ATMIC NETWORKS
YOUR GUIDE TO GLOBAL CERTIFICATION

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Question: 1

Once the project's WBS has been created what process may happen next?

A. Estimate activity resources
B. Define activities
C. Estimate activity durations
D. Sequence activities

Answer: B

Explanation:
The define activities process is the process that may begin once the project's WBS has been completed and approved. It is possible, in some projects, to complete the WBS and the activity list at the same time. Answer option D is incorrect. Sequencing the activities cannot happen until the activity list has been created. Answer option A is incorrect. Estimating activity resources is dependent on the activity list, so this choice is not valid. Answer option C is incorrect. Estimate activity durations are dependent on the activity list, so this choice is not valid.

Question: 2

Which of the following scheduling techniques identifies the successor activities and the predecessor activities to assist the project manager in sequencing the project work?

A. Precedence Diagramming Method
B. Schedule network template
C. Dependency determination
D. Activity on the Node

Answer: A

Explanation:
The Precedence Diagramming Method uses both predecessors and successors as nodes in the project network diagram. The PDM approach is the most common network diagram approach used. Answer option C is incorrect. Dependency determination identifies the order of the project work. Answer option B is incorrect. The schedule network template is a tool that uses a previous project network diagram as a base for the current project network diagram. Answer option D is incorrect. Activity on the node laces activities on circles within a network diagram. It is an example of the precedence diagramming method.

Question: 3

You are the project manager of the NHGQ project for your company. You must create and distribute performance reports every week to your key project stakeholders. What communication technique

do you normally use to distribute reports?

A. Push technique
B. Many-to-many
C. One-to-one
D. Pull technique

Answer: A

Explanation:
Performance reports are distributed through the push technique. This means that the project manager distributes the reports regularly through a mechanism, such as email. Answer option C is incorrect. One-to-one technique describes a conversation between two people. Answer option B is incorrect. Many-to-many technique describes a conversation between many people. Answer option D is incorrect. A pull technique describes the recipients of the report "pulling" the information, such as from a Website.

Question: 4

Your project team is executing the project plan and things are going well. Your team has reached its first milestone and is now in the second phase of the project. The project stakeholders have requested that you find a method to reduce the duration of the project. They will reward you and your project team with a 25 percent bonus of the project costs if you can finish the project thirty days earlier than what was already planned. The stakeholders, however, will not approve any additional labor costs as part of the agreement. Which approach could you use to shorten the duration of the project?

A. Perform resource leveling for the project.
B. Crash the project schedule.
C. Fast track the project.
D. Remove things from the project scope.

Answer: C

Explanation:
Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in

sequence. It is shortening the project schedule without reducing the project scope. It does not add any additional labor but it can introduce project risks. Answer option D is incorrect. Removing things from the project scope can reduce the project duration, but it will not satisfy the requirements the stakeholders have identified. Answer option A is incorrect. Resource leveling can actually increase the project duration. Answer option B is incorrect. Crashing can reduce the project duration but it increases the labor expense, something the stakeholders won't approve.

Question: 5

The Define Activities process is the first process in the project time management knowledge are

a. The Define Activities process creates just three outputs as a result of decomposition, rolling wave planning, templates, and expert judgment. Which one of the following is not an output of the Define Activities process?

A. Activity list
B. Milestone list
C. Activity attributes
D. Project document updates

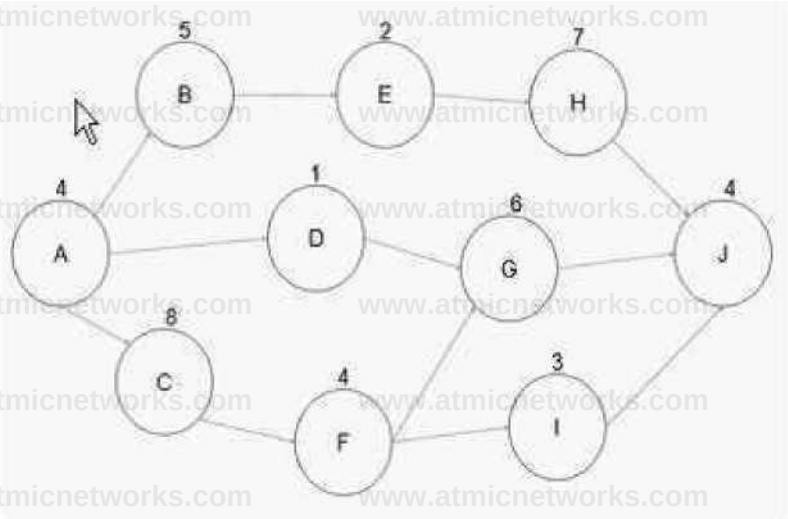
Answer: D

Explanation:

Project document updates are not an output of the Define Activities process. Project document updates are the outputs for estimate activity resources. Project document updates include the following: Activity list Activity attributes Resource calendars Answer option A is incorrect. The activity list is an output of the define activities process. Answer option C is incorrect. The activity attributes is an output of the define activities process. Answer option B is incorrect. The milestone list is an output of the define activities process.

Question: 6

Examine the figure given below:



If Activity B takes eight days to complete instead of five days as schedule, how long can you now delay Activity H?

A. Three days
B. One day
C. Four days
D. Zero days

Answer: B

Explanation:

Activity B is not on the critical path and it has a total of four days of float. If Activity B takes a total of eight days, it will consume three days of float. However, the total duration of the path ABEHJ may not exceed 26 days, as this is the total duration for the project. Although Activity H has a total of four days of float available, the consumption of three days of float on this path will reduce the total float for Activity H to just one day. If Activity H is delayed by more than one day, then the project will be late. Answer option D is incorrect. There is one day of float still available for Activity H. Answer options A and C are incorrect. These are not the valid answers, as there is just one day of float available for Activity H.

Question: 7

You are the project manager of the GHT Project. Ben, one of your project team members, does not understand the idea of a milestone. Which of the following best describes what a milestone is?

A. A significant point in the project
B. A goal of reaching a significant delivery of project benefits by an identified date
C. An imposed date for the project to reach a given point
D. The completion of a project activity that is crucial to project completion

Explanation:

A milestone is simply a significant point or event in the project. It does not have to be assigned to a specific date,

but is usually assigned to the completion of project phases. A milestone is the end of a stage that marks the completion of a work package or phase, typically mark d by a high level event such as completion, endorsement or signing of a deliverable, document or a high level review meeting. In addition to signaling the completion of a key deliverable, a milestone may also signify an important decision or the derivation of a critical piece of information, which outlines or affects the future of a project. In this sense, a milestone not only signifies distance traveled (key stages in a project) but also indicates direction of travel since key decisions made at milestones may alter the route through the project plan. To create a milestone, enter 0 (zero) in the Duration field. The task will automatically be classified as a milestone. Answer option C is incorrect. This is a project constraint. Answer option B is incorrect. A project goal is an objective for time, cost, scope, and other metrics. Answer option D is incorrect. All activities must be completed in order to complete the project work. Activities that are not completed are quality issues that prevent the project from completing the project scope.

Question: 8

You are the project manager of the GHY Project. Management wants you to create a process improvement plan for your project. Your project will be studied by management and will become a standard for all future organizational projects based on your project's performance, approach, and implementation of project processes. All of the following should be included in your project's process improvement plan except for which one?

A. Process boundaries
B. Process configuration
C. Targets for improved performance
D. Identification of project risks

Answer: D

Explanation:
Identification of the project risks is not part of the process improvement plan. Identify risks is a risk management process, and risks are recorded in the risk register. Answer options A, B, and C are incorrect. Process boundaries, Process configuration and Targets for improved performance are parts of the process improvement plan.

Question: 9

George is the project manager of the NHQ Project and has a budget of $778,000. The project is scheduled to last for one year with an equal amount of work completed each quarter. The second quarter of the project has ended and George has spent $325,000 but has only finished forty percent of the project. Management needs a variance report for the project schedule. What value should George report in this instance?

A. .96
B. -$77,800
C. $-34,500
D. -$13,800

Answer: B

Explanation:
Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula: SV = Earned Value (EV) - Planned Value (PV) If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule.

A value of 0 indicates that the project is right on target. The earned value in this instance is forty percent of the project budget, $778,000, and the planned value is $398,000 because George is to be fifty percent done at the end of the second quarter, as the work is spread evenly across all quarters. The schedule variance is -$77,800 for the project. Answer option A is incorrect. .96 represents the cost performance index. Answer option C is incorrect. -$34,500 represents the project's variance at completion if the project continues as is. Answer option D is incorrect. -$13,800 is the cost variance for the project.

Question: 10

You are the project manager of the NHQ Project. Management has set a conformance to the project schedule for your project at 0.95. What does this term mean?

A. It means the largest schedule variance you can have is five percent.
B. It is the earned value divided by the planned value for your project.
C. It is the expectation of management to be 95 on schedule at 95 percent of the project.
D. It means you will need to earn at least 95 cents per dollar invested in the project.

Answer: A

Explanation:

Conformance to schedule is a required adherence for the project's schedule. In this instance, the project manager must not allow the schedule to slip more than five percent. Answer option B is incorrect. This is the description of the schedule performance index. Answer option D is incorrect. This is the description of the cost performance index. Answer option C is incorrect. This is not a valid statement about the project performance.

Question: 11

Which one of the following estimate types is a form of expert judgment?

A. Parametric estimate B. Analogous estimate C. Bottom-up estimate D. Definitive estimate

Answer: B

Explanation:
An analogous estimate is a form of expert judgment because it relies on historical information. The historical information, assuming that it is accurate, serves as the conduit to the expert that created the historical information. Answer option C is incorrect. A bottom-up estimate creates an activity duration estimate for each work package in the WBS. Answer option A is incorrect. Parametric estimating uses a parameter, such as 10 hours per fixture installation, as a base to predict the duration of the project. Answer option D is incorrect. A definitive estimate, also known as a bottom- up estimate, accounts for the cost of each work package.

Question: 12

You are the project manager of the NHA Project. This project is expected to last one year with quarterly milestones throughout the year. Your project is supposed to be at the third milestone today but you're likely only 60 percent complete. Your project has a BAC of $745,000 and you've spent $440,000 of the budget-to-date. What is your schedule performance index for this project?

A. 80

B. 1.02
C. 102
D. 0.80

Answer: D

Explanation:
The schedule performance index can be found by dividing the earned value by the planned value. In this project, it's $447,000 divided by the $558,750 for a value of 0.80. Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula:

SPI = Earned Value (EV) / Planned Value (PV)
If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target.
Answer option A is incorrect. "80" is not the same value as ".80". Answer option B is incorrect. 1.02 is the cost performance index. Answer option C is incorrect. 102 is not a valid calculation for this question.

Question: 13

Fill in the blank with an appropriate phrase.
The includes a description of any collateral services required, such as performance reporting or post-project operational support for the procured item.

Answer: procurement
SOW Explanation:
The procurement
SOW consists of a description of som collateral services required, such as performance reporting or post- project operational support for the procured item. The procurement SOW is revised and refined as required when it moves through the procurement process until incorporated into a signed contract award.

Question: 14

Mark is the project manager of the GHQ Project. He is happily reporting that his project has a schedule performance index of 2.12. Management, however, does not think this is good news. What is the most likely reason why management does not like an SPI of 2.12?

A. It is not good news because a larger number means the schedule duration estimates were likely to be wrong to begin with.
B. They likely do not understand the SPI formula.
C. It is not good news, as the number should be closer to 100 than 0.
D. It is good news, but Mark may have large cost variances to achieve this value.

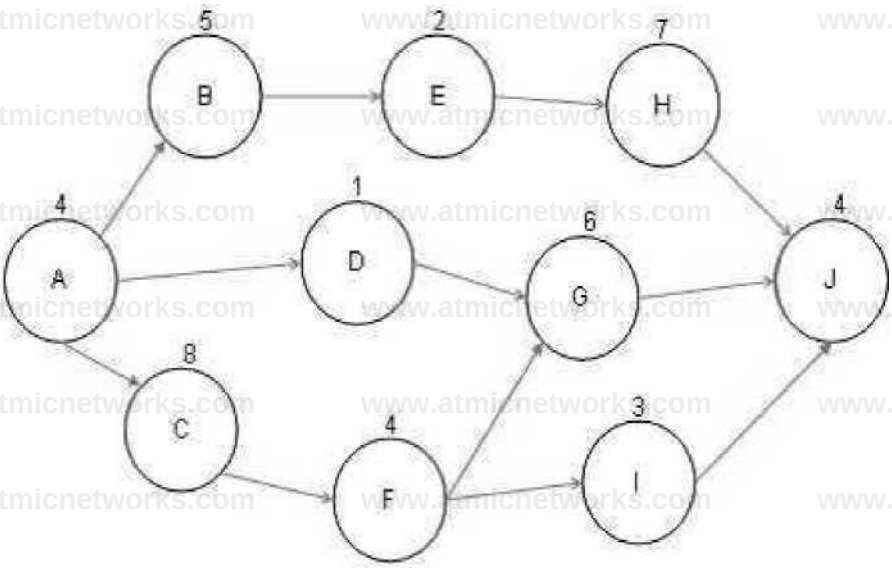
Answer: A

Explanation:
Cost and schedule performance indexes should be as close to 1 as possible. A larger value, such as 2.12, means that the schedule duration estimates were likely bloated or incorrect to begin with. Answer option B is incorrect. This is not the best choice for this question. Answer option

C is incorrect. The number should not be close to 100; it should be close to 1. Answer option D is incorrect. While Mark may have crashed the schedule and driven up costs to achieve the SPI value, a more likely reason is that the time estimates were bloated.

Question: 15

You are the project manager of the BHG Project. You are creating a network diagram as shown in the figure:



Mary, a project team member, reports that an identified risk is likely to happen in the project that will affect the completion date of Activity D . She reports that the risk event will likely cause the duration of the activity to increase by six days. If this happens what is the earliest the project can complete?

A. 32 days
B. 29 days
C. 27 days
D. 26 days

Answer: D

Explanation:
If Activity D increases by six days, the duration of the project will not change. There is 11 days of float available for Activity D so it may delay by six days without affecting the project end date. What is float? Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates. Answer options A, B, and C are incorrect. These are not valid answers for the question.

Question: 16

Sam is the project manager of the NQQ project. He and the project team have completed the stakeholder identification process for his project. What is the main output of the identify stakeholders process?

A. Communications management plan
B. Stakeholder register
C. Requirements
D. Stakeholder management strategy

Answer: B

Explanation: According to the PMBOK, the main output of the identify stakeholders process is the stakeholder register. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project. Answer option A is incorrect. The communications management plan is an output of communications planning. Answer option D is incorrect. The stakeholder management strategy is an output of stakeholder identification, but it is not the main output. Answer option C is incorrect. Requirements are not an output of the stakeholder identification process.

Question: 17

You work as a project manager for BlueWell Inc. Management has asked you not to communicate performance unless the CPI is less than 0.96 or the SPI dips below 0.98. What type of report would you create for management, if these instances develop in your project?

A. Cost variance report
B. Exceptions report
C. Performance management report
D. Schedule variance report

Answer: B

Explanation:
The best answer is simply an exception report.

An exception report refers and documents the major mistakes, mishaps, and goofs. In other words, it itemizes the important and critically significant piece of documentation that is vital to the proper and effective functioning of a project. It does not document what has gone right, but rather documents what has gone wrong. Answer option C is incorrect. A performance management report is not a valid project management report. Answer option A is incorrect. The question is asked a out cost and schedule so this answer would not be appropriate for both the cost and the schedule. Answer option D is incorrect. The question is asked about cost and schedule so this answer would not be appropriate for both the cost and the schedule.

Question: 18

You are the project manager of the HQQ Project. Your project is running late by ten percent of where you should be at this time. Management is concerned. Considering that the project has a BAC of $567,899, you are thirty percent complete, and you have spent $179,450. What is this project's to- complete performance index based on the current BAC?

A. 1.02
B. 0.010
C. 0.75
D. 0.95

Answer: A

Explanation: This project is not performing well on schedule, but moderately well on costs. The project's TCPI based on the current BAC is 1.02. To-complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EAC. TCPI indicates the future required cost efficiency needed to achieve a target EAC (Estimate At Complete).Once approved, the EAC supersedes the BAC as the cost performance goal. Any significant difference between TCPI and the CPI needed to meet the EAC should be accounted for by management in their forecast of the final cost. The formula for TCPI is as follows: TCPI = {(BAC- EV)/(BAC-AC)} Answer option D is incorrect. 0.95 is the project's TCPI value based on the estimate at completion. Answer option C is incorrect. 0.75 is the project's schedule performance index. Answer option B is incorrect. 0.010 is not a valid calculation.

Question: 19

Andy works as the project manager for Bluewell Inc. He is developing the schedule for the project. There are eight tools and techniques that a project manager can use to develop the project schedule. Which of the following is a tool and technique for the Schedule Development process?

A. Schedule compression
B. Reserve analysis
C. Variance analysis
D. Expert judgment

Answer: A

Explanation:
Schedule compression is a tool used as part of the Schedule Development process. The tools and techniques for schedule development are as follows: Schedule network analysis Critical path method Critical chain method Resource leveling What-if scenario analysis Applying leads and lags Schedule compression Scheduling tool Answer options D, B, and C are incorrect. These are not tools and techniques for schedule development.

Question: 20

You are the project manager for your organization. You have recorded the following duration estimates for an activity in your project: optimistic 20, most likely 45, pessimistic 90. What time will you record for this activity?

A. 48
B. 20o, 45m, 90p
C. 90
D. 45

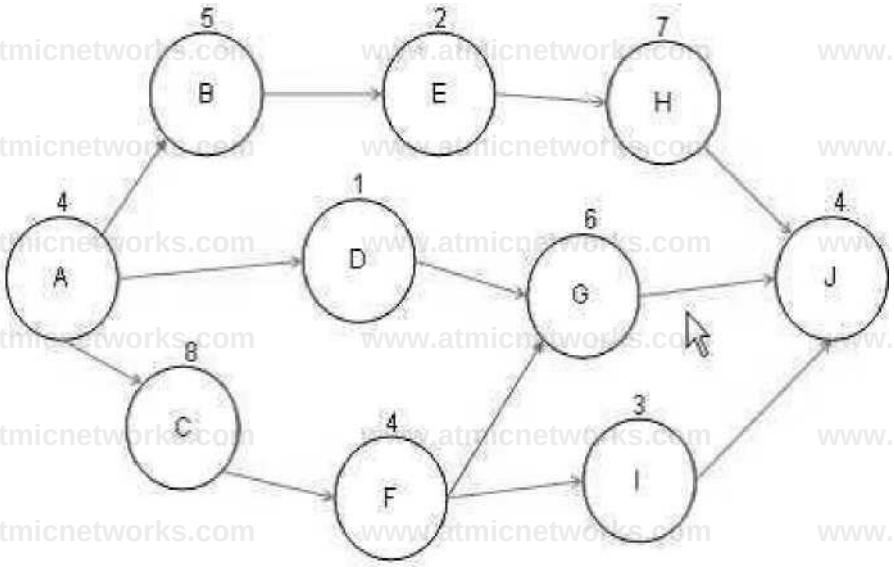
Answer: A

Explanation:
This is an example of a three-point estimate. A three-point estimate records the optimistic, most likely, and the pessimistic duration, and then records an average for the predicted duration Three- point estimate is a way to enhance the accuracy of activity duration estimates. This concept is originated with the Program Evaluation and Review Technique (PERT). PERT charts the following three estimates:

Most likely (TM): The duration of activity based on realistic factors such as resources assigned, interruptions, etc. Optimistic (TO): The activity duration based on the best-case scenario Pessimistic (TP): The activity duration based on the worst-case scenario The expected (TE) activity duration is a weighted average of these three estimates: TE = (TO + 4TM + TP) / 6 Duration estimates based on the above equations (sometimes simple average of the three estimates is also used) provide more accuracy. It can be calculated as follows: TE = (20 + 45*4 + 90) / 6 = 290/6 =48 Answer options B, C, and D are incorrect. These are not the valid answers for this question.

Question: 21

You are the project manager of the NHQ Project. You have created the project network diagram as shown in the figure:



You are concerned about a risk on Activity G that if it happens will delay the project by four days. You would like to utilize float for Activity G . How much float is available for Activity G to help offset the risk event?

A. Five days
B. Four days
C. Eleven days
D. Zero

Answer: D

Explanation:

There is no float available for Activity G because it is on the critical path. Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates. Answer options B, A, and C are incorrect. There is no float available for Activity G because it is on the critical path.

Question: 22

Beth is the project manager for her organization. Her current project has many deliverables that have been defined at a high level, but the details of the deliverables are still unknown. In her project, Beth is planning in detail only the activities that are most imminent in the project work. This approach to project management planning is known as what?

A. Imminent activity management
B. Rolling wave planning
C. Predecessor-only diagramming
D. Decomposition

Answer: B

Explanation: Rolling wave planning is a technique to plan and do the most imminent project work before moving onto the details that are far off in the project schedule and project plan. Rolling wave planning is a technique for performing progressive elaboration planning where the work to be accomplished in the near future is planned in detail at a low level of the work breakdown structure. The work to be performed within another one or two reporting periods in the near future is planned in detail as work is being completed during the current period. Answer option D is incorrect. Decomposition is the process of breaking down work packages into the activity list. Answer options A and C are incorrect. These are not valid project management terms.

Question: 23

Gina is the project manager for her organization and she is working with her project team to define the project activities. In this project, the stakeholders are sensitive to the project completion date, so Gina is stressing to her project team members that while they need to provide and account for all of the project activities, they should focus on one work package in the WBS at a time. In order to start the decomposition of the project work packages into activities, Gina will need all of the following except for which one?

A. Scope baseline
B. Organizational process assets
C. WBS
D. Enterprise environmental factors

Answer: C

Explanation: According to the PMBOK, Gina will not need the WBS directly, but will rely on the scope baseline.A Work Breakdown Structure (WBS) in project management is a tool that defines a project and groups the project's discrete work elements in

a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Answer option A is incorrect. The scope baseline is an input to define the project activities. Answer option D is incorrect. Enterprise environmental factors are an input to define the project activities. Answer option B is incorrect. Organizational process assets are an input to define the project activities.

Question: 24

You have created the project network diagram for the ABC project. You are exploring total float and free float for that project. Martin, a project team member, wants to know the difference between total float and free float. What is the difference between total float and free float?

A. Total float is the amount of time an activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project

completion date.

B. Total float is the amount of time an activity can be delayed without delaying the project completion date, whereas free float is the amount of time an activity can be delayed without delaying any project successors.

C. Total float is the amount of time an activity can be delayed without delaying the project completion date, whereas free float is the amount of time an activity can be delayed without delaying any project predecessors.

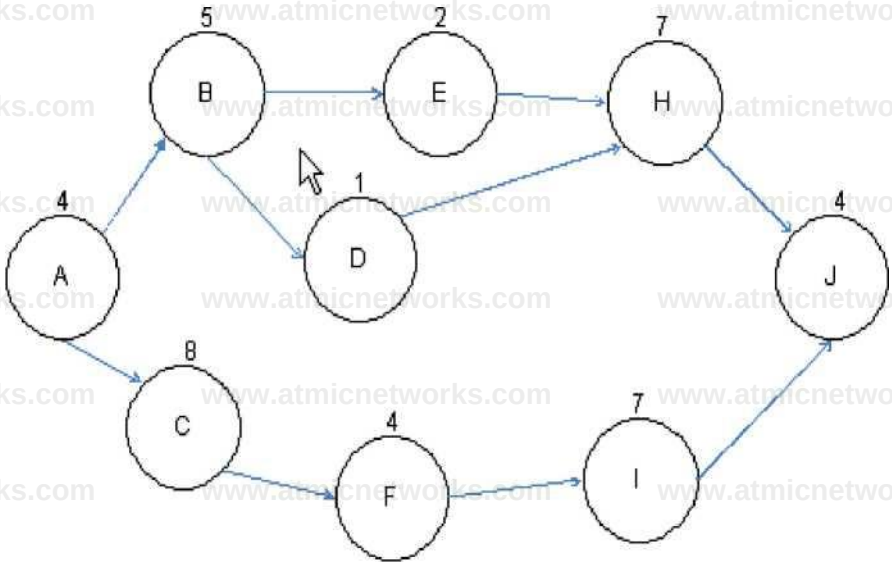
D. Total float is the amount of time a non-critical activity can be delayed without delaying any project successors, whereas free float is the amount of time an activity can be delayed without delaying the project completion date.

Answer: B

Explanation: Total float is the time you can delay an activity without delaying the project end date, whereas free float is on each activity and does not affect the early start date of successor activities. Float, also called slack, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats available: Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Total Float: It is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating schedule constraint. Float is calculated by using the critical path method technique. Answer options C, A, and D are incorrect. These are not accurate definitions of free float and total float.

Question: 25

John works as a project manager of the NHQ Project. He has created the project network diagram as shown in the figure:



Based on the project network diagram, how much float is available for Activity H if Activity B is delayed by four days and Activity E is delayed by two days?

A. Zero
B. One
C. Four
D. Five

Answer: A

Explanation: The path of ABEHJ will take 22 days to complete and cannot exceed 28 days or else the project will be late. If Activity B takes four additional days and Activity E takes two additional days, this adds (4+2= 6) six days to the path, bringing the path's duration to exactly (22+6 = 28) days. There is no available float left for Activity D or H. Float or total float (TF) is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project fish date, or violating a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates. Answer options B, C, and D are incorrect. There is no float available because the path's duration has increased to 28 days.

Question: 26

Ben is the project manager for his organization. His project has 26 stakeholders this week and will have five additional stakeholders next week. How many more communication channels will Ben's project have next week?

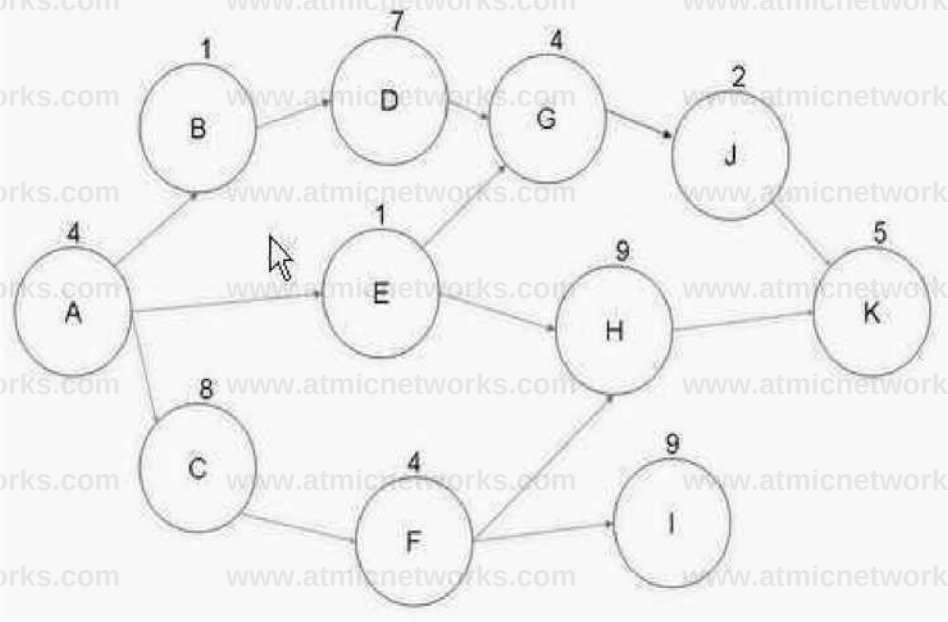
A. 140
B. 10
C. 325
D. 5

Answer: A

Explanation:
Ben's project will have 140 more communication channels because of the five additional stakeholders. To solve the question, you will need to find the current stakeholder communication channels first, which is (26*25)/2= 325, and then find the difference of the number of channels for the five additional stakeholders. You can use the formula of N(N-1), where N is the number of stakeholders. In this example, the formula would read: Total number of communication channels that Ben will have next = ((31*30)/2)-((26*25)/2 =140 Answer option D is incorrect. Five is the number of additional stakeholders. Answer option B is incorrect. 10 is the number of communication channels among just five stakeholders. Answer option C is incorrect. 325 is the number of current communication channels.

Question: 27

You are the project manager for your company. You are working with the activities defined in the figure below.



What will happen to your project if Activity F takes five additional days to complete than what was expected?

A. Your project's critical path will shift to ACFI.
B. Your project will be late by five days.
C. Your project can still complete on time as float is available on Activity I.
D. Your project will now have two critical paths.

Answer: B

Explanation: Activity F is on the critical path of ACFHK of 30 days. By adding five additional days to Activity F, the project will now take 35 days to complete. Answer options C, A, and D are incorrect. These are not the valid answers.

Question: 28

You are the project manager for your organization. You need the oak cabinets for your project delivered by December 1 in order to install the floors around the oak cabinets by December 15. Your company's procurement office generally takes 45 days to complete procurement orders. Based on this information, how should you schedule the lead time for the cabinet delivery?

A. Cabinet procurement December 1, plus 45 days lead time
B. Cabinet procurement November 15
C. Cabinet procurement December 1, minus 45 days lead time
D. Cabinet procurement December 15 minus 45 days lead time

Answer: C

Explanation:
The cabinet procurement and delivery must be completed by December 1. By scheduling the activity to finish on December 1 with minus 45 days lead time for procurement, the cabinets will arrive by the needed date. Answer option A is incorrect. Lead time is always negative time, lag time is positive time. This choice would cause the cabinets to not arrive until 45 days after December 1. Answer option D is incorrect. This choice would cause the cabinets to arrive on December 15 when the floors are to be installed. Answer option B is incorrect. This choice is not the best answer because it does not necessarily account for holidays, weekends, or other factors in the project calendar. By scheduling the cabinet for December 1 and working backwards through lead time, the project's PMIS will account for these breaks in the project work.

Question: 29

Your project has a BAC of $750,000 and is 75 percent complete. According to your plan, however, your project should actually be 80 percent complete. You have spent $575,000 of your project budget to reach this point and you are worried about the project not being able to complete based on your current project budget. What is the to-complete performance index for this project?

A. 0.98
B. -$16,677
C. 1.07
D. 0.94

Answer: C

Explanation:
The to-complete performance index can be found by using the formula (BAC-EV)/(BAC-AC) for a value of 1.07. The higher the value is from 1, the less likely the project will meet the BAC. To- complete Performance Index (TCPI) is the measured projection of the anticipated performance required to achieve either the BAC or the EAC. TCPI indicates the future required cost efficiency needed to achieve a target EAC (Estimate At Complete).Once approved, the EAC supersedes the BAC as the cost performance goal. Any significant difference between TCPI and the CPI needed to meet the EAC should be accounted for by management in their forecast of the final cost. The formula for TCPI is as follows: TCPI = {(BAC-EV)/(BAC-AC)} Answer option A is incorrect. 0.98 is the project's cost performance index. Answer option D is incorrect. This is the project's schedule performance index. Answer option B is incorrect. -$16,667 is the project's variance at completion.

Question: 30

You are the project manager of the NHT Project. This project has 12,345 office doors to install throughout a campus. Each of the doors costs the project $456 and requires special hardware to electronically lock and open the doors. You've gathered the project team before they begin the installation for a hands-on training. As a group you and the project team install 50 doors following a checklist of instructions so that every door will be installed exactly the same throughout the campus and with minimal waste. This is an example of what project execution technique?

A. Preventive action
B. Defect repair validation
C. Implemented corrective action
D. Quality control

Answer: A

Explanation: This is an example of a preventive action as you're working with the team before they install the doors to train them on the installation. The checklist is a quality control tool but the question was asking for a project execution activity. Preventive and corrective actions are part of project execution. Answer option D is incorrect. Quality control is a controlling and monitoring process, not an executing process. Answer option B is incorrect. The defect repair validation comes after the project team has corrected an error - something that has not occurred in this instance. Answer option C is incorrect. Corrective action is a response to something that needs to be corrected in the project.

Question: 31

Your project is forty percent complete though it was scheduled to be fifty percent complete as of today. Management has asked that you report on the schedule variance for your project. If your project has a BAC of $650,000 and you've spent $385,000 to date, what is the schedule variance value?

A. -$75,500
B. -$390,000
C. -$487,500
D. -$65,000

Answer: D

Explanation: The schedule variance is found by subtracting the planned value from the earned value. The earned value is the percentage of the project completeness multiplied by the BAC. Planned value is the percentage of where the project should be at this time multiplied by the BAC. In this

example, EV = 40% of BAC = 260,000, and PV = 50% of BAC = 325,000 SV = 260,000 - 325,000 = - 65,000 Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula: SV = Earned Value (EV) - Planned Value (PV) If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target. Answer options B, C, and A are incorrect. These are not valid calculations of the schedule variance.

Question: 32

Jim is the project manager for his project. He and his project team are creating their duration estimates for the work packages in the WBS. For each activity, Jim is adding a few hours to the duration estimate in case something goes wrong during the completion of the work activity. Sarah, the project sponsor, does not approve of this and warns Jim of Parkinson's Law. What is Parkinson's Law?

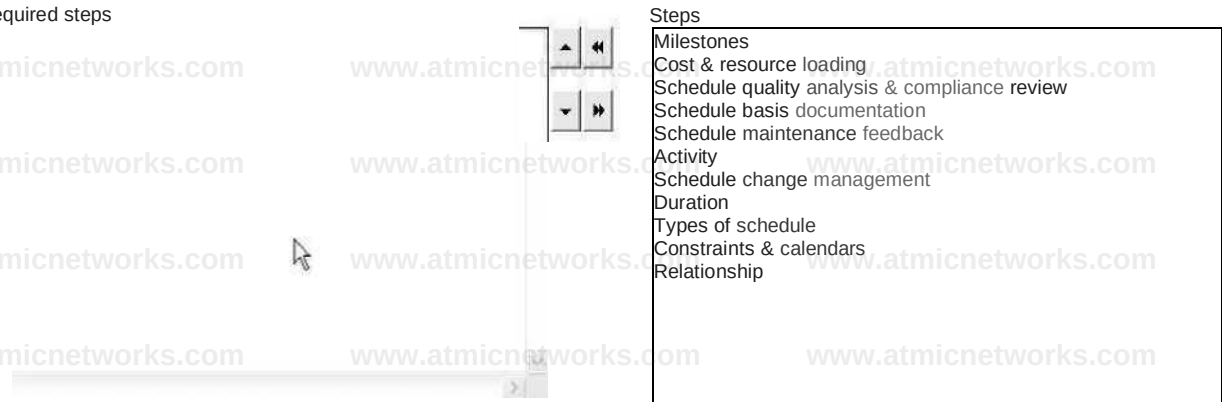
A. People will behave based on what their behavior brings them.
B. As employees do repetitive tasks, duration should decrease.
C. Work expands to fill the amount of time allotted to it.
D. An exponential increase labor does not correlate to an exponential decrease in duration.

Answer: C

Explanation: Parkinson's Law states that work expands to fill the amount of time allotted to complete the work. If Jim allows 25 hours for a project team member to complete a 20-hour task, it will likely take the team member 25 hours to do the work. Answer option A is incorrect. This is a description of the Expectancy Theory. Answer option B is incorrect. This is a description of the learning curve. Answer option D is incorrect. This is a description of a portion of the Law of Diminishing Returns.

Question: 33

Michelle works as a scheduler in Array Inc. She has to create a schedule for a project assigned to her. Choose and reorder the steps that she should follow while creating the schedule for the project. Select an item from the right pane. Click button to move the selected item to the left pane. Click button to move the item back to the right pane. Click and buttons to sort the list, if required.



Answer

Explanation: Schedule development is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule. Inserting the activities, durations, and resources into the scheduling tool generates a schedule with planned dates for completing the project activities. The goal of the schedule development is to form the processes such that the stakeholders can use it in the creation of the project. Schedule development consists of two main sections:

1. Input and Data: The starting point for any schedule is the input of information developed during the planning process. Define schedule scope Breakdown structure relationships Schedule specification Feedback from stakeholders Cost estimate model
2. Creating Schedule: This process provides basic knowledge in an outline structure for a study of the means, methods, and tools necessary for the project schedule development process.

Types of schedules
Activities
Durations
Relationships
Constraints and calendars
Cost and resource loading
Schedule quality analysis and compliance review
Schedule basis documentation

Question: 34

You work as a project manager for ABC Inc. You are currently overseeing a project on a high-rise building site. Your prime concern is to ensure that cranes are used effectively for moving materials. You also have to ensure that delivery trucks do not have to wait in a queue and that workers on the upper floors are able to get their deliveries on time. Which type of scheduling would be required in such a scenario?

A. Critical path scheduling
B. Time-oriented scheduling
C. Resource-oriented scheduling
D. Network scheduling

Answer: C

Explanation: Resource-oriented scheduling focuses on using and scheduling particular resources in an effective manner. This type of scheduling should be used whenever there are limited resources available for a project and the struggle for these resources between the project activities is intense. As a result, delays are likely to arise in such cases, as actions must wait until general resources become available. Resource-oriented scheduling is also suitable in cases where unique resources are to be used, such as when there is only one excavator available in an excavation operation. Answer option B is incorrect. Time-oriented scheduling is a time-scheduling method that focuses on determining the finishing time of a project. It also specifies the crucial precedence relationships among the activities involved in the project. In time-oriented scheduling, the appropriate time is allocated for the whole project through the successive stages of the project life cycle. Answer option A is incorrect. Critical path scheduling is a technique that calculates the minimum completion time for a project along with the possible start and finish times for the project activities. Answer option D is incorrect. Network scheduling provides a basis for obtaining facts for decision making.

Question: 35

John works as a project manager for BlueWell Inc. He is working on a high-profile project with 80 stakeholders and he needs to express to his project team and to the management the importance of communication in the project. He would like to show the number of stakeholder communication channels in the project. Based on this information how many communication channels exist within this project?

A. 3000
B. 79
C. 80
D. 3160

Answer: D

Explanation: Communication channels are paths of communication with stakeholders in a project. The number of communication channels shows the complexity of a project's communication and can be derived through the formula shown below: Total Number of Communication Channels = n (n-1)/2 where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the number of stakeholders in the formula we can get the required communication channel for the project. It is (80 x 79)/2 for 3,160 communication channels.

Question: 36

You work as a project manager for BlueWell Inc. There have been changes to the project scope in your project. These changes will cause the project schedule to change as well, so you will need to update the schedule and the schedule baseline. The schedule baseline is a component of what?

A. Project calendar
B. Project constraints
C. Project objectives
D. Project management plan

Answer: D

Explanation: The schedule baseline is a required component of the project management plan. Project management plan is a formal, agreed document that defines how the project is executed, monitored and controlled. It may be summary or detailed and may be composed of one or more subsidiary management plans and other planning documents. The objective of a project management plan is to define the approach to be used by the project team to deliver the intended project management scope of the project. The project manager creates the project management plan with the inputs from the project team and key stakeholders. The plan should be agreed and approved by at least the project team and its key stakeholders. Answer option C is incorrect. The schedule baseline is not a project objective. Answer option A is incorrect. The project calendar defines when the project will take place. Answer option B is incorrect. Project constraints are restrictions imposed on the project, such as time, cost, and scope.

Question: 37

Holly is the project manager of her project. She has chosen to crash the project due to time constraints that have been imposed on her project. When Holly crashes the project what project document must be updated to reflect this change to the approach?

A. Develop schedule process
B. Risk register
C. Project risk management plan
D. Activity attributes

Answer: D

Explanation: When Holly adds resources to the project, as in this instance, she will need to update the activity attributes to reflect the new labor. Activity attributes are an output of the Define Activity process. These attributes refer to the multiple components that frame up an activity. The components for each activity during the early stages of the project are the Activity ID, WBS ID, and Activity name. At the later stages, the activity attributes include Activity codes, Predecessor activity, activity description, logical relationship, successor activity, leads and lags, imposed dates, and constraints and assumptions. Activity attributes are used for schedule development and for ordering, selecting, and sorting the planned schedule activities in a number of ways within reports. In project document updates, activity attributes are updated to include any revised resource requirements and other revision generated by the develop schedule process.

Question: 38

Examine the figure given below: Which path is considered the critical path?

A. ACDFJ
B. ACGIJ
C. ABEFJ
D. ABDFJ

Answer: B

Explanation: The critical path is the path in the project network diagram with the longest duration. In project management, a critical path is the sequence of project network activities which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). In this instance path ACGIJ is the longest as it takes 23 days.

Answer options C and D are incorrect. These paths take 13 days. Answer option A is incorrect. This path only takes 19 days.

Question: 39

Winnie is the project manager for her company. She has been recording the actual durations of the project work to determine the actual progress of her project. Winnie needs to generate an updated project schedule based on project performance. She is using the supporting schedule data, manual scheduling methods, and her project management software to perform schedule network analysis. What other tool Winnie can use to help and generate an updated project schedule?

A. Critical path method
B. Schedule management plan
C. Scheduling tool
D. Critical chain method

Answer: C

The scheduling tool is the only other tool that can help Winnie to create an updated project schedule. The scheduling tool is used in combination with manual methods or further project management software to carry out the schedule network analysis to produce an updated project schedule. Answer option A is incorrect. The critical path method can be analyzed, but it is a part of the project management information system. In addition, the critical path is not better or worse than the critical chain method so by having both answers among the choices both answers are cancelled. Answer option D is incorrect. The critical chain method can be analyzed, but it is the part of the project management information system. In addition, the critical path is not better or worse than the critical path method so by having both answers among the choices both answers are cancelled. Answer option B is incorrect. The schedule management plan may need to be referenced to create a new project schedule, but it is not a tool that Winnie can use.

Question: 40

You are the project manager of the NHQ project. Your project has a budget of $1,258,456 and is scheduled to last for three years. Your project is currently forty percent complete though it should be forty-five percent complete. In order to reach this point of the project, you have spent $525,000. Management needs a performance report regarding the NHQ project. Management is concerned that this project will be over budget upon completion. What is the estimate at completion for this project that you will need to report to management?

A. -$62,922.80
B. $1,312,504

C. $1,525,000
D. $787,504

Answer: B

Explanation:
The estimate at completion can be calculated by dividing the budget at completion by the cost performance index. Here, CPI =EV/AC=(0.40*1,258,456)/525000 = 0.95882 EAC = BAC/CPI = 1,258456/0.95882 = 1,312,504 What is Estimate at Completion (EAC)? Estimate at Completion (EAC) is a field that displays the final cost of the project including the actual costs and the forecast of remaining costs based on the cost performance index (CPI) so far. The formula used to calculate this estimate is as follows: ACWP+(BAC-BCWP)/CPI Answer option D is incorrect. $787,504 is the estimate to complete. Answer option A is incorrect. -$62,922.80 is the schedule variance. Answer option C is incorrect. This is not a valid calculation for this question.

Question: 41

John works as the project manager for Honeywell Inc. He is involved in the periodic collection and analysis of baseline versus actual data to understand and communicate the project progress. Which of the following techniques is used in generating performance reports?

A. Work performance information
B. Change requests
C. Work performance measurements
D. Forecasting method

Answer: D

Explanation:
Forecasting method is a technique used in generating performance reports. Forecasting is the process of estimating or predicting in unknown situations. Forecasting is about pre icting the future as accurately as possible with the help of all the information available, including historical data and knowledge of any future events that might impact forecasts. The forecasting methods are categorized as follows: Time series method: It uses historical data as the basis for estimating future outcomes. Causal/econometric method: This forecasting method is based on the assumption that it is possible to identify some factors that might influence the variable that is being forecasted. If the causes are understood, projections of the influencing variables can be made and used in the forecast.

Judgmental method: Judgmental forecasting methods incorporate intuitive judgments, opinions, and subjective probability estimates. Other methods: Other methods may include probabilistic forecasting, simulation, and ensemble forecasting. It is one of the tools and techniques of the report performance process. Answer option A is incorrect. Work performance information is the data gathered on the status of the project schedule activities that are performed to accomplish the project work. This data is collected as part of the Direct and Manage Project Execution processes. WPI includes the following: Deliverables status Schedule Progress Costs incurred It is used as an input in generating the report performance process. Answer option C is incorrect. Work performance measurements are created from the work performance information. WPMs are an output of Control schedule, Control cost, and Control scope processes, which are monitoring and controlling processes. WPMs consist of planned versus actual performance indicators with respect to scope, schedule, and cost. They are documented and communicated to the stakeholders and are used to make project activity metrics, such as the following: Planned vs. Actual Technical performance and Scope performance Planned vs. Actual Schedule performance Planned vs. Actual Cost performance They are used as an input in generating the report performance process. Answer option B is incorrect. Change requests are requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets or revise schedules. These requests for a change can be direct or indirect, externally or internally initiated, and legally or contractually imposed or optional. A Project Manager needs to ensure that only formally documented requested changes are processed and only approved change requests are implemented. It is an output of the report performance process.

Question: 42

Which of the following are the inputs to the Develop Project Charter process? Each correct answer represents a complete solution. Choose all that apply.

A. Procurement document
B. Contract
C. Business case
D. Project statement of work

Answer: B, D, and C

Explanation:

The Develop Project Charter process documents the formal authorization of a project or a phase. It also documents initial requirements that satisfy the stakeholder's needs and expectations. It is used to validate the decisions made during the previous iteration of the Develop Project Charter process. The various inputs of this process are as follows: Project statement of work Business case Contract Enterprise environmental factors Organizational process assets The output of the Develop project Charter process is as follows : Project charter Answer option A is incorrect. Procurement document is the input of the Identify Stakeholders process.

Question: 43

Beth is the project manager for the NHQ project. This project deals with fiber optic cabling in her organizational campus. Tim is the electrical engineer for her company and is the only internal resource that can complete several of the project activities that deal with the fiber optic cables. Because Tim is a highly-skilled resource, he is already scheduled on several projects within the organization and is not available when Beth needs him to complete some of the project activities. This is an example of which term?

A. Resource calendar conflict
B. Matrix network
C. Organizational process assets
D. Activity resource requirements

Answer: D

Explanation:
Because the activities in Beth's project require Tim and his skills. This is an example of an activity resource requirement. A resource constraint would also have been an acceptable answer. Answer option B is incorrect. This may be a matrix organization, but matrix network is not a valid project management term. Answer option C is incorrect. Organizational process assets are things that have been created to help assist the management of the project. Answer option A is incorrect. A resource calendar conflict is not a valid project management term.

Question: 44

Fill in the blank with an appropriate phrase. The allows the project team to look at the performance of the project to date, and use that data to make more accurate projections about the future.

Answer: Schedule model Explanation: The main function of the schedule model is to provide

useful 'road map' that can be used by the project manager and the project team to assist them in completing the project fruitfully. A well-developed schedule model is an active tool used to predict at what time the project work that remains to be completed can reasonably be completed. The

schedule model allows the project team to look at the performance of the project to date, and use that data to make more accurate projections about the future.

Question: 45

John works as a Project Manager for Blue Well Inc. He is measuring cost efficiency of his project. The key values are provided in the table below:

Measurements Values
&CWP (or EV) 425
BCWS(orPV) 400
ACWP(orAC) 510

What is the cost performance index (CPI) of the project at the current point of time?

A. 0.96
B. 1.082
C. 0.833
D. 1.0625

Answer: C

Explanation:
According to the question, you are required to calculate the cost performance index (CPI) of the project. Cost performance index (CPI) is used to calculate performance efficiencies. It is used in trend analysis to predict future performance. CPI is the ratio of earned value to actual cost. The CPI is calculated based on the following formula: CPI = Earned Value (EV) / Actual Cost (AC) If the CPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The CPI value of 1 indicates that the project is right on target. Here, CPI is as follows:

CPI = EV / AV = 425/510 = 0.833

As the CPI (0.833) is less than 1, it shows that the schedule performance is below expectation. What is BCWP (or EV)?
Budgeted cost of work performed (BCWP) or Earned Value (EV) is the value of completed work. It is the budgeted amount
for the work actually completed on the schedule activity during a given time period. What is BCWS (or PV)?
Budgeted Cost of Work Scheduled (BCWS) or Planned Value (PV) is the authorized budget assigned to the scheduled work to be accomplished for a schedule activity or Work Breakdown Structure (WBS) component. What is ACWP (or AC)?
Actual cost of work performed (ACWP) or Actual Cost (AC) is the total costs actually incurred and recorded in accomplishing
work performed during a given time period for a schedule activity. It is the cost of the work to date, including direct and
indirect costs. AC is money that has actually been expended to date.

Question: 46

Ben is the project manager of the NHF Project for his organization. Some delays early in the project have caused the project schedule to slip by nearly 15 percent. Management would like Ben to find a method to recoup the schedule slippage and to get the project back on track. Management is risk- adverse with this project. Which of the following methods should Ben avoid to recoup the project time?

A. Crashing
B. Fast tracking
C. Critical chain methodology
D. Adding lead time

Answer: B

Explanation:
Of all the choices, Ben should avoid fast tracking, as it allows complete phases of the project to overlap, and this increases project risks. Management wants to avoid risks, so fast tracking would not be helpful. Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope. Answer option A is incorrect. Crashing adds people and costs but is relatively safe in regard to risks. Answer option C is incorrect. Critical chain is not a schedule compression technique and would not necessarily help the project get back on schedule. Answer option D is incorrect. Lead time, similar to fast tracking, can increase project risks; however, fast tracking is more

risky than lead time. Lead time allows individual activities to overlap, while fast tracking allows entire project phases to overlap.

Question: 47

Laura is the project manager for her organization and management has requested her to create a report on her project's performance. Laura needs to analyze her current project performance and then compare it against what, in order to create a performance report?

A. Cost variances and Cost Performance Index
B. Scope baseline
C. Performance measurement baseline
D. Schedule variances, planned value, and the Schedule Performance Index

Answer: C

Explanation:
The performance measurement baseline, which can be comprised of cost, scope, and schedule, is the foundation for creating a performance report. Answer option B is incorrect. The scope baseline will only reflect the performance of the scope, whereas performance reports typically need scope, time, and cost as its foundation. Answer option A is incorrect. Cost variances and the cost performance index are cost values that must be considered along with the scope performance and schedule performance. Answer option D is incorrect. Only reporting performance on the schedule is not enough for a performance report. Laura should also report on scope and cost at a minimum.

Question: 48

Which of the following documents captures and defines the work activities, deliverables, and a timeline that a vendor will execute against in performance of work for a customer?

A. Project charter
B. Scope of statement
C. SOW
D. WBS

Answer: C

Explanation:
A statement of work (SOW) is a document that captures and defines the work activities, deliverables and timeline that a vendor will execute against in performance of work for a customer. Detailed requirements and pricing are usually specified in it, along with many other terms and conditions. SOW is a narrative description of products or services to be supplied by the project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements. For external projects, the statement of work can be received from the customer as part of a bid document. Answer option B is incorrect. Scope of statement gives the narrative description of the project scope. Answer option A is incorrect. Project charter is a document that formally authorizes a project manager to work on a project. Answer option D is incorrect. WBS is a tool that defines a project and groups the project discrete work in a way that helps organize and define the total work scope.

Question: 49

A construction company is about to start a new project. It requires hiring a project manager for this project. Which of the following are the most important skills that a person must have to be selected as a project manager?

A. Problem solving
B. Team building and human resources
C. Leading
D. Communication
E. Negotiation and influential

Answer: D

Explanation:

A good project manager must have all of the above mentioned skills. Out of these, the communication skills are the most important skills for a project manager. Communications skills are part of general management skills and are used to exchange information. Communication has many dimensions: Written and oral, listening, and speaking Internal (within the project) and external (customer, the media, the public) Formal (reports, briefings) and informal (memos, ad hoc conversations) Vertical (up and down the organization) and horizontal (with peers) Communication is the most important skill that a project manager must posses. It is the single most important characteristics of a top-class project manager. Project managers must communicate well in order to integrate and maximize the performance of team members. Oral and written communications are the backbone of every successful project. During different phases of a project, a project manager requires to communicate through different manners (for example, documentation, meeting updates, etc.) and he must ensure that the information communicated is explicit, clear, and complete. Answer options E, C, A, and B are incorrect. All these mentioned skills make a person a good project manager. Communication skills top the list. What are organizational skills? Organizational skills are part of management skills to organize various aspects of a project in order to complete it successfully. A good project manager uses these skills to successfully organize his meetings, as well as to keep documentations, quotes, contracts, etc., which can be fetched at any given moment. Organizational skills also include planning and time management skills. What are budgeting skills? Budgeting skills include the knowledge of finance and accounting principles. A project manager must possess these skills in order to perform cost estimates for project budgeting. Reading and understanding quotes, preparing purchase orders, and reconciling purchase invoices are all part of budgeting skills. In order to make the budget of a project, the project manager must have excellent budgeting skills. What are problem solving skills? Problem solving skills include the ability to define and analyze problems, and to take decisions in order to solve the problems by implementing those decisions. Every project manager must possess strong problem solving skills. Problem solving is a two-fold process: Defining the problem Taking a decision and then implementing it A project manager is responsible for determining the best course of action to take in order to resolve the problem. What are negotiating and influencing skills?

Negotiating skills includes demanding and convincing others for the rightful thing or act. A project manager needs this skill to negotiate on projects in almost every area such as scope definitions, budgets, contracts, resource assignments, schedules, etc. Influencing skills include the convincing power of a person. It is an ability to change minds and the course of events. A good project manager requires these skills to utilize them in all areas of project management.

Question: 50

Which of the following individuals has a management role in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance?

A. Functional manager
B. Operations manager
C. Project manager
D. Seller

Answer: B

Explanation:
The role of operations manager is to perform various management roles in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance. The operations manager directly deals with constructing and maintaining the saleable products or services of the enterprise. Answer option C is incorrect. A project manager is an expert in the field of project management. He is responsible for the entire project from inception to completion. The project manager leads the team and helps negotiate the multiple relationships within any project whether with clients, team members, firm principals or any variety of partners and functions as the hub of a project. Answer option A is incorrect. The role of a functional manager is to perform various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement. He is assigned his own permanent staff to carry out the ongoing work. He should have a clear directive to manage all tasks within his functional area of responsibility. Answer option D is incorrect. Seller is also known as a vendor, supplier or contractor. They are external company's elements that enter into a contractual agreement to provide components or services necessary for the project.

Question: 51

John is the project manager for his organization. He has created a status dashboard for his stakeholders. What is a status dashboard?

A. It is a report that details the current status of risks and issues.
B. It is a software application that allows stakeholders to view the project manager's performance.
C. It is a web-based tool to inspect the project deliverables for performance.
D. It is a report that reflects the overall performance of scope, schedule, quality, cost, or other project performance metrics.

Answer: D

Explanation:
Of all the choices, the best explanation is that a dashboard is a report for quick review of the project's performance metrics. While there are some software solutions, they still focus on the key performance criteria of the project. Answer option C is incorrect. This answer defines the definition of quality control, not the dashboard's review of project performance. Answer option B is incorrect. Dashboards focus on the performance of the project's key performance factors, not the project manager. Answer option A is incorrect. A status report could include the details of the project's risks and issues, but usually not the dashboard.

Question: 52

You have been hired as a project manager for Tech Perfect Inc. You are studying the documentation of planning of a project. The documentation states that there are twenty-five stakeholders with the project. What will be the number of communication channels for the project?

A. 300
B. 50
C. 600
D. 25

Answer: A

Explanation:

According to the question, the project has twenty-five stakeholders. Communication channels are paths of communication with stakeholders in a project. The number of communication channels shows the complexity of a project's communication and can be derived through the formula shown below: Total Number of Communication Channels = n (n-1)/2 where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the value of the number of stake holder in the formula will provide the number of communication channels: Number of communication channel = (n (n-1)) / 2 = (25 (25-1)) / 2 = (25 x 24) / 2 = 600 / 2 = 300 Who are project stakeholders? Project stakeholders are those entities within or without an organization, which: Sponsor a project or, Have an interest or a gain upon a successful completion of a project. Examples of project stakeholders include the customer, the user group, the project manager, the development team, the testers, etc. Stakeholders are anyone who has an interest in the project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project's objectives and outcomes. The project management team must identify the stakeholders, determine their requirements and expectations, and, to the extent possible, manage their influence in relation to the requirements to ensure a successful project.

Question: 53

You are the project manager of the GHY Project. This project is scheduled to last for one year and has a BAC of $4,500,000. You are currently 45 percent complete with this project, though you are supposed to be at your second milestone which accounts for half of the project completion. There

have been some errors in the project, which has caused you to spend $2,073,654. What is this project's schedule variance?

A. -$48,654
B. 13 percent
C. -$225,000
D. 0.98

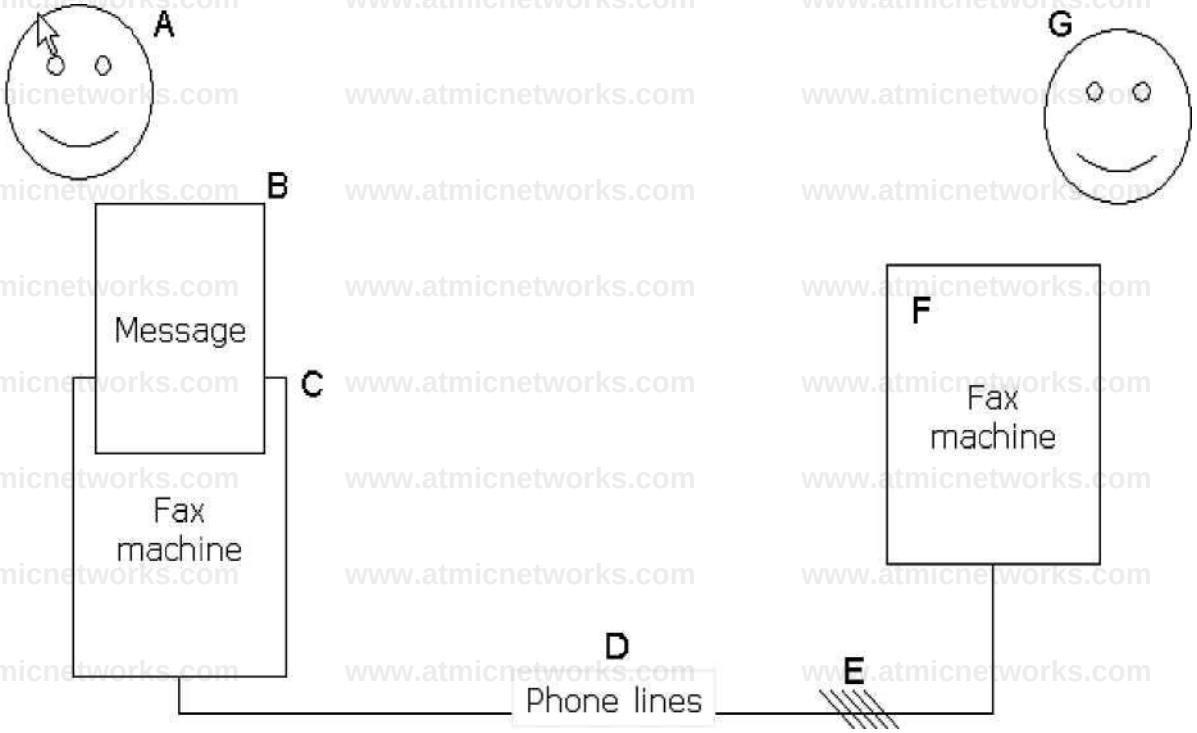
Answer: C

Explanation:

he schedule variance can be found by subtracting the planned value form the earned value. In this instance, it is $2,025,000 minus $2,250,000. SV = 2,025,000 - 2,250,000 = -225,000 Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula: SV = Earned Value (EV) - Planned Value (PV) If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target. Answer option A is incorrect. This is the cost variance for the project. Answer option B is incorrect. 13 percent is not a valid answer. Answer option D is incorrect. This is not a valid variance for this question; variances are typically negative numbers.

Question: 54

The figure given below demonstrates the communication model for a project. What role does the component E play in the communications model?



A. Static
B. Deterrent
C. Noise
D. Barrier

Answer: C

Explanation:
Noise is anything that disrupts the communication method such as static on the telephone line, distracting conversations, or misunderstandings. Answer option A is incorrect. Static is an example of noise, but it is not part of the communication model. Answer option D is incorrect. A barrier to communication is when communication cannot happen under the present conditions. Answer option B is incorrect. A deterrent is not a valid part of the communication model.

Question: 55

Which of the following documents is a narrative description of products or services to be supplied by the project and has detailed requirements and pricing specified on it?

A. Scope of statement
B. Project charter
C. Statement of work (SOW)
D. WBS

Answer: C

Explanation:
A statement of work (SOW) is a document that captures and defines the work activities, deliverables and timeline that a vendor will execute against in performance of work for a customer. Detailed requirements and pricing are usually specified in it, along with many other terms and conditions. SOW is a narrative description of products or services to be supplied by the project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements. For external projects, the statement of work can be received from the customer as part of a bid document. Answer option A is incorrect. Scope of statement gives the narrative description of the project scope. Answer option B is incorrect. Project charter is a document that formally authorizes a project manager to work on a project. Answer option D is incorrect. WBS is a tool that defines a project and groups the project discrete work in a way that helps organize and define the total work scope.

Question: 56

Fred is the project manager of the NHA project. This project has a BAC of $2,456,900 and is sixty percent complete. Fred has crashed the project, which has driven the project costs to date to $1,525,140, but his project is five percent more complete than what was planned. What is the cost variance for this project that Fred needs to report to management?

A. $122,845
B. -$51,000
C. -$85,000
D. Zero

Answer: B

Explanation:
The cost variance for the project is -$51,000. You can find the cost variance by using the formula earned value minus planned value. In this instance, it is: CV = EV - AC = (0.60* 2,456,900) - 1,525,140 = -51,000 Answer option C is incorrect. -$85,000 is the project's variance at completion. Answer option A is incorrect. $122,845 is the project's schedule variance. Answer option D is incorrect. There is a cost variance on this project of -$51,000.