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Question 1

Question Type: MultipleChoice

You work as a project manager for BlueWell Inc. You must communicate on a regular basis with all of your project stakeholders. In your project, you have 755 stakeholders. How many communication channels exist in the project?

Options:

A- 284,635

B- 570,025

C- 569,270

D- 755

Answer:

A

Explanation:

The number of communication channels describes the number of opportunities for

stakeholders to communicate amongst themselves and for

communication to be broken down. To find the number of communication channels, you can use the

formula of N(N-1)/2 where N represents

the number of stakeholders.

Total number of communication channels = N(N-1)/2

= 755(755-1)/2

= 284,635

Answer option D is incorrect. This is the number of stakeholders.

Answer option C is incorrect. 569,270 is not a valid calculation of this formula.

Answer option B is incorrect. 570,025 is not a valid calculation of this formula.

Question 2

Question Type: **MultipleChoice**

You work as a scheduler for your organization. You are developing a schedule and its constraints for the SAP project. There are nine inputs to develop a project schedule. Which of the following is NOT an input to the schedule development process?

Options:

A- Work breakdown structure

B- Activity attributes

C- Resource calendars

D- Activity list

Answer:

A

Explanation:

The WBS is not an input, directly, to the develop schedule process. Technically, you will need the scope baseline, which does include the WBS.

The inputs in developing a schedule process are of nine types, which are as follows:

Activity list

Activity attributes

Project schedule network diagrams

Activity resource requirements

Resource calendars

Activity duration estimates

Project scope statement

Enterprize environmental factors

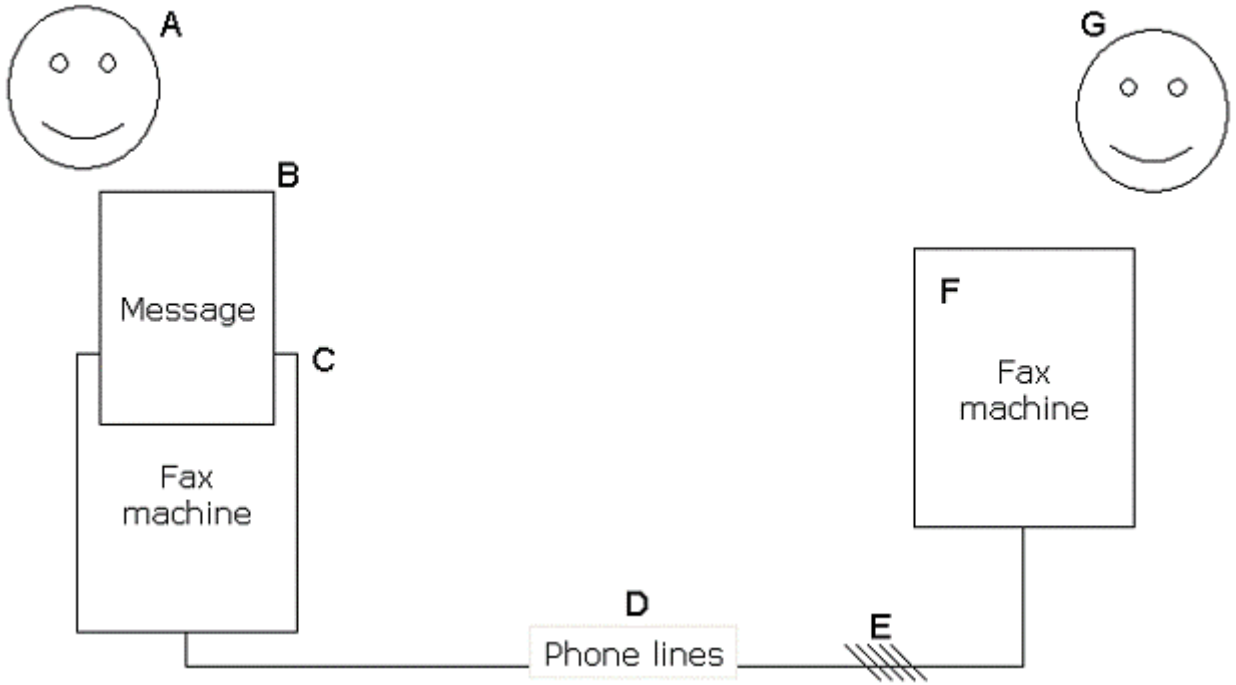
Organization process assets

Question 3

Question Type: **MultipleChoice**

The figure given below demonstrates the communication model for a project. What role does the

component D play in the communication model?



Options:

A- Sender

B- Medium

C- Encoder

D- Transporter

Answer:

B

Explanation:

The phone lines are the medium between the sender/encoder and the

decoder/receiver.

The communication model shows the traversal of information between two hosts, known as the

sender and the receiver. The key components

of the model are as follows:

Encode: It is used to crypt or code the message into a language that is understood by others.

Decode: It is used to decrypt the message back into the meaningful codes.

Message and feedback message: It is the output of encoding.

Noise: It is referred to anything, which interferes with the transmission and understanding of the

message.

Medium: It is the method used to convey the message.

In the communication process, it is the duty of the sender to send clear and complete information to the receiver so that it is properly received by the receiver, and for confirming that it is properly understood. The duty of the receiver is to make sure that the information received is understood and acknowledged properly. A failure in communication can negatively impact the project.

Answer option A is incorrect. The sender is the person sending the message.

Answer option C is incorrect. The encoder is the outgoing fax machine.

Answer option D is incorrect. The transporter is not part of the communication model.

Question 4

Question Type: **MultipleChoice**

You are the project manager of the GYG Project. A new scope change is being considered for your

project. You are concerned, however, that the scope change may add costs, risks, and adversely affect the project schedule. What project management process is responsible for evaluating the full effect of a proposed scope change on your project?

Options:

A- Scope change control

B- Schedule change control

C- Integrated change control

D- Change Control Board approval process

Answer:

C

Explanation:

The integrated change control process reviews proposed changes and determines what effect the change will have on the entire project. This includes scope, time, cost, quality, human resources, communication, risk, and procurement.

Integrated change control is a way to manage the changes incurred during a project. It is a method that manages reviewing the suggestions for changes and utilizing the tools and techniques to evaluate whether the change should be approved or rejected. Integrated change control is a primary component of the project's change control system that examines the affect of a proposed change on the entire project.

Answer option A is incorrect. Scope change control focuses only on the effect of the change on the project scope.

Answer option B is incorrect. Schedule change control focuses only on the effect of the change on the schedule.

Answer option D is incorrect. The Change Control Board is a committee of key stakeholders, usually management, the project manager, and the project customer, to evaluate proposed changes. This board, however, is not a project process.

Question 5

Question Type: MultipleChoice

You are the project manager of the NNN Project. Stakeholders in the two-year project have requested to send status reports to them via email every week. You have agreed and are sending the reports on each Thursday. After six months of the project, the stakeholders are pleased with the project progress and they would like you to reduce the status reports to every two weeks. What process will examine the change to this project process and implement it in the project?

Options:

A- Project change control process

B- Perform integrated change control process

C- Configuration management

D- Communications management

Answer:

B

Explanation:

Although this appears to be a simple change the project manager must still follow the

rules of the project's change control system. Perform

Integrated Change Control is the process of reviewing all change requests, approving changes, and

controlling changes to the deliverables

and organizational process assets in a project. Perform Integrated Change Control has to do with

influencing the things that cause change,

determining that the change is required or has happened, and managing the change.

Answer option D is incorrect. Communications management is the execution of the communications

management plan.

Answer option A is incorrect. The project change control process not valid as it's the parent of the

integrated change control process, which is

more accurate for this question.

Answer option C is incorrect. Configuration management is the documentation and control of the

product's features and functions.

Question 6

Question Type: MultipleChoice

Harry works as a project manager for BlueWell Inc. He is determining the budget of the project.

According to the PMBOK, there are seven

inputs to this process. Which one of the following is NOT an input to the determine budget process?

Options:

A- Contract

B- Reserve analysis

C- Scope baseline

D- Project schedule

Answer:

B

Explanation:

Reserve analysis is not an input to the determine budget process. It is a technique used

for determining the budget.

The inputs to the determine budget process are as follows:

Activity cost estimates

Basis of estimates

Scope baseline

Project schedule

Resource calendars

Contracts

Organizational process assets

Question 7

Question Type: **MultipleChoice**

Robert is the project manager for his organization. Management has asked Robert to provide them

with the metric he uses to measure deliverables status, costs incurred, and especially how he measures the schedule progress for schedule adherence. What project component could Robert provide for management?

Options:

A- Milestone list

B- Cost management and the project schedule

C- Work performance measurements

D- Project management plan

Answer:

C

Explanation:

Work performance measurements are metrics that are defined to collect performance and progress of the project. Typical metrics are deliverables, schedule, and costs, though additional metrics, such as quality, can be added.

Work performance measurements are created from the work performance information. WPMs are an output of Control schedule, Control cost, and Control scope processes, which are monitoring and controlling processes. WPMs consist of planned versus actual performance indicators with respect to scope, schedule, and cost. They are documented and communicated to the stakeholders and are used to make project activity metrics, such as the following:

Planned vs. Actual Technical performance and Scope performance

Planned vs. Actual Schedule performance

Planned vs. Actual Cost performance

Answer option D is incorrect. The project management plan is too broad and is not the best choice.

Answer option B is incorrect. The cost management plan and the project schedule would not provide all the information that management has requested.

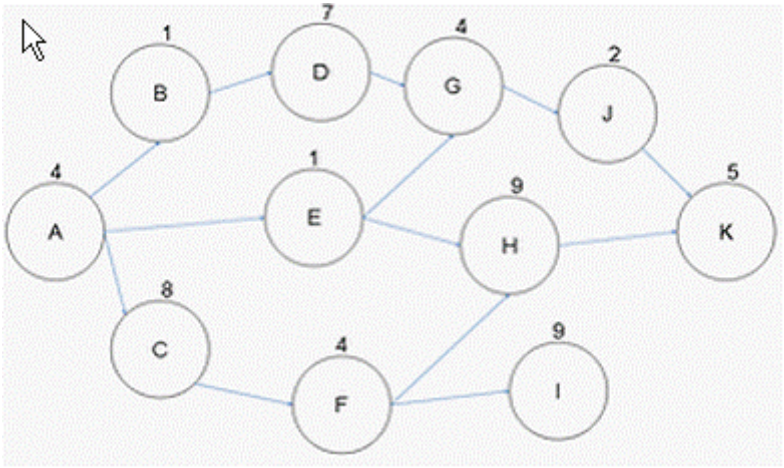
Answer option A is incorrect. The milestone list does not include performance metrics.

Question 8

Question Type: MultipleChoice

You are the project manager for the NGH project. The figure given below represents the small

project you are completing for your organization.



How much float can you use on Activity G if Activity B actually takes eight days to complete?

Options:

A- Four

B- Three

C- Seven

D- Zero

Answer:

D

Explanation:

If Activity B uses seven days of float, which it can, it does not allow Activity D, G, or J to

have any float available. This is because the total

duration of path ABDGJK cannot exceed 30 days, the duration of the project. If Activity B uses the

seven days of float, then the path meets

the project's duration at Day 30.

Answer options B and A are incorrect. These are not the valid calculation.

Answer option C is incorrect. Seven represents the amount of float available on Activity G before

Activity B uses the available float.

Question 9

Question Type: MultipleChoice

You are the project manager for your organization. You are working with your project team to develop the project schedule. You would like to automate much of the scheduling by using Microsoft project. Microsoft project as a scheduling tool is an example of what tool and technique for the Develop Schedule Process?

Options:

A- Organizational process asset

B- Scheduling tool

C- Project Management Information System

D- Project office software

Answer:

B

Explanation:

According to the PMBOK, automated scheduling tools expedite the scheduling process.

The scheduling tool is used in combination with manual methods or further project management

software to carry out the schedule network

analysis to produce an updated project schedule.

Answer option C is incorrect. The project management information system is the complete project

management software package beyond just

the scheduling portion.

Answer option D is incorrect. This is not a valid answer.

Answer option A is incorrect. While the software may be made available as a part of organizational

process assets, the best answer is the

scheduling tool.

Question 10

Question Type: MultipleChoice

You are the project manager for your organization. You are working through the control schedule process. According to the PMBOK, there are four inputs to this process. Which one of the following is NOT an input to the control schedule process?

Options:

A- Schedule data

B- Work performance information

C- Project management plan

D- Project schedule

Answer:

A

Explanation:

Schedule data is not an input to the control schedule process. Organizational process assets are the final input to the control schedule process.

The inputs of schedule control process are as follows:

Project Management Plan

Project Schedule

Work Performance Integration

Organizational Process Assets

Answer option C is incorrect. The project management plan is an input to the control schedule process.Answer option D is incorrect. The project schedule is an input to the control schedule process.

Answer option B is incorrect. Work performance information is an input to the control schedule process.

Question 11

Question Type: **MultipleChoice**

What is the formula to find the schedule performance index?

Options:

A- EV-PV

B- EV/AC

C- EV/PV

D- EV-AC

Answer:

C

Explanation:

The schedule performance index shows how well the project is performing on schedule.

It is found by dividing the earned value by the

planned value.

Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that

the schedule is ahead or behind what

was planned for this period in time. The schedule variance is calculated based on the following

formula:

SV = Earned Value (EV) - Planned Value (PV)

If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater

than 0 shows that the project is ahead of

the planned schedule. A value of 0 indicates that the project is right on target.

Answer option D is incorrect. EV-AC is the project's cost variance.

Answer option B is incorrect. EV/AC is the project's cost performance index.

Answer option A is incorrect. EV-PV is the project's schedule variance.