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QUESTION 1

During the planning and implementation phases, there is often a need to conduct trade-offs between several approaches to the project execution.

The trade-offs are made between _____ .

- A. Scope, issues, and risks.
- B. Risk, schedule, and quality.
- C. Cost, schedule, and quality.
- D. Overhead, direct cost, and expenses.
- E. Design, engineering, and implementation.

Answer: C

QUESTION 2

What is the core function of a project manager?

- A. Project integration
- B. Client interface
- C. Systems design
- D. Quality assurance
- E. Facilitating meetings

Answer: A

QUESTION 3

Which two methods are valid for developing project task duration estimates? (Choose two)

- A. Historical data
- B. Expert judgement
- C. Value engineering
- D. Stochastic estimating
- E. Bottoms-up estimating

Answer: A, B

QUESTION 4

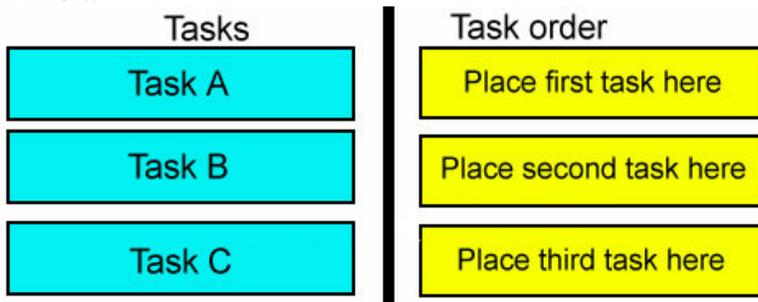
Which component is used to estimate resource requirements, activity durations, and costs?

- A. Project plan
- B. Implementation plan
- C. Business requirements
- D. Work breakdown structure (WBS)

Answer: D

QUESTION 5

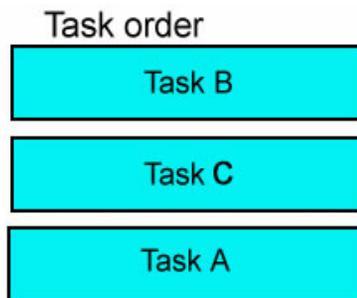
Exhibit:



Task A is dependent on the completion of Task B. Task C is dependent on the starting of Task B.

Place the tasks in the order in which they will start.

Answer:



QUESTION 6

The firm you are working with, Certkiller .com, has a number of stakeholders with a wide variety of backgrounds. The stakeholders do not agree on the objectives for the project.

What is the first thing you should do in order to resolve the differences the stakeholders have with respect to the project objectives?

- A. Conduct a series of meetings with all stakeholders.
- B. Conduct a brainstorming session with all stakeholders.
- C. Prepare and deliver a presentation on objective development to all stakeholders.
- D. Conduct interviews with each stakeholder to understand which objectives they feel are critical.

Answer: D

QUESTION 7

The project is well under way and you notice that the enthusiastic support of an executive stakeholder has diminished. You believe the executive now has doubt about the project.

Which three abilities would best help a project manager resolve this situation? (Choose one)

- A. The ability to manage team resources.
- B. The ability to identify the areas of doubts.
- C. The ability to develop meaningful status reports.
- D. The ability to act without creating negative impact.

Answer: B

QUESTION 8

Your project team has five developers. Developer 1 has a personal issue with the work schedule of Developer 2, and refuses to work overtime unless Developer 2 also works overtime. All team members, except Developer 2 work five days a week, averaging between 45 to 52 hours per week. Developer 2 works four days a week, and averages 48 hours per week.

Your project is 70 percent complete, and is three percent behind schedule. Everyone met their task duration goals up to this point, but the project has been slightly delayed by an external vendor. If everyone works together you think you can make up the slippage. You worry that Developer 1's issue will cause the project to be delayed further. The rest of the group is working well together and Developer 2 is not aware of the issue.

What should you do to resolve the issue?

- A. Have the two team members get together and work out their issues.
- B. Talk with Developer 1 to find out the real issues and help him work on these issues.
- C. See if Developer 2 can change this work schedule until the project is back on track.
- D. Conduct a team building process with all the team members and recognize each of them for their accomplishments.

Answer: B

QUESTION 9

Your project plan designates several development phases. Some of the phases overlap. Your plan indicates where executive management involvement should occur. Executive management involvement includes the sign-off upon completion of a phase and approval for the start of the next phase. The plan indicates that the executive management meeting should take place in ten days. You are aware that the current phase will not be completed for 20 days. You are three percent ahead of budget in terms of cost, and one percent ahead of budget in terms of time. These figures are in-line with the variance allowance set for the phase by the executive management at the inception of the phase.

What should you do?

- A. Reduce the estimates of work outstanding to minimize the reported overrun in time and cost.
- B. Move some of the incomplete tasks into a later phase as there is some slack in the plan that could be utilized.
- C. Speak to the executive on the executive management and explain the need to delay the executive management meeting by 10 days.

D. Hold the executive management meeting in the previously appointed date so there is no inconvenience to the executive management members.

Answer: C

QUESTION 10

The ratio of Budgeted Cost of Work Performed to Budgeted Cost of Work Scheduled (BCWP/BCWS) is called _____ .

- A. Critical Ratio (CR)
- B. Cost Variance (CV)
- C. Cost Performance Index (CPI)
- D. Schedule Performance Index (SPI)

Answer: D

Explanation:

Schedule performance index

The schedule performance index (SPI) is a ratio of the work performed on a task versus the work scheduled. Here is its formula:

$SPI = BCWP/BCWS$ An SPI of less than 1.0 means you're behind schedule; a value over 1.0 means you're taking less time than you expected.

QUESTION 11

What would most improve the project development process?

- A. Supplementing the budget in mission critical areas.
- B. Adding additional staff with special expertise in key areas.
- C. Utilizing a standard, well-defined project development methodology.
- D. Extending the overall timeline for the project to ensure adequate time for testing.

Answer: C

QUESTION 12

One of the developers on your project disagrees with the current corporate development standards, and believes an alternative approach to the task is superior. You do not have the technical expertise to make a valid judgment as to whether the developer has a better approach.

What should you do?

- A. Allow the developer to implement the recommendation for the proposed new approach.
- B. Tell the developer that adherence to standards is compulsory and that therefore the corporate standards must be followed.
- C. Hold a project team developer's meeting to allow the team to decide if the newly recommended approach should be adopted for the project.

D. Meet with the person in charge of the corporate development standards and with subject matter experts to obtain a decision on changing the standards, or obtain an exemption from the standards for the project.

Answer: D

QUESTION 13

When you can be certain that the statement of work document is complete?

- A. After the system users, managers, and sponsors have reviewed and approved the work document.
- B. After the project sponsor has accepted the statement of work, and the project is within the proposed budget.
- C. When consensus has been reached by the project manager and the sponsor that project criteria are reasonable.
- D. After the project manager and the sponsor understand and agree that project objectives will be met by the statement of work.

Answer: D

Explanation:

Vendor terms and conditions This constraint can arise as a result of a vendor's ability to deliver a needed product or service in a certain way at a given time. You need ten servers, configured in a specific way, for example. The vendor is able to deliver six now but won't be able to deliver the rest for two weeks. How does this affect the project?

The statement of work (SOW) that a vendor provides is a document that the project manager must clearly understand and interpret before the project sponsor signs it. In the SOW, the vendor clearly delineates what they will do and, more importantly, what they will not do. Therefore, it's important to make sure the SOW aligns with the scope of the project.

QUESTION 14

A charge for the rental of a room that will be used for a project meeting is an example of what kind of cost?

- A. Unavoidable
- B. Fixed
- C. Variable
- D. Unforeseen

Answer: B

QUESTION 15

Formal stakeholder acceptance of project deliverables occurs during which process?

- A. Scope verification
- B. Project scheduling

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and many others.. See complete list [Here](#)

