

QUESTION 1

During the planning and implementation phases, there is often a need to conduct tradeoffs 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

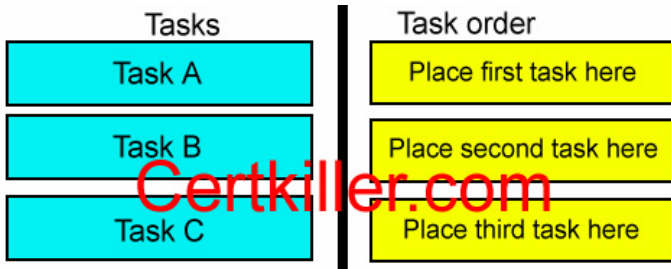
Which component is used to estimate resource requirements, activity durations, and costs?

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

Answer: D

QUESTION 5

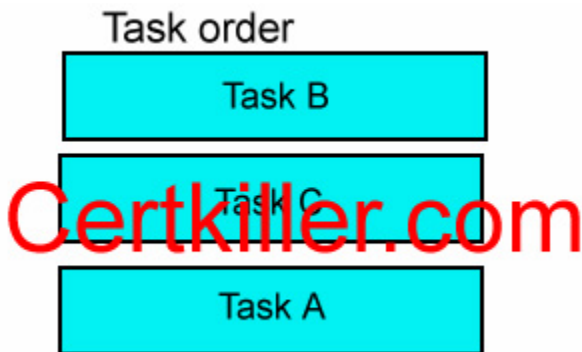
Exhibit:



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

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

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

- C. Quality checking
- D. Project budget creation

Answer: A

QUESTION 16

Which will be detailed in the project planning document(s) with respects to the project manager?

- A. How performance will be evaluated
- B. Technical certifications held
- C. Vacation schedule
- D. Names of the project team members

Answer: A

QUESTION 17

Which of the following is an effective outcome of a change management process?

- A. Minimizes productivity loss during the project.
- B. Strictly prohibits any change of scope during the entire project.
- C. Encourages frequent change during the project life cycle.
- D. Balances project risk and cost

Answer: A

QUESTION 18

An organization is faced with choosing from a number of projects and creates an evaluation matrix.

Which of the following criteria is likely to be the LEAST important?

- A. Cost
- B. Degree of Change within business
- C. Alignment to business needs
- D. Training

Answer: D

QUESTION 19

Project sponsors have the greatest influence on the scope, quality, duration and cost of a project during which phase?

- A. Planning phase
- B. Execution phase
- C. Close Out phase
- D. Development phase

Answer: A

Obtain sponsor sign-off Once the project plan has been through the full revision process and you feel that you've obtained and addressed all concerns, submit the plan to the project sponsor for final approval.

QUESTION 20

Which of the following groups would BEST define who the stakeholders are in a project?

- A. The project team members, the executive staff of your company, the client's executive staff, and the functional department heads of your company.
- B. The project team members, sponsors, the executive staff of your company, and the client's executive staff.
- C. The project team members, suppliers, and representatives from the client's company who will use the deliverable.
- D. The project team members, sponsors, suppliers, representatives from the client's company who will use the deliverable, and your company's functional department heads.

Answer: D

Recall that a stakeholder is defined as someone who has a share or an interest in your project. A stakeholder might not directly interact with the deliverables of your project. For example, the manager of a marketing department might never use the demographic software that you created for use by his marketing personnel, but he is a stakeholder because he will benefit from (or be hurt by) the project.

Your customer is a stakeholder.

The project sponsor is a stakeholder.

Your team members are stakeholders.

The users of the deliverable are stakeholders.

Those affected by the project, whether they'll use the deliverable or not, are stakeholders. For example, suppose you're working on a project that's going to require heavy use of the company's telephone system. Even though the telecommunications department may not be using your new deliverable, they will nevertheless be involved in the project and are thus stakeholders.

A stakeholder could be a vendor who has a keen interest in seeing a project succeed.

I've seen this in very large and very small companies, so there seems to be no company size boundary that gets in the way of a vendor being a stakeholder.

You are a stakeholder.

Identification of all the stakeholders of the project is critical. If you do not identify all of them, you could harm the project plan by not identifying a given stakeholder's needs early on. In the preceding telecommunications example, suppose that you had not identified the telecomm area as a stakeholder in your project. When the time arrives that you need their assistance, they might have far more pressing items to be concerned about, or they might be very put out to learn so late about your project and its goals. Having been there before, I can tell you firsthand that stakeholders don't like finding out they're involved at the very moment that their services are needed, especially if they require resources to assist you.

So, how do we figure out who the stakeholders are? Probably the best way is to have a brainstorming session with the people already assembled on the project. Perform your brainstorming early and ask, "Who do you think the stakeholders are in this project?" You might be surprised with the answers you'll get, and you may not recognize some of the names. As new stakeholders come on board, ask them same question.

QUESTION 21

What is one mission of the project steering committee?

- A. Provide project management support.
- B. Provide assistance with completion of tasks.
- C. Provide oversight and governance.
- D. Provide cost benefit analysis for the project manager.

Answer: D

Sometimes the project sponsor is a group of people called a 'project steering committee.' It's always better if the project is sponsored by a single, executive sponsor. Committees can get bogged down in disagreements, resulting in lack of decision-making ability, inactivity on the project, and sometimes sabotage of the project by one unhappy committee member. If at all possible, push for a single executive leader when formulating a project.

QUESTION 22

Which of the following is LEAST important for management to provide to the project?

- A. Periodic corporate communication on project milestone successes.
- B. Frequent informal project checkpoint meetings with stakeholders on project status and progress.
- C. Detailed hands-on consulting assistance to the project team.
- D. Confirmation of alignment of project within business plan.

Answer: C

QUESTION 23

A Forcing conflict resolution mode is characterized by:

- A. A give-and-take attitude.
- B. De-emphasizing areas of difference.
- C. Retreating or withdrawing from an actual or potential disagreement.
- D. A win-lose scenario.

Answer: D

QUESTION 24

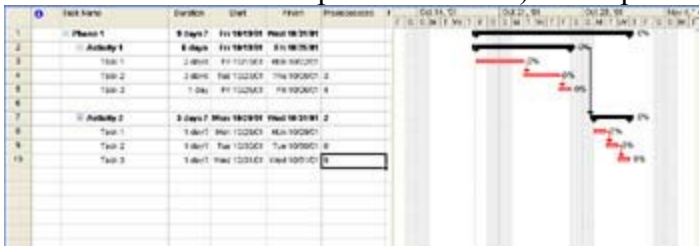
Which of the following graphical presentations of a project plan is MOST appropriate for presenting to upper management?

- A. CPM (Critical Path Method)
- B. Gantt - Bar chart
- C. PDM (Precedence Diagram Method)
- D. PERT (Program Evaluation and Review Technique)

Answer: B

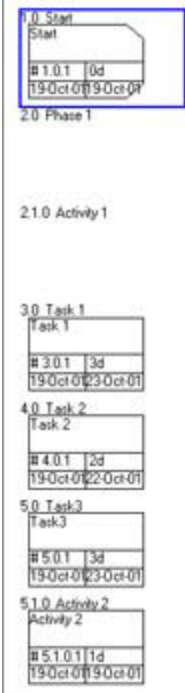
Note:

Gantt chart This is the default view in Microsoft Project. A Gantt view is pretty cool because you're given a series of bars that show the project tasks rendered over time. The graph gives you a good visual of how long each task lasts, notes predecessors and successors, and is able to instantly give you a grasp of the length of the project (and even a little about the depth of each task). Example:



A sample Gantt chart rendered in Microsoft Project

PERT chart A Project Evaluation Review Technique (PERT) chart puts together tasks in a logical, effective order. PERT charts, such as the one displayed below, can be likened to software development flow charts. They graphically illustrate the flow of completion that the tasks will follow, predecessor/successor relationships, and durations. This all sounds like a Gantt chart, but a PERT chart can carry a great deal more detail. Some tasks' outcomes have such a large influence on the outcome of a host of other tasks that it's critical to be able to monitor these tasks and their flows. You'll use PERT for large projects with many tasks and activities, especially when some key tasks are of extreme importance to the rest of the tasks in the project, when tasks have multiple dependencies, or when some task dependencies only show up far down the road in the project's development stages.



Most projects will utilize a Gantt chart-basically a grouping of task blocks put together to reflect the time that each task is going to take relative to a calendar, along with any precursors or successors the task may have. If you were to take some sticky notes and stick them on a flip chart, writing on each note the task, the date it starts, the date it ends, the duration it'll take, along with all precursors and successors, you'd essentially have a PERT chart. PERT charts are capable of showing interrelationships between tasks that a Gantt chart cannot. You'll use PERT charts on very large projects, whereas most small to medium-sized projects will work fine with Gantt charts.

QUESTION 25

Which assumption would be the MOST important in creating a high level budget?

- A. The use of open source programming.
- B. The members of a project team.
- C. The quality plan.
- D. The hourly rate for project members.

Answer: D

QUESTION 26

"Fast-tracking" a project means:

- A. That the project relies on a "cookie cutter" approach, duplicating a prior, successful project plan.
- B. Aggressively managing the critical path during the execution phase of the project.
- C. That project activities which are normally done in a series are done in parallel.
- D. Replacing team members with higher quality to finish the project ahead of

schedule.

Answer: C

QUESTION 27

The column chart that shows the number of resources assigned to a project over time is called a:

- A. Resource list
- B. Resource responsibility chart
- C. Resource histogram
- D. Resource allocation

Answer: C

Source:

Source: Schwalbe, Kathy. Information Technology Project Management. Page 326.
ISBN: 0-619-15984-7

Specifically quoted, the book states: "The staffing management plan often includes a resource histogram, which is a column chart that shows the number of resources assigned to a project over time."

QUESTION 28

A checkpoint review in the project plan indicates a:

- A. Status report is due.
- B. Go / no-go decisions.
- C. Change control meeting.
- D. Planned date for user sign-off.

Answer: B

Checkpoints serve as a method where you stop to see what you've accomplished so far; the more numerous the checkpoints, the more likely you are to arrive at a finely tuned product, but the longer the product is going to take to conclude.

QUESTION 29

What is a reason for reviewing the user requirements document with the client?

- A. To gain the client's acceptance of the detailed design.
- B. To verify mutual understanding of project resources.
- C. To verify mutual understanding of the detailed project plan.
- D. To verify mutual understanding of targeted product performance.
- E. To verify understanding of tests that will be done after the product is completed.

Answer: D

QUESTION 30

The first step for initiating the planning process of a project is to:

- A. Establish a project schedule.
- B. Plan the scope of the project.
- C. Identify project risks.
- D. Prepare the project budget.

Answer: B

In the planning phase, you develop a scope document that details the scope of the project and a project plan that stipulates how you're going to go about getting the project done. It is in the planning phase that you begin the design of your project

QUESTION 31

QA (Quality Assurance) plans must include:

- A. An analysis of the system architecture, design and implementation path for each requirement.
- B. The management of changes in requirements, architecture, design and source code.
- C. The activities of defect tracking, unit testing, technical reviews, integration testing and system testing.
- D. A determination of the extent and ease with which parts of a system can be put to use in other systems.

Answer: C

QUESTION 32

While reviewing the progress of a given project during a weekly project team meeting, the project manager recognizes the team is running behind schedule. The project manager realizes it is still early in the life cycle and realizes that this project can not run late. Which control mechanism or method can the project manager use to still get the project completed on time without over scheduling resources?

- A. Use an Activity Network Method to determine critical path and slack.
- B. Use a CPM (Critical Path Method) to determine critical path and slack.
- C. Use a PERT (Program Evaluation and Review Technique) chart to determine critical path and slack.
- D. Use a Gantt chart and resource histogram to determine critical path, slack and resource leadings.

Answer: D

QUESTION 33

The project manager is tasked with the production of the initial project plan. The project manager needs to define the tasks needed for the production of the Physical Design

Specification.

Which approach should be taken in planning the production of this deliverable?

- A. Include a single task with an estimate of the effort and time to complete production.
- B. Include the estimate for the development of the Physical Design Specification with the Logical Design Specification.
- C. Assume that the estimates provided for some tasks are higher than actually needed and that they will balance out any low estimates.
- D. Develop a complete list of tasks with estimate of effort, time and resources.

Answer: D

QUESTION 34

What is the BEST approach to conflict resolution?

- A. Mutual respect and cooperation
- B. Flexibility and understanding
- C. Sincerity with prudent caution
- D. Strong convictions on the project scope

Answer: A

QUESTION 35

During the requirements analysis phase a senior business user on a project has requested that a particular function be included in the proposed system. One of the systems analysts on the team does not agree with the user's request. The project manager has examined the user's requirement and is unsure which option provides the best solution for the company and the user. The project manager discusses the requirements with the user and decides that what the analysts has provided is valid. The project manager meets with the user a second time, but is unable to persuade them to change their requirement.

Which action is the MOST appropriate?

- A. Implement the functionality as defined by the senior user's request.
- B. Implement the functionality as defined by the systems analyst's recommendation.
- C. Put the issue to the project board for resolution and document the outcome of their deliberations.
- D. Hold another meeting to attempt to persuade the senior user to change their view of the way in which their requirement should be met.

Answer: C

QUESTION 36

A project is performing well under budget, however, in order to meet the customer deliverables, the delivery date to the customer will be over two weeks late. There are no additional resources to assign to the project.

What should the project manager do?

- A. Change the scope of the client specifications in order to deliver a product on the promised delivery date.
- B. Notify the customer of the delay, and get the proper approval documented.
- C. Follow the change process outlined in the project charter.
- D. Since the project is within budget, you do not have to do anything.

Answer: B

QUESTION 37

The project manager is assigned to a large project that has been in progress for some time. The project team has just completed the design phase of the project and is working on the implementation stage. At this point, which change is possible without incurring the risk of reworking the entire design phase?

- A. Scope
- B. Mission
- C. Detailed design
- D. Delivery date

Answer: D

QUESTION 38

Under what circumstances would the project manager be required to send a change request to the sponsor and stakeholders?

- A. Any time a change request is submitted.
- B. When the costs exceed budgeted allowable variances.
- C. When there are no feasible alternatives.
- D. When the customer agrees to the changes.

Answer: B

QUESTION 39

Which type of Conflict Resolution is MOST likely to produce a win / win outcome?

- A. Forcing
- B. Smoothing
- C. Compromising
- D. Withdrawing

Answer: C

QUESTION 40

During the course of a database development project, the project manager conducts a

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review, and notices that the project is running over budget and over schedule.
What is the MOST common, non-behavioral reason for projects that exceed budget and schedule?

- A. Conducting a project with several high risks.
- B. A project with a poorly defined scope.
- C. Under allocation of needed resources.
- D. Focusing on the quality instead of schedule and budget.

Answer: B

QUESTION 41

When it appears that a technical limitation will interfere with meeting customer performance objectives, the preferred response is to:

- A. Develop alternative solutions to the problem.
- B. Develop a new WBS (Work Breakdown Structure).
- C. Notify all project stakeholders of the limitation.
- D. Update the costs to set a new project baseline.

Answer: A

QUESTION 42

If an issue cannot be resolved and remains a serious threat, it then becomes:

- A. An opportunity
- B. A critical issue
- C. Removed from the issue log and put on the project plan as a task
- D. A challenge

Answer: B

QUESTION 43

Which management theory assumes that individuals like to work, want to achieve, and can direct their own efforts?

- A. Maslow's theory
- B. Theory X
- C. Theory Y
- D. Psychoanalytic theory

Answer: C

QUESTION 44

The project manager has discovered a problem with the inventory module of the project. Measurements were specified for American Units, but the overseas programmers used

International Units.

Where in the project could this problem have been avoided?

- A. Project planning
- B. Project testing
- C. Project monitoring
- D. Project turnover

Answer: A

QUESTION 45

During project execution, a third party, responsible for developing a web utility for a Government project, reports to the project manager. One of the technologies used in the development has become obsolete. The third party proposes an alternative.

Which action should the project manager take first?

- A. Determine the impact on the overall project.
- B. Negotiate the best price for the alternative.
- C. Assign extra resources to the project.
- D. Have the management sign-off on the new alternative.

Answer: A

QUESTION 46

A critical vendor has just notified the project manager that due to circumstances outside of their control, they will be delivering critical supplies for the project two weeks later than originally planned.

What is the BEST immediate course of action?

- A. Fire the supplier and find a new vendor.
- B. Ask what caused the problem and try to solve it for the vendor.
- C. Adjust the project schedule, and seek approval for the changes from the major stakeholders.
- D. Renegotiate the price paid to the vendor for the products.

Answer: C

QUESTION 47

Select the MOST effective communication method for providing work instructions and directions.

- A. Verbal request
- B. Written communication
- C. Video conferencing
- D. Team meeting

Answer: B

Verbal communication is easier and less complicated than written communication, on the other hand, is an excellent way to get across complex, detailed messages. Detailed instructions are better provided in written form as it provides the reader the ability to go back over information they're not quite sure about.

QUESTION 48

Identify the MOST efficient intra-team communication tool.

- A. Introspection
- B. Brainstorming
- C. Metrics
- D. Inspection

Answer: B

QUESTION 49

Project and operations within a business share many characteristics. Which of the following characteristics specifically relates to projects?

- A. Performed by people.
- B. Planned, executed and controlled.
- C. Constrained by limited resources.
- D. Temporary and unique.

Answer: D

Source: Schwalbe, Kathy. Information Technology Project Management. Page 4.
ISBN: 0-619-15984-7

QUESTION 50

In the second week of implementation, the project manager receives a request from the customer to add functionality to the designed solution. What should the project manager do?

- A. Ignore the request and continue as planned.
- B. Implement the change.
- C. Analyze the customer's request.
- D. Redefine the original scope.

Answer: C

QUESTION 51

What should be developed first when allocating resources?

- A. WBS (Work Breakdown Structure)
- B. Sequence scheduling

- C. Task list
- D. Resource list

Answer: A

QUESTION 52

The power strategy that involves using one's personal knowledge to get people to change their behavior is called:

- A. Coercive power
- B. Legitimate power
- C. Expert power
- D. Reward power

Answer: C

QUESTION 53

To reduce project coordination and communication complexities, regular status meetings should be held frequently with the:

- A. Customer
- B. Stakeholders
- C. Project team
- D. Vendors

Answer: C

QUESTION 54

The purpose of Pareto Analysis is to observe the problems and determine their:

- A. Frequency of occurrence
- B. Root cause
- C. Impact
- D. Probability

Answer: A

Not B: Reason this question is suspect: The book specifically mentions "Fishbone" diagrams (sometimes called Ishikawa Diagrams) and states, "...Fishbone diagrams... trace complaints about quality problems back to the responsible production operations. In other words, they help find the ROOT CAUSE of quality problems." (Page 286) This makes the answer of "Root Cause" suspect because it specifically relates to Fishbone diagrams.

The book discusses Pareto Analysis and states, "Pareto diagrams are histograms, or column charts representing a FREQUENCY distribution that help identify and prioritize problem areas. The variables described by the histogram are ordered by FREQUENCY OF OCCURRENCE." (Page 270)

We suppose one could argue that because the book states that Pareto diagrams "help identify and prioritize problem areas" that this would be determining their "root cause" but I find it odd that the book used the exact phrase, "Frequency of occurrence" in describing the Pareto analysis and "Root cause" in describing Fishbone diagrams. Also question 78 of Part A mentions Pareto Analysis and "Frequency of occurrence"

QUESTION 55

The company is experiencing financial problems and has instituted company-wide budget cuts. The budget for an in-house project is cut in half. The manager of the project feels that the project is close to termination.

What termination strategy is being used by the company?

- A. Termination by extinction
- B. Termination by addition
- C. Termination by integration
- D. Termination by starvation

Answer: D

The difference between starvation and integration is that starvation results in funding or resource cuts, while integration results in reassignment or redeployment of the resources.

QUESTION 56

Which one of the following processes is MOST significant to meeting quality management objectives?

- A. Inspection
- B. Trend analysis
- C. Quality audits
- D. Planning

Answer: D

Quality Assurance = This process performs quality audits to determine how the project is proceeding and is concerned with making certain the project will meet and satisfy the quality standards of the project.. This process should be repeated throughout the project's remaining life.

Quality audits are performed on regular schedule or at random depending on the organizational policies. Quality audits performed correctly will provide the following benefits:

- The product of the project is fit for use and meets safety standards
- Applicable laws and standards are adhered to
- Corrective action is implemented where necessary
- The quality plan for the project is adhere to
- Quality improvements are identified

Quality audits are generally performed by experienced specialists.

QUESTION 57

A project manager is defining the scope for a project and recognizes that additional work is required for project completion that was not previously defined. When presenting this information to stakeholders, the project manager is prepared with cost and schedule variance and a new risk assessment. The stakeholders are hesitant to approve the change. What BEST practice can the project manager do to gain approval from the stakeholders?

- A. Minimize the change to the stakeholders, absorbing the costs later.
- B. Explain the change required in greater depth, pushing for the approval of the stakeholders.
- C. Minimize the change by only giving small portions of the change required at a time.
- D. Explain the rationale for the change, the consequences if not approved, and how costs could be mitigated through use of an in place contingency plan.

Answer: D

QUESTION 58

If the risk probability is 35% and the consequence is determined to be \$74,500, what is the risk exposure?

- A. \$26,075
- B. \$2,607,500
- C. \$2,128,57
- D. \$212,857

Answer: A

QUESTION 59

Which component is part of an effective communication plan?

- A. Data flow diagrams
- B. Frequency
- C. PERT (Program Evaluation and Review Technique)
- D. Sign-off procedures

Answer: B

QUESTION 60

An IT Project Manager is selected for a software package project with a specific deadline and quality requirements. The client has emphasized several times how important the quality of the software is, and they have limited technical support staff. The IT Project Manager recognizes that quality is of utmost importance.

Which fundamental tenant of mechanism can be implemented to ensure quality is MOST likely to be achieved?

- A. Planning it into the project.
- B. Developing careful mechanism to inspect for quality.
- C. Striving to do the best job possible.
- D. Conducting quality circle activities.

Answer: A

QUESTION 61

The SOW (Statement of Work) is another name for the:

- A. WBS (Work Breakdown Structure).
- B. Cost benefit analysis.
- C. Requirements specifications.
- D. Narrative description of the work to be accomplished.

Answer: D

SOW contains the details of a procurement item in clear, concise terms and includes the project objectives, a description of the work of the project, concise specifications of the product or services required and a project schedule. Either buyer or seller may prepare the SOW.

QUESTION 62

A Confronting (or Collaborating) conflict resolution mode will handle conflicts by:

- A. Having the parties work through their disagreement directly.
- B. Avoiding areas of difference and emphasizing areas of agreement.
- C. Bargaining and searching for solutions that bring some degree of satisfaction to each party in a dispute.
- D. Exerting one party's viewpoint at the potential expense of another.

Answer: A

QUESTION 63

Which task characteristics affects the estimated effort for human resources?

- A. Task cost
- B. Task scope
- C. Sequence in the critical path
- D. Predecessors and successors

Answer: B

QUESTION 64

The project team is in the process of designing and developing a CBT (Computer Based Training) application to support the deployment of a new system.

Which strategy would contribute to assuring a quality CBT (Computer Based Training)?

- A. Implementing a status reporting process.
- B. Using a proven CBT (Computer Based Training) application methodology.
- C. Developing an understanding of the project sponsor's acceptance criteria.
- D. Using performance measurement tools to track and monitor project performance.

Answer: C

QUESTION 65

Which factor has the greatest impact on the actual duration of project tasks?

- A. Task cost
- B. Resource capabilities
- C. Historical information
- D. Predecessors and successors

Answer: B

QUESTION 66

Identifying and managing the critical path is vital to the success of a project because:

- A. Staffing peaks and values will affect the quality of the work project.
- B. Crashing-cost, or speeding-up cost, on the critical path are higher than for any other project activities.
- C. Activities on the critical path do not have any slack time.
- D. The starting date must be calculated by working backward from finish to start.

Answer: C

QUESTION 67

As the project manager builds the project team, recruiting the right personalities for the work can be key to the success of the project.

Which of the following is the BEST match of project focus to personality types?

- A. Creative focus: attention to detail, structured thinker
- B. Technical execution focus: independent thinker, self-starter
- C. Multidisciplinary focus: loyal, committed
- D. Problem resolution focus. attention to detail, high integrity

Answer: D

QUESTION 68

A project charter and a list of high level project requirements enables the project manager to identify:

- A. The project WBS (Work Breakdown Structure).

- B. The high level value of the project to the sponsors and users.
- C. The definitive project schedule and budget.
- D. A detailed, bottom-up budget.

Answer: B

QUESTION 69

A necessary task in preparation of the Close Out phase is:

- A. Project review
- B. Risk assessment
- C. Change control
- D. Configuration management

Answer: A

QUESTION 70

As part of the overall scope definition and project planning in the initiation phase of a project, the project charter and SOW (Statement of Work) require the project manager to:

- A. Investigate industry specific regulations for impact on the plan.
- B. Obtain team member agreement on tasks and duration.
- C. Develop detailed WBS (Work Breakdown Structures).
- D. Include contingencies for unknowns.

Answer: A

QUESTION 71

The project team is nearing the end of development and is ready to start testing the entire application.

Which kind of testing will they perform?

- A. UAT (User Acceptance Testing)
- B. Module
- C. Unit
- D. System

Answer: D

QUESTION 72

In the planning stages monies need to be budgeted for which one of the following after Close Out tasks?

- A. Re-planning
- B. Maintenance
- C. Change control to new project scope

D. Configuration management

Answer: B

QUESTION 73

Which of the following are included in the goals of the Close Out phase?

- A. Stakeholder Approval
- B. Product Testing
- C. User Training
- D. User Acceptance

Answer: D

Not C: User training is clearly defined in the book as part of the implementation phase.

Source: Schwalbe, Kathy. Information Technology Project Management. Page 44-45.

ISBN: 0-619-15984-7

QUESTION 74

As part of the project closure process the project manager should document the:

- A. SOW (Statement of Work)
- B. WBS (Work Breakdown Structure)
- C. Formal acceptance from stakeholder
- D. Change control processes

Answer: C

QUESTION 75

During an approved project, a vendor contacts the project manager requesting a delay in delivering a required product by two weeks. This will delay the project completion time.

The project manager explains to the vendors that a delay in shipment will cause the project to run beyond schedule, and tries to negotiate the delivery time.

How might this situation BEST be handled?

- A. Explain the impact of a late shipment to the vendor, request at least partial shipment to avoid running beyond the scheduled time of completion, and call a meeting to inform the stakeholders of the project situation.
- B. Utilize a project crash schedule to accommodate for the shipment delay and maintain the project completion time.
- C. Explain to the vendor that the impact of a late delivery will cause the project to run beyond schedule, request the vendor to compensate your company for penalties caused by the late shipment, and inform the stakeholders of the project the situation.
- D. Inform the stakeholders of the project the schedule delay and get approval to use another vendor to deliver the product.

Answer: A

QUESTION 76

A long pending issue has begun to involve and affect more people, thus generating many dependencies.

How should the project manager BEST handle this situation?

- A. Escalate it to upper management.
- B. Break the issue into logical sub-issues.
- C. Baseline the project schedule.
- D. Perform risk management.

Answer: B

QUESTION 77

Given a limited resource from a cost-functional group, which of the following will help insure follow-through?

- A. Get approval from the manager of the resource.
- B. Earn the respect of the resource.
- C. Try to gain direct control over the resource.
- D. Let the resource do what they are told.

Answer: A

QUESTION 78

Which tool is the MOST effective for classifying issues by their frequency of occurrence?

- A. Control charts
- B. Flow charts
- C. Pareto diagrams
- D. Trend analysis

Answer: C

QUESTION 79

The project manager has been asked by the customer to make significant changes to the project. These changes were not addresses in the Design Document or Project Scope.

What is the BEST way for the project manager to respond to the request?

- A. Inform the customer that changes to the scope are not allowed.
- B. Submit a Change Request to the Change Control Board.
- C. Implement the requested changes as requested immediately.
- D. Redesign the entire project from scratch.

Answer: B

QUESTION 80

What performance reporting technique will the project manager use to determine project results over time to determine if performance is improving or deteriorating?

- A. Status reports
- B. Pareto reports
- C. Trend analysis
- D. Fishbone diagram

Answer: C

QUESTION 81

Of all the potential conflict in a project, which one is most detrimental to team performance and results?

- A Staffing conflicts
- B Personality clashes
- C Technical trade-offs
- D Scheduling conflicts

Answer: A

Personality clashes are the most detrimental to team performance.

QUESTION 82

Which part of the project planning document is used to control scope creep?

- A quality of deliverables
- B Number of team members
- C Budget restrictions
- D hanged management process

Answer: Pending. Send your suggestion to [feedback@ Certkiller .com](mailto:feedback@Certkiller.com)

QUESTION 83

Which of the following communications techniques would best improve stakeholders' understanding of the project?

- A. Executive e-mail to all staff on project objectives and desired outcomes
- B. Executive meetings with stakeholders to explain the project objectives and desired outcomes
- C. Town hall meetings with project team providing information and stakeholders having the ability to ask questions
- D. Stakeholder representations on the project management team

Answer: Pending. Send your suggestion to [feedback@ Certkiller .com](mailto:feedback@Certkiller.com)

QUESTION 84

The project team has been working to complete the scope definition and is presenting the scope statement to the sponsor customer asks for changes. As the project manager, which is the best approach ?

- A. Listen to the request and indicate more resources will be required in order to complete the project on the same date
- B. Accept the changes and go away to come back with a changed scope statement
- C. Indicate that the time line for the project to deliver will be extended
- D. Outline the impacts of change on meeting the project objectives using scope, time and cost change examples

Answer: D

QUESTION 85

Senior management involvement in projects is critical to success. Which of the following is not a good example of senior management involvement?

- A Review and assignment of resources according to WBS
- B Involvement in the project charter and scope
- C Definition an approval of project scope
- D Signing off on key deliverables

Answer: A

Explanation: This answer makes the most sense because it is a well known good standard practice that senior management sign off on key deliverables, and the same is true for involvement in the project charter and scope. Defining and approving the project scope is a great practice for senior management.

Review and assignment of resources according the WBS is not a good example of senior management involvement because this is a function of the project manager. This interferes with the project manager's decision making and could hinder the project.

Answer A) is really the only possible answer.

QUESTION 86

Which on the following should be included in a project charter and scope definition?

- A Standard coding methodology
- B WBS (Work Breakdown Structure)
- C CPM (Critical Path Method)
- D Completion criteria

Answer: D

Explanation: The standard coding methodology has nothing to do with the project charter and scope definition. This will be addressed during design and development. The work breakdown structure cannot be started until the charter and scope definition have

been completed. The critical path method has nothing to do with the charter or scope definition and is a methodology implemented by the project manager upon completion of the work breakdown structure. The completion criteria is the only possible answer as it indicates the criteria needed to produce the deliverables.

QUESTION 87

Which of the following is an output of the initiation phase of a project?

- A Project plan with resources allocated
- B Project charter
- C WBS (Work Breakdown Structure)
- D Task listing

Answer: B

QUESTION 88

Which of the following techniques is used for tracking the project risk?

- A Probability-Impact Matrix
- B Pareto chart
- C R-Chart
- D Pert (Program Evaluation and Review technique) analysis

Answer: A

Source: Schwalbe, Kathy. Information Technology Project Management. Page 402.
ISBN: 0-619-15984-7

QUESTION 89

Which method is a valid approach for developing project task duration estimates?

- A Expert judgment
- B Value Engineering
- C Stochastic estimating
- D Bottoms-up estimating

Answer: A

Source: Schwalbe, Kathy. Information Technology Project Management. Page 191.
ISBN: 0-619-15984-7

The book states:

"It is also helpful to review similar projects and seek the advice of experts in estimating activity durations."

QUESTION 90

Which factor has the greatest impact on the estimated per unit labour cost for a project?

- A Historical information
- B Use of outside vendors
- C Change control processes
- D Human resources skill level requirements

Answer: D

QUESTION 91

Which is the most effective method for generating support for your project plan?

- A Requiring stakeholders to sign-off on project plan components
- B Requesting input from all stakeholders during the planning process
- C Providing an open line of communication regarding the project
- D Clearly illustrating how the project relates to the company's objectives

Answer: Pending. Send your suggestion to feedback@Certkiller.com

QUESTION 92

During the project scope planning process, The WBS (Work Breakdown Structure) should be developed to:

- A The sub-project levels by phase
- B The levels that allow for adequate estimations of effort and cost
- C The levels determined by the project sponsors
- D The appropriate cost centre levels for budgeting as established by the company's Accounting Department

Answer: B

The WBS is a grouping of scheduled project tasks and deliverables that includes descending levels of detailed task definition. It does not affect the actual duration of tasks.

QUESTION 93

Within information Technology projects, communications between the project manager and the project team members place:

- A By written and oral communication.
- B Via a weekly status report
- C Through the formal chain of command
- D With approved template forms

Answer: A

Source: : Schwalbe, Kathy. Information Technology Project Management. Page 357. ISBN: 0-619-15984-7

The book states, "Effective distribution of information depends on project managers and project team members having good communications skills. Communicating includes many different dimensions such as writing, speaking, listening, and project personnel need to use all of these dimensions in their daily routines."

QUESTION 94

As a rule of thumb for QA (Quality Assurance) activities , how many hours of downstreams QA (Quality Assurance) each hour spent on technical reviews early in the project ?

- A Up to 5
- B Up to 10
- C Up to 15
- D Up to 20

Answer: Pending. Send your suggestion to feedback@Certkiller.com

QUESTION 95

What is a possible acceptable outcome from a review of the project requirements with the client?

- A Create a negotiated requirements list based upon compromise
- B Agree to disagree on some requirements and move forward with the planning phase
- C Agree on revisions that need to be made to the requirements , then resubmit for review and approval
- D Agree on revisions that need to be made to the requirements, then move forward with the planning phase

Answer: C

QUESTION 96

A When does defect resolutions occur within the project life cycle?

- B After the product acceptant testing occurs
- C As soon as defect is found
- D Anytime during the project life cycle prior to delivery as specified in the project plan

Answer: Pending. Send your suggestion to feedback@Certkiller.com

QUESTION 97

When the authority to approve revisions of scope is in questions, the project manager should:

- A Ask the project sponsor
- B Review the original project charter
- C Refer to the change project plan
- D Make a decision based on the company's organizational chart

Answer: B

Source: Schwalbe, Kathy. Information Technology Project Management. Page 357.

ISBN: 0-619-15984-7

The book states, "A project charter can be as simple as a one-page form or memo from a senior manager briefly describing the project and listing the responsibilities and authority of the new project managers and stakeholders."

In addition, the project charter defines the roles and responsibilities of officials related to the project. It would make the most sense to review the original project charter when the authority to approve revisions is in question. Annoying the project sponsor would most likely produce the answer, "What does the project charter say?"

QUESTION 98

Which of the following is a possible response to a risk threat?

- A Denial
- B Mitigation
- C Decision Analysis
- D Opportunity

Answer: B

Source: Schwalbe, Kathy. Information Technology Project Management. Page 412.

ISBN: 0-619-15984-7

The risk response areas are: Risk avoidance, Risk acceptance, Risk transference, and Risk mitigation.

QUESTION 99

Which one of the following will ensure that all members of the project will have full knowledge of the project's progress?

- A WBS (Work Breakdown Structure)
- B Standardized communications
- C Scope document
- D Data flow diagram

Answer: B

The communication plan is a component of the project plan. It is usually created in the earliest project phases and refined as the project progress.

QUESTION 100

Any document procedure used to apply technical or administrative direction to the functional and physical characteristic or system is an example of:

- A resource management
- B Configuration management
- C Schedule management
- D Risk management

Answer: B

Source: Schwalbe, Kathy. Information Technology Project Management. Page 126.

ISBN: 0-619-15984

QUESTION 101

A successful project manager is both a manager and:

- A Technical expert
- B Stakeholder
- C Leader
- D Sponsor

Answer: C

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Explanation: Technical expertise is nice but not necessary. Recent studies have shown that project managers without IT backgrounds are proving highly successful even though they do not possess the technical knowledge. It makes no difference if the project manager is a stakeholder or a sponsor. He will still encounter the same managerial challenges regardless. Clearly strong leadership and managerial skills are the prime ingredients of a good project manager.

QUESTION 102

A project is behind schedule. Of the following steps to take corrective action, which one is not needed?

- A Implement a corrective action strategy
- B Adjust the profit requirements for the project
- C Clearly identify the root cause of the problem
- D Follow up to check on results of the corrective action
- E Identify a team member to be accountable for correction

Answer: E

QUESTION 103

To crash a project most effectively, additional resources or overtime should be assigned to which of the following?

- A All Tasks defined in WBS
- B Those activities that match the skill set of the additional resources available
- C The activities with the greatest degree of risk according to risk management
- D Activities along the critical path starting with those longest in duration

Answer: D

Source: Schwalbe, Kathy. Information Technology Project Management. Page 201.
ISBN: 0-619-15984-7

QUESTION 104

Of the following problem solving skills, which one will generate the MOST options to solving a problem?

- A Critical Path analysis
- B Failure mode and Effect Analysis
- C Brainstorming
- D Decision Tree

Answer: C

QUESTION 105

What is generally the most revised document on projects?

- A Project Plan
- B Issue log
- C Final acceptance document
- D Change request log

Answer: B

The issue log sets up a forum where problems that crop up as the project is being implemented can be noted, worked on, and dealt with.

QUESTION 106

Why would a project manager want to fast track a project?

- A Reduce project duration
- B Lessen project risk
- C Reduce project costs
- D Increase team productivity

Answer: A

Source: Schwalbe, Kathy. Information Technology Project Management. Page 201.
ISBN: 0-619-15984-7

QUESTION 107

The product of frequency of conflict and the magnitude of conflicts is call

- A Conflict intensity
- B Conflict consequence
- C Conflict management
- D Expected conflict

Answer: Pending. Send your suggestion to feedback@Certkiller.com

QUESTION 108

The first step in the project close out phase is:

- A Contract completion
- B User acceptance
- C Final documentation
- D Lessons learned

Answer: B

Source: Schwalbe, Kathy. Information Technology Project Management. Page 45.
ISBN: 0-619-15984-7

QUESTION 109

The last deliverable at the close out meeting is :

- A Source code
- B Password
- C Lesson learned
- D Test results

Answer: C

Source: Schwalbe, Kathy. Information Technology Project Management. Page 45.
ISBN: 0-619-15984-7

QUESTION 110

Which component is used to identify detailed project scope, estimate resource requirements, estimate activity durations and estimate costs?

- A. Project plan
- B. Implementation plan
- C. Business requirements
- D. WBS (Work Breakdown Structure)

Answer: D

QUESTION 111

One of the developers on a project strongly disagrees with the current corporate development standards, and believes an alternative approach to the task is superior. The project manager does not have the technical expertise to make a valid judgment as to whether the developer has a better approach. What should be done?

- 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 SMEs (Subject Matter Experts) to obtain a decision on changing the standards, or obtain an exemption from the standards for the project.

Answer: D

QUESTION 112

A project charter is an early high level document developed in the initiation or planning stage of a project. What is a key component of the project charter?

- A. High level project scope
- B. System test plan
- C. System deployment plan
- D. Business architecture plan

Answer: A

QUESTION 113

A project charter is an early high level document developed in the initiation or planning stage of a project. What is a key component of the project charter?

- A. System test plan

- B. Project objectives and success criteria
- C. Project communication plan
- D. Hardware and software requirements
- E. Detailed current state activity process map

Answer: B

QUESTION 114

The sponsor on a key Enterprise project wants to get started right away. Of the items listed, which is the MOST important for the project manager to have before starting?

- A. Formal signoff of the project charter
- B. Project cost including detailed budget
- C. Detailed project scope
- D. Projected project duration

Answer: A

QUESTION 115

The breakdown of project deliverables into small self-contained elements and assigning them to resources is called:

- A. cost benefit element definition.
- B. WBS (Work Breakdown Structure) planning.
- C. scope definition planning.
- D. deliverables definition planning.

Answer: B

QUESTION 116

When assessing the feasibility and viability of a given project in the initiation stage of a project, which factor listed below is the LEAST important?

- A. RFP procedures and evaluation criteria
- B. Completion criteria
- C. Project scope, time and cost
- D. Senior management commitment

Answer: A

QUESTION 117

The review and approval of the project business case and ROI (Return on Investment) should be held before:

- A. defining the stakeholders.

- B. stating project success criteria.
- C. obtaining consensus on project mission.
- D. proceeding to the project planning phase.

Answer: D

QUESTION 118

The client has identified that project quality is most important to them. The IT Project Manager in charge of developing a software package has a deadline for when the project must be completed. During a weekly team progress meeting, it is discovered that the next milestone will not be achieved on schedule. Upon further research, the project manager discovers that it is still possible to complete the next milestone on schedule if resources are added, which will pose additional costs to the project. What would be the BEST course of action to follow from this point?

- A. Use the CPM (Critical Path Method) to eliminate slack and procure additional resources to ensure project completion by the given deadline using a contingency plan to cover the costs of additional resources
- B. Schedule a meeting with the stakeholders and request additional funding to ensure the project is complete on time
- C. Inform the stakeholders that the project will run beyond schedule, use the CPM (Critical Path Method) to identify and eliminate excess slack, and request additional resources to complete the project on time.
- D. Inform the stakeholders of the project status, explain how the deadline can still be met if additional resources are procured, mitigate the costs with an in-place contingency plan, and ensure the stakeholders that the quality of the project will not be comprised

Answer: D

QUESTION 119

A key activity for achieving customer satisfaction on Information Technology projects is to define end user:

- A. requirements.
- B. benefits.
- C. costs.
- D. preferences.

Answer: A

QUESTION 120

Which criteria is it important to refer to in the scope document?

- A. Budget
- B. Completion

- C. Quality
- D. Schedule

Answer: B

QUESTION 121

The project sponsor is responsible for:

- A. both project funding and outcome.
- B. neither project funding nor outcome.
- C. project funding but not outcome.
- D. project outcome but not funding.

Answer: A

QUESTION 122

What is a constraint that may affect the scope of the project?

- A. Completion criteria
- B. Lessons learned
- C. Communication framework
- D. Required end date

Answer: D

QUESTION 123

The IT Project Manager is handed a project charter and scope document which outlines every aspect of a new company approved project. The IT Project Manager takes this document to the project start-up meeting. Of the choices below, select the BEST choice of who should receive this document.

- A. The project team and sponsors
- B. The project office and project team
- C. The project team and client
- D. The stakeholders and project team

Answer: D

QUESTION 124

Which planning tool should a project manager use to determine the project work effort?

- A. Risk analysis
- B. Cost benefit analysis
- C. Project kickoff meeting
- D. WBS (Work Breakdown Structure)

Answer: D

QUESTION 125

Selecting the right (or wrong) team members can affect morale, timelines and quality. Based on the quotes below, who would the project manager be LEAST likely to add to the team?

- A. "Let's take a vote on this."
- B. "This idea didn't work for our competitor so why do we think it will work here?"
- C. "Benchmarking studies indicates that?"
- D. "The idea is workable but we may have to make some small changes."

Answer: B

QUESTION 126

What is the role of the line manager in a project plan?

- A. Provide resources to a project
- B. Request requirements changes
- C. Resolve team conflicts
- D. Control the project budget

Answer: A

QUESTION 127

Why is user sign-off a part of the Quality Management Plan?

- A. To ensure that the project conforms to the user's expectation of budgetary constraints
- B. To ensure that the project conforms to the users expectations as it relates to the quality of the product
- C. User sign-off is not a part of the Quality Management Plan
- D. To ensure that the user will not submit a change request late in the project

Answer: B

QUESTION 128

Project communication planning is often tightly linked with:

- A. organization planning
- B. budget creation
- C. stakeholder identification
- D. resource planning

Answer: A

QUESTION 129

What is a role of the project manager in a project?

- A. Provide resources to the project
- B. Manage human relationships within the team
- C. Complete the tasks assigned
- D. Defining the project's overall priority in the organization

Answer: B

QUESTION 130

The project manager is creating a project plan for the project. The project manager has identified the tasks and assigned appropriate resources. The tool being used reports that several resources are over allocated. Which would be the project manager's next step?

- A. Remove resources
- B. Ask for more resources
- C. Resource leveling
- D. Budget overtime

Answer: C

QUESTION 131

Which statement about estimating methods is true?

- A. Engineering estimates are necessary when there is insufficient data, unknown relationships or lack of product definition
- B. Parametric estimates are relatively simple and low cost to create
- C. Subsystem analogy estimates are inherently more accurate than other methods
- D. Expert opinion estimates are limited to stable technology

Answer: B

QUESTION 132

The project manager has completed the project plan and presented it to the project sponsors for sign-off. Although the sponsors was consulted numerous times during the planning process, there is a significant discrepancy in the final schedule. The sponsors refuses to approve the plan. Which of the following strategies would be the MOST effective to resolve the situation?

- A. Interview the sponsors to identify the specifics of the scheduling concern and to discuss overall project objectives
- B. Attempt to persuade the sponsors that the existing schedule should remain in the plan

- C. Modify the schedule in order to obtain sign-off, knowing that the "true" schedule may vary from the project plan.
- D. Prepare a written recommendation suggesting the project be cancelled based on lack of support from sponsors

Answer: A

QUESTION 133

Which statement describes a realistic basis for setting and measuring project targets?

- A. Milestones are set in the plan and should not move
- B. A milestone is a target that is reset whenever the project critical path changes
- C. Projects should be planned to include go / no go decision points that are based upon and initiated by the completion of major deliverables
- D. The completion of the system analysis phase that identifies many more requirements than originally expected, should not cause any changes to the project budget

Answer: C

QUESTION 134

How does the project manager prioritize risk?

- A. By financial impact
- B. By timeline impact
- C. By overall impact on the project
- D. By executive priorities

Answer: C

QUESTION 135

A project executive presented the project manager with the following high level requirements statement:

Our company needs a purchasing system where the Purchasing department can: create a purchase order using a vendor catalog database; route the purchase order for approval; verify the receipt of the order; notify the Accounts Payable department to pay the vendor.

Which statement is a functional requirement based on the project executive's statement?

- A. Notify the approver of a purchase order
- B. Determine how the requisition process interacts with the new purchasing process
- C. Change the purchasing process to accommodate the elimination of a hard-copy purchase order
- D. Develop instructor led training program support with instructor and student

manuals and job aids

Answer: A

QUESTION 136

Which statement BEST describes "Bottom Up" estimating?

- A. It is the simplest method for estimating costs on a project with many similarities to other successful projects
- B. It requires the planner to use as much detail as possible and to divide the project into work packages small enough to allow accurate cost estimates
- C. It can be visually represented on a PERT (Program Evaluation and Review Technique) or Gantt chart
- D. It requires that a single activity or event have interdependencies with predecessor, successor and parallel activities or events

Answer: B

QUESTION 137

What is the MOST accurate way to determine a project's duration before execution?

- A. The project manager performs all estimates
- B. Incorporate each individual worker's estimates
- C. Acquire expert estimates
- D. There is no way to determine the duration

Answer: B

QUESTION 138

During the development of an approved project, the project manager recognizes that the scope of the project was not well defined, causing a significant budget increase and delay of deliverables. The project manager requests a meeting with the project stakeholders to inform them of the required scope deviations. How should the project manager BEST approach the scope variance for this project?

- A. Prepare a new WBS (Work Breakdown Structure) showing the time required for project completion and the new required budget
- B. Inform the stakeholders of the required schedule and budget changes, mitigate additional costs with an in place contingency plan, and get written approval for the changes required
- C. Inform the stakeholders of the required budget and time needed to complete the project, along with financial justifications such as Earned Value Analysis, ROI (Return on Investment), and Schedule Variance
- D. Define the cost and schedule variance and ask for approval for the required changes

Answer: B

QUESTION 139

Given a team performance problem, which is the MOST appropriate action?

- A. Develop an improvement plan
- B. Talk about concerns
- C. Send a memo to the team
- D. Isolate the problem person

Answer: A

QUESTION 140

What additional information does the responsibility Gantt chart provide when compared with the responsibility matrix?

- A. Costs
- B. Managers
- C. Task Owners
- D. Time

Answer: D

QUESTION 141

A 2-person team was given verbal instructions from a project lead. After finishing the assignment the project lead received a call from the customers asking why certain components of the project had not been completed. How could have the project lead BEST been able to prevent this from happening?

- A. Provide a clearly defined list of tasks in written form
- B. Request that the customer monitor the team's work
- C. Provide a high level list of tasks for the project
- D. Commence the execution of tasks earlier

Answer: A

QUESTION 142

Which is an effective conflict resolution method?

- A. Problem solving
- B. Forcing
- C. Compromise
- D. Withdrawal

Answer: A

QUESTION 143

The project manager for a new infrastructure upgrade has been inundated with requests for minor changes. These changes have begun to add up to delays and major changes in the project. In response to these requests the project manager has decided to implement a full Change Control System. The project manager is responding to problems generated by:

- A. scope creation
- B. scope approval
- C. scope creep
- D. scope avoidance

Answer: C

QUESTION 144

During the development phase of a project, the project team has identified a number of risks that could impact the quality of the outcome. Prior to developing a response plan for the risks the team should:

- A. disregard any risks not on the critical path
- B. list all constraints of the project
- C. analyze the probability that each risk will occur and the potential impact of each risk
- D. use PERT (Program Evaluation and Review Technique) methodology to prioritize the risks

Answer: C

QUESTION 145

After several changes are made on a project in the initiation phase, an executive is hesitant to commit to continued support for the project. What is the MOST appropriate way to regain this commitment?

- A. Give the executive the financial statement to show that the company will still be profitable
- B. Involve the executive in the weekly progress meetings and communications, along with providing ROI (Return on Investment) and risk analysis
- C. Listen to the doubts the executive has and address the person's hesitations, involve the executive in project meetings and communications, and explain how these changes are in the executive's best interests
- D. Give the executive the choice to not be a part of that project, since they are not a primary decision maker

Answer: C

QUESTION 146

If your project has five team members, how many communication channels do you have?

- A. 5
- B. 6
- C. 10
- D. 25

Answer: C

QUESTION 147

A team leader has been promoted to be acting project manager while the manager is on personal leave. Several of the other team members were not told of this organizational change and no longer want to participate on the team. The project manager spoke with these team members several times and had not resolved the problem. What should the acting project manager do next?

- A. Escalate the problem within the organization
- B. Build a completely new team to finish the project
- C. Add new people to the team to balance the workload
- D. Work with the remaining team members to meet the goals
- E. Ask that the reluctant team members be re-assigned to another team

Answer: A

QUESTION 148

When should the results of a communication plan be reviewed?

- A. During creation of the project plan
- B. At project closure
- C. Throughout the project
- D. At communication plan approval

Answer: C

QUESTION 149

Which is the BEST method for evaluation and selecting new and /or untested technology?

- A. Cost / Benefit Analysis
- B. Delphi Technique
- C. Risk Assessment
- D. Pilot / Prototyping

Answer: D

QUESTION 150

Adjusting resources allocated to various tasks within a project in order to maintain consistent resource loading is called resource:

- A. crashing
- B. dividing
- C. restructuring
- D. leveling

Answer: D

QUESTION 151

What method should the project manager use to analyze complex problems that appear to have many interrelated causes?

- A. Pareto Diagram
- B. Fishbone Diagram
- C. Network Diagram
- D. Monte Carlo Diagram

Answer: B

QUESTION 152

Although small changes may be absorbed into a project without modifying the scope, which one of the following entities should address significant changes to the scope?

- A. Contract Administrator
- B. Change Control Board
- C. Quality Manager
- D. Functional Manager

Answer: B

QUESTION 153

The Delphi Technique is BEST suited for:

- A. generating new ideas
- B. product selection
- C. problem solving
- D. resolving disputes

Answer: C

QUESTION 154

Resource, schedule and customer expectation deviations to the original Project Scope should be handled by implementing a:

- A. Conflict Resolution Process
- B. Conflict Management Process
- C. Change Control Process
- D. Risk Management Process

Answer: C

QUESTION 155

During an E-business implementation, the project manager notices that different team members do not work well together. Because of this, the project suffers a severe delay. What should the project manager do?

- A. Redefine the team members' roles and responsibilities
- B. Sit down with the relevant team members to discuss their interaction
- C. Force the team members to cooperate
- D. Reward the team members who do work well together

Answer: B

QUESTION 156

The project manager for a new accounting software has been informed during the implementation phase that the software is prone to breaks and crashes. This would be an indication of poor quality in:

- A. design
- B. management
- C. concept
- D. testing

Answer: D

QUESTION 157

The risk response strategy that seeks to reduce the probability or the impact of an adverse risk event to an acceptable threshold is called:

- A. risk avoidance
- B. risk transfer
- C. risk mitigation
- D. risk acceptance

Answer: C

QUESTION 158

If the risk exposure is \$2,496, and the risk consequence is \$6,400. What is the risk probability?

- A. 3.90%
- B. 39%
- C. 24.96%
- D. 64%

Answer: B

QUESTION 159

In managing a project, the BEST way to prepare for the unexpected departure of a key member would be by:

- A. a preemptive strike
- B. cross training
- C. shifted workload to other team members
- D. use of Temp Agency

Answer: B

QUESTION 160

An IT Project Manager sends a network engineer on his matrix project team an email asking him to prepare a detailed technical report per some instructions given in the e-mail. A week later the network engineer's department manager visits the project manager to complain that the engineer spent 45 hours preparing an 80-page report. The project manager indicates that he thought the report would only be four pages long. Which is the primary issue that could cause this conflict?

- A. Lack of expertise on behalf of the network engineer in preparing technical documentation
- B. Lack of instructions defined in the e-mail produced "out of scope" work
- C. Under allocation of resources regarding the network engineer
- D. The network engineer's department head under allocated the network engineer's time required to complete the task given

Answer: B

QUESTION 161

In which of the following organizational structures does the project manager have the LEAST authority?

- A. Project organization
- B. Strong Matrix organization
- C. Weak Matrix organization

D. Functional organization

Answer: D

QUESTION 162

Over the course of a long-term project, there have been several major change orders and the project manager is aware that the project has exceeded the originally planned schedule and budget. The project manager schedules a meeting with the stakeholders to examine this project. After a long and careful examination of the project during the meeting, it is determined that this project is no longer an innovation as planned, but may still have some usefulness for the future. What is the MOST appropriate course of action?

- A. Continue the project until completion and determine whether it can be used or not at that time
- B. Determine the salvage value of the project, terminate the project and complete an End of Project review for future learning, and copyright the idea if possible, since the project no longer serves the company's purpose
- C. Continue the project with no change orders to fit the company's needs
- D. Terminate the project and complete an End of Project review

Answer: B

QUESTION 163

The IT Project Manager notices a schedule variance on one of the deliverables of the project, The BCWP (Budgeted Cost of Work Performed) is \$7,000, the ACWP (Actual Cost of Work performed) is \$9,000, and the BCWS (Budgeted Cost of Work Schedule) is \$11,000 for the week. Based on these totals, the project is:

- A. ahead of schedule by \$4,000 for the week
- B. ahead of schedule by \$2,000 for the week
- C. behind of schedule by \$4,000 for the week
- D. behind of schedule by \$2,000 for the week

Answer: C

QUESTION 164

Who is responsible for the preparation of the Post Implementation Evaluation Report?

- A. User
- B. Project Manager
- C. Sponsor
- D. Senior Engineer

Answer: B

QUESTION 165

Which of the following should be discussed in a Project Close Out meeting?

- A. Ongoing maintenance
- B. Re-assignment of resources
- C. Assessing blame
- D. Project charter

Answer: A

QUESTION 166

What is the primary reason for conducting a post mortem meeting when the project is completed?

- A. To plan for project implementation
- B. To determine the scope of the project
- C. To obtain sign-off on the project completion
- D. To assess the project's strengths and weaknesses

Answer: D

QUESTION 167

What is the last major phase of a project?

- A. Turnover
- B. Close Out
- C. Acceptance
- D. Review

Answer: B

QUESTION 168

The critical path needs to be reduced by 25%. All of the following actions are relevant in accomplishing this objective EXCEPT?

- A. Adding resources
- B. Eliminating float
- C. Crashing time schedule
- D. Paralleling activities

Answer: B

The critical path is the series of consecutive activities that represent the longest dependent path through the project. Since a risk to a step in the critical path could potentially increase the time it takes to get the step done, it can directly affect the project's completion date.

QUESTION 169

Which of the following conflict resolution approaches is likely to lead to the MOST lasting solutions?

- A. Negotiating
- B. Smoothing
- C. Problem-solving
- D. Compromising

Answer: C

QUESTION 170

Which three items always require management approval? (Choose three)

- A. Funding
- B. Methodology
- C. Allocated resources
- D. Business objectives

Answer: A, C, D

QUESTION 171

An individual's willingness to take a risk can be determined by:

- A. Decision tree modeling
- B. Monte Carlo method
- C. Sensitivity analysis
- D. Utility theory

Answer: D

QUESTION 172

What is a valid condition for initiating a project scope change request?

- A. Vendor delivery problems.
- B. Project schedule slippage.
- C. Unresolved project issues.
- D. New requirements introduced by stakeholders.

Answer: D

QUESTION 173

The BEST way to organize project activities for scheduling is by the:

- A. Work breakdown structure.

- B. Critical path.
- C. Task start date.
- D. Responsible organization.

Answer: A

QUESTION 174

You are given a project that executive management believes is performing badly. The previous project manager was not always able to obtain consensus among stakeholders regarding the project deliverables. After meeting the stakeholders, you decide that it will be impossible to satisfy everyone.

What should you do?

- A. Assess the staffing requirements and recruit more staff to get the project back on plan.
- B. Accept that it is impossible to satisfy everyone and concentrate on the needs of the senior user.
- C. Canvass stakeholders for their ideas concerning potential functionality and produce deliverables that provide the most requested functions.
- D. Request a meeting to obtain agreement on the need for formal project sponsor sign-off for all major deliverables prior to the commencement of their development.

Answer: D

QUESTION 175

You are the manager of a project that began four months ago. The project has been championed for a year by the division vice president, but the ongoing sponsorship and funding control has been delegated to one of the division directors. Several other managers are also on the approval list for major project documents. The initial project documentation has been completed and approved, and the project is on schedule. The requirements have been identified, documented, and submitted for sponsorship approval. The required approvals are received on the last day allocated for the approval cycle. However, one manager's approval is contingent upon the addition of three significant requirements. These requirements were not anticipated in the original scope of the project, nor were they discovered during the requirements analysis phase.

Which risk do you most likely need to address?

- A. Changing project scope.
- B. Loss of sponsor support.
- C. Changing project funding.
- D. Changing project schedule.
- E. Changing project resources.

Answer: A

QUESTION 176

Conflict resolution techniques that may be used on a project include:

- A. Withdrawing, compromising, controlling, and forcing.
- B. Controlling, forcing, smoothing, and withdrawing.
- C. Confronting, compromising, smoothing and directing.
- D. Smoothing, confronting, forcing, and withdrawing.

Answer: D

Resolving Conflicts Page 311-313 PMP Book Sybex ISBN: 0-7821-4106-4

QUESTION 177

To verify that the scope of the project is being met, it is necessary to:

- A. Ensure that changes to the project charter are reflected in the definition.
- B. Conduct periodic inspections, reviews, and walk-throughs.
- C. Verify the project schedule is on track.
- D. Define causes and symptoms of identified problems.

Answer: B

QUESTION 178

What are two possible results to a project plan when mandatory budget is set low?
(Choose two)

- A. The project is canceled.
- B. The project schedule is increased.
- C. The project schedule is decreased.
- D. The project functionality is decreased.
- E. The quality of the project is decreased.
- F. The project's external resources are let go.

Answer: D, E

QUESTION 179

You have produced a detailed plan of deliverables and the associated activities needed to complete your project. You want to establish a tracking mechanism to report project programs in terms of time, scale, cost and functionality. Which three actions should you take? (Choose three)

- A. Organize weekly progress and planning meetings.
- B. Provide all team members with read/write access to the project plan.
- C. Obtain an estimate to complete each activity from the project team members.
- D. Obtain an estimated completion data for each activity from the project team members.

Answer: A, C, D

QUESTION 180

Project Procurement Management includes all of the following EXCEPT:

- A. Administration
- B. Stakeholder analysis
- C. Planning
- D. Solicitation

Answer: B

The process in the Project Procurement Management knowledge area are as follows: Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration and Contract Closeout.

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QUESTION 181

During the course of a project, the number of team members increases from five to ten.

How many additional lines of communication now exist?

- A. 10
- B. 35
- C. 45
- D. 55

Answer: B

Explanation: The formula for the number of communications channels is:

$n(n-1) / 2$ (Source: Schwalbe, Kathy. Information Technology Project Management. Page 201. ISBN: 0-619-15984-7)

This would leave $10(9) / 2 = 45$ communication lines.

This is a bit of a tricky question. If you applied just the "additional" lines with the five new members, that would be $5(4) / 2 = 10$, but this only addresses the lines of communication between those additional members. It does not account for the communication channels between the new and old members of the team.

So if 5 members already existed, that is 10 communication lines. If you add the 5 more members then the number of communication lines is 45. How many of these lines are additional? $45-10 = 35$ (45 total communication channels minus 10 channels that already existed equals 35 additional communication channels). So the answer is B, 35 additional lines of communication.

QUESTION 182

After completing the second phase of a three-phase project you determine that the resources available for this last phase are inadequate. Because of concerns that were

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raised in the initial two phases, you feel that the customer will not want to add additional resources for this last phase.

Which two actions help ensure a more successful completion of the final phase?
(Choose two)

- A. Hire new people.
- B. Modify project scope.
- C. Spend more time on-site.
- D. Change the delivery date.
- E. Reset customer expectations.

Answer: B, E

QUESTION 183

When should a project deliverable's quality measurements be defined?

- A. During the testing of the deliverable.
- B. While the deliverable is being developed.
- C. After the deliverable has been developed.
- D. Immediately prior to testing the deliverable.
- E. Immediately prior to the development of the deliverable.
- F. During the specification of the deliverable's requirements.

Answer: F

QUESTION 184

On a project, quality should generally be of:

- A. Equal priority with schedule, but higher priority than cost.
- B. Higher priority than cost and schedule.
- C. Equal priority with cost, but higher priority than schedule.
- D. Equal priority with cost and schedule.

Answer: D

QUESTION 185

Administrative closure activities are performed at:

- A. Customer acceptance
- B. Completion of execution
- C. Product completion
- D. Completion of each project phase

Answer: D

QUESTION 186

You received an invoice from your contractor in a fixed-price contract with a payment schedule tied to the completion of milestones.

What is the MOST important thing to review?

- A. Activities in progress.
- B. Number of hours expended.
- C. Work completed.
- D. Schedule compliance.

Answer: C

QUESTION 187

You are developing a scope of work for a project that will utilize limited technical resources. A change has been requested by one of the technical resources to modify a user input screen.

Which individual must approve this request?

- A. Project sponsor
- B. Project manager
- C. Development team leader
- D. End-users' representative

Answer: D

QUESTION 188

How should a project manager gather input from management?

- A. By interviewing key management personnel.
- B. By using a management spokesperson/advocate.
- C. By providing wish lists to end users and managers.
- D. By setting up test/review beta applications for management review.

Answer: A

QUESTION 189

During project close-out, the final task is to:

- A. Verify that contractual obligations were met.
- B. Transfer the deliverables to the client.
- C. Reassign team members.
- D. Complete performance/lessons-learned records.

Answer: B

QUESTION 190

The principle that: "Employees who believe that their efforts will lead to effective performance and who anticipate important reward for their accomplishments become productive and stay productive," illustrates the:

- A. Expectancy theory
- B. Maslow theory
- C. X-Y theory
- D. Herzberg theory

Answer: A

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The Expectancy theory says that the expectation of a positive outcome drives motivation. People will behave in certain ways if they think there will be good rewards for doing so. Maslow theory: Self-actualization is a state of independence allowing you to express yourself and perform at your peak. This is the highest level of Maslow's Hierarchy of Needs.

Herzberg was the inventor of the Hygiene theory and that this theory claims that hygiene factors prevent dissatisfaction while motivators lead to satisfaction.

QUESTION 191

The person responsible for obtaining funding for a new project's conceptual study is the:

- A. Project manager
- B. President
- C. Chief financial officer
- D. Project sponsor

Answer: D

QUESTION 192

Project management is the preferred management approach EXCEPT for:

- A. Product manufacturing environment.
- B. Cross functional tasks.
- C. Unique operations.
- D. Time-constrained deliverables.

Answer: A

QUESTION 193

You are tasked with the production of the initial project plan. You need to define the tasks needed for the production of the Physical Design Specification. Which approach should you take in planning the production of this deliverable?

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- A. Include a single task with an estimate of the effort and time to complete production.
- B. Include the estimate for the development of the Physical Design Specification with the Logical Design Specification.
- C. Assume that the estimates provided for some tasks are higher than actually needed and that they will balance out any low estimates.
- D. Include a number of task that identify the requirements for review and refinement, with each task having a separate estimate of the effort and time to complete production.

Answer: D

QUESTION 194

A product of service's reliability and maintenance characteristics are MOST affected by:

- A. Function
- B. Design
- C. Cost
- D. Fabrication

Answer: B

QUESTION 195

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 _____.

- F. Scope, issues, and risks.
- G. Risk, schedule, and quality.
- H. Cost, schedule, and quality.
- I. Overhead, direct cost, and expenses.
- J. Design, engineering, and implementation.

Answer: C

QUESTION 196

The senior executive of your company wants a monthly schedule update of your project.

Which of the following would you send to the executive?

- A. Milestone-chart
- B. Time-scaled network diagram
- C. Arrow activity diagram
- D. PERT chart

Answer: A

Milestone charts are another way to depict schedule information. Milestones mark the completion of major deliverables or some other key event in the project. For example, approval and sign-off on project deliverables might be considered a milestone.

QUESTION 197

You are recruiting individuals to join your project team.
What should you do to ensure you recruit the best candidate? (Choose five)

- A. Ask mainly open questions.
- B. Ask mainly closed questions.
- C. Develop the interview questions.
- D. Develop a mechanism to score responses.
- E. Develop a comprehensive job specification.
- F. Identify skills, knowledge, and attitudes required for the position.
- G. Delegate the responsibility of recruiting to another team member.

Answer: A, C, D, E, F

QUESTION 198

A customer requests a scope change in the project you are managing. In order to determine the impact of the requested change, you will need a work breakdown structure, change request, scope management plan, and:

- A. Performance reports.
- B. A responsibility matrix.
- C. A Pareto diagram.
- D. A Monte Carlo simulation.

Answer: A

Performance report contain the information you've gathered from this process. You'll summarize the performance of the project and present it to the stakeholders, management team and customers if appropriate via the information distribution system.

QUESTION 199

You are transforming initial estimates of deliverables production costs into a project budget.

Which issue should you consider to ensure that the project budget is an accurate estimate over time?

- A. Testing strategies.
- B. Time taken for sponsor decision making.
- C. System analysis and design methodologies.

Answer: B

QUESTION 200

During the execution of a pipeline project, the pipeline subcontractor proposes an upgrade of certain material without a change in the schedule or cost.

After the change is approved, where would this change BEST be documented?

- A. Project character
 - B. Procurement Management plan
 - C. Work breakdown structure
 - D.
-

QUESTION 201

Answer: B

A document that describes how the procurement process will be managed, the type of contact to use, what authority the project team has, if more than one contractor will be used and how the procurement process will be integrated with other project processes.

QUESTION 202

What provides a mechanism to identify all project deliverables and to thoroughly decompose the project?

- A. A Gantt chart.
- B. A milestone chart.
- C. A cause and effect diagram.
- D. A work breakdown structure (WBS).

Answer: D

QUESTION 203

In order to shorten project duration, resources have been added to tasks on the critical path. The plan should then be received for the:

- A. Lag time on other paths.
- B. Emergence of a new critical path.
- C. Resources assigned to other tasks on the critical path.
- D. Longest task remaining in the plan.

Answer: B

QUESTION 204

Determining conformance with scope requirements is called quality:

- A. Management
- B. Assurance
- C. Planning
- D. Control

Answer: D

QUESTION 205

You are the project manager for a Human Resources, Benefits and Payroll system implementation. The project sponsor has asked you to develop a project scope and work plan for the development of a self-service application to accompany the system implementation. The application replaces a paper form and allows company employees to enter their state tax dependent and deduction information. For legal reasons, the Payroll Department processed only the original, employee-signed form. Which activity is the most critical in developing this project scope and work plan?

- A. Document the state regulations governing electronic signatures to understand its impact on the project scope and work plan.
- B. Select the development language for creating the self-service application and incorporate it into the project scope and work plan.
- C. Estimate the load factor for when this application is in production and build these requirements into the project scope and work plan.
- D. Determine the experience level required of the self-service development team and incorporate potential recruiting activities into the project scope and work plan.

Answer: A

QUESTION 206

During execution, a resource is added to the project team. What effect will this have on the project?

- A. The effect cannot be determined.
- B. The project duration will be shortened.
- C. A scope change will be required.
- D. The quality of the project will be increased.

Answer: A

QUESTION 207

Quality control is:

- A. Monitoring specific project results to determine if they comply with relevant quality standards.
- B. Evaluation overall project performance on a regular basis.
- C. Taking action to increase the effectiveness and efficiency of the project.
- D. Identifying which quality standards are relevant to the project.

Answer: A

QUESTION 208

Resources leveling will generally:

- A. Increase total costs for the project.
- B. Push out the end date of the project.
- C. Require fewer resources.
- D. Require more resources.

Answer: B

QUESTION 209

What is the primary reason for conducting follow-up meetings when the project is completed?

- A. To plan for project implementation.
- B. To determine the scope of the project.
- C. To obtain sign-off on the project completion.
- D. To assess the project strengths and weaknesses.
- E. To determine the team's efforts in completing the project.

Answer: D

QUESTION 210

Three of your team members are married with families and have been working overtime to complete a project on schedule. You have the opportunity to add a new resource to this project, but are concerned that the new consultant, who is single and without a family, will feel compelled to put in more time because of her less demanding personal circumstances.

How do you balance the team's family circumstances with the work schedules?

- A. Balance the overtime so everyone works the same amount.
 - B. Ask the team to work overtime based on the varying family (and personal) circumstances.
 - C. Encourage the team members to schedule their own overtime, as long as the project stays on schedule.
 - D. There is no need to balance the overtime.
- All of the consultants have the same job responsibilities and are expected to keep the same hours.

Answer: C

QUESTION 211

The MOST effective method in developing a project team within a matrix organization is to follow the:

- A. Communication plan.

- B. Scope change control plan.
- C. Staffing management plan.
- D. Training development plan.

Answer: C

This plan documents how and when people resources are introduced the project and later released. Again, the level and amount of detail contained in this plan are up to you. Note that many staffing management plans make use of a resource histogram.

The staffing management plan describes how and when project team members will be brought on and off the project and is an output of the Organizational Planning process.

QUESTION 212

A project's scope statement is developed during scope:

- A. Initiation
- B. Verification
- C. Planning
- D. Definition

Answer: C

QUESTION 213

What are two reasons why a project review process is important to an organization?
(Choose two)

- A. It provides the input for conducting project variance analysis.
- B. It provides a quality assurance measure for project performance.
- C. It provides a mechanism for resource leveling across the organization.
- D. It provides status reporting for project stakeholders and decision makers.
- E. It provides an independent evaluation of project performance/documentation.

Answer: B, E

QUESTION 214

Of the following estimates, which MOST accurately reflects the actual cost of the project?

- A. Top-down
- B. Bottom-up
- C. Budget
- D. Appropriations

Answer: B

QUESTION 215

A primary function of the change control board is to:

- A. Review the impact of change requests.
- B. Issue change requests.
- C. Represent top management interests.
- D. Identify new areas of project work.

Answer: A

QUESTION 216

You have been assigned as project manager of an existing project. You have been with your company for several years but not in the area where this project is occurring. A Project Management Plan is in place. The project has not exceeded any baseline change thresholds. The customer is not happy, with the status of the project.

Of the following, which is the BEST initial action?

- A. Verify that the change control system is operating properly.
- B. Conduct team-building with all stakeholders.
- C. Verify the customer's needs and expectations.
- D. Prepare a corrective action plan.

Answer: C

QUESTION 217

You are the project manager on a software development project. During a team meeting, your team proposes enhancements to the software.

Which two approaches should you use to gain stakeholder approval? (Choose two)

- A. Schedule a team building exercise to discuss the proposed change.
- B. Set up a meeting between stakeholders and team members to discuss the change.
- C. Review the project budget with stakeholders to determine project actual cost to date.
- D. Develop and present a cost/benefit analysis for the proposed changes to stakeholders.

Answer: B, D

QUESTION 218

Technical staffs tend to be particularly responsive to:

- A. Referent power
- B. Formal power
- C. Functional power
- D. Expert power

Answer: D

QUESTION 219

You are the project manager, and you have just been given a major scope change to your project.

What is an appropriate initial course of action for evaluating the change?

- A. Revise task durations.
- B. Perform a risk analysis.
- C. Conduct a quality assurance review.
- D. Determine the affected project tasks.

Answer: D

QUESTION 220

The project plan has been developed. A project end date has been established. The customer later requests additional work to be included in the project, but will not renegotiate the end date. Cost is not a factor.

The team should immediately:

- A. Invoke the change control process.
- B. Initiate contingency plans.
- C. Modify the original project scope to include the additional work.
- D. Commit to the original project scope and open a new project to handle additional work.

Answer: A

QUESTION 221

Which action will be most effective in eliminating scope creep?

- A. Monitor project schedule variances.
- B. Conduct regular team building sessions.
- C. Implement a rigid change control process.
- D. Ensure risk management processes are well documented.

Answer: C

QUESTION 222

During which process group does team motivation, problem resolution, and scope verification occur?

- A. Initiation
- B. Planning
- C. Execution
- D. Close-out

Answer: C

QUESTION 223

The cost-effective rule for shortening a project is to crash the:

- A. Critical tasks
- B. Non-critical tasks
- C. Tasks with lowest cost
- D. Tasks with highest cost

Answer: A

QUESTION 224

You are the project manager for a telecommunications project. Your team proposed a change in some equipment configurations to streamline the cutover process. The change is not expected to delay any project milestones and the proposed cost is minimal.

It most cases, this change should be _____.

- A. Evaluated using value engineering.
- B. Discussed during the next team meeting.
- C. Reviewed and approved by the project sponsor.
- D. Reviewed and approved by the project manager.

Answer: A

QUESTION 225

The PERT method is MOST used in situations where:

- A. It is important to know the interrelationship of activities.
- B. Little is known about the cost estimates relates to the project.
- C. Little experience exist on which to base estimates of activity duration.
- D. Resource requirements are well defined.

Answer: C

The PERT method calculates the expected value, or weighted average, to determine duration.

QUESTION 226

The responsibility assignment matrix is a project management tool used to:

- A. Ensure team members understand their specific roles.
- B. Develop the work breakdown structure based on available resources.
- C. Establish project member's availability to work on the project.
- D. Depict the project's organizational structure.

Answer: A

The Responsibility Assignment Matrix (RAM) links the project roles and responsibilities to the scope definition and WBS elements or activities. The RAM usually has a row and column format showing activities and the roles assigned to those activities.

QUESTION 227

Which three components are part of an effective communications plan? (Choose three)

- A. Purpose
- B. Recipients
- C. Sign-off procedures
- D. Type of communication

Answer: A, B, D

The project manager develops a communication plan that details the method (written, electronic, personal), purpose, recipients and frequency of communications. Project sponsors cannot read minds, so it is important that PMs make sure they extensively communicate the status of the project.

Tip: An intranet site is a great way to introduce communications that can be available on a nearby real time status.

QUESTION 228

At the project implementation meeting, you find out the end users of the new application were not consulted during the design phase.

In order to implement this new application what can you do to obtain end-user buyin?

- A. Demonstrate the end-user benefits of the new system.
- B. Identify the cost savings that the new application will recognize.
- C. Add new functionality to the application to meet the major requests from this meeting.
- D. Explain the problems with the existing system and why the new system is being implemented.

Answer: A

QUESTION 229

Which of the following is needed to develop a detailed project cost estimate?

- A. Management plan
- B. Resource requirements
- C. Project charter
- D. Cost plan

Answer: B

QUESTION 230

The communications management plan is primarily dependent on the:

- A. Length of the project.
- B. Physical location of team members.
- C. Specific needs of the project.
- D. Project deliverables.

Answer: C

QUESTION 231

Although they have a variety of side-effects, the primary objective of incentive clauses in a contract is to:

- A. Align contractor and buyer goals.
- B. Reduce risk for the contractor.
- C. Control contractor costs.
- D. Reduce costs to the buyer.

Answer: A

QUESTION 232

A scope change requested by a client after acceptance of the design has potential impact on several components of the project.

Which of the following is the project manager's BEST response?

- A. Convince the client to postpone the change.
- B. Estimate the impact to the cost and schedule and approval before proceeding.
- C. Make the change it is critical, regardless of its cost and impact, and inform the change control board.
- D. Perform a detailed analysis of the impact on the cost and schedule, and call a project team meeting.

Answer: B

QUESTION 233

You are a project manager. The firm you are working with has a number of stakeholders that have a wide variety of backgrounds. They also have divergent objectives for the project. You have met with each stakeholder individually and have a clear idea of their differences. You have analyzed them and identified the common interest among them.

What should your next step to be resolve the difference between the stakeholders?

- A. Develop a compromise and present it to all the stakeholders in a meeting.
- B. Meet with groups of stakeholders that hold common objectives: work to unify

their position.

C. Send a list of the compromises to be affected stakeholders and ask them to make suggestions.

D. Prepare a matrix of common areas, meet with all the stakeholders, and discuss possible compromise positions.

Answer: D

QUESTION 234

The process to change a contract clause is _____ the project change control system.

A. Unrelated to

B. An input to

C. The same as

D. Integrated within

Answer: D

Configuration management serves as a change control system; it describes the physical characteristics of the products, and it controls changes to the characteristics of the product or items. It tracks the changes requested and made and their status.

QUESTION 235

What is the core function of a project manager?

F. Project integration

G. Client interface

H. Systems design

I.

QUESTION 236

J. Facilitating meetings

Answer: A

QUESTION 237

Post-contract evaluations are important because:

A. They are legally required in many jurisdictions.

B. The fee is tied to contractor performance.

C. They establish an historical base for contractor selection.

D. Most contracts require them.

Answer: C

QUESTION 238

You have taken over a project that has been running for three months. The previous project manager required the project team to provide weekly estimates on the

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progress made. The project plan shows five phases and 1,000 tasks. The first phase has been closed, and there are 800 uncompleted tasks. Of the 800 uncompleted tasks, 200 tasks are 50 percent complete.

Which statement about the project status is true?

- A. The project is approximately 20 percent complete.
- B. The project is approximately 30 percent complete.
- C. The project is approximately 25 percent complete.
- D. Estimates of remaining effort and expected completion data need to be collected to get an accurate estimate of project status.

Answer: D

QUESTION 239

Responses to risk threats generally fall into which three categories? (Choose three)

- A. Denial
- B. Mitigation
- C. Avoidance
- D. Acceptance
- E. Opportunity

Answer: B, C, D

QUESTION 240

The prime construction contractor in a renovation project withdraw during early construction. A new contractor was chosen and new crews reported to the job. The project manager held an introductory meeting.

What is the MOST important item to communicate in this meeting?

- A. Establishing authority as the manager in charge.
- B. Introduce the team members and the communications exchange.
- C. Identify the project goals and objectives.
- D. Outline the rules regarding crew behavior and performance.

Answer: C

QUESTION 241

If BCWP=350, ACWP=400, and BCWS=325, what is the schedule variance and the schedule performance index?

- A. +25; 0,875
- B. +25; 1.077
- C. -50; 0.875
- D. -50; 1,077

Answer: B

$SPI = BCWP / BCWS$

$SV = BCWP - BCWS$

QUESTION 242

Work packages are described in the:

- A. Work breakdown structure.
- B. Work charter.
- C. Statement of work.
- D. Work project plan.

Answer: A

QUESTION 243

Which of the following approaches to quality improvement is LEAST likely to produce positive results?

- A. Continuous improvement
- B. Increased inspection
- C. Statistical quality control
- D. ISO9000 certified process

Answer: B

QUESTION 244

Which characteristic distinguishes the network diagram from the Gantt chart?

- A. Critical dependencies
- B. Few resources
- C. Critical dates
- D. Key milestones

Answer: A

QUESTION 245

When closing a project that involved significant procurement, attention must be given to archiving:

- A. Financial records
- B. Project specifications
- C. Project charter
- D. Inspection reports

Answer: A

Keep in mind that when projects are performed under contract, the archiving of financial

records is especially important. These records may need to be accessed if there are payment disputes. And this information is especially useful when estimating future projects.

QUESTION 246

All of the following are functions of the project kick-off meeting EXCEPT:

- A. Identifying project goals.
- B. Obtaining commitment.
- C. Presenting the project cost.
- D. Introducing the stakeholders.

Answer: C

QUESTION 247

You 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?

- E. Reduce the estimates of work outstanding to minimize the reported overrun in time and cost.
- F. Move some of the incomplete tasks into a later phase as there is some slack in the plan that could be utilized.
- G. Speak to the executive on the executive management and explain the need to delay the executive management meeting by 10 days.
- H. Hold the executive management meeting in the previously appointed date so there is no inconvenience to the executive management members.

Answer: C

QUESTION 248

To determine the staffing requirements of the project, the project manager FIRST needs a(n):

- A. Resource breakdown schedule.
- B. Responsibility assignment matrix.
- C. Work breakdown structure.
- D. Organizational chart.

Answer: C

QUESTION 249

Management Reserve is included in the project budget to provide funding for _____.

- A. Lost opportunity costs.
- B. Offsetting estimating errors and omissions.
- C. Future situations that are impossible to predict.
- D. Incentive fees paid to managers for good performance.
- E. Price changes that occur over the project life cycle due to inflation.

Answer: E

QUESTION 250

In a large, complex project, the authority to accept or reject a requested change should rest with the:

- A. Sponsor
- B. Client
- C. Project manager
- D. Change control board

Answer: D

All changes must be in writing. Changes need to be approved by an established Change Control Board or Steering Committee. This group is made up of project stakeholders and approves all changes to the scope. A change request must be communicated to all team members and project stakeholders.

QUESTION 251

Activity duration estimates include all of the following EXCEPT for:

- A. Project team knowledge.
- B. Time studies.
- C. Information from previous experience.
- D. Commercial duration databases.

Answer: B

QUESTION 252

Correspondence, contract changes, and payment requests are _____ of contract administration.

- A. Outputs
- B. Tools
- C. Functions
- D. Inputs

Answer: A

The Contract Administrator process monitors the contract to ensure the vendor meets all the requirements of the contract.

QUESTION 253

What are five constants that should be included in a project scope definition?
(Choose five)

- A. Standard coding methodology.
- B. Clearly defined project end date.
- C. Clearly defined project ownership.
- D. Dearly defined completion criteria.
- E. Rigorous change control procedure.
- F. Detailed code naming conventions.
- G. "best practices" life cycle for this type of project.

Answer: B, C, D, E, G

QUESTION 254

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

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

Answer: D

QUESTION 255

Project progress reports are:

- A. Used to predict future status and progress.
- B. An important element of communications.
- C. Needed at least weekly.
- D. Of use mostly to the project sponsor.

Answer: B

Stakeholders, team members, the management team and the customer may all have interest in the performance progress reports. Performance reviews are status meetings where the performance measures are reported.

QUESTION 256

Payback period analysis identifies that point in time when:

- A. Profit maximum is realized.
- B. Unit profit is realized.
- C. Monthly revenue exceeds monthly costs.
- D. Cumulative revenue exceeds cumulative costs.

Answer: D

Payback period: The length of time it takes the company to recover the initial cost of producing the product or service of the project.

QUESTION 257

You collected project documentation detailing the project deliverables for a project. You have details of the project team members' project availabilities. You want to produce an initial schedule in the sequence required for user delivery. Which three steps should you take? (Choose three)

- A. Establish user priorities.
- B. Produce detailed test plans.
- C. Establish resource cost rates.
- D. Obtain estimates to complete project tasks.
- E. Produce a work breakdown structure (WBS).
- F. Ensure that all product deliverable dependencies are accounted for.

Answer: A, E, F

QUESTION 258

Random variance in a process, as measured by the standard deviation, can be directly reduced by:

- A. Studying scatter diagrams.
- B. Increasing the number of quality inspectors.
- C. Improving the overall system of production.
- D. Identifying patterns of variance.

Answer: C

QUESTION 259

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?

- E. Allow the developer to implement the recommendation for the proposed new approach.
- F. Tell the developer that adherence to standards is compulsory and that therefore the corporate standards must be followed.

G. Hold a project team developer's meeting to allow the team to decide if the newly recommended approach should be adopted for the project.

H. 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 260

During a weekly meeting, the engineering department states that they are bringing a new computer-aided design (CAD) system online. They do not anticipate any problems, however, if problem occur they will work overtime to stay on schedule. As a project manager operating in a matrix organization, it is important that you:

A. Assess the risk of this activity and develop a response strategy.

B. Note this information on your conference report.

C. Request that the engineering department's commitment to meet the schedule to in written form.

D. Request that the engineering department delay implementation of the CAD system until your project is completed.

Answer: A

QUESTION 261

You are managing a technical team of part-time employees. Many of these employees are students and have other commitments during the school year. Last year you were late on several projects because you scheduled projects to be completed during the students' final exams. Now you are beginning to make plans for upcoming projects and have another deadline during the final exam period. What should you do to prevent this conflict?

A. Use other resources during the final exam period.

B. Use more resources and shorten the project schedule.

C. Hire additional students to help during the final exam period.

D. Schedule the project to be completed after the final exam period.

Answer: B

QUESTION 262

The adjustment of task schedules in order to deploy human resources more effectively is called resource:

A. Fast tracking

B. Loading

C. Crashing

D. Leveling

Answer: D

Attempts to smooth out the resource assignment so that tasks are completed without overloading the individual and without negatively affecting the project schedule. Some ways to perform resource leveling include delaying the start of a task to match the availability of a key team member, giving more tasks to under allocated team members and splitting tasks.

QUESTION 263

Ideally, resource leveling should be limited to activities:

- A. With negative float
- B. With zero float
- C. On the critical path
- D. With positive float

Answer: D

QUESTION 264

What is an appropriate method to request changes to a project scope?

- A. Make a verbal request to the project manager.
- B. e-mail the project sponsor, and copy the project manager.
- C. Submit a written request addressed to the project sponsor.
- D. Submit a project wish list form to the project prototyping lead.
- E. Use the established procedures outlines in the statement of work.

Answer: E

QUESTION 265

The monthly report to the client shows zero schedule variance. However, members of the team know that a milestone has been missed which will cause an overall delay to the project.

Which of the following is being inadequately reported?

- A. Communication plan variance
- B. Resource management plan
- C. Critical path status
- D. Risk analysis

Answer: C

QUESTION 266

"Cost of quality" is a project management concept that includes cost of:

- A. Exceeding requirements.

- B. Changes to the requirements.
- C. Ensuring conformance to requirements.
- D. The quality control requirements.

Answer: C

The cost of quality here refers to the costs to produce the product or service of the project according to the quality standards. These costs include all the work necessary to meet the product requirements whether the work was planned or unplanned.

QUESTION 267

Which planning process should you use to determine the project work effort?

- A. Risk analysis
- B. Cost benefit analysis
- C. Project kickoff meeting
- D. Work breakdown structure (WBS)

Answer: D

QUESTION 268

A benefit-cost ratio of 3.22 indicates a:

- A. Profit of \$3.22 per unit produced.
- B. Profit \$3.22 for each dollar expended.
- C. Payback \$3.22 per unit produced.
- D. Payback of \$3.22 for each dollar expended.

Answer: D

QUESTION 269

A response to a risk event that was not defined in advance of its occurrence is called a:

- A. Risk mitigation response
- B. Workaround response
- C. Corrective action response
- D. Contingency response

Answer: B

QUESTION 270

You are working closely with a local vendor to develop a package critical to your company's success.

What are the three most important benefits of establishing quality testing procedures between the two independent groups? (Choose three)

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- A. Increased communication between groups.
- B. Increased consistency between project tasks.
- C. Increased understanding of the development tasks.
- D. Increased understanding of the inter-team interfaces.

Answer: A, B, C

QUESTION 271

The project team is in the process of designing and developing a computer-based training (CBT) application to support the deployment of a new system.

Which two interpersonal strategies would contribute to assuring a quality CBT?

(Choose two)

- A. Gathering project sponsor expectations.
- B. Implementing a status reporting process.
- C. Using a proven CBT training application methodology.
- D. Developing an understanding of the project sponsor's acceptance criteria.
- E. Using performance measurement tools to track and monitor project performance.

Answer: B, E

QUESTION 272

Which two components are part of a statement of work (SOW)? (Choose two)

- A. Project overview
- B. Business requirements
- C. Task sign-off documents
- D. Change control procedures

Answer: A, B

QUESTION 273

Which three components are part of a project plan? (Choose three)

- A. Test plan
- B. Training plan
- C. Expected resources
- D. Design specifications

Answer: A, B, C

QUESTION 274

Which two methods are useful for generating support of your project plan? (Choose two)

- A. Requiring stakeholder sign-off on project plan components.

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- B. Requesting input from stakeholders during planning process.
- C. Providing an open line of communication regarding the project.
- D. Clearly illustrating how the project relates to the company's objectives.

Answer: C, D

QUESTION 275

On every project, who are the four key stakeholders?

- A. Project manager, project team, senior managers, and customers.
- B. Senior managers, functional managers, customer, and sponsors.
- C. Project manager, customer, performing organization, and sponsors.
- D. Project manager, functional managers, customer, and senior managers.

Answer: C

QUESTION 276

You are the project manager for a large project that has been in progress for some time. You have just completed the user interface design phase of the project and are working on the implementation stage.

At this point, which three changes are possible without the risk of reworking the entire project? (Choose three)

- A. Scope
- B. Funding
- C. Data design
- D. Delivery date

Answer: B, C, D

QUESTION 277

You are the project manager of a project with a high-level scope, budget, and resource allocation. The team includes an individual playing a key role in the development process. He has a unique perspective of the project, having worked with the sponsor for years and his expertise would be difficult to replace. With the project now in its second month, the key individual asks to meet you. He informs you that his partner is ill and requires extended home nursing care. He feels that he will need to spend more time at home.

What should you do?

- A. Make the difficult management decision and insist that he participates fully in the project.
- B. Speak with the firm's human resource department and assist in getting special care for the partner.
- C. Talk to him, learn the facts, and then, if appropriate, allow him to telecommute on a part-time basis.

D. Tell him you understand his situation and then reassign him to a more appropriate role in the project.

Answer: C

QUESTION 278

Which two project components should have written approval from the project sponsor? (Choose two)

- A. Project budget
- B. Project deliverables
- C. Project scheduling tool
- D. Project proposal format
- E. Project status report format

Answer: A, B

QUESTION 279

Exhibit:

The exhibit consists of two empty yellow rectangular boxes at the top, each containing the text "place here". Below these is a horizontal line, followed by the heading "Possible Answers" in bold. Underneath the heading are five cyan rectangular boxes containing the following text: "process mapping tool", "project delivery dates", "facilitation techniques", "number of project resources", and "project status report format".

Which two project components should have written approval from the project sponsor?

Answer: project delivery date, number of project resources

QUESTION 280

Which two activities should a project sponsor perform for the project manager? (Choose two)

- A. Facilitate design work sessions.
- B. Write detailed project work plans.
- C. Build and maintain executive commitment.
- D. Perform the vendor analysis and selection.
- E. Allocate organization resources (capital, human, etc).

Answer: C, E

QUESTION 281

You are the project manager of a project that is in the planning stage. You received an unclear written statement of the project purpose and objectives.

Which two techniques can you use to understand the project purpose and objectives? (Choose two)

- A. Create a histogram.
- B. Create a Pareto chart.
- C. Conduct a one-on-one interview session.
- D. Conduct a facilitated session with the customers.
- E. Seek formal project approval from the project customers.

Answer: C, D

QUESTION 282

A project charter is an early high level document development in the planning stage.

What are the two key components of the project charter? (Choose two)

- A. Stakeholders
- B. Project scope
- C. System test plan
- D. System deployment plan
- E. Business architecture plan
- F. Hardware and software requirements

Answer: A, E

QUESTION 283

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, C

QUESTION 284

Exhibit:

place here	place here
Possible Answers	
task cost	task scope
task complexity	sequence in critical path
predecessors and successors	

Which two task characteristics affect the estimated effort for human resources?
(Choose two)

- A. task cost
- B. task scope
- C. task complexity
- D. sequence in the critical path
- E. predecessors and successors

Answer: B, C

QUESTION 285

Exhibit:

place here	place here
Possible Answers	
task cost	resource capabilities
resource availability	historical informaton
predecessors and successors	

Which two factors have the greatest impact on the actual duration or project tasks?
(Choose two)

- A. task cost
- B. resource capabilities
- C. resource availability
- D. historical information
- E. predecessors and successors

Answer: B, C

QUESTION 286

Why is it important to reconcile estimated versus actual costs for project tasks?
(Choose two)

- A. It is a tool for quality control.
- B. It is a crucial part of analyzing cost variances.
- C. It provides crucial input to the procurement planning process.
- D. It facilitates capturing historical information for the chart accounts.
- E. It facilitates capturing historical cost information for use on future projects.

Answer: B, E

QUESTION 287

The project sponsor asks you to prepare a cost estimate for a telecommunications project. There is a limited amount of detailed scope information. However, the project is similar to a project completed by your company two years ago. Which estimating technique should you use in this situation?

- A. Parametric modeling
- B. Analogous estimating
- C. Stochastic estimating
- D. Bottoms-up estimating

Answer: B

Analogous estimating, also called top-down estimating is a form of expert judgment. Analogous estimating can be used to estimate cost or time and considers historical information from previous, similar projects.

QUESTION 288

You are the project manager for a telecommunication project. Your team proposed a change in some equipment configurations to streamline the cutover process. The change is not expected to delay any project milestones and the proposed cost is minimal.

It most cases, this change should be _____.

- A. Evaluated using value engineering.
- B. Discussed during the next team meeting.
- C. Reviewed and approved by the project sponsor.
- D. Reviewed and approved by the project manager.

Answer: A

QUESTION 289

Exhibit:

Resources	Tasks
<input type="text" value="Project Manager"/>	Reports progress to client management <input type="text" value="place here"/>
<input type="text" value="Data Entry"/>	Creates data backup plan <input type="text" value="place here"/>
<input type="text" value="Documentation"/>	
<input type="text" value="Network Administrator"/>	Sets up new PCs <input type="text" value="place here"/>
<input type="text" value="Database Administrator"/>	
<input type="text" value="Project Sponsor"/>	Maintains project schedule and resources <input type="text" value="place here"/>

Place the appropriate project resource with each task.

Answer:

Project Sponsor

Database Administrator

Network Administrator

Project Manager

QUESTION 290

You have been prompted to be the new team leader while your manager is on personal leave. Several of the other team members were not told of this organizational change and no longer want to participate on the team.

You have spoken with these team members several times and have not resolved the problem.

What should you do next?

- A. Escalate the problem within your organization.
- B. Build a completely new team to finish the project.
- C. Add new people to the team to balance the workload.
- D. Work with the remaining team members to meet the goals.
- E. Ask the reluctant team members to be re-assigned to another team.

Answer: A

QUESTION 291

Your consulting organization has grown 200% in the past year. As for the number of consultants has grown, so has your need for reporting process and documentation. You ask for a new set of reports from all employees. The new consultants are not providing these reports because your current staff tells them

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there is no need.

How do you get the current staff and the new consultants to follow these reporting procedures?

- A. Create templates for the required reports.
- B. Publish clear expectations of the roles and responsibilities.
- C. Explore using administrative staff to assist in producing the report.
- D. Offer incentives to those employees who complete the reports on time.
- E. Replace the current employees who are not following the new procedures.

Answer: B

QUESTION 292

You manage several projects with multiple consultants working at each project. Your customer tells you that the consultants working on their project have been arguing over the phone with other consultants from another site. You find that your consultants do not feel they are being supported by the home office. What are the most important rules of communication for fellow employees when at a customer's site? (Select two)

- A. There should be no arguments in front of the customer.
- B. All consultants should respond with similar information.
- C. Consultants should not discuss other clients while on-site.
- D. Consultants should not discuss other projects while on-site.
- E. Communication between consultants and support staff should be timely.

Answer: C, D

Note: If select only one answer then C is best.

QUESTION 293

The project you manage requires travel. A new employee was recently hired and is not required to travel. Your employees were not pleased when they found out that this employee is related to the project sponsor and was hired with different requirements than other employees. The new employee also wants to work from home.

Which action best resolves this scenario?

- A. Ask the project sponsor to speak with the new employee.
- B. Locate other staff who could participate in this project without travel.
- C. Schedule all employees to have equal on-site and off-site availability.
- D. Request the new employee follow the same rules as the rest of the team.
- E. Determine how remote work could be accomplished for your current team.

Answer: D

QUESTION 294

Your protect executive presented you with the following high-level requirements statement:

Our company needs a purchasing system where the Purchasing department can:

- Create a purchase order using a vendor catalog database.
- Route the purchase order for approval.
- Verify the receipt of the order.
- Notify the Accounts Payable department to pay the vendor.

Which two statements are functional requirements based on the project executive's statement? (Choose two)

- A. Notify the approver of a purchase order.
- B. Determine how the requisition process interacts with the new purchasing process.
- C. Change the purchasing process to accommodate the elimination of a hard-copy purchase order.
- D. Develop instructor led training program support with instructor and student manuals and job aids.
- E. Interface with the vendor's system for periodic updates to the Purchasing system catalogs using vendor provided information.

Answer: A, E

QUESTION 295

What are two of the primary purposes for reviewing the user requirements document with the client? (Choose two)

- A. To gain the client's acceptance of the detailed design.
- B. To verify mutual understanding of the product description.
- C. To verify mutual understanding of the detailed project plan.
- D. To verify mutual understanding of product performance requirements.
- E. To verify mutual understanding of the tests that will be done after the product is completed.

Answer: A, E

QUESTION 296

What are three acceptable outcomes of a successful review of the project requirements with the client? (Choose three)

- A. Approve requirements list "as is".
- B. Agree to disagree on some requirements and move forward with the planning phase.
- C. Agree on revisions that need to be made to the requirements, then resubmit for review and approval.
- D. Agree on revisions that need to be made to the requirements, then move forward with the planning phase.

Answer: A, C, D

QUESTION 297

A project description document and a list of the project requirements enables the project manager to identify_____. (Choose three)

- A. The time needed to complete the project.
- B. The high-level value of the project to the sponsor and users.
- C. Gaps in the requirements when compared to the project scope.
- D. Whether the list of requirements is complete and valid enough to move on to the planning phase.

Answer: A, C, D

QUESTION 298

Which numbering convention should you use for tracking requirements with many parent/child relationships?

- A. A1, A2
B1, B2, B3
C1, C2
D1, D2, D3
- B. I
II
III
IV
- C. 1.1. 1.1.1. 1.1.2
1.2 1.2.1. 1.2.2. 1.2.3
1.3. 1.3.1. 1.3.2
1.4. 1.4.1. 1.4.2
- D. 1
3
4

Answer: C

QUESTION 299

As a project manager, you are presented with a project requirements document which contains the following requirements:

1. The user interface will be easy to use.
2. The system will produce all necessary reports.
3. The system will be fast.
4. The system will keep track of usage statistics.

What should you do next?

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- A. Begin developing the project plan.
- B. Interpret the requirements and allocate the project resources.
- C. Send requirements documents to the sponsor and end user for re-work.
- D. Interview the sponsor and end users to identify more specific requirements.

Answer: D

QUESTION 300

Task A is depending on Task B. Task C is dependent on Task

A. Task D is dependent on Task E. Task F is dependent on Task E.
Given that all tasks are of equal duration, what is the critical path?

- A. E, D, F
- B. B, C, D
- C. B, A, C
- D. E, F, D

Answer: C

QUESTION 301

The scope document identifies a specific architect to design the project. When you obtain the list of available resources you find that this architect is unavailable for several weeks during the design phase of the project.

Which information do you need to negotiate for a different architect? (Choose three)

- A. Project impact if a change is allowed.
- B. Project impact if a change is NOT allowed.
- C. Project tasks, priorities, and dependencies.
- D. List of qualified candidates who are available.

Answer: B, C, D

QUESTION 302

Which five lists are required to generate a project schedule? (Choose five)

- A. Deliverables
- B. Project tasks
- C. Required skills
- D. Available skills
- E. Major project risks
- F. Project requirements
- G. Time and resources per task

Answer: A, B, D, E, G

QUESTION 303

You are developing your project schedule. You negotiated with all the execution organizations, and your task times are as short as possible. After manipulating the schedule, the project completion data is still beyond the data agreed upon in your scope. You believe that the content agreed on for the project is appropriate, and you conclude that you should take this schedule to the sponsor for approval. Which three items do you need to justify the schedule? (Choose three)

- A. Data flow model.
- B. The project critical path,
- C. Actions you have taken.
- D. The tasks with time requirements.

Answer: B, C, D

QUESTION 304

There are many methods used to monitor the performance of a project. Which two methods can be used to monitor scope changes? (Choose two)

- A. Analyze cost variance history.
- B. Track number of scope changes.
- C. Analyze schedule variance history.
- D. Track dollar value of extra work performed.

Answer: C, D

QUESTION 305

Before you get approval from the stakeholders on a project change that modifies the project scope, which three actions should you take? (Choose three)

- A. Analyze budget issues and their impact.
- B. Calculate schedule variance issue areas.
- C. Analyze project plan issues and their impact.
- D. Apply final scope changes to the project plan.
- E. Research alternatives for the proposed scope change.

Answer: A, B, C

QUESTION 306

When creating a top-down budget, what are the three major factors? (Choose three)

- A. Time
- B. Vendors
- C. Resources
- D. Stakeholders

Answer: A, B, C

A top-down budget is one in which a fixed pot of money has been given to you for a project and you are expected to dole it out as you see fit. Usually this kind of doling out represents the fact that the company needs to make a particular profit on the implementation of the system and that any more money spent would represent diminished profit opportunity.

QUESTION 307

Exhibit:

Steps	negotiate a resolution of the problem
	escalate to higher levels of management
	provide detailed definition of the problem
	take dispute to independent third party
	apply principles of the contract to the problem
Step Order	place first step here
	place second step here
	place third step here
	place fourth step here
	place fifth step here

Place the steps used in a typical vendor dispute resolution process in the proper order.

Answer:

1. Take dispute to independent third party
2. provide detailed definition problem
3. negotiate a resolution of the problem
4. escalate to higher levels of management'
5. apply principles of the contract to the problem

QUESTION 308

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?

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(Choose three)

- E. The ability to manage team resources.
- F. The ability to identify the areas of doubts.
- G. The ability to develop meaningful status reports.
- H. The ability to act without creating negative impact.

Answer: B, C, D

QUESTION 309

The vendor of a product requests a two week delivery delay. This product is necessary for the project, but not on the critical path. The delay will not modify the critical path.

Which two actions should the project manager take? (Choose two)

- A. Renegotiate the deliver date with the vendor.
- B. Inform the stakeholder of the two week delay.
- C. Develop goodwill with the vendor and accept the delay.
- D. Accept the delay and make no adjustments to the project plan.

Answer: A, B

QUESTION 310

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

- E. Critical Ratio (CR)
- F. Cost Variance (CV)
- G. Cost Performance Index (CPI)
- H. Schedule Performance Index (SPI)

Answer: D

QUESTION 311

While doing the weekly review of the project, you find that the project is overspending.

What should you do to identify the area that is spending more than budgeted?

- A. Calculate the total project cost (TPC).
- B. Calculate the cost variance (CV) for each area.
- C. Calculate the schedule variance (SV) for each area.
- D. Check the Gantt chart and compare the progress of each task.

Answer: B

QUESTION 312

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

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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?

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

Answer: B

QUESTION 313

Which five should be included in an effective communication plan? (Choose five)

- A. What will be communicated.
- B. How the communication will be sent.
- C. How often the communication will be sent.
- D. The amount of time allowed before the communication must be sent.
- E. The name of the person responsible for sending the communication.
- F. The name of the person or group who will receive the communication.
- G. A contingency plan in case the primary form of communication is not available.

Answer: A, B, C, E, F

QUESTION 314

You are a project manager and have just completed your project kick-off meeting. Who should you meet with to review the output of the kick-off meeting?

- A. The sponsor.
- B. The business analyst.
- C. The information manager.
- D. The project technical lead.

Answer: A

QUESTION 315

The project sponsor wants you to develop and implement quality management

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techniques to ensure a smooth project transition to the deployment phase.

What are two quality management techniques you can implement? (Choose two)

- A. Clear deliverable ownership.
- B. Peer reviews for project deliverables.
- C. Flexible entry and exit criteria to minimize schedule delays.
- D.

QUESTION 316

committee.

E. Many work teams with few members to maximize the number of deliverable hand-offs.

Answer: A, C

QUESTION 317

You are the project manager for a large project with multiple teams at multiple locations.

What should you do to ensure consistency in the quality of work across locations?

- A. Make frequent visits to each location.
- B. Hold frequent cross location meetings.
- C. Copy stakeholders on all e-mail messages.
- D. Establish standards for communication and work.

Answer: D

QUESTION 318

What are two uses of a high-level (top-down) budget? (Choose two)

- A. Generate the project schedule.
- B. Confirm the customer's expected cost.
- C. Track resource cost during project execution.
- D. Validate the final (bottom-up) budget when it is created.

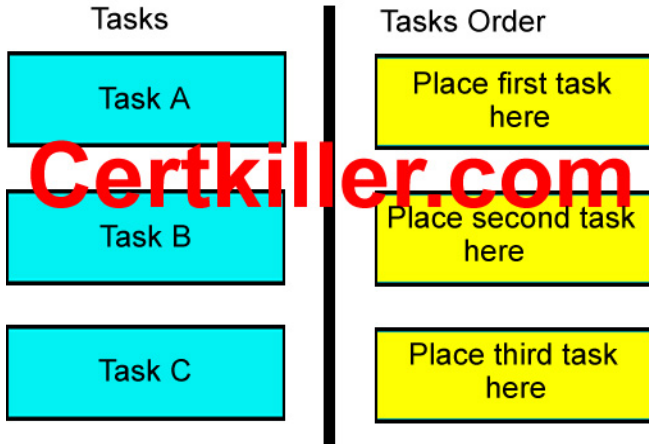
Answer: B, D

Bottom-up: techniques are the most time consuming and the most accurate estimates you can use. With bottom-up, each work item is estimated and rolled up to a project total.

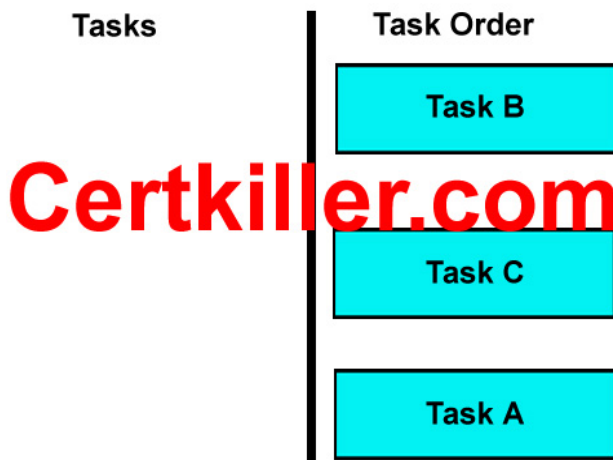
QUESTION 319

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 320

Who is responsible for the development of the project task, time, and resource lists?

- A. The project manager
- B. The program manager
- C. The management team
- D. The development team

Answer: A

QUESTION 321

What best handles large, complex, cross-functional projects?

- A. Project expediter
- B. Matrix organization
- C. Project coordinator
- D. Functional organization

Answer: B

A form of organizational structure. Employee in a matrix organization report to one

functional manager and at least one project manager. Functional managers assign employees to projects and carry out administrative duties, while project managers assign tasks associated with the project to team members and execute the project.

QUESTION 322

Throughout a project, what are three primary information needs of end-user management? (Choose three)

- A. IT staffing requirements
- B. Detailed testing schedules
- C. Module test specifications
- D. Main systems functionality
- E. Detailed systems functionality
- F. User involvement requirements
- G. Main deliverables planned delivery times

Answer: D, F, G

QUESTION 323

A senior user on your project has requested that a particular function be included in the proposed system. During the requirements analysis phase, one of the systems analysts on your team did not agree with the user's requests. You have examined the user's requirement and are unsure which option provides the best solution for the company and the user. You discuss the requirements with the user and decide that what the analyst has provided is valid. You meet the user a second time, but are unable to persuade her to change her requirement.

Which two actions should you take? (Choose two)

- A. Implement the functionality as defined by the senior user's request.
- B. Implement the functionality as defined by the systems analyst's recommendation.
- C. Put the issue to the project board for resolution and document the outcome of their deliberations.
- D. Ensure all relevant parties know about the issue, the action taken, and the route project will go.
- E. Hold another meeting to attempt to persuade the senior user to change her view of the way in which her requirement should be met.

Answer: D, E

QUESTION 324

You need to hire a senior developer to work with a team producing a system utilizing object oriented, SQL Server, and Visual Basic 6.0 as the development platform.

Which three attributes should you look for in a candidate? (Choose three)

- A. An independent nature.

- B. A positive, team-player attitude.
- C. A goal-oriented, can-do disposition.
- D. A knowledge of job control languages.
- E. A knowledge of systems and user documentation.

Answer: B, C, E

QUESTION 325

Progress made during the operation of a project may be ahead of or behind schedule. It may also be above or below the project cost.

What should you do to depict these situations so that you and the other project stakeholders can readily identify any divergence from planned outcomes?

- A. Earned value
- B. Tracking Gantt
- C. Monthly progress report
- D. Weekly project progress meetings

Answer: A

QUESTION 326

Which statement about user acceptance testing is true?

- A. User testing provides an opportunity for users to refine their needs.
- B. User testing should prove that the system operates to the specified requirements.
- C. User testing should be performed as part of the system implementation training phase.
- D. User testing provides an excellent opportunity for errors to be identified in the developed code.

Answer: B

QUESTION 327

You are a project manager developing a work plan for a system development project. You want to include the entry and exit criteria used to manage the transition between the phase of the project.

Which two deliverables are criteria to transition to the development phase of the project? (Choose two)

- A. Training curriculum
- B. User interface design
- C. Acceptance test scripts
- D. Application interface design
- E. Business policies and procedures

Answer: B, E

QUESTION 328

Which two phases of a project are least likely to require iteration of the tasks to complete? (Choose two)

- A. Unit testing
- B. Systems design
- C. Systems testing
- D. Project initiation
- E. Systems analysis
- F. Systems integration
- G. Systems development
- H. Requirements analysis
- I. Systems implementation
- J. User acceptance testing

Answer: D, J

QUESTION 329

Which two statements form a realistic basis for setting and measuring project targets? (Choose two)

- A. Milestones are set in the plan and should not move.
- B. A milestone is measurable upon completion of deliverable.
- C. Projects should be planned to include go/no go decision points that are based upon and initiated by the completion of major deliverables.
- D. The completion of the systems analysis phase that identifies many more requirements than originally expected, should not cause any changes to the project budget.

Answer: B, D

QUESTION 330

Which two factors have the greatest impact on the estimated per unit labor cost for a project? (Choose two)

- A. Historical information
- B. Use of outside vendors
- C. Change control processes
- D. Human resource availability
- E. Human resource skill level requirements

Answer: A, E

QUESTION 331

Team member listing, scheduled tasks, and training plan are part of the _____.

- A. Project plan
- B. Project charter
- C. Communication plan
- D. Work breakdown structure (WBS)

Answer: A

QUESTION 332

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 333

You completed your project plan and presented it to the project sponsor for signoff. Although you consulted the sponsor numerous times during the planning process, there is a significant discrepancy in the final schedule. The sponsor refuses to approve the plan.

Which three strategies should you use to resolve the situation? (Choose three)

- A. Interview the sponsor to identify the root of the scheduling concerns.
- B. Add resources to the plan until the plan is acceptable to the sponsor.
- C. Attempt to persuade the sponsor that the existing schedule should remain in the plan.
- D. Modify the schedule in order to obtain sign-off, knowing that the "true" schedule may vary from the project plan.
- E. Prepare a written recommendation suggesting the project be cancelled based on lack of support from the sponsor.

Answer: A, B, C

QUESTION 334

What is a result of implementing change control for a project?

- A. Appropriate coding guidelines are followed.
- B. Everyone is protected from the effects of scope creep.
- C. Deployment associated with technical issues is smooth.
- D. The necessity for ongoing management review of the project is minimized.

Answer: A

QUESTION 335

You are developing a scope of work for a project that will utilize extensive technical resources. A request has been made to make modifications to a user input screen.

Who must approve?

- A. Project manager
- B. Development team leader
- C. Project sponsor
- D. End users representative

Answer: C

QUESTION 336

You can minimize the amount of project scope creep by _____.

- A. Limiting prototyping
- B. Minimizing user input.
- C. Keeping the project duration short.
- D. Limiting access to system resources.

Answer: B

The best way to avoid scope creep as much as possible (you're never going to totally avoid it) is to make sure the project's requirements have been thoroughly fleshed out before the project starts.

QUESTION 337

Your company has already spent 100 million dollars on the project you are currently managing. This project is designed to take advantage of a business opportunity with a short life. You realize that the product will reach the market late and the amount the company will recover will be far less than the amount needed to finish the project.

What should you recommend to the sponsor?

- A. Terminate the project
- B. Continue with the project.
- C. Change the project budget.
- D. Change the scope of the project.

Answer: A

QUESTION 338

Where would you find the policies and procedures that define acceptable best practice communication for an active project?

- A. The project book

- B. The statement of work (SOW)
- C. The roles and responsibility document
- D. The corporate policies and procedures manual

Answer: D

QUESTION 339

An area of the project exceeds budget because purchased items were more expensive than originally anticipated. The excess will exceed the total budget for the project. What should the project manager do?

- A. Make no changes to the budget.
- B. Approach the stakeholders for a budget increase.
- C. Reduce area costs so as not to exceed the budget.
- D. Adjust the budget items to absorb the excess costs.

Answer: B

QUESTION 340

The project is on schedule, but you are concerned about the progress of specific areas in the project.

What element of Earned-Value analysis can you use to identify schedule problems?

- A. Schedule variance (SV)
- B. Calculated cost ratio (CCR)
- C. Calculated cost proportion (CCP)
- D. Schedule performance ratio (SPR)
- E. Budgeted cost of work performed (BCWP)

Answer: A

QUESTION 341

A change that modifies the project scope is proposed. You do the analyses and research all alternatives. You find the proposed change does not change the project budget. You decide the best solution is to change the project scope to incorporate the change.

What should you do next?

- A. Change the project plan to reflect the scope change.
- B. Present the proposed change for stakeholder approval.
- C. Propose the scope change to the development team for approval.
- D. Do not change project scope because of impact on schedule.

Answer: A

QUESTION 342

One of the vendors on your project attempts to enter your acceptance test. Your acceptance test manager refuses to take the code saying that it does not function sufficiently well to test.

What might have contributed to this difficulty? (Choose three)

- A. The contract was not clear on completion criteria.
- B. The vendor's plans were not adequately reviewed.
- C. The vendor's progress was not adequately monitored.
- D. The vendor's followed a different development process.

Answer: A, B, C

QUESTION 343

The development team feels they have completed their work and are attempting to turn over the product to the test team. The test manager will not accept the product claiming that it does not function sufficiently well to test.

What might have contributed to this situation? (Choose three)

- A. Test plan is incomplete.
- B. Unit test plans are inadequate.
- C. Development plan is incomplete.
- D. Communication standards are not defined.

Answer: A, B, C

QUESTION 344

One of your more senior consultants has always been an outstanding performer and has consistently produced good results. You have used this consultant as a mentor and tutor for new employees because this consultant is not appropriate for client visits. Recently the employees you have hired do not want to work with this consultant. When you approach the consultant to try and resolve the issue, he is unwilling to share his feelings or explain what has happened to his performance. After asking more questions you find the consultant thinks that you are trying to replace him with the new employees he is training.

Which two things can you do to preserve your current training plans and still recognize this consultant? (Choose two)

- A. Discontinue training until you need new employees.
- B. Provide more exposure to this consultant and highlight recent successes.
- C. Continue the dialog with this consultant to make sure he feels appreciated.
- D. Assign the consultant to another position and develop a second training resource.
- E. Continue to use this consultant to train but reassure him that he is not being replaced.

Answer: C, E

QUESTION 345

You are at a client's site with a junior consultant and you need to run some personal errands during work hours. The client is usually accepting of flexible work hours as long as a full week is worked. You are able to take care of the errands at the beginning of work the next day.

What should you do?

- A. Plan to run the errands on your own time.
- B. Arrive late to the client site and work more hours that day.
- C. Ask the junior consultant explain to the client why you are late.
- D. Communicate with the client and the consultant to let them know of your plans.
- E. Document the actions to complete until your errands are done so the junior consultant will be productive.

Answer: D

QUESTION 346

The deliverables resulting from a project review should be _____.

- A. In a written report.
- B. Delivered in presentation format.
- C. Verbally explained to team members.
- D. Communicated informally to stakeholders.

Answer: A

QUESTION 347

What are the two primary reasons for conducting an interim project review?
(Choose two)

- A. To evaluate project risk factors.
- B. To audit project manager performance.
- C. To review the quality of the deliverables.
- D. To examine the overall health of the project.
- E. To recommend actions to address any significant problems.

Answer: B, D

QUESTION 348

Administrative closeout consists of verifying and documenting project results to formalize acceptance of the project by the customer.

What is the output generated for administrative closure? (Choose two)

- A. Change requests, project records, and lessons learned
- B. Change requests, project archives, and risk management plans

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- C. Project archives, formal acceptance documentation, and lessons learned
- D. Team member evaluations, format acceptance documentation, and lessons learned

Answer: C, D

QUESTION 349

To get management approval for your project, you must involve management in _____ (Choose three)

- A. Building the project test plan.
- B. Defining and approving the project scope.
- C. The up-front defining of the project charter.
- D. Reviewing and approving all key deliverables.

Answer: B, C, D

QUESTION 350

How often should executive management review key project deliverables?

- A. Daily
- B. Weekly
- C. Upon request
- D. When completed

Answer: D

QUESTION 351

The firm you are working with 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 352

What should have formal sponsor sign-off before the project continues?

- A. Project charter
- B. System test scripts
- C. Current state process model

D. Instructor-led training course agenda

Answer: A

QUESTION 353

A company is in the development stages of a system that will impact 2,500 users. During a project steering committee meeting, the project sponsors explain to the project manager that the greatest area of project risk is in the development and delivery of an effective system training program for the 2,500 users. The company has never developed systems training to support the deployment of a new system. What should the project manager do?

- A. Obtain a contract from a third-party vendor and then ask the project steering committee during a project status meeting for approval to proceed.
- B. Recommend hiring four full-time trainers for the short term effort who have a combination of systems development and training development backgrounds.
- C. Tell the project steering committee that the risk is overstated and proceed with selecting two system developers to develop and deliver the training program.
- D. Recognize that system training is an area of risk for the steering committee and submit a written request to the project steering committee to contract the training development and delivery to a third-party consultant.

Answer: D

QUESTION 354

You are the project manager of a project that has multiple customers and is in the planning stage. You received an unclear written statement of the project purpose and objectives.

What is your next step?

- A. Develop the project workplan.
- B. Seek formal project approval from the project customers.
- C. Meet with the customers and refine the project purpose and objectives.
- D. Use the current project purpose and objectives to develop a project concept definition document.

Answer: C

QUESTION 355

The project manager identified the need for two additional application architects. These positions were not included in the original project budget. The project manager communicated the need for the architects in a conversation with the project sponsor. During the conversation, the project sponsor verbally approved the two roles. During a budget review, one month after the two application architects had begun work on the project, the project sponsor was surprised to learn that the project had added two additional roles.

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What should the project manager have done?

- A. Changed the baseline budget to reflect the two additional roles.
- B. Documented the two additional roles in the project status report.
- C. Obtained written confirmation from the project sponsor to add the two additional roles.
- D. Reminded the project sponsor of the two additional roles by leaving a voice mail message.

Answer: C

QUESTION 356

Which five items are characteristics of a completed requirements document?
(Choose five)

- A. Screen layouts are designed.
- B. All system inputs are defined.
- C. All system outputs are defined.
- D. Requirements are validated with sponsors and users.
- E. Business rules, special logic, and calculations are defined.
- F. Gaps between the requirements and the scope are identified and filed.

Answer: B, C, D, E, F

QUESTION 357

What is the major reason that projects fail to meet their objectives?

- A. Inadequate budget
- B. Unrealistic schedule
- C. Poorly defined scope
- D. Insufficient quality control

Answer: B

QUESTION 358

This task requires you to identify project requirements as either business requirements or functional requirements. (There are three business requirements and three functional requirements.)

Identify each project requirement on the right as either a business requirement or a functional requirement by dragging the appropriate label onto the "Place here" box.

Labels

Business Requirement	Place here	The system must apply a 5% shipping charge to orders shipped to region 2.
Functional Requirement	Place here	The system must be able to send orders using an Internet connection
	Place here	The system must interface to a hand held computer.
	Place here	The system must apply a 15% discount to all orders sold during the month of April
	Place here	The system must use effective dating when maintaining historical records
	Place here	The system must allow sales executives to approve rush sales orders.

Answer:

Labels

Business requirement	Business requirement	The system must apply a 5% shipping charge to orders shipped to region 2
Functional Requirement	Functional Requirement	The system must be able to send orders using an Internet connection
	Business requirement	The system must interface to a hand held computer.
	Business requirement	The system must apply a 15% discount to all orders sold during the month of April
	Functional Requirement	The system must use effective dating when maintaining records
	Business requirement	The system must allow sales executives to approve rush sales orders.

QUESTION 359

The review of the project scope document should be held before _____.

- A. Defining the project team.
- B. Appointing the project manager.
- C. Moving to the system design phase.
- D. Proceeding to the project planning phase.

Answer: D

QUESTION 360

What is an indication that a project is ready for the planning phase to begin?

- A. Project team skills are identified.
- B. Sponsors discuss the project direction.
- C. Users and sponsors approve the requirements document.
- D. Users and sponsors approve the design document, based on the requirements.

Answer: C

QUESTION 361

Which statement best describes the requirements review process?

- A. Formal requirements reviews are not needed because users and sponsors change the requirements as the project progresses.
- B. Requirements should be added, deleted, or modified during the project as the sponsors decide the direction the project should shift to.
- C. The initial requirements do not need to be reviewed as long as the project team agrees that the requirements cover is what was defined in the project scope document.
- D. Formal requirements' reviews should be held with the sponsors and users after the initial requirements are completed, and after requested changes to the scope or the project are defined.

Answer: D

QUESTION 362

What is the most valid reason for initiating a project change request?

- A. Scope changes
- B. Schedule changes
- C. Equipment cost changes
- D. Project personnel changes

Answer: A

QUESTION 363

It is important for the project manager to communicate significant changes in the scope to project sponsors for review and approval because this communication_____.

- A. Facilitates the resource planning process.
- B. Provides variance information to project sponsors.
- C. Facilitates enhances coordination among team members.
- D. Provides a mechanism for managing project sponsor expectation levels.

Answer: B

QUESTION 364

Exhibit:



Given the project timeline subnetwork shown in the exhibit, if a project scope change occurs that increases the duration of Task C by 10 days (from 15 to 25 days), what will be the effect of the scope change on the start date of Task E?

- A. The start date will not be affected.
- B. The start date will be delayed for 8 days.
- C. The start date will be delayed by 10 days.
- D. The start date will be accelerated by 10 days.

Answer: B

QUESTION 365

What is an example of project scope creep?

- A. Developing value engineering alternatives.
- B. Increasing equipment prices due to market conditions.
- C. Adding non-planned features to the system by application developers.
- D. Adding additional non-planned resources to accomplish a particular task.

Answer: C

When clients ask for 'one little thing' too often and such requests are granted, your project can quickly suffer from scope creep—a phenomenon in which the scope grows without anyone being aware of it until it's too late. Budget and schedules suffer when scope creep happens, and the deliverable is often late.

QUESTION 366

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: B

QUESTION 367

Exhibit:

Project Assumptions: It is January and you have just been assigned as the project manager and given the scope statement for the new payroll conversion project. Management has determined that by bringing payroll in-house the company will cut monthly expenses by \$15,000, and will only add 2 full time people with a pay rate of \$48,000 each. The new hires will start working in November so they can be trained prior to the project cut over. Current active employees on the system is 1500, with an annual turnover of around 25%.

Scope Statement: Convert the payroll system so that the first live payroll processes on the in-house system for the first payroll of next year. The system will run parallel for about a quarter, but must run the two consecutive parallel payrolls with 100% match before the live cut over. We must convert 5 years of history.

Estimated Project Cost:

Hardware	75,000	total
Software	50,000	total
Internal Labor	30,000	per month
External Labor	50,000	per month

Given the project assumptions and scope statement shown in the exhibit, what must be completed first?

- A. Convert payroll data by September.
- B. Have live payroll run after December 31st.
- C. Have parallel payroll runs for three months.
- D. Have 100% accurate live payroll run in January.

Answer: A

QUESTION 368

You have been selected as the project manager for the development of a web-based stock trading application. The project sponsors asked you to perform an assessment that will produce a project scope and work plan.

What would help you better understand the project scope?

- A. Select the city where the application development will occur.
- B. Research and document the regulations governing financial transactions.
- C. Select the project steering committee to manage the strategic direction of the project.
- D. Perform a marketing study to assess the market size and penetration for this type of application.

Answer: B