management

Currently there are no comments in this discussion, be the first to comment!

Question #156 *Topic 1*

Which of the following models is used to determine, implement, monitor, control, and maintain Information Security Management System or ISMS?

A. Continual Service Improvement Model

B. Service Model

C. PDCA model

D. RACI model

Suggested Answer: *B*
Answer option B is correct.
Deming's quality circle or the PDCA model is used to determine, implement, monitor, control, and maintain Information Security Management System or ISMS. It is a continual cycle and is described in an ISMS manual.
Following are the four phases of the PDCA model:
1. Plan
2. Do
3. Check
4. Act
Answer option C is incorrect. Responsibility Assignment Matrix is commonly known as RACI matrix or Linear Responsibility Chart (LRC). It defines the participation of a variety of roles in finishing tasks or deliverables for a project or business process. It is particularly useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes.
Answer option A is incorrect. The Service Model defines an approach whereby unions plan to assure members' demands for resolving grievance and securing profit through techniques except direct grassroots oriented stress on employers.
Answer option D is incorrect. Continual Service Improvement (CSI) aligns and realigns IT Services to changing business needs by identifying and implementing improvements to the IT services that support the Business Processes. The perspective of CSI on improvement is the business perspective of service quality, even though CSI aims to improve process effectiveness, efficiency and cost effectiveness of the IT processes through the whole lifecycle. To manage improvement, CSI should clearly define what should be controlled and measured.
Assistance is provided for linking improvement efforts and outcomes with Service Strategy, Design, and Transition. A closed-loop feedback system, based on the
Plan-Do-Check-Act (PDCA) model specified in ISO/IEC 20000, is established and capable of receiving inputs for change from any planning perspective. CSI needs to be treated just like any other service practice. There needs to be upfront planning, training and awareness, ongoing scheduling, roles created, ownership assigned, and activities identified to be successful. CSI must be planned and scheduled as process with defined activities, inputs, outputs, roles and reporting.
Chapter: Project Management Structure and Framework
Objective: PDCA Cycle

Currently there are no comments in this discussion, be the first to comment!

Question #157 *Topic 1*

You work as a project manager for HRM Inc. You are in the project kickoff meeting. Which of the following documents are reviewed during the project kickoff meeting?
Each correct answer represents a complete solution. Choose all that apply.

A. Project WBS

B. Project charter

C. Project scope

D. Project budget

Suggested Answer: *BCD*
Answer options B, C, and D are correct.
The documents reviewed during a project kickoff meeting are as follows:
⇨ Project charter
⇨ Project scope
⇨ Project budget
Answer option A is incorrect. The WBS is not created before the kickoff meeting but later in project planning. A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fifth edition"
Chapter: Project Charter and Scope Management
Objective: Project Charters

Currently there are no comments in this discussion, be the first to comment!

Question #158 *Topic 1*

You work as a project manager for HRM Inc. You are using the three point estimate to calculate the estimated activity durations for your project. If you have an optimistic estimate of 10 days, a pessimistic estimate of 19 days, and a most likely estimate of 13, which of the following is the expected activity duration for your project?

A. 16.5

B. 17.5

C. 18

D. 17

Suggested Answer: *A*
Answer option A is correct.
A 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.
Here, the expected activity duration will be:

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

TE = [10+ (4*19) +13]/6 -
= [10+76+13]/6
=16.5
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Task Duration Estimating

Currently there are no comments in this discussion, be the first to comment!

Question #159 *Topic 1*

Which of the following types of organization structures represents the particular and specific organization that has been built through the utilization of an organizational structure?

A. Matrix

B. Projectized

C. Jury

D. Functional

Suggested Answer: *B*

Answer option B is correct.

A projectized organization represents the particular and specific organization that has been built through the utilization of an organizational structure, which has been created in a manner in which the project manager leads the group and in which the project manager has the ultimate authority to make any and all decisions involving the organization, including the assignment of all priorities, the application of any predesignated resources, and also any and all direct workings of persons that have been assigned to the project already or may be assigned in the future.

Answer option D is incorrect. A functional organization represents a hierarchy where every member has one leader, and the employees are grouped by the area of expertise like engineering, accounting, production, marketing, etc., at the top level. A hierarchy represents an arrangement where a leader leads other individual members of the organization. Every department in a functional organization performs its duties independent of other departments.

Answer option A is incorrect. A matrix organization allocates each worker with two bosses in two different hierarchies. One hierarchy is "functional" and promises that each type of skilled person in the organization is well-trained, and measured by a boss who is super-expert in the same field. The other direction is "executive" and tries to get projects completed using experts. Matrix organizations are a blend of functional and projectized characteristics. Projects might be organized by products, regions, customer types, or some other schema.

Answer option C is incorrect. A jury consists of a group of peers who make a decision as a group, possibly by voting. The members of a jury go through an issue and come up with a decision.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Management Structure and Framework

Objective: Types of Organizations

Currently there are no comments in this discussion, be the first to comment!

Question #160 *Topic 1*

You work as a project manager for HRM Inc. You want to enable roll-up of both resource assignments and availability data to a higher level. Which of the following diagrams will help you to accomplish the above task?

A. RACI

B. Gantt chart

C. WBS

D. RBS

Suggested Answer: *D*
Answer option D is correct.
A resource breakdown structure (RBS) is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope. The resource breakdown structure is a hierarchical structure that is used to represent the enterprise resources. It also enables a user to create program plans with detailed resource assignments. It also allows comparison of the workload with detailed resource availabilities. The resource breakdown structure also enables roll-up of both resource assignments and availability data to a higher level.
Answer option C is incorrect. A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.
Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Answer option B is incorrect. A Gantt chart is a type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. The terminal elements and summary elements comprise the work breakdown structure of the project. Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. The Gantt charts can be used to show the current schedule status using percent-complete shadings and a vertical "TODAY" line.
. It is a type of responsibility assignment matrix used to ensure clear divisions of roles and expectations when the team consists of internal and external resources.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth Edition"
Chapter: Time and Cost Management
Objective: Resource Breakdown Structures

Currently there are no comments in this discussion, be the first to comment!

Question #161 *Topic 1*

You work as a project manager for HRM Inc. You have to achieve authorization for a project and define its objectives. In which of the following stages of a project are you working?

A. Closing

B. Initiation

C. Planning

D. Execution

Suggested Answer: *B*

Answer option B is correct.

You are working in the initiation stage when obtaining authorization for a project and defining its objectives.

Initiating is a process group or stage that occurs at the beginning of the project. It determines the nature and scope of the development. If this stage is not performed well, it is unlikely that the project will be successful in meeting the business needs. The initiating stage should include a cohesive plan that encompasses the following areas:

- Study analyzing the business needs in measurable goals
- Review of the current operations
- Conceptual design of the operation of the final product
- Equipment and contracting requirements including an assessment of 'long-lead' items
- Financial analysis of the costs and benefits including a budget
- Stakeholder analysis, including users, and support personnel for the project
- Project charter including costs, tasks, deliverables, and schedule

The key project controls needed here are an understanding of the business environment and ensuring that all necessary controls are incorporated into the project.

Any deficiencies should be reported and a recommendation should be made to fix them. Answer option C is incorrect. Planning entails verifying how the recently initiated project will be carried out. It consists of refining the information built during initiation and analyzing the required resources.

Answer option D is incorrect. Execution entails steps to carry out and finish the project according to the measures drawn through the planning stage.

Answer option A is incorrect. Closing concludes a project and closes it. It often consists of satisfying the terms of any outstanding contracts.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Initiating Projects

Currently there are no comments in this discussion, be the first to comment!

Question #162 *Topic 1*

You work as a project manager for HRM Inc. You have to calculate the detailed cost, which is rolled up (or summarized) to higher levels for total project estimates.
Which of the following techniques will you use to accomplish the task?

A. Three-point

B. Parametric

C. Analogous

D. Bottom-up

Suggested Answer: *D*
Answer option D is correct.
Bottom-up is a cost estimating technique that involves estimating the cost of individual work packages or schedule activities with the lowest level of detail. The detailed cost is rolled up (or summarized) to higher levels for total project estimates. This summarized data is very useful for reporting and tracking purposes.
Bottom-up estimating provides a higher degree of accuracy, provided the estimates at the work package level are accurate.
Answer option C is incorrect. Analogous is an estimating technique that uses the values of parameter, such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous, similar activity as the basis for estimation of the same parameter for a future activity. It is a top-down estimating technique and is a form of expert judgment. It provides a lower degree of accuracy than other estimating techniques. This technique is primarily used when there is a limited amount of detailed information about the project or program.
Answer option B is incorrect. A parametric estimate is an estimate that uses a parameter to predict the costs of the project, such as cost per network drop or cost per software license. Parametric estimating technique utilizes the statistical relationship that exists between a series of historical data and a particular delineated list of other variables.
Answer option A is incorrect. A 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.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Time and Cost Management
Objective: Cost Estimating Tools

Currently there are no comments in this discussion, be the first to comment!

Question #163 *Topic 1*

Which of the following are outputs of the Direct and Manage Project Work process?
Each correct answer represents a complete solution. Choose all that apply.

A. Project staff assignments

B. Change requests

C. Work performance data

D. Deliverables

Suggested Answer: *BCD*
Answer options D, C, and B are correct.
Direct and Manage Project Work is the process of performing the work defined in the project management plan to achieve the project's objective. Deliverables, work performance data, and change requests are the prime outputs of this process. Apart from these, project management plan updates and project document updates are also defined as outputs of this process.
Answer option A is incorrect. Project staff assignment is not the output of the Direct and Manage Project Work process. It is an output of the Acquire Project Team process.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 4.3, Page 79
Chapter: Procurement and Project Integration
Objective: Project Execution

Currently there are no comments in this discussion, be the first to comment!

Question #164 *Topic 1*

During which of the following processes is the probability and impact matrix prepared?

A. Perform quantitative risk analysis

B. Perform qualitative risk analysis

C. Control risks

D. Plan risk responses

Suggested Answer: *B*
Answer option B is correct.
The probability and impact matrix is a technique to prioritize identified risks of the project on their risk rating. Evaluation of each risk's importance and, hence, priority for attention, is typically conducted using a look-up table or a probability and impact matrix. This matrix specifies combinations of probability and impact that lead to rating the risks as low, moderate, or high priority.
Answer options A, D, and C are incorrect. These processes are part of the project risk management knowledge area. The probability and impact matrix is prepared during perform qualitative risk analysis for further quantitative analysis and response based on their risk rating.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 11.3, Page 328
Chapter: Quality and Risk Management
Objective: Risk Probability and Impact Matrices

Currently there are no comments in this discussion, be the first to comment!

Question #165 *Topic 1*

Which of the following are inputs of the Perform Quality Control process?

A. Validated changes

B. Project management plan

C. Quality metrics

D. Quality checklists

Suggested Answer: *BCD*
Answer options B, C, and D are correct.
The Perform Quality Control process is one of the ten processes grouped in the Monitoring and Controlling Process group. During the Perform Quality Control process, results of executing the quality activities are recorded and monitored in order to assess performance and recommend necessary changes.

Inputs -
Following are the seven inputs for the Perform Quality Control process:
⇨ Project management plan
⇨ Quality metrics
⇨ Quality checklists
⇨ Work performance measurements
⇨ Approved change requests
⇨ Deliverables
⇨ Organizational process assets

Outputs -
Following are the seven outputs of the Perform Quality Control process:
⇨ Quality control measurements
⇨ Validated changes
⇨ Validated deliverables
⇨ Organizational process assets updates
⇨ Change requests
⇨ Project management plan updates
⇨ Project document updates
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Quality and Risk Management
Objective: Quality Control and Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #166 *Topic 1*

FILL BLANK -

_____ is the best method to achieve the final equitable settlement for all outstanding issues, claims, and disputes.

Suggested Answer: *Direct negotiation*

Direct negotiation is the best method to achieve the final equitable settlement for all outstanding issues, claims, and disputes wherever possible. It is the simplest way of resolving a dispute and to negotiate directly with other individuals.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Procurement and Project Integration

Objective: Contract Types and Contract Negotiations

Currently there are no comments in this discussion, be the first to comment!

Question #167 *Topic 1*

You work as a project manager for HRM Inc. You have to complete and settle each contract, including the resolution of any open items, and close each contract applicable to the project or a project phase. Which of the following processes will help you to accomplish the task?

A. Report Performance

B. Perform Quality Control

C. Close Project or Phase

D. Close Procurements

Suggested Answer: *D*
Answer option D is correct.
The closing process group is the final stage of a project. It includes the formal acceptance of the project and the ending thereof. Administrative activities include the archiving of the files and documenting lessons learned. The closing phase consists of two processes:
☞ Close project or phase: It is necessary to finalize all activities across all of the process groups to formally close the project or a project phase.
☞ Close procurements: It is necessary to complete and settle each contract, including the resolution of any open items, and close each contract applicable to the project or a project phase.
In this stage, contract closeout occurs, and formal acceptance and approval are obtained from project stakeholders.
Answer options B and A are incorrect. Perform Quality Control and Report Performance processes are part of the Monitoring and Controller process group.
Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"
Chapter: Procurement and Project Integration
Objective: Finalizing Deliverables

Currently there are no comments in this discussion, be the first to comment!

Question #168 *Topic 1*

Which of the following models is used to determine, implement, monitor, control, and maintain Information Security Management System or ISMS?

A. PDCA model

B. RACI model

C. Continual Service Improvement Model

D. Service Model

Suggested Answer: *A*
Answer option A is correct.
Deming's quality circle or the PDCA model is used to determine, implement, monitor, control, and maintain Information Security Management System or ISMS. It is a continual cycle and is described in an ISMS manual.
Following are the four phases of the PDCA model:
1. Plan
2. Do
3. Check
4. Act
Answer option B is incorrect. Responsibility Assignment Matrix is commonly known as RACI matrix or Linear Responsibility Chart (LRC). It defines the participation of a variety of roles in finishing tasks or deliverables for a project or business process. It is particularly useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes.
Answer option D is incorrect. The Service Model defines an approach whereby unions plan to assure members' demands for resolving grievance and securing profit through techniques except direct grassroots oriented stress on employers.
Answer option C is incorrect. Continual Service Improvement (CSI) aligns and realigns IT Services to changing business needs by identifying and implementing improvements to the IT services that support the Business Processes. The perspective of CSI on improvement is the business perspective of service quality, even though CSI aims to improve process effectiveness, efficiency and cost effectiveness of the IT processes through the whole lifecycle. To manage improvement, CSI should clearly define what should be controlled and measured.
Assistance is provided for linking improvement efforts and outcomes with Service Strategy, Design, and Transition. A closed-loop feedback system, based on the
Plan-Do-Check-Act (PDCA) model specified in ISO/IEC 20000, is established and capable of receiving inputs for change from any planning perspective. CSI needs to be treated just like any other service practice. There needs to be upfront planning, training and awareness, ongoing scheduling, roles created, ownership assigned, and activities identified to be successful. CSI must be planned and scheduled as process with defined activities, inputs, outputs, roles and reporting.
Chapter: Project Management Structure and Framework
Objective: PDCA Cycle

Currently there are no comments in this discussion, be the first to comment!

Question #169 *Topic 1*

You are the project manager for your organization. The resources that you'll be using on your project are part of a union. The union representatives inform you that you may only utilize union labor on your project for a maximum of 25 hours per week. What approach will you need to follow to reveal over utilization of the union resources?

A. Critical chain method

B. Critical path method

C. Resource leveling

D. Fast tracking

Suggested Answer: *C*
Answer option C is correct.
Resource leveling is a scheduling approach that can restrict the total amount of hours utilized by resources. Resource leveling will likely cause the project duration to increase.
Answer option B is incorrect. The critical path method reveals the project's float and activities that cannot be delayed.
Answer option A is incorrect. The critical chain method examines the project's completion date based on the availability of project resources.
Answer option D is incorrect. Fast tracking allows project phases to overlap in an effort to reduce the overall project duration.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 6.6.2.4, Page 179
Chapter: Time and Cost Management
Objective: Critical Path Scheduling

Currently there are no comments in this discussion, be the first to comment!

Question #170 *Topic 1*

Thomas is a key stakeholder in your project. Thomas has requested several changes to the project scope for the project you are managing. Upon review of the proposed changes, you have discovered that these new requirements are laden with risks and you recommend to the change control board that the changes be excluded from the project scope. The change control board agrees with you. What component of the change control system communicates the approval or denial of a proposed change request?

A. Integrated change control

B. Change log

C. Configuration management system

D. Scope change control system

Suggested Answer: *A*
Answer option A is correct.
Integrated change control is responsible for facilitating, documenting, and dispersing information on a proposed change to the project scope. 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 affect of a proposed change on the entire project.
Answer option D is incorrect. The scope change control system controls changes that are permitted to the project scope.
Answer option C is incorrect. The configuration management system controls and documents changes to the project's product.
Answer option B is incorrect. The change log documents approved changes to the project scope.
Reference: "Project Management Body of Knowledge (PMBOK Guide)"
Chapter: Procurement and Project Integration
Objective: Forecasting and Integrated Change Control

Currently there are no comments in this discussion, be the first to comment!

Question #171 *Topic 1*

Which of the following techniques is defined in the statement given below?
"It is a technique where a project team is placed in a single location where they can work in a face-to-face environment to enhance their ability to perform as a team."

A. Training

B. Co-location

C. Recognition and rewards

D. Team-building activities

Suggested Answer: *B*
Answer option B is correct.
Co-location is a technique where a project team is placed in a single location where they can work in a face-to-face environment to enhance their ability to perform as a team. It can be temporary or for the entire project.
Answer options C, D, and A are incorrect. These techniques are not defined in the statement given in the question.
Reference: The Project Management Body of Knowledge, Fifth edition, Section 9.3.2.5, Page 277
Chapter: Communications and Human Resources
Objective: Team Building

Currently there are no comments in this discussion, be the first to comment!

Question #172 *Topic 1*

Jeff works as a project manager for HRM Inc. He has to adjust the amount of time between two activities. He wants to delay the start of the second activity by 14 hours. Which of the following scheduling components will Jeff add to the second activity?

A. Project float

B. Lead time

C. Lag time

D. Project slack

Suggested Answer: *C*

Answer option C is correct.

Lag time is considered positive time, as it pushes the start of successor activities away from the completion of predecessor activities.

A lag directs a delay in the successor activity. Lags require the dependent activity to have added either to the start date or to the finish date of the activity. For example, in a project of making radio-controlled airplanes, after applying glue and pasting stickers, it requires twenty-four hours to dry the glue. Any activity can be started after that only. This period, of twenty-four hours, is a lag.

Answer option B is incorrect. Lead time is considered negative time, as it gets activities closer together in the project schedule, sometimes even allowing activities to overlap.

Answer options D and A are incorrect. Project slack is the amount of time an activity may be delayed without delaying the start of the next project activity. Slack and float are the same term. Only activities that are not on the critical path may have slack or float.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Time and Cost Management

Objective: Task Lead and Lag Dependencies

Currently there are no comments in this discussion, be the first to comment!

Question #173 *Topic 1*

You are using the PDCA model to determine, implement, monitor, control, and maintain Information Security Management System or ISMS. You have to determine where to apply changes that will include improvement. In which of the following phases of PDCA are you working?

A. Plan

B. Do

C. Check

D. Act

Suggested Answer: *D*

Answer option D is correct.

PDCA (plan-do-check-act) is a problem-solving process which is used in business process improvement. It has the following cycle components:

1. Plan: It performs the following activities:

⇨ It establishes scope.

⇨ It develops a comprehensive ISMS policy.

⇨ It performs risk assessment.

⇨ It creates a risk treatment plan.

⇨ It determines controls and their objectives.

It develops a statement of applicability that describes the reasons of selecting a specific control.

▪

2. Do: It performs the following activities:

⇨ It operates the selected controls.

⇨ It detects and responds to incidents properly.

⇨ It performs security awareness training.

⇨ It manages resources that are required to achieve a goal.

3. Check: It performs the following activities:

⇨ It performs intrusion detection operation.

⇨ It performs incident handling operation.

⇨ It performs internal ISMS audit.

⇨ It performs a management review.

4. Act: It performs the following activities:

⇨ It implements improvements to the ISMS in response to the items that are identified in Check phase.

⇨ It performs corrective actions in response to the items that are identified in Check phase.

⇨ It performs preventive actions in response to the items that are identified in Check phase.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Management Structure and Framework

Objective: PDCA Cycle

Currently there are no comments in this discussion, be the first to comment!

Question #174 *Topic 1*

You are a new Project Manager that has been entrusted with a software development project that is in progress. A sub-contracting company has been awarded a cost reimbursable contract to do the development work on this project, and the project has been completed. While trying to close this procurement, you discover that still there are some unresolved claims. However, the sub contract company does not accept that these claims are unresolved. Which of the following is the best method for reaching the final equitable settlement?

A. Litigation

B. Mediation

C. Direct negotiation

D. Alternative dispute resolution

Suggested Answer: *C*
Answer option C is correct.
Wherever possible, direct negotiation is the best method to achieve the final equitable settlement for all outstanding issues, claims and disputes.
Answer options D, B, and A are incorrect. One can try the alternative dispute resolution or mediation methods after direct negotiation fails. And even if that fails, litigation becomes inevitable but is least desirable.
Reference: A Guide to the Project Management Body of Knowledge from the Project Management Institute
Chapter: Procurement and Project Integration
Objective: Contract Types and Contract Negotiations

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Question #175 *Topic 1*

You work as a Project Manager for HRM Inc. You are developing the schedule for your project. Your project deals with the construction of a new building for HRM
Inc. You want to break the project into small, individual, and manageable components. Which of the following tasks will you perform in the above scenario?

A. Create WBS.

B. Create a Gantt chart.

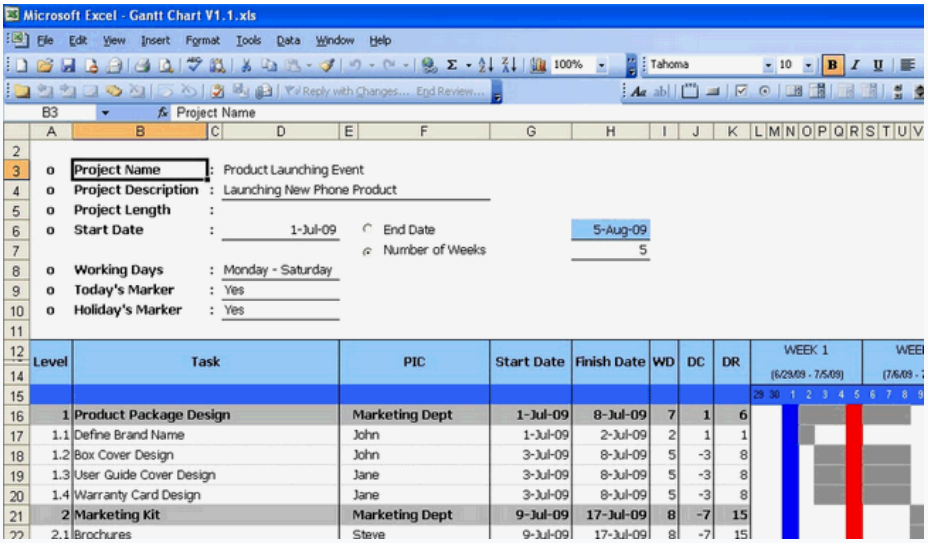
C. Create an activity diagram.

D. Create a PERT chart.

Suggested Answer: *A*
Answer option A is correct.
Create WBS is one of the twenty processes defined in the Planning process group. In this process, the project is subdivided into smaller more manageable components in terms of project deliverables and project work. Create WBS is the process that follows Collect Requirements and Define Scope. Work Breakdown
Structure is the prime output of this process.

Inputs -
Following is the list of inputs of this process:
⇨ Project Scope Statement
⇨ Requirements Documentation
⇨ Organizational Process Assets

Outputs -
As defined earlier, the prime output of this project is WBS. The four outputs of this process are listed below:
⇨ WBS
⇨ WBS Dictionary
⇨ Scope Baseline
⇨ Project Document Updates
Answer option D is incorrect. A PERT chart is a project management tool used to schedule, organize, and coordinate tasks within a project. PERT stands for
Program Evaluation Review Technique, a methodology developed by the U.S. Navy in the 1950s to manage the Polaris submarine missile program. A PERT chart presents a graphic illustration of a project as a network diagram consisting of numbered nodes (either circles or rectangles) representing events, or milestones in the project linked by labeled vectors (directional lines) representing tasks in the project. The direction of the arrows on the lines indicates the sequence of tasks.Answer option B is incorrect. A Gantt chart is a type of bar chart that illustrates a project schedule. The Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. The terminal elements and summary elements comprise the work breakdown structure of the project.
Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. The Gantt charts have become a common technique for representing the phases and activities of a project work breakdown structure (WBS), so they can be understood by a wide audience.
Gantt charts can be used to:
1. See how long the project will take.
2. Prepare easy-to-read and easy-to-understand reports for management, customers, and team members.
3. Determine resource requirement for the project
4. Determine who must do each job
5. Measure your progress
Sample Gantt Chart using MS Excel



Answer option C is incorrect. An activity diagram is a loosely defined diagram technique for showing workflows of stepwise activities and actions, with support for choice, iteration and concurrency. In the Unified Modeling Language, activity diagrams can be used to describe the business and operational step-by-step workflows of components in a system. An activity diagram shows the overall flow of control.

Reference: "Project Management Body of Knowledge (PMBOK Guide), Fourth edition"

Chapter: Project Charter and Scope Management

Objective: Work Breakdown Structures

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