Cram Quizzes and Answers

Cram Quizzes

Chapter 1

1. You are a project manager working for a large utility company. You have been assigned the responsibility to manage a project that performs monthly security vulnerability assessments and addresses any identified vulnerabilities. You question the assignment because

   ○ **A.** Security vulnerability assessments do not materially contribute to your organization's products and should not be considered important enough to be classified as a project.

   ○ **B.** This endeavor cannot be considered a project because no start date is specified.

   ○ **C.** The recurring nature of the assessment in addition to the lack of ending date means that this endeavor is not a project at all.

   ○ **D.** A security vulnerability assessment produces no specific product, so it is not a project.

2. During your accounting software implementation project, you find that training is not progressing as quickly as the schedule requires and the users are not well-trained after the sessions are over. After investigating the cause, you find that the trainers you have retained do not have the proper experience and knowledge to effectively train your users. Which statement best describes the effect on the project and the effect of the action required to fix the problem?

   ○ **A.** The schedule is suffering. To fix the situation, you have to hire more experienced trainers and schedule extra training sessions. Your schedule returns to planned values while cost increases.

   ○ **B.** The quality and schedule are being negatively impacted. To fix the situation, you likely have to hire more experienced trainers at a higher rate and schedule extra training sessions. Quality and schedule returns to planned values while cost increases.

○ **C.** This problem is the responsibility of the organization that provided the trainers. They provide replacement trainers who are qualified at the same price to continue the training required.

○ **D.** Although your training looks like it is behind schedule, you wisely built in enough slack time to cover such a problem. You simply find replacement trainers and continue the training.

Chapter 2

1. You are a project manager newly assigned to a project to implement new manufacturing management software. The project sponsor tells you he has chosen you because he is impressed with your record of completing projects. He tells you that work must start immediately and there is not enough time to go through all the formal documentation process. He asks for a quick list of tasks to start now. What do you do?

○ **A.** Put a quick list of the most important tasks together, per the sponsor's request.

○ **B.** Start working on the project tasks and develop a general plan as soon as you can.

○ **C.** Refuse to start on the project until you develop a project charter and get it approved.

○ **D.** Explain the need for a project charter and project plan to the sponsor.

2. Which of the following statements does NOT apply to the project charter?

○ **A.** The project charter formally authorizes the project.

○ **B.** The project charter provides the project manager with authority to devote organizational resources to project activities.

○ **C.** The project charter identifies an external project sponsor.

○ **D.** The project charter includes a work breakdown structure (WBS) and associated WBS dictionary.

Chapter 3

1. You are a project manager newly assigned to a large project for your organization. The project charter has been signed and the stakeholders have been identified. What should you do next?

○ **A.** Ask appropriate team members to submit WBS input

○ **B.** Initiate the scope planning process

○ **C.** Start the develop project management plan process
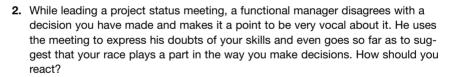
○ **D.** Begin the activity definition process

2. When the cost of an activity cannot be estimated with an adequate degree of certainty, the work within the activity can be decomposed. The resource requirements for each lower, more detailed work package can be estimated and aggregated to form a basis for estimating the cost for overarching scheduled activity. What is this type of estimating called?

　　○　**A.** Bottom-up estimating

　　○　**B.** Decomposed estimating

　　○　**C.** Should-cost estimating

　　○　**D.** Three-point estimating

Chapter 4

1. What is the primary purpose of the human resource plan?

　　○　**A.** Identify and document roles, responsibilities, and skills necessary for project goal fulfillment

　　○　**B.** Describe how the project team will interact

　　○　**C.** Assemble the project team

　　○　**D.** Document strategies to motivate the project team

2. In evaluating project risk, a decision tree analysis is most helpful in which of the following scenarios?

　　○　**A.** Describing a potential risk and the implications for each available choice and outcome associated with the risk

　　○　**B.** Describing a potential risk and the most likely choice and outcome associated with the risk

　　○　**C.** Describing a potential risk and the least likely choice and outcome associated with the risk

　　○　**D.** None of the above

Chapter 5

1. What does crashing a project imply?

　　○　**A.** Project cost and project schedule tradeoffs occur to achieve the maximum schedule compression for the least cost to the project without compromising the intended scope of the project.

　　○　**B.** Project cost and project schedule overruns resulting in a project coming in over budget and over time but within the original defined project scope.

　　○　**C.** Throwing more resources at the project to meet the planned project end date and planned project scope.

　　○　**D.** Another term for fast tracking a project.

2. During the process of selecting the sellers, the project manager rejects one vendor because it doesn't have the necessary manufacturing capability. This is an example of which selection tool?

○ **A.** Weighting system

○ **B.** Expert judgment

○ **C.** Seller rating system

○ **D.** Screening system

Chapter 6

1. You're managing a project using the earned value technique (EVT) for cost management. The project planned value (PV) is $200,000. The project earned value (EV) is $100,000. The actual value (AV) is $150,000. What is the cost variance (CV) for the project?

○ **A.** 100,000

○ **B.** –100,000

○ **C.** 50,000

○ **D.** –50,000

2. Before risk mitigation can occur, _____ and _____ must be accomplished.

○ **A.** Acceptance, delivery requirements

○ **B.** Identification, trigger recognition

○ **C.** Phasing, interactions

○ **D.** Quantitative, qualitative analysis

○ **E.** None of the above

Chapter 7

1. The primary output of the close project or phase process is

○ **A.** Formalize and distribute all information pertaining to the project closing

○ **B.** Lessons learned

○ **C.** Release all personnel assigned to the project

○ **D.** Get customer and sponsor approval

○ **E.** B and D

2. Lessons learned are

   ○ **A.** Best collected at the end of the project

   ○ **B.** Collected for the historical knowledge base

   ○ **C.** Only necessary at the end of the project

   ○ **D.** A store of historical information

   ○ **E.** Used to collect information about good and bad outcomes throughout the project

Chapter 8

1. You have access to proprietary information a vendor included as part of a bid proposal. The information was marked confidential and was included to show the vendor would be issued a patent by the end of the month, which makes this company's bid the best candidate for your company and significantly improves the market share of the vendor. What do you do with this information?

   ○ **A.** Invest in the company immediately

   ○ **B.** Tell your friends to invest in this company

   ○ **C.** Wait until the information becomes public knowledge, and then decide if you want to invest in the company

   ○ **D.** Provide the proprietary information to a competing vendor

2. While leading a project status meeting, a functional manager disagrees with a decision you have made and makes it a point to be very vocal about it. He uses the meeting to express his doubts of your skills and even goes so far as to suggest that your race plays a part in the way you make decisions. How should you react?

   ○ **A.** Do nothing. File a complaint with the manager's boss after the meeting.

   ○ **B.** Use your authority as the meeting leader to take control of the discussion and present your rebuttal.

   ○ **C.** Suggest an immediate meeting between the two of you to discuss your differences.

   ○ **D.** Bring the manager's boss into the meeting and ask for assistance in addressing his comments.

Answers

Chapter 1

1. Answer C is the best answer. As explained in this question, recurring security vulnerability assessments with no ending date cannot be considered a project. Projects must have time boundaries. Answer A is incorrect because the project product does not have to be directly related to an organization's main product(s). Answer B is incorrect because the lack of a specific start date in the question description would not automatically disqualify the assessment as a project. Answer D is incorrect because a security vulnerability assessment does create at least one product—the vulnerability assessment report.

2. Answer B is correct. The question states that training is not meeting the schedule and the result is that the training is not getting people properly trained. That means both schedule and quality are suffering. Of all the solutions, Answer B provides the best description of the effects on your project. Answer A is incorrect because it does not mention the impact on project quality. Answer C is incorrect for several reasons. The problem might be the responsibility of the organization that supplied the trainers, but the responsibility of the impact on the project is the project manager's. Answer C also ignores the quality issue. Answer D is incorrect because is implies that the project manager padded the schedule. This is not an ethical practice. Your estimates should be realistic. If you expect such problems to occur, you should address them in the beginning of the project, along with appropriate recovery methods. By padding the schedule, you hide a real risk to the project.

Chapter 2

1. Answer D is correct. Answers A and B ignore the PMBOK requirement that a project manager insist on proper project management techniques. It is crucial that a PMP candidate understand the need for properly obtaining authorization for a project (initiating) and then planning a project before starting actual work. Answer C is too extreme for the initial response. The sponsor might have made the request to immediately begin work out of a lack of understanding of project management. Always start by getting as much information as you can and educating others on the benefits of good project management.

2. Answer D is the correct response. A work breakdown structure (WBS) is not a component of the project charter. Answers A, B, and C are all components of the project charter.

Chapter 3

1. Answer C is correct. The first process in the planning group is develop project management plan. Answers A, B, and D skip the first process and start subsequent processes prematurely.

2. Answer A is the correct response. Bottom-up estimating is a technique for estimating cost through decomposition. The bottom-up estimate is based on the cost requirements for each lower work package and then is combined to estimate cost of the entire component of work. Answer B is incorrect because there is no technique called decomposed estimating. Answer C is incorrect because should-cost estimating is an activity duration estimating technique. Answer D is incorrect because three-point estimating does not incorporate decomposition.

Chapter 4

1. Answer A is correct. Answers B, C, and D describe other processes in the executing process group.

2. Answer A is the correct response. A decision tree diagram can be used to consider potential risks and all the implications associated with the risk. You can include every conceivable choice and outcome. Every option is considered. Answer B is incorrect because choice and outcome are limited to the most probable scenario. Answer C is incorrect because choice and outcome are limited to the least probable scenario. Answer D is incorrect.

Chapter 5

1. Answer A is the correct response. *Crashing* is a schedule compression technique whereby the project cost and project schedule are optimized to obtain the highest degree of schedule compression for the least cost to the project. Crashing does not always result in a viable project solution and can increase the overall cost of your project. Answer B is incorrect because crashing is not a term used for a project that is over time and over budget. Answer C is incorrect because crashing does not necessarily allow you to meet the planned project end date. Answer D is incorrect because fast tracking is another schedule compression tool used to perform multiple phases of project development in parallel.

2. Answer D is correct. A screening system rejects sellers that don't meet minimum requirements.

Chapter 6

1. Answer D is the correct response. Cost variance (CV) is calculated by subtracting the actual cost (AC) from the earned value (EV). CV=EV–AV. In the example given, the AC is $150,000 and the EV is $100,000. $100,000–$150,000=-$50,000. Answer A is incorrect. Answer B is the schedule variance (SV), not the CV, so it is incorrect. Answer C is incorrect.

2. Answer B is correct. Before risks can be mitigated, you need to know how probable is it that they will occur and what their triggering events are.

Chapter 7

1. Answer A is correct. The primary output of the project closing process is to formalize and distribute all the information pertaining to the closing of the project. This coordinated message is distributed by administrative closure, contract closure procedure, final product, service, or result and organizational process assets (updates).

2. Answer E is correct. Lessons learned are used to collect information pertaining to good and bad outcomes throughout the project execution. If you look at the output sections of the PMI methodology, lessons learned are virtually a part of all the execution processes.

Chapter 8

1. Answer C is the best response. You have a responsibility to maintain and respect the confidentiality of sensitive information obtained in the course of professional activities. This responsibility makes Answers A and B incorrect. You have a responsibility to recognize and respect intellectual property developed and owned by others, which makes Answer D an incorrect choice.

2. Answer C is the correct answer. The PMI Code of Ethics and Professional Conduct requires that you act in a professional manner even when others do not. Answer A is incorrect because doing nothing solves nothing. Going to the manager's boss is likely to make the situation worse, not better. Answer B is incorrect because it is an emotional response, not a professional one. Answer D is incorrect because you should always first attempt to solve differences one-on-one.