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QUESTION 1

A project manager is working with a large team on an important project. Many of the team members work remotely. The project manager requires each team member to submit weekly status reports at a certain time each week. One team member consistently submits late status reports. Which of the following should the project manager consider FIRST?

- A. Time zones for various work locations
- B. Necessity of weekly status reports
- C. Format of the status report
- D. Past performance reviews of the team member

Correct Answer: A

QUESTION 2

Which of the following contract types places the LEAST amount of risk on the seller?

- A. Fixed-Price
- B. Cost-Plus-Fixed-Fee (CPFF)
- C. Cost-Plus-Fee (CPF)
- D. Time and material

Correct Answer: D

QUESTION 3

A project team member is uncertain how many activities are required to complete a task. Which of the following documents should be referenced?

- A. Key Performance Indicators (KPIs)
- B. Project charter
- C. Work Breakdown Structure (WBS)
- D. Statement of Work (SOW)

Correct Answer: C

QUESTION 4

A project manager must initially address a performance issue with a project team member. Which of the following communication methods is BEST to use?

- A. Formal written communication
- B. Informal verbal communication
- C. Informal written communication
- D. Formal verbal communication

Correct Answer: B

QUESTION 5

A project manager is conducting a root cause analysis with the project team. Which of the following tools should be utilized?

- A. Gantt chart
- B. Ishikawa diagram
- C. Network diagram
- D. Run chart

Correct Answer: B

QUESTION 6

Which of the following is the BEST way for a project manager to conduct a lessons learned session?

- A. Talk about different conflict resolution techniques that could be used in the future.
- B. Talk about specific task failures and who is responsible for the failures.
- C. Talk about processes needing improvement versus things that went wrong.
- D. Talk about the project vendor shortcomings and contractual failures.

Correct Answer: C

QUESTION 7

A project manager has just completed the work breakdown structure (WBS) with the project team. Which of the following would be used during activity sequencing?

- A. Precedence diagramming method
- B. Monte Carlo analysis
- C. Resource availability
- D. Resource leveling technique

Correct Answer: A

QUESTION 8

Which of the following is used to display a project schedule?

- A. Gantt chart
- B. Work Breakdown Structure (WBS)
- C. Pareto chart
- D. Ishikawa diagram

Correct Answer: A

QUESTION 9

Which of the following is true of fast tracking a schedule?

- A. Project schedule critical path will change.
- B. Project activities will be performed concurrently.
- C. Project schedule is shortened by decreasing the project scope.
- D. Project schedule lead times are increased.

Correct Answer: B

QUESTION 10

All of the following are taken into account when determining the critical path EXCEPT: A. Late start and finish dates.

- B. Activity durations.
- C. Early start and finish dates.
- D. Resource limitations.

Correct Answer: D

QUESTION 11

A project manager is new to an organization and is about to begin work on a \$1,000,000 project. Which of the following would BEST help the project manager?

- A. Reviewing closure reports from previous projects within the organization.

- B. Asking stakeholders what standards they consider important.
- C. Developing a quality management plan.
- D. Talking to other project managers who have been with the organization for a long time.

Correct Answer: A

QUESTION 12

During execution of the project, the project sponsor informs the project manager that a requirement needs to be added to the scope statement. Which of the following is the FIRST action that the project manager should take?

- A. Evaluate the impact of the change on the project.
- B. Call the project team members together to determine how to handle the change.
- C. Change the work breakdown structure (WBS) to include all the tasks involved with this change.
- D. Rewrite the statement of work (SOW) to include the proposed change.

Correct Answer: A

QUESTION 13

A project manager has a project with staff in four different countries. When generating the resource management plan, which of the following should be considered FIRST?

- A. Reviewing holiday and vacation schedule with all team members.
- B. Getting the email address of all the employees.
- C. Locating each employee on the map in the office.
- D. Understanding the international country code of all the team members.

Correct Answer: A

QUESTION 14

A project manager receives a memo from a key stakeholder in the project. The memo states that going forward they should be notified of all scope changes, but not involved in the decision making process.

Which of the following should the project manager do NEXT?

- A. Initiate a transition plan.
- B. Assign the stakeholder to the change control board.
- C. Schedule a meeting with the stakeholder.

D. Update the communication plan.

Correct Answer: D

QUESTION 15

Which of the following defines a project? (Select Two).

- A. Limited time span
- B. Contains more than one deliverable
- C. Delivers a unique product or service
- D. Changes an ongoing process
- E. Generates positive returns

Correct Answer: AC

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