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QUESTION 1

How many phases are there in an incremental project?

- A. 5
- B. 4
- C. 2
- D. 3

Correct Answer: A

QUESTION 2

Alice is the project manager of the NHQ Project and is entering the project's closing processes. The project, she has managed, has been for another organization in a contractual relationship. Her organization requires Alice to complete performance reviews of the project team, review the deliverables with the project customer, and to obtain formal signoff of the project deliverables.

There may be other conditions and activities that Alice likely will need to do in this final project phase. Where can Alice check regarding this project?

- A. Project Integration Plan
- B. Project Quality Control procedures
- C. Project Communications Management Plan
- D. Project Contract

Correct Answer: D

QUESTION 3

Rick is the project manager for TTM project. He is in the process of procuring services from vendors. He makes a contract with a vendor in which he precisely specify the services to be procured, and any changes to the procurement specification will increase the costs to the buyer.

Which type of contract is this?

- A. Fixed Price Incentive Fee
- B. Cost Plus Fixed Fee Contract
- C. Firm Fixed Price
- D. Fixed Price with Economic Price Adjustment

Correct Answer: C

QUESTION 4

You are the project manager for your organization and are planning the project work with your project team. You are currently breaking down the project scope into work packages to determine an accurate time and cost estimate. What document are you and the project team creating?

- A. Project management plan
- B. Work breakdown structure
- C. Code of accounts
- D. Project scope

Correct Answer: B

QUESTION 5

You are the project manager of the NNH project. In this project you have created a contingency response that the cost performance index should be less than 0.93. The NHH project has a budget at completion of \$945,000 and is 45 percent complete - though the project should be 49 percent complete. The project has spent \$455,897 to reach the 45 percent complete milestone. What is the project's cost performance index?

- A. 1.06
- B. -\$30,647
- C. 0.92
- D. 0.93

Correct Answer: D

QUESTION 6

You work as a project manager for PassGuide Inc. Which of the following charts provides a useful framework that helps you in deciding which risks need your attention?

- A. Gantt chart
- B. Risk probability and impact matrix
- C. Pareto chart
- D. Scatter chart

Correct Answer: B

QUESTION 7

Marsha is the project manager of the NHQ Project. There's a risk that her project team has identified, which could cause the project to be late by more than a month. Marsha does not want this risk event to happen so she devises extra project activities to ensure that the risk event will not happen. The extra steps, however, will cost the project an additional \$10,000. What type of risk response is this approach?

- A. Transference
- B. Mitigation
- C. Enhancing
- D. Exploiting

Correct Answer: B

QUESTION 8

Walter is the project manager of a large construction project. He'll be working with several vendors on the project. Vendors will be providing materials and labor for several parts of the project. Some of the works in the project are very dangerous so Walter has implemented safety requirements for all of the vendors and his own project team. Stakeholders for the project have added new requirements, which have caused new risks in the project. A vendor has identified a new risk that could affect the project if it comes into fruition. Walter agrees with the vendor and has updated the risk register and created potential risk responses to mitigate the risk. What should Walter also update in this scenario considering the risk event?

- A. Project communications plan
- B. Project management plan
- C. Project contractual relationship with the vendor
- D. Project scope statement

Correct Answer: B

QUESTION 9

You work as a project manager for PassGuide Inc. You are involved in the cost management work for the project. George, one of the newly joined team members, wants to know the processes involved in the project cost management work. What will you tell George? Each correct answer represents a complete solution. Choose all that apply.

- A. Estimate costs
- B. Control costs
- C. Perform quality assurance
- D. Determine budget

Correct Answer: ABD

QUESTION 10

Billy is the project manager of the PQW Project and she has an assigned project budget of \$655,000. Currently she is 80 percent complete with the project though she was scheduled to be 100 percent done by this date. She has spent \$490,000 to date and other than the project schedule, which was delayed because of a vendor, the project is going well. What should Billy report as her schedule performance index for this project?

- A. 1.23
- B. \$524,000
- C. .80
- D. 100 percent because the vendor caused her lateness

Correct Answer: C

QUESTION 11

Which of the following types of organization structures represents the particular and specific organization that has been built through the utilization of an organizational structure?

- A. Projectized
- B. Matrix
- C. Jury
- D. Functional

Correct Answer: A

QUESTION 12

Which of the following documents is described in the statement below? "It is a companion document to the WBS. It describes each component in the WBS. It includes a brief definition of the scope or statement of work, defined deliverables, a list of associated activities, and a list of milestones. It details all work packages in WBS including estimates and billing information."

- A. WBS dictionary
- B. Contract
- C. Project charter
- D. Activity list

Correct Answer: A

QUESTION 13

Mark works as a project manager for the SLQ Project. He is working with the project team and several key stakeholders to create a diagram that shows how various elements of a system interrelate and the mechanism of causation within the system. What diagramming technique will Mark use to achieve the above task?

- A. Predecessor and successor diagramming
- B. System or process flow chart
- C. Influence diagram
- D. Cause and effect diagram

Correct Answer: B

QUESTION 14

Fill in the blank with the appropriate word.

A _____ should be specific, measurable, achievable, realistic, time bounded, ethical, and recorded.

Correct Answer: Answer: project

QUESTION 15

Which of the following are the characteristics of the project life cycle? Each correct answer represents a complete solution. Choose all that apply.

- A. Cost and staffing are low at the start, are high as the work is carried out, and decrease as the project comes towards the end.
- B. Stakeholders influences, risk, and uncertainty are at peak in the beginning of the project.
- C. Skills to influence the final characteristics of the project's product, without much impact on cost, is at peak in the beginning of the project and reduces as the project progresses towards completion.
- D. It is limited by constraints, including resource constraints.

Correct Answer: ABC

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