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QUESTION 1

The IT department is currently resource constrained managing daily operational tasks. However, there are a number of subject matter experts (SME) within the department who are critical to making the project succeed. Which of the following should the project manager use to ensure the success of the project?

- A. Engage a services company to deliver the project
- B. Negotiate staff augmentation with the SME's managers
- C. Recruit staff from the organizations strategy area
- D. Perform a request for proposal

Correct Answer: B

QUESTION 2

A project manager is mapping out a project based upon the dependencies of the project activities. Which of the following would be BEST for this process? (Select TWO).

- A. CPM
- B. ADM
- C. PDM
- D. Gantt
- E. PERT

Correct Answer: BC

QUESTION 3

Senior executives within a company have noticed an increasing number of projects failing to deliver to requirements. Which of the following project governance methods will help to meet this need?

- A. Phase gate approval
- B. Project phase transition
- C. ISO standards compliance
- D. Audit trail

Correct Answer: A

QUESTION 4



A project manager of a particular project receives formal notification that a vendor has gone out of business. New vendors with similar products at similar costs have been identified. Which of the following should the project manager do FIRST?

- A. Initiate RFQs to qualified vendors, update the project management plan and communicate the issue with the project sponsor following the project communications plan.
- B. Undertake a make-or-buy decision analysis; communicate the issue with the project sponsor following the project communications plan.
- C. Call a stakeholder meeting following the project communications plan to urgently review the project schedule; update the project management plan.
- D. Communicate the issue with the project sponsor following the project communications plan, call a project team meeting to discuss alternatives and update the project management plan.

Correct Answer: A

QUESTION 5

A change request has been identified and submitted to the Change Control Board for approval. After gaining approval, which of the following should occur NEXT?

- A. Document using the appropriate change control forms
- B. Update the project plan components
- C. Request a meeting with the project sponsor
- D. Perform impact analysis

Correct Answer: B

QUESTION 6

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 7

The project's network map has a loop with multiple project outcomes. This is the result of which of the following



scheduling tools?

- A. Establishing project schedule baselines
- B. Critical Path Analysis
- C. Critical Chain Method
- D. Graphical evaluation and review technique

Correct Answer: D

QUESTION 8

The design activity of a project has the following cost attributes:

PV = 100,000

EV = 20,000

AC = 90,000

Based on this scenario, calculate the schedule variance.

- A. -80,000
- B. -70,000
- C. 10,000
- D. 120,000

Correct Answer: A

QUESTION 9

A project manager is entering the list of a project's activities with their estimated begin and end time to visualize which activities overlap and when the project is scheduled to end. Which of the following is the project manager building?

- A. Gantt chart
- B. Work Breakdown Structure
- C. Critical Path
- D. PERT chart

Correct Answer: A

QUESTION 10



When forming a project team, there are a number of phases. When a project team is productive and effective this phase is known as which of the following?

- A. Forming
- B. Norming
- C. Performing
- D. Storming

Correct Answer: C

QUESTION 11

A project with a projected budget of \$100,000 is 75% complete and has a CPI of .85. Which of the following is TRUE regarding this project?

- A. More project work than projected has been completed
- B. The project is currently in cost overrun
- C. The project EV is 63.75
- D. \$85,000 has been spent in the project

Correct Answer: B

QUESTION 12

When looking for solutions, which of the following procurement documents should be used?

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

Correct Answer: C

QUESTION 13

A project is struggling because additional requirements keep being requested that prevent the team from focusing on the purpose of the project. This could have been avoided by using:

- A. Quality metrics
- B. A budget



- C. A WBS
- D. A scope statement

Correct Answer: D

QUESTION 14

A project manager has been asked by a major stakeholder to modify the scope of a project in progress. Which of the following is the best FIRST step?

- A. Assess the impact the change will have on the project.
- B. Call a meeting and ensure all stakeholders agree to the changes.
- C. Submit a change request to the PMO.
- D. Obtain written approval from the project sponsor and make the requested changes.

Correct Answer: A

QUESTION 15

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

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

Correct Answer: B

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