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QUESTION 1

A project scope document should include which of the following items? (Select TWO).

A. Cost control

B. Continuous service improvements

C. Key performance indicators

D. Detailed objectives

E. Risk management plan

Correct Answer: CD

QUESTION 2

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 3

A project is a (an):

A. Specific solution.

B. Business strategic plan.

C. Group of products.

D. Ongoing endeavor.

Correct Answer: A

QUESTION 4

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 5

Which of the following is the BEST way to manage stakeholder expectations?

A. Provide the stakeholder with a copy of the project charter.

B. Approve stakeholder requests.

C. Obtain stakeholder buy-in.

D. Have the stakeholders complete a change request form.

Correct Answer: C

QUESTION 6

The key stakeholder requires the project manager to advance the completion date before funding runs out. The project manager has had problems with this stakeholder in the past and wants to document this request. Which of the following should the project manager do? (Select TWO).

A. Complete a project change request form.

B. Analyze the project impact.

C. Update the project scope statement.

D. Revise the scope management plan.

E. Monitor the work performance.

Correct Answer: AB

QUESTION 7

When creating a communication plan, the project manager should include the escalation path, format and frequency of meetings, and:

A. Roles and responsibilities

B. Risk and issue log

C. Budget

D. Scope

Correct Answer: A

QUESTION 8

A project is experiencing quality issues with the deliverable product. Which of the following tools would be used to identify and prioritize the MOST commonly occurring issues?

A. Scatter diagram

B. Pareto chart

C. Ishikawa diagram

D. Trend analysis

Correct Answer: B

QUESTION 9

Which of the following describes the work package level of a WBS?

A. Project phases

B. Major deliverables

C. The lowest level

D. The project name

Correct Answer: C

QUESTION 10

The project manager is reviewing the Pareto chart to identify if the life cycle of a deliverable is producing software bugs. Which of the following are represented in the chart? (Select TWO).

A. Number of work units affected by the bug

B. Percentage of bug types occurring

C. Software bug counts

D. Root cause of bug occurrence

E. Affect of the bug occurrence

Correct Answer: BC

QUESTION 11

Which of the following strategies would be used to reduce the impact of a risk?

A. Risk mitigation

B. Risk avoidance

C. Risk acceptance

D. Risk transfer

Correct Answer: A

QUESTION 12

Which of the following types of risk responses would an insurance policy describe?

A. Acceptance

B. Transference

C. Avoidance

D. Mitigated

Correct Answer: B

QUESTION 13

When would a project manager have a closure meeting? (Select THREE).

A. Stage completion

B. Task completion

C. Document completion

D. Project cancellation

E. Project completion

F. Vendor cancellation

Correct Answer: ADE

QUESTION 14

A status report shows that the earned value is $50,000, the planned value is $40,000, and actual costs are $45,000.

Which of the following is the SPI of the project, and is the project ahead or behind schedule?

A. SPI = 0.89, ahead of schedule

B. SPI = 0.90, behind schedule

C. SPI = 1.11, behind schedule

D. SPI = 1.20, ahead of schedule

Correct Answer: D

QUESTION 15

A project manager is using historical data from multiple projects to estimate activity durations. Which of the following network diagrams would BEST allow for the utilization of the information available?

A. CPM

B. GERT

C. CCM

D. PERT

Correct Answer: D

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