

## PK1-003<sup>Q&As</sup>

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## QUESTION 1

Which of the following conflict resolution techniques involves pushing a single viewpoint at the expense of others?

- A. Smoothing
- B. Forcing
- C. Confronting
- D. Avoiding

Correct Answer: B

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## QUESTION 2

Which of the following techniques can a project manager use to assist with quality planning? (Select THREE).

- A. Peer review
- B. Critical Chain Method (CCM)
- C. Inspection
- D. Performance Evaluation and Review Technique (PERT)
- E. Work Breakdown Structure (WBS)
- F. Benchmarking

Correct Answer: ACF

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## QUESTION 3

Which of the following is a component of a performance evaluation for an individual?

- A. Resource utilization
- B. Role assessment
- C. Scope management
- D. Variance management

Correct Answer: B

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## QUESTION 4

Which of the following describes a critical path?

- A. Deliverables that need to be developed for project completion
- B. Timeline that the resources roll on to the project
- C. The earliest schedule that a project can finish all of its activities
- D. The order of activities that takes the longest to complete

Correct Answer: D

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**QUESTION 5**

In a functional structured organization, which of the following is a common cause of conflict with project team members?

- A. Inadequate budget
- B. Failure to communicate project goals and objectives
- C. Competing demands for resources
- D. Lack of proper training

Correct Answer: C

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**QUESTION 6**

The project has spent \$5,000 to date. The earned value of the project is \$7,500. Using earned value management, which of the following is correct?

- A. The project is ahead of schedule.
- B. The project is over budget
- C. The project is behind schedule.
- D. The project is under budget.

Correct Answer: D

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**QUESTION 7**

A company is replacing their file server with a new one. During the data migration, the old file server experiences critical hardware failure. The data migration cannot continue until the hardware is replaced. This repair will put the project behind schedule by a week. Which of the following actions should the project manager do FIRST?

- A. Prepare performance report
- B. Manage the issue
- C. Schedule a meeting

D. Update communication plan

Correct Answer: B

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## QUESTION 8

Which of the following should be included in a business case? (Select TWO).

- A. A budget estimate with a plus to minus 10%
- B. Benefits to the company
- C. Project Milestones
- D. Cost Benefit Analysis
- E. One proposed option to address the issue

Correct Answer: BD

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## QUESTION 9

The stakeholder has notified the project manager that new priorities have caused them to shift all of the business subject matter expert resources to a new project for one year. The BEST course of action for the project manager is:

- A. Phase gate review.
- B. Project cancellation.
- C. Project completion.
- D. Stage completion.

Correct Answer: B

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## QUESTION 10

Within a corporation, project managers are assigned people based on defined roles and responsibilities. Project resources are temporarily provided to the project but still report the functional managers as well as the project manager. Which of the following styles of management is this also known as?

- A. Projectized management
- B. Matrix management
- C. Functional management
- D. SCRUM / agile

Correct Answer: B

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**QUESTION 11**

Which of the following is a KEY requirement to produce a project schedule?

- A. Identification of all the required activities
- B. The program evaluation and review technique
- C. A stakeholder and customer matrix
- D. Ensure all the resourcing costs are known

Correct Answer: A

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**QUESTION 12**

During a project, which of the following shows when risks should be reassessed?

- A. A risk reassessment should occur at project closeout
- B. Risks should be reviewed during lessons learned
- C. Throughout the project lifecycle
- D. When a risk has become an issue and has to be acted upon

Correct Answer: C

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**QUESTION 13**

Which of the following is the MAIN difference between bottom up and top down cost estimation?

- A. Bottom up leads to a more accurate cost estimate than top down because it is performed by subject matter experts
- B. Top down leads to a more accurate cost estimate because it is performed by upper management with direct access to budget information
- C. Bottom up leads to a less accurate cost estimate because it breaks down the task into smaller subtasks where some tasks may not have a cost
- D. Both top down and bottom up are equally accurate estimation of a project's total cost because they both refer to resources assigned by the project sponsor

Correct Answer: A

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**QUESTION 14**

Determining how to communicate general project information with a globally dispersed team has created scheduling challenges. Which of the following would BEST remedy the situation?

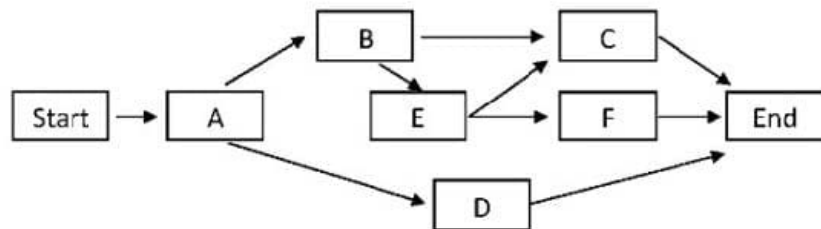
- A. Provide a written forum that allows for asynchronous participation
- B. Conduct a meeting at a time where everyone is inconvenienced
- C. Schedule a meeting when the majority of the team is available
- D. Establish a conference call with all team members

Correct Answer: A

## QUESTION 15

-- Exhibit?

Task	Length (Days)
A	7
B	4
C	5
D	12
E	2
F	4



-- Exhibit -Click on the exhibit button. Which of the following is the critical path?

- A. Start-A-B-E-F-end
- B. Start-A-B-C-end
- C. Start-A-B-E-C-end
- D. Start-A-D-end

Correct Answer: D

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