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QUESTION 1

Alicia works as a project manager for NacTec project. She is undergoing the project monitoring phase in her project. Which of the following will she choose to accomplish the task? Each correct answer represents a complete solution. Choose all that apply.

A. Reports

B. Meetings

C. Diaries

D. Future planning

Correct Answer: ABC

Project monitoring should be worked out to verify all the working actions, including investments. Project monitoring helps the project staff to know how things are going, as well as giving early warnings of possible troubles and difficulties. The

methods used in monitoring a project are as follows:

1.Reports: Reports will help to identify the progress and problems easily and early. Reports must be completed in a standardized form at regular, predetermined intervals by all the team members. Reports should be short and brief.

2.Diaries: It is a helpful way of recording information. 3.Finances: An understanding of the basic concepts of project fianance are important in making a project. Careful budgeting and planning will provide a great help in finance. 4.Meeting:

There should be periodic meeting of team members to resolve the issues. This will help to monitor the problems easily and efficiently.

Answer option D is incorrect. This is the information that is used for monitoring to be useful. It is not a monitoring method.

QUESTION 2

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of $4,500,000. You are currently 45 percent complete with this project, though you are supposed to be at your second milestone, which accounts for half of the project completion. There have been some errors in the project, which has caused you to spend $2,073,654. What is this project\\'s planned value?

A. $2,025,000

B. There is not enough information to know

C. $4,500,000

D. $2,250,000

Correct Answer: D

The planned value is the worth of the project if it were on time. In this instance, the project should be 50 percent complete, so the planned value is half of the project budget - $2,250,000. Planned value (PV) is the authorized budget

assigned to the schedule work to be accomplished for a schedule activity or work breakdown structure component. It serves as a baseline against which actual performance is measured. The theory of planned value is of vital importance to the project management team and it is important to keep careful track of this. The term planned value can also be in some situations referred to by the project management team and the project management team leader as the budgeted cost of work scheduled (BCWS). Answer option C is incorrect. This is the budget at completion. Answer option A is incorrect. This is the earned value for the project. Answer option B is incorrect. There is enough information to know.

QUESTION 3

Which of the following techniques is used in businesses to determine the effect different costs or investments have on profit and other financial indicators?

A. Schedule analysis

B. Resource leveling

C. What-if scenario analysis

D. Root cause analysis

Correct Answer: C

What-if scenario analysis explains the analysis of the question "What if the situation represented by scenario \\'X\\' happens?". This What-If Scenario Analysis shortly named as WIS A. A schedule network analysis is performed using the schedule to compute the different scenarios, such as extending specific engineering durations, or delaying a major component delivery. Businesses use what-if scenarios to determine the effect different costs or investments have on profit and other financial indicators. Answer option A is incorrect. The schedule analysis is the review of the schedule, but does not examine other possibilities for completing the project work. Answer option D is incorrect. The root cause analysis helps to determine the reasons why the project is running late. Answer option B is incorrect. The resource leveling causes the project\\'s duration to increase. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. The resource leveling is the process in which project teams come across problems when developing their project schedules.

QUESTION 4

You work as a project manager for BlueWell Inc. Some of the activities in your project are not being completed on time. You review these activities with your project team discovered that the time estimates for the project are much more aggressive than what they are actually experiencing in the completion of the activities. You decide on to create a new schedule for the project. What project management process are you working with when you create a new target schedule?

A. Estimate activity durations

B. Estimate activity resources

C. Control schedule

D. Develop schedule

Correct Answer: C

In severe cases, new schedule duration estimates with new forecasted start and finish dates are needed. In these instances, it is an example of using the control schedule process. Control schedule process is a method of monitoring

the

status of the project to update project progress and deal with the changes to the schedule baseline. It is concerned with: Determining the current status of the project Influencing the factors that create schedule changes Determining that the

project schedule has changed Managing the actual changes as they occur Control schedule is a component of the Perform Integration Change Control process.

Answer option B is incorrect. The activity resources would only address the addition or replacement of resources needed to complete the project work.

Answer option A is incorrect. This is a tempting choice, but according to the PMBOK, new schedules are part of the control schedule process.

Answer option D is incorrect. Develop schedule is not the best choice for this question. It is a process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule.

QUESTION 5

You have been hired as a project manager for Tech Perfect Inc. You are studying the documentation of planning of a project. The documentation states that there are twenty-five stakeholders with the project. What will be the number of communication channels for the project?

A. 300

B. 50

C. 600

D. 25

Correct Answer: A

According to the question, the project has twenty-five stakeholders. Communication channels are paths of communication with stakeholders in a project. The number of communication channels shows the complexity of a project\\'s communication and can be derived through the formula shown below: Total Number of Communication Channels = n (n-1)/2 where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the value of the number of stake holder in the formula will provide the number of communication channels: Number of communication channel = (n (n-1)) / 2 = (25 (25-1)) / 2 = (25 x 24) / 2 = 600 / 2 = 300 Who are project stakeholders? Project stakeholders are those entities within or without an organization, which: Sponsor a project or, Have an interest or a gain upon a successful completion of a project. Examples of project stakeholders include the customer, the user group, the project manager, the development team, the testers, etc. Stakeholders are anyone who has an interest in the project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project\\'s objectives and outcomes. The project management team must identify the stakeholders, determine their requirements and expectations, and, to the extent possible, manage their influence in relation to the requirements to ensure a successful project.

QUESTION 6

Andy is the project manager for his project. Andy and his project team are identifying stakeholders who can significantly impact the project, what the level of participation for each identified stakeholder may be, and classifying the stakeholders by common characteristics, concerns, and their perception of the project. Andy and his project team want

to define an approach as a result of this information to gain support from the stakeholders for their project. What should Andy and his project team create in this scenario?

A. Stakeholder assessment information

B. Stakeholder register

C. Communications management plan

D. Stakeholder management strategy

Correct Answer: D

Andy and his project team are creating the stakeholder management strategy. The goal is to identify a method to gain support through communications for the project. The stakeholder management strategy is an approach to raise the support and decrease negative impacts of stakeholders during the complete project life cycle. It consists of the following essential elements: Key stakeholders who can significantly impact the project Level of participation in the project desired for each identified stakeholder Stakeholder groups and their management Answer option B is incorrect. The stakeholder register contains the stakeholder\\'s identification information, assessment information, and stakeholder classification, but not the management strategy. Answer option A is incorrect. Stakeholder assessment information is part of the stakeholder register. Answer option C is incorrect. The communications management plan defines how and when communication will happen.

QUESTION 7

You are project manager of HHK project. Examine the network diagram given below:
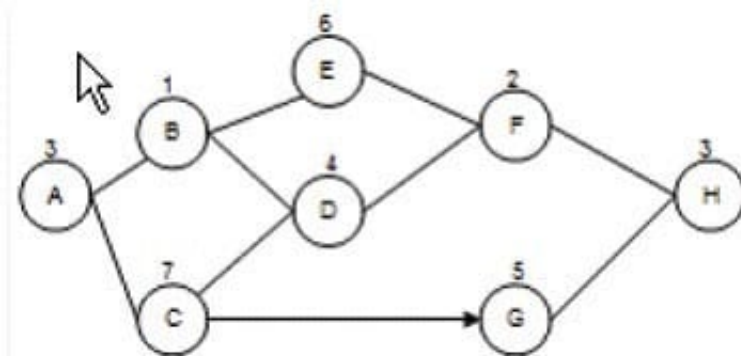
A vendor reports that he will be four days late on the materials you\\'ll need in order to complete Activity

A. Based on the project network diagram, how many days can Activity E be delayed?

B. Four days

C. Six days

D. Five days

E. Zero, it is on the critical path.

Correct Answer: A

Activity E has four days of float. The entire project will take 19 days to complete. Float, also called slack, is the amount

of time an activity can be delayed without affecting any subsequent activities. There are two types of floats available: Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Total Float: It is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating schedule constraint. Float is calculated by using the critical path method technique. Answer option D is incorrect. Activity E is not on the critical path. Answer options C and B are incorrect. These are incorrect calculations of the amount float available for Activity E.

QUESTION 8

You are the project manager for your company. You are working with the activities defined in the figure below.
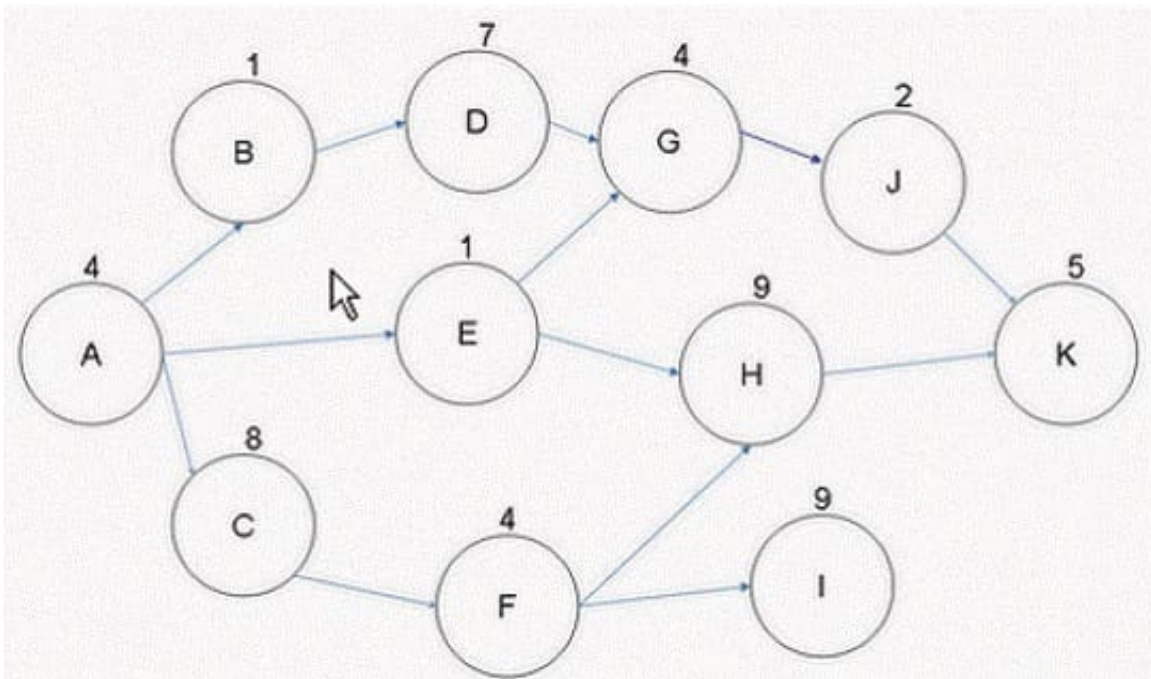
What will happen to your project if Activity F takes five additional days to complete than what was expected?

A. Your project\\'s critical path will shift to ACFI.

B. Your project will be late by five days.

C. Your project can still complete on time as float is available on Activity I.

D. Your project will now have two critical paths.

Correct Answer: B

Activity F is on the critical path of ACFHK of 30 days. By adding five additional days to Activity F, the project will now take 35 days to complete. Answer options C, A, and D are incorrect. These are not the valid answers.

QUESTION 9

Don is the project manager of the NQP project for his organization. This project is scheduled to last for 18 months and will have several elements of the project that have government regulations. Management is concerned with the

regulations and would like Don to report on the activities that will be affected by the regulations. Which of the following documents should Don refer to, for the information on the activities and the regulations?

A. Risk management plan

B. Activity list

C. Activity list and attributes

D. Risk register

Correct Answer: C

The activity list and the attributes will contain the information about the activities that interact with the government regulations.

Answer option A is incorrect. The risk management plan communicates how the risks will be identified, analyzed, responded to, and monitored.

Answer option D is incorrect. The risk register is a list of all the risk events for the project. Answer option B is incorrect. The activity list is not a detailed enough answer for this question.

QUESTION 10

Gary is the project manager of the GHY project. He has elected to use a previous, but similar, project to guide him and the project team through the estimate activity duration process. The previous project schedule could best described as which one of the following?

A. Organizational process asset

B. Lessons learned documentation

C. Process input

D. Predecessor project

Correct Answer: A

This is an example of an organizational process asset. The previous project is the historical information that the current project can use. This could also be, with a bit more information, an example of an analogous estimate. Organizational process assets are forms, templates, and other support pieces that the project managers can use to help manage their projects. It is usually something that has been created before the project begins and often, but not always, comes from historical information. Answer option D is incorrect. This is not a valid term for this question. Answer option B is incorrect. The lessons learned documentation is a separate document that Gary might reference for his current project, but this is not a valid choice. Answer option C is incorrect. While organizational process assets are inputs to this process, this choice is not the best selection for the question.

QUESTION 11

You are the project manager of the NHG. The following figure represents your project network diagram.
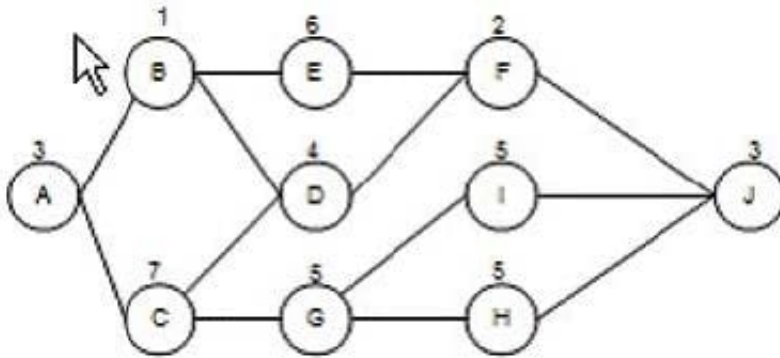
Management has asked that you add some features to the project scope. Through the change control system these changes are approved and they\\'ll affect Activity I. The duration of Activity I, which is on the critical path, will decrease by three days. What affect does this have on the critical path?

A. The critical path will now take 26 days.

B. The critical path will now take 17 days.

C. The critical path will now take 23 days.

D. The critical path will now take 20 days.

Correct Answer: C

The critical path is the path in the project network diagram with the longest duration. In project management, a critical path is the sequence of project network activities which add up to the longest overall duration. This determines the shortest

time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). This project actually has two critical paths. Path ACGIJ takes 23

days. Path ACGHJ also takes 23 days. When Activity I decreases by three days the critical will still take 23 days to complete as Path ACGHJ remains a critical path.

Answer option A is incorrect. The duration of the critical path did not increase. Answer option D is incorrect. The duration of the path ACGIJ will decrease to 20 days but the critical path will remain at 23 days.

Answer option B is incorrect. The critical path did not reduce to 17 days.

QUESTION 12

You are the project manager of the SWC project. You have created the stakeholder register. In the stakeholder register of your project, you will have all of the following information except for which one?

A. Stakeholder classification

B. Project management team\\'s classification

C. Assessment information

D. Identification information

Correct Answer: B

The stakeholder register does not contain the project management team\\'s classification information. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project. Answer options D, C, and A are incorrect. These are the parts of the stakeholder register.

QUESTION 13

Samuel works as a project manager in Bluewell Inc. He is performing constructability analysis in one of the initial planning phases. Which of these does constructability take into account during analysis? Each correct answer represents a complete solution. Choose three.

A. Quality inspections and compliance

B. Location, logistics, and resource availability analysis

C. Labor productivity studies from previous similar projects in the area

D. The average price of general labor in the area

Correct Answer: BCD

Constructability analysis takes into account the location, logistics, resource availability analysis, the average price of general labor in the area, and labor productivity studies from previous similar projects in the area. Constructability analysis is a process that starts in the initial planning phases and persists all over the entire planning cycle and into the implementation phase of the project. Constructability analysis during the planning process examines the methods and cost of installed equipment and materials, technology, site conditions, resources, and related infrastructure. The benefit of constructability analysis is to reduce both the time and cost of a project. Constructability analysis is repeatedly performed throughout the life-cycle of a project in order to optimize cost, plan, and schedule while mitigating risk. It is a very important process that needs to be performed early in planning to allow alternatives to be considered and integrated into the design. Answer option A is incorrect. This comes under the quality assurance phase.

QUESTION 14

You are the project manager of the NHQ project. You are working with your project team to create the project schedule and the project network diagram. In order to start the sequencing of the project activities, you will need a document to identify the result of project phases, key project deliverables, and significant, timeless events in the project. Which of the following documents will you need to help sequence the project work?

A. Activity attributes

B. Activity list

C. Project scope statement

D. Milestone list

Correct Answer: D

The milestone list is needed as an input to the sequence activities process. Milestones are timeless events in the project

schedule that are generally created as a result of phase completion. What is a milestone list? A milestone list provides a

sequence of indicators about project progress to date and achievements or goals, which are to be achieved. The milestone list is used in project management as an indication of progress through the achievement of a major project

accomplishment. It is a project document that is not part of the project management plan. The list contains all the project milestones along with information indicating whether they are mandatory to achieve or not. Answer option B is incorrect.

While the activity list is an input to activity sequencing, it is not a document that shows timeless events or the results of activity phases. Answer option A is incorrect. Activity attributes describe the work, nature of the activity, and required

resources for the activity.

Answer option C is incorrect. The project scope statement is an input to the activity sequence, but it does not define the end result of activity phases.

QUESTION 15

Ben is the project manager of the NHF Project for his organization. Some delays early in the project have caused the project schedule to slip by nearly 15 percent. Management would like Ben to find a method to recoup the schedule slippage and to get the project back on track. Management is risk- adverse with this project. Which of the following methods should Ben avoid to recoup the project time?

A. Crashing

B. Fast tracking

C. Critical chain methodology

D. Adding lead time

Correct Answer: B

Of all the choices, Ben should avoid fast tracking, as it allows complete phases of the project to overlap, and this increases project risks. Management wants to avoid risks, so fast tracking would not be helpful. Fast tracking is a technique for

compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope.

Answer option A is incorrect. Crashing adds people and costs but is relatively safe in regard to risks. Answer option C is incorrect. Critical chain is not a schedule compression technique and would not necessarily help the project get back on

schedule.

Answer option D is incorrect. Lead time, similar to fast tracking, can increase project risks; however, fast tracking is more risky than lead time. Lead time allows individual activities to overlap, while fast tracking allows entire project phases to

overlap.