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QUESTION 1

A project is struggling because the sponsor continually has to increase funding which may cause the project to get cancelled. This could have been avoided by using:

- A. Quality metrics.
- B. Change control.
- C. AWBS.
- D. Fixed costs.

Correct Answer: B

QUESTION 2

Which of the following conflict resolution techniques involves a solution that partially satisfies all interested parties?

- A. Confronting
- B. Compromise
- C. Avoiding
- D. Forcing

Correct Answer: B

QUESTION 3

Which of the following describes an assumption?

- A. Not used on projects, because certainty is needed to proceed with planning
- B. An unqualified estimate that can be firmed up later
- C. Treated as true for the purpose of planning
- D. A limitation that can impact the project that must be considered

Correct Answer: C

QUESTION 4

Which of the following bodies has external influence regarding standards compliance?

- A. PMO

B. OBS

C. ISO

D. CCB

Correct Answer: C

QUESTION 5

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

A. The timeline may be positively affected at the expense of the project cost.

B. This change does not affect the triple constraint because the additional employees are already on the company payroll.

C. The quality of the product will improve but it will add more time to the project to train the new employees.

D. Total project cost will be reduced because the project can now be completed sooner.

Correct Answer: A

QUESTION 6

The MOST detailed component of the WBS is known as:

A. An activity

B. A cost account

C. A sub-phase

D. A work package

Correct Answer: D

QUESTION 7

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

A. It depends. Some stakeholders are not technical enough to understand them.

B. No. The project is likely to still be in the initiation phase which is too early for a project schedule.

C. Yes. Project schedules are required to ensure that stakeholders are bound to the scope.

D. Yes. High level project schedules are typically presented at a kick-off meeting.

Correct Answer: D

QUESTION 8

Company ABC is looking into which technologies and suppliers could help it achieve business process automation. Which of the following methods should the company FIRST use to help it validate its thinking?

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

Correct Answer: A

QUESTION 9

As a way to systematically identify risks inherent to a project, which of the following tools would be used?

- A. Risk response plan
- B. Risk probability and impact matrix
- C. Risk Matrix
- D. Risk Breakdown Structure

Correct Answer: D

QUESTION 10

Which of the following activities would be considered a project?

- A. Providing on-going support of an organization's software product
- B. Updating an organization's antivirus software
- C. Directing a team of developers to create a software program
- D. Any activity with the express purpose of generating revenue

Correct Answer: C

QUESTION 11

A project manager is completing a project schedule network diagram using boxes to represent the project activities that are connected by lines to show their dependencies. Which of the following tools is the project manager using?

- A. AOA

B. WBS

C. ADM

D. PDM

Correct Answer: D

QUESTION 12

A project team is about to deliver on a two year long project when they are informed of new Government laws that directly affect the product. The team meets with their stakeholders to discuss the impact to the project and determine that additional laws need to be taken into account before go-live. The NEXT step the project manager needs to take is:

A. Re-direct the development team.

B. Create a change request.

C. Update the issues log.

D. Hold a meeting with the users.

Correct Answer: B

QUESTION 13

Which of the following steps is required to validate a business case?

A. Feasibility analysis

B. Assign costs

C. Schedule milestones

D. Identify project scope

Correct Answer: A

QUESTION 14

A conflict has developed among two project team members. The project manager reiterates the areas of agreement and avoids the areas of disagreement. Which of the following BEST describes this conflict resolution technique?

A. Smoothing

B. Compromising

C. Avoiding

D. Negotiating

Correct Answer: A

QUESTION 15

The project team is not comfortable moving an expensive material. A third party is hired to move the material. This is an example of risk:

- A. Transference
- B. Sharing
- C. Avoidance
- D. Acceptance

Correct Answer: A

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