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QUESTION 1

A project manager is receiving many requests for changes to a project. Which of the following did the project manager fail to complete?

A. Proper project team selection

B. Subject Matter Expert (SME) solicitation

C. Milestone scheduling

D. Stakeholder analysis

Correct Answer: D

QUESTION 2

A project manager creates a detailed list of costs for each activity involved in the project and then uses the sum of the individual activities to create the budget. Which of the following cost estimating techniques was used?

A. Bottom-up

B. Expert judgment

C. Parametric

D. Top-down

Correct Answer: A

QUESTION 3

Before the execution phase begins, who is in control of the project?

A. Project sponsor

B. Program manager

C. Project manager

D. Project coordinator

Correct Answer: C

QUESTION 4

Which of the following are common causes of project team conflict? (Select Two).

A. Project schedule

B. Competing resource demands

C. Project budget

D. Varying work styles

E. Time zone differences

Correct Answer: BD

QUESTION 5

The change control board has just approved a request to modify the sampling technique for a project. Which of the following documents would the project manager update?

A. Risk management plan

B. Quality management plan

C. Communication management plan

D. Scope management plan

Correct Answer: B

QUESTION 6

Which of the following is a tool that can be used to identify project team members that are responsible for a task or deliverable?

A. Project charter

B. Work Breakdown Structure (WBS)

C. Project schedule

D. RACI chart

Correct Answer: D

QUESTION 7

The project team is recognized for contribution efforts and is officially released from the project during which of the following stages?

A. Formal acceptance

B. Administrative closure

C. Lessons learned

D. Transition plan

Correct Answer: B

QUESTION 8

Given the following information: Pessimistic estimate is 30 days Most Likely estimate is 15 days Optimistic estimate is 10 days Which of the following is the expected duration for this scheduled activity?

A. 11 days

B. 17 days

C. 25 days

D. 29 days

Correct Answer: B

QUESTION 9

A project manager must initially address a performance issue with a project team member. Which of the following communication methods is BEST to use?

A. Formal written communication

B. Informal verbal communication

C. Informal written communication

D. Formal verbal communication

Correct Answer: B

QUESTION 10

A team member reports that a system component they are working on causes the system to continually reboot. The project manager should record this in which of the following documents?

A. Quality management plan

B. Communication plan

C. Risk matrix

D. Issue log

Correct Answer: D

QUESTION 11

A project manager is implementing a new community park and wants to build public support. Which of the following communication mediums would BEST facilitate the goal?

A. Send a personally signed letter to the residents.

B. Hold a public ceremony at the location for the residents.

C. Hold a teleconference for residents.

D. Send an email to the community residents.

Correct Answer: B

QUESTION 12

A project manager is reviewing the ownership, date, and the necessary training for a deliverable. Which of the following documents would include this information?

A. Transition plan

B. Quality plan

C. Change Control plan

D. Procurement plan

Correct Answer: A

QUESTION 13

Which of the following is the BEST report to provide to senior management?

A. Daily progress report

B. Milestone report

C. Quality audit

D. Work performance report

Correct Answer: B

QUESTION 14

Which of the following is the BEST point for a project manager to join a project?

A. Project initiation

B. Project pre-planning

C. Project planning

D. Project executing

Correct Answer: B

QUESTION 15

The project manager has outsourced a call center to a company in another region. The project manager receives reports that customers sometimes cannot hear the instructions given by call center employees. Which of the following is the MOST likely cause of the reports?

A. Functional barriers

B. Language barriers

C. Technology barriers

D. Communication preferences

Correct Answer: C

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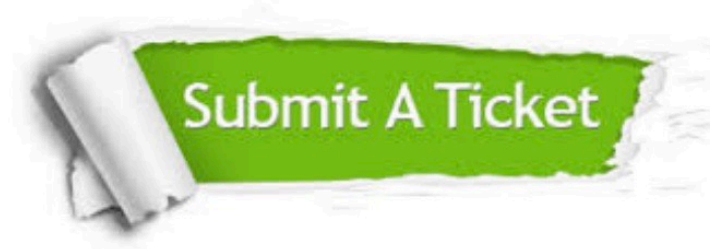
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