GAQM PPM-001 Practice Questions

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Question 1

Question Type: MultipleChoice

Within a matrix organization, dual reporting of team members is a risk for project success. Who is responsible for managing this dual reporting relationship factor?

Options:

A- Functional manager
B- Project manager
C- Functional manager supported by the project manager
D- Project management office

Answer:

B

Question 2

Question Type: MultipleChoice

To accommodate a new project in your department, you need to move resources from one project to another. Because your department is currently working at capacity, moving resources will inevitably delay the project from which you move the resources. It would cause the LEAST negative impact if you move resources from which of the following projects?

Options:

A- Project A with a benefit cost ratio of 0.8, no project charter, and four resources
B- Project B with a net present value of $60,000, 12 resources, and variable costs between US $1,000 and $2,000 per month
C- Project C with an opportunity cost of US $300,000, no project control plan, and an internal rate of return of 12 percent
D- Project D with indirect costs of US $20,000 and 13 resources

Answer:

A

Question 3

Question Type: MultipleChoice

A collection of projects or programs are known as which of the following?

Options:

A- Groups
B- Portfolios
C- Collections
D- Organizations

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Answer:

B

Question 4

Question Type: MultipleChoice

Cost baseline is an output of which of the following processes?

Options:

A- Control Costs
B- Determine Budget
C- Estimate Costs
D- Estimate Activity Resources

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Answer:

B

Question 5

Question Type: MultipleChoice

You are the project manager on an information technology project on which you and the sponsor

have already approved the scope. An information specialist on your team, after having lunch with a low ranking customer representative working with him on a software project, learns that a simple alteration in the display would be a great addition to the project. The information specialist installs the change with no negative effect on the project schedule and at no additional cost. What action should be taken?

Options:

A- The information specialist should be recognized for exceeding customer expectations without affecting project cost or schedule.
B- The project manager should add an activity to the project management plan with no associated time.
C- The information specialist should be told that his behavior was unacceptable, as it may have negatively affected the overall project.
D- The project manager should create a change control form and have the customer approve the change since the change has already been made.

Answer:

C

Question 6

Question Type: MultipleChoice

What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

Options:

A- Pareto
B- Ishikawa
C- Shewart-Deming
D- Delphi

Answer:

C

Question 7

Question Type: MultipleChoice

Define Activities is typically performed by which of the following:

Options:

A- Project Manager who created the WBS
B- Management
C- Project Team Members responsible for the work package
D- Project Stakeholder

Answer:

C

Explanation:

Define Activities is typically performed by Project Team Members. identify the activities that need to be done to complete the project.

Question 8

Question Type: MultipleChoice

The erection of foundation formwork before the placement of foundation concrete would be an example of a _____ dependency.

Options:

A- Soft logic
B- Subcontracted
C- Mandatory
D- Discretionary
E- External

Answer:

C

Question 9

Question Type: MultipleChoice

Which of the following statements best describes the influence of stakeholders and the cost of changes as project time advances?

Options:

A- The influence of the stakeholders increases, the cost of changes increases.
B- The influence of the stakeholders decreases, the cost of changes increases.
C- The influence of the stakeholders increases, the cost of changes decreases.
D- The influence of the stakeholders decreases, the cost of changes decreases.

Answer:

B

Explanation:

Explanations: Stakeholders and changes versus time in the Project Life Cycle

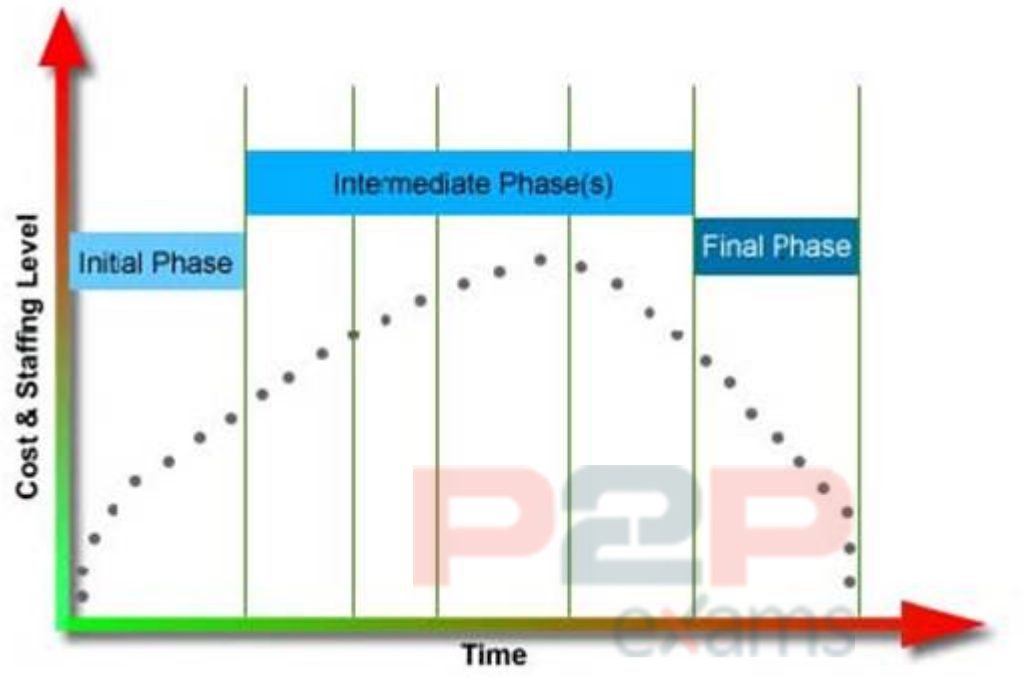
There are lots of common features regarding project life cycles:

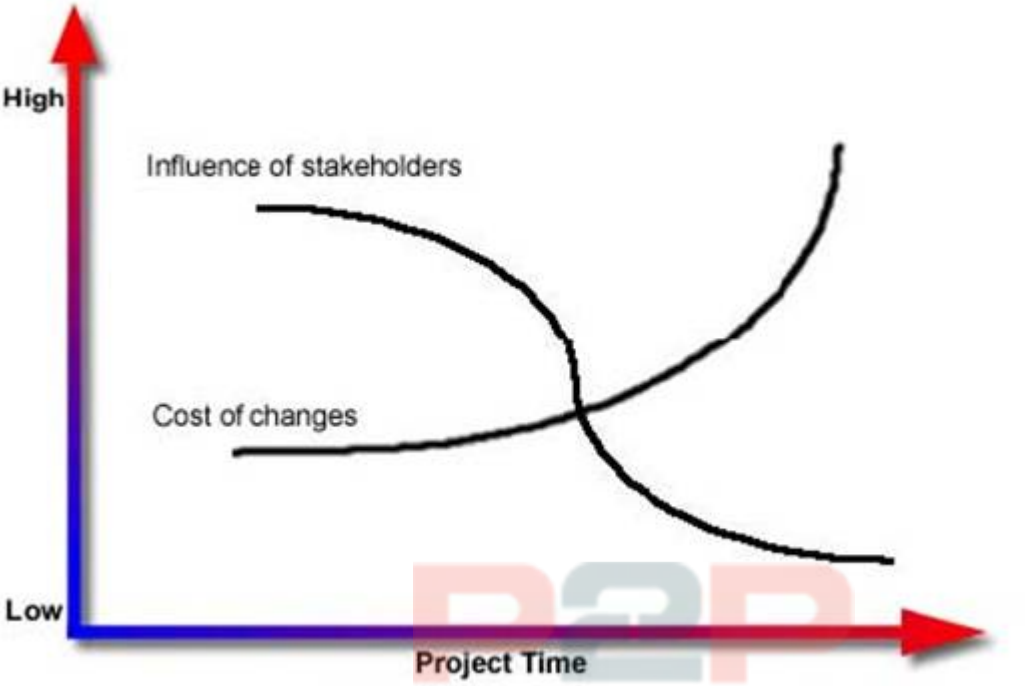
Most stages of the project follow one after the other and in many cases could be described in technical way.

Expenditures and personnel engaged in the task are quite cheap at the beginning of the project, rise in the middle phase and fall significantly in the final stage. The Picture below shows exactly the described model.

At the beginning of the project - in initial stage the risk of failure and not to meet your goals is very high. When this crucial period is over the project comes into an intermediate phase where the situation is more stable and predictable.

Stakeholders have a big influence for the project's product in many technical aspects, costs etc. at the beginning of its life cycle. However their impact become lower within duration of the project and cost of changes and other corrections - which are low in initial phase rise considerably as the project continues. The Picture below demonstrates clearly this situation.





In our opinion lots of project life cycles have many similar characteristics but few of them are the same. For example some projects can consist of five stages, others with ten or more? Depend on complexity and duration of the project. One institution's hardware testing can have one individual testing stage whereas another organization can have more phases for this task like: general and detailed testing, error correction, compatibility with different computers etc. Separate life cycles can also cover these subprojects for instance: one team of engineers can analysis and look for any defects of the product and the other team can simultaneously check compatibility with other devices.

In conclusion we recommend you to deal with every project separately and especially at big and complex enterprises treat every phase as subproject with an individual life cycle.

Question 10

Question Type: MultipleChoice

Which of the following is NOT included in a schedule change control system?

Options:

A- Approval levels necessary for authorizing changes
B- Tracking systems
C- Paperwork necessary for making changes
D- Limitations on the scope of changes

Answer:

D

Question 11

Question Type: MultipleChoice

What information does the stakeholder register contain?

Options:

A- Communication model
B- Identification information
C- Communication method
D- Identification plan

Answer:

B

Question 12

Question Type: MultipleChoice

Which of the following is a tool and technique for activity duration estimating?

Options:

A- Parametric estimating
B- Monte Carlo analysis
C- Top-down estimating
D- Bottom-up estimating

Answer:

A

Explanation:

Explanations: An estimating technique that uses a statistical relationship between historical data and other variables (for example, square footage in construction, lines of code in software development) to calculate an estimate for activity parameters, such as scope, cost, budget, and duration. This technique can produce higher levels of accuracy depending upon the sophistication and the underlying data built into the model. An example for the cost parameter is multiplying the planned quantity of work to be performed by the historical cost per unit to obtain the estimated cost.

Question 13

Question Type: MultipleChoice

If the earned value (EV) is $1000, actual cost (AC) is $800, and planned value (PV) is $1500, what would be the cost performance index (CPI)?

Options:

A- 0.66
B- 0.8
C- 1.25
D- 1.5

Answer:

C

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