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QUESTION 1

A project is having issues because people are making modifications to the servers without manager approval. This could have been avoided by using:

- A. Change management.
- B. An issues log.
- C. A communication plan.
- D. A risk register.

Correct Answer: A

QUESTION 2

After a change control board meeting, which of the following actions should the project manager do NEXT?

- A. Notify the requester of the verdict.
- B. Review the impact of proposed change.
- C. Update the project scope statement.
- D. Document the specific change request.

Correct Answer: A

QUESTION 3

After the ground breaking at a new construction site, the pile driving operation comes to a full stop due to the nature of the terrain. Which of the following is MOST likely to occur?

- A. The project communication plan must be updated and a stakeholder meeting must be scheduled.
- B. The project manager must manage the new issue as the project schedule could be delayed.
- C. The project manager must implement conflict resolution and review the resource requirement.
- D. The project scope statement must be reviewed and the project manager must prepare a performance report.

Correct Answer: B

QUESTION 4

Which of the following is a KEY requirement to produce a project schedule?

- A. Identification of all the required activities



- B. The program evaluation and review technique
- C. A stakeholder and customer matrix
- D. Ensure all the resourcing costs are known

Correct Answer: A

QUESTION 5

Which of the following would be included in the project transition plan?

- A. Specifications used for quality control measurements.
- B. Comparison of project deliverables with organizational strategic goals.
- C. Maintenance responsibilities of the project deliverables.
- D. Analysis of the project expenditures.

Correct Answer: C

QUESTION 6

Which of the following is a common cause of resource conflicts?

- A. Scope creep
- B. Multiple start-to-finish dependencies
- C. No resource baseline
- D. Competing demands

Correct Answer: D

QUESTION 7

Which of the following tasks are performed within the initiation phase?

- A. Create a WBS
- B. Create a budget
- C. Create a risk register
- D. Create a charter document

Correct Answer: D



QUESTION 8

In month nine of a 12 month project, the customer approaches the project manager believing the project is at risk because 85% of the funds have been expended already. To give the customer a more accurate assessment, the project manager calculates the Cost Variance (CV) using which of the following formulas?

- A. $CV = PV - AC$
- B. $CV = AC - EV$
- C. $CV = EV - PV$
- D. $CV = EV - AC$

Correct Answer: D

QUESTION 9

Which of the following MUST be submitted as part of a project change request?

- A. Request for information
- B. Project charter
- C. Updated detailed design
- D. Financial impact analysis

Correct Answer: D

QUESTION 10

A project manager confronts a team member about the use of personal instant messaging during working hours. This is an example of which of the following conflict resolution techniques?

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

Correct Answer: A

QUESTION 11

Which of the following is the purpose of a post mortem analysis?

- A. Determines the degree of accuracy of activity duration estimates



- B. Compares the initial project baselines to end of project baselines
- C. Highlights detected quality issues and the resolution to the issues
- D. Documents the reasons for an early project closure

Correct Answer: D

QUESTION 12

Which of the following regarding project documentation can be found in organizational governance documents? (Select TWO).

- A. Length of time project documents must be kept
- B. Rules regarding the usage of documentation version numbers
- C. Issue management procedures
- D. Asset management documentation
- E. Team member contact information

Correct Answer: AB

QUESTION 13

Which of the following describes the purpose of a war room on a project?

- A. It is a space where project managers negotiate for project team resources
- B. It is a wireless access room which allows for strong Internet connectivity
- C. It is a location set aside for project use
- D. It is a room used to send conflicting team members to work out conflicts

Correct Answer: C

QUESTION 14

Which of the following statements highlights key performance indicators to be documented in the project scope?

- A. Efficiency gains will enable five fewer days to provide staff access
- B. There will be a reduction in technology costs of one million dollars a year
- C. The solution will not include integration with the finance system
- D. IT staff will be able to maintain the project after completion



Correct Answer: B

QUESTION 15

Which of the following conflict resolution techniques results in mutual agreement among conflicting parties?

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

Correct Answer: D

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