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QUESTION 1

A company has determined it does not have the in-house capability to perform a project and wants to procure third-party services.

Which of the following documents will the company MOST likely release FIRST?

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

Answer: B

Explanation:

The RFI is the document created by demand or buy side companies to obtain service and resource information from supply side companies.

QUESTION 2

A project manager who is part of a global team wants to have a team building meeting and decides to hold a video conference.

Which of the following is MOST likely to be the main challenge that influences this decision?

- A. Geographical factors
- B. Language barriers
- C. Cultural differences
- D. Technology factors

Answer: A

Explanation:

When team members are scattered across time zones or global hemispheres, the time zone difference can affect the timely delivery of messages. It's important to consider the message's destination when choosing how and when you will communicate. Voice and video conferencing can help to bridge the geographical gap, but be careful to avoid meeting when someone should be sleeping.

QUESTION 3

During the execution phase of a project, a project task has run longer than anticipated.

ID	Task Name	Start	Finish	Duration	Mar 2017																		
					6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	Task 1	3/6/2017	3/6/2017	1d																			
2	Task 2	3/7/2017	3/13/2017	5d																			
3	Task 3	3/7/2017	3/9/2017	3d																			
4	Task 4	3/10/2017	3/17/2017	6d																			
5	Task 5	3/20/2017	3/21/2017	2d																			

Which of the following is the new critical path of the project if Task 2 requires an additional two days to complete?

- A. 12 days
- B. 14 days
- C. 16 days
- D. 19 days

Answer: A

Explanation:

Calculate the durations separately following the dependencies, The critical task is the longest tasks duration not the longest duration of the project as a whole.

QUESTION 4

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

Answer: A

Explanation:

$$SV = EV - PV$$

$$20,000 - 100,000 = -80,000$$

QUESTION 5

Which of the following techniques modifies the schedule based upon resource constraints?

- A. Critical Chain Method
- B. Critical Path Method
- C. Arrow Diagramming Method
- D. Precedence Diagramming Method

Answer: A

Explanation:

The critical chain method is a schedule network analysis method that allows you to consider resource limitations and adjust the schedule as appropriate to work within those limitations. The critical chain is established by analyzing the critical path alongside the resources that are actually available. The critical chain method is also used to plan and manage reserves or buffers and helps mitigate possible cost and schedule risks.

QUESTION 6

A customer has requested additional features for an active project.

Which of the following steps should take place NEXT?

- A. Implement the requested changes.
- B. Evaluate the impact of the changes.
- C. Update all project documents.
- D. Submit the requested changes to the CCB

Answer: B

Explanation:

The elements of a change management process include identifying and documenting the change (using templates and a change log), evaluating the impact, obtaining approval from the CCB, implementing the change, validating the change, updating the project management plan documents, and communicating as needed. Answer is first evaluate and then send to CCB for a final decision.

QUESTION 7

A WBS is being developed for a project.

Which of the following would be BEST suited to contribute cost and time estimates for the project activities?

- A. Project team members
- B. Project sponsor
- C. Project manager
- D. Project scheduler

Answer: A

Explanation:

Project team members contribute project expertise and deliverables according to the project schedule. They provide estimations of task duration, costs, and dependencies.

QUESTION 8

A company hires an outside vendor to provide 24/7 support.

Which of the following documents would determine the contractual obligations?

- A. PO
- B. SLA
- C. LOI
- D. MOU

Answer: B

Explanation:

SLA is the service level agreement. As the name implies, is the contract in which the 3rd party group providing the service agrees to fulfill.

QUESTION 9

Two team members completely disagree on how to complete a specific task.

The project manager observes the conflict but takes no immediate action.

Which of the following techniques is the project manager using?

- A. Compromising
- B. Smoothing
- C. Withdrawing
- D. Accepting

Answer: C

Explanation:

Avoiding, also known as "withdrawing," postpones the issue until the project manager can be better prepared or other parties can resolve the issue. This technique often involves sidestepping the issue.

QUESTION 10

A carpenter on a project team reports there is insufficient time to accomplish tasks on schedule. Which of the following is the FIRST step the project take?

- A. Assess the risk register's new items.
- B. Review the task start and finish dates.
- C. Obtain additional resources
- D. Analyze the assigned hours.

Answer: A

Explanation:

The risk register is a list of risks that you can record in a simple spreadsheet that includes an identification number, risk name, risk description, risk owner, and response plan (or where the response plan can be located). This should be the first step, and then proceed according to the plan specified in the risk register.

QUESTION 11

One deliverable failed during testing, and this has already happened several times. Which of the following tools is MOST appropriate for the project team to use to determine the cause of the problem?

- A. Run chart
- B. Fishbone diagram
- C. Scatter diagram
- D. Gantt chart

Answer: B

Explanation:

A fishbone diagram is a cause-and-effect diagram that shows the relationship between the effects of problems and their causes. This diagram depicts every potential cause of a problem and the effect that each proposed solution will have on the problem. This diagram is also called an Ishikawa diagram after its developer, Kaoru Ishikawa.

QUESTION 12

Task B is not planned to start until Task A is completed. Task A is delayed and will not be completed on time. Starting Task B prior to Task A completing is an example of:

- A. Managing change
- B. Fast tracking
- C. Rolling wave planning
- D. Crashing

Answer: B

Explanation:

Rolling-wave planning is the process of project planning in waves as the project proceeds and later details become clearer.

Crashing is dedicating extra resources to meet a short deadline.

QUESTION 13

A project is running behind schedule. To meet the delivery timelines, the project manager decides to give part of the work to another organization for quicker delivery and to allow the project team to focus on the remaining tasks. This is an example of:

- A. crashing.
- B. outsourcing.
- C. task reassignment.
- D. relocation.

Answer: B

Explanation:

Outsourcing occurs when an organization uses external resources to perform business processes and tasks. Outsourcing usually involves hiring outside companies to perform business functions or tasks such as payroll, information technology, security, janitorial services, and so on. Outsourcing project team members, for example, by bringing in consultants to help with the work, can alter the make-up of the team. You should watch for team cohesiveness when there are outside members and make certain to nip conflicts before they arise.

QUESTION 14

Team members in a projectized organization are released at the end of a project and placed on the "bench". Which of the following should the benched team members do NEXT?

- A. Find a new project.
- B. Check in with a functional manager.
- C. Report to the project manager.
- D. Contact the project sponsor.

Answer: C

Explanation:

In projectized organizations, the PM calls the shots. The resources work for the PM. These resources belong to the PM's project alone and has authority. A drawback is that the team needs to know "what next" at the end of the project. This can cause a little anxiety for my team.

QUESTION 15

A company has been trying to implement a product with multiple challenges for more than two years. Both the company and the vendor mutually agree to cancel the project. Which of the following should be issued?

- A. MOU
- B. LOI
- C. NDA
- D. C&D

Answer: B

Explanation:

A Memorandum of Understanding is an agreement between two or more parties to form a business partnership. It is not legally binding, but is more formal than a "gentlemen's agreement." It is used where the parties do not wish to enter into a formal contract, or when a legally enforceable contract cannot be created.

Similar to a memorandum of understanding, a letter of intent is a non-binding document that outlines the agreement between parties before the official agreement documents are finalized and signed.

QUESTION 16

A contract manager is reconciling project invoices and needs to charge work performed by an outside contractor to a general ledger.

Which of the following would be the BEST project document to reference for this information?

- A. Cost management plan
- B. WBS dictionary
- C. Statement of work
- D. Vendor selection matrix

Answer: A

Explanation:

A cost management plan is a document that helps you map and control a budget. It enables project managers to estimate their costs, allocate resources to the right areas, and control overall spending. Cost management plans keep all project costs in one place, including direct and indirect costs.

QUESTION 17

As part of the early stages of a potential corporate acquisition, which of the following documents should the acquiring organization complete, showing regulators and investors the offered purchase price and target closing date?

- A. Sales contract
- B. Memorandum of agreement
- C. Letter of intent
- D. Purchase order

Answer: C

Explanation:

Letter of Intent - A letter of intent outlines the intent or actions of both parties before entering into a contract or other mutually binding agreement. It's a negotiable document and can be thought of as an agreement to agree on the terms and conditions.

QUESTION 18

A concrete pad needs to be laid for a new house and requires three days to cure. The project manager notes that rain may be in the immediate forecast.

Which of the following would BEST avoid the risk of rain damage?

- A. Place a tarp over the fresh concrete to protect it.
- B. Refinish the concrete if it rains during that time.
- C. Pour the concrete as quickly as possible to allow the most drying time.
- D. Wait to pour the concrete until rain is not in the forecast.

Answer: D

Explanation:

Even if you do give the maximum amount of time to dry, it might not be enough before it starts raining. The best solution would be to wait until rain is not in the forecast thus avoiding this risk altogether.

QUESTION 19

A project stakeholder approaches the project manager and wishes to know how long the vendor will provide support for the application being developed for the project.

This information should be provided during the:

- A. closure meeting.
- B. kickoff meeting.
- C. stand-up meeting.
- D. team meeting.

Answer: B

Explanation:

The commitment of project-specific SLA would be carried out during the project kick-off meeting. This is when the project team would explain their SLA needs and negotiate the SLA from each support department. This allows the project team to have SLAs tailored to meet specific needs and project execution becomes predictable.

QUESTION 20

A Scrum team is completing a sprint; however, some tasks will need to carry over to the next sprint.

Which of the following should the Scrum master do to improve the team's velocity in the next sprint?

- A. Take a more hands-on leadership approach.
- B. Add the unfinished work to the backlog.
- C. Schedule a sprint retrospective.
- D. Hold additional daily stand-up meetings.

Answer: C

Explanation:

The sprint retrospective is a recurring meeting held at the end of a sprint used to discuss what went well during the previous sprint cycle and what can be improved for the next sprint. The Agile sprint retrospective is an essential part of the Scrum framework for developing, delivering, and managing complex projects.

QUESTION 21

During a meeting, the project manager abruptly interrupts the discussion of two team members who have not reached an agreement on a particular requirement and continues with the meeting.

Which of the following conflict resolutions is the project manager performing?

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

Answer: A

Explanation:

Smoothing is often used by project managers when it is important to provide temporary relief from the conflict or buy time until you are in a better position to respond and/or push back against the conflicting party. It is also used when the conflicting party “stands their ground” and refuses to budge on their viewpoint.

QUESTION 22

A project is nearing the expected completion date, but it is behind schedule. The project manager has decided to fast-track the resources.

Which of the following impacts will MOST likely occur? (Choose two.)

- A. Cost will increase.
- B. Scope will increase.
- C. Schedule will decrease.
- D. Risk will decrease.
- E. Budget will increase.
- F. Quality will increase.

Answer: AE

Explanation:

Fast-tracking is a technique where activities that would have been performed sequentially using the original schedule are performed in parallel. fast tracking can only be applied if the activities in question can actually be overlapped.

When you need to compress a schedule, you should consider this technique first, because fast tracking usually does not involve any costs.

fast tracking may not result in an increase in the cost, it leads to an increase in the risk, because activities now being performed in parallel may lead to needing to rework or rearrange the project.

QUESTION 23

Collaboration tools are BEST used instead of email when multiple people are:

- A. scheduling a meeting.
- B. communicating the agenda for a meeting.
- C. conducting research for a meeting.
- D. working on document for a meeting.

Answer: D

Explanation:

Collaboration tools allow project team members to work on the same documents while maintaining version control so only the most recent document is available for review. For example, you might post an SOW and alert your team members that you'd like them to review and make their additions and changes to the document. The collaboration tool provides a check-in and check-out process so that team members are always reviewing and updating the latest version of the document.

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