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QUESTION 1

If you are the project manager of the BNQ Project and you add "waiting time" between two activities, then what have you added in the project?

A. You have added lag time to the project activities.

B. You have added management reserve to the project activities.

C. You have added lead time to the project activities.

D. You have added float to the project activities.

Correct Answer: A

Lag time is positive time that requires the successor activity to wait for a defined amount of time, such as three days, before it can begin. Lag time does not change the task relationship, but requires a "waiting time" before the starting of the activity can begin. A lag time is a delay between the predecessor and the successor tasks. Sometimes it may be needed to schedule a delay between the predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the final coat should be applied only when the first coat dries. This delay is known as the lag time. The lag time is entered as a positive value. The lag time can be entered as a duration or as a percentage of the predecessor\\'s task duration. It is entered on the Predecessor tab in the Task Information dialog box. Answer option D is incorrect. Float is a natural event that is discovered through the forward pass when using the critical path method. Float cannot be arbitrarily added as lag. Answer option C is incorrect. Lead time actually brings activities closer together and causes them, in some cases, to overlap. Answer option B is incorrect. Management reserve is a pool of time allotted for unscheduled changes and events that affect the project duration.

QUESTION 2

Examine the figure given below: Which path is considered the critical path?

A. ACDFJ

B. ACGIJ

C. ABEFJ

D. ABDFJ

Correct Answer: B

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). In this instance path ACGIJ is the longest as it takes 23 days. Answer options C and D are incorrect. These paths take 13 days. Answer option A is incorrect. This path only takes 19 days.

QUESTION 3

The Define Activities process is the first process in the project time management knowledge are a. The Define Activities

process creates just three outputs as a result of decomposition, rolling wave planning, templates, and expert judgment. Which one of the following is not an output of the Define Activities process?

A. Activity list

B. Milestone list

C. Activity attributes

D. Project document updates

Correct Answer: D

Project document updates are not an output of the Define Activities process. Project document updates are the outputs for estimate activity resources. Project document updates include the following: Activity list Activity attributes Resource calendars Answer option A is incorrect. The activity list is an output of the define activities process. Answer option C is incorrect. The activity attributes is an output of the define activities process. Answer option B is incorrect. The milestone list is an output of the define activities process.

QUESTION 4

Jack works as a project manager for the NHQ project. His project has a budget of $2,208,456 and is scheduled to last for three years. His project is currently forty percent complete though it should be forty-five percent complete. In order to reach this point of the project, he has spent $725,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. Management would like to create a report telling them how much more the project will need to complete. What value should Jack tell the management?

A. $1,087,497.74

B. $755,000.56

C. $1,112,978.45

D. $790,988.76

Correct Answer: A

The project will need $1,087,497.74 more to complete. This formula, the estimate to complete, is estimate at completion minus the actual costs. Here, CPI = EV/AC = (0.40*2,208,456)/725,000 = 1.21846, and ETC = EAC - AC = (BAC/CPI) - AC = (2,208,456/1.21846) - 725,000 = 1,812,497.74 - 725,000 = 1,087,497.74 The estimate to complete (ETC) is the expected cost needed to complete all the remaining work for a scheduled activity, a group of activities, or the project. ETC helps project managers predict what the final cost of the project will be upon completion. The formula for the ETC is EAC- A C. The EAC is BAC/CPI.

QUESTION 5

Kay is the project manager of the QUI Project. This project is done but is also considerably over budget. Kay has elected to crash the project in order to recoup schedule delays but this increased the project costs. What should Kay do with the information regarding the schedule delays and cost overruns?

A. Create an entry in the lessons learned documentation and explain her reasoning behind the corrective actions.

B. Create an exceptions report.

C. Create a variance report.

D. File the information as part of the project final report.

Correct Answer: A

When there have been significant corrective action decisions the reasoning behind the decision should be documented in the lessons learned documentation. What is lessons learned documentation? Lessons learned documentation is prepared to contribute to the lessons learned knowledge database of the organization. It includes the causes of issues, the reasoning behind the corrective action chosen, and other types of lessons learned about stakeholder management. Lessons learned are documented so that they become part of the historical database for the project/program and the performing organization. The lessons learned are compiled, formalized, and stored through out the project\'s/program\'s duration. Answer option C is incorrect. A variance report may be appropriate but cost and schedule variances are reported differently. Kay could create a cost variance report and a schedule variance report, but not one report for both project attributes. Answer option B is incorrect. An exceptions report is the same as a variance report. Kay would create a separate exceptions report for cost, and another for schedule. Answer option D is incorrect. The information may go into the project final report but it should be included in the project\'s lessons learned information when it is discovered.

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