Question 113: You are helping a colleague study for the PMP® exam, and as part of his study plan he is using the PMBOK® Guide as one of his reference books. He is having difficulty understanding the Time Management knowledge area processes, particularly how inputs from one process are often outputs from other processes and as such there

is an order in which the processes are generally performed. You offer some advice and describe the generally correct order of schedule development activities in the Time Management knowledge area in the PMBOK® Guide. What is your answer?A

A: Define Activities, Sequence Activities, Estimate Activity Resources, Estimate Activity Durations, Develop Schedule

B: Sequence Activities, Develop Schedule, Estimate Activity Resources, Estimate Activity Durations, Define Activities

C: Define Activities, Estimate Activity Resources, Estimate Activity Durations, Sequence Activities, Develop Schedule

D: Sequence Activities, Define Activities, Estimate Activity Resources, Estimate Activity Durations, Develop Schedule

Question 114: You are using the work packages from your WBS to assist with creating your project schedule. You begin breaking the work packages down into the actual work necessary to complete the work package. What are you in the process of defining?C

A: WBS dictionary items

B: Project tasks

C: Activities

D: Work package assignments

Question 115: You are the project manager on a project that is currently in the planning stage. You are working on your project schedule and beginning the process of defining your activity list. Involving your team members in this process would result in what outcome?A

A: Better and more accurate results

B: Project inefficiencies due to delays experienced in building

consensus

C: Bad team morale due to disagreements between experts

D: Extra cost to the project

Question 116: You have your activity list completed and are explaining to your team members what it contains. Which of the following is not contained on the activity list?A

A: Milestone list

B: Scope of work description

C: All schedule activities required on the project

D: Activity identifier

Question 117: You and your project management team are conducting the activity sequencing for a new project. The team has determined that Task A takes 3 days. Task B is dependent on Task A finishing and has a duration of 1 day. Task C takes 4 days. Task

D is dependent on Task C starting and has a duration of 7 days. Task E is dependent on both Task C and Task D finishing and has a duration of 2 days. Task F is dependent on both Task E and Task B finishing and has a duration of 4 days. What is the duration of the project?B

A: 10 days B: 13 days C: 17 days D: 8 days

Question 118: You are leading your team in the preparation of your project schedule and are currently sequencing the activities and determining which type of precedence relationship exists between them. Which of the following is the most commonly used type of precedence relationship that you will use?D

A: Start-to-start

B: Start-to-finish

C: Finish-to-finish

D: Finish-to-start

Question 119: You are using the precedence diagramming method to construct your project schedule network diagram. What other name is sometimes used to describe the precedence diagramming method?A

A: Activity-on-node diagram

B: Activity-on-arrow diagram

C: Critical chain methodology

D: Critical path methodology

Question 120: After talking with your team and the people responsible for completing the activity, you schedule two activities in your project so that the successor activity is able to start a week before the predecessor activity. What is this is an example of?B

A: Lag B: Lead C: Slack D: Float

Question 121: You are leading your project scheduling specialists in the completion of your project schedule and you wish to add leads and lags into your schedule to accurately reflect the total project duration. Some members of your team are confused about the two terms. How would you describe the difference between a lead and a lag to them?A

A: A lead means a successor activity can be started prior to the completion of a predecessor activity. A lag directs a delay in the successor activity.

B: A lead means that both activities can start at the same time. A lag means that neither can start until the other one starts.

C: A lead means that the successor activity must start prior to the predecessor activity finishing. A lag means the successor activity has a mandatory dependency and can not start until the predecessor activity is complete.

D: A lead means the amount of time free on the critical path between activities. A lag is the amount of delay that can occur between activities that will not adversely affect the final project delivery date.

Question 122: You are completing the sequence of activities and note that one of your activities can not proceed until consent is granted by the local government agency. This is an example of what sort of dependency?B

A: Discretionary

B: External

C: Environmental

D: Mandatory

Question 123: You have successfully completed the first iteration of your project schedule network diagram. This indicates that you have completed the work in which PMBOK® Guide process?D

A: Control Schedule

B: Define Activities

C: Develop Schedule

D: Sequence Activities

Question 124: Your project sponsor has asked to see your resource calendar. What

sort of information is included in this document?D

A: The length of time the project will require input from external resources.

B: The dates of annual holidays for project team members.

C: The duration of each activity in the project resource

diagram.

D: When and how long project resources will be available during the project.

Question 125: You are estimating your activity resources and breaking down the work within each activity to its lowest level and then aggregating these estimates to get a total quantity for each activity’s resources. What tool or technique are you using?B

A: Published estimating data

B: Bottom-up estimating

C: Expert judgment

D: Parametric estimating

Question 126: You are about to begin the work to estimate activity durations on your project. Which of the following would not be an input you could use to complete this work?B

A: Activity attributes

B: Activity duration estimates

C: Project scope statement

D: Activity list

Question 127: While estimating the activity durations on your project, you come across a similar project completed by your organization last year. To save time, you use information from this project to help estimate activity durations. This is an example of which tool or technique?B

A: Bottom-up estimating

B: Analogous estimating

C: Parametric estimating

D: Three-point estimating

Question 128: As a result of a brainstorming session, your team determines that the most likely duration of an activity will be 8 days, the optimistic duration is 6 days, and the pessimistic duration is 16 days. What it the expected activity duration?C

A: 10 days

B: 5 days

C: 9 days

D: 30 days

Question 129: There is some uncertainty over the duration of a particular activity

on your project. You call your team together, all of whom have experience in completing the activity. After a brainstorming session, they are able to determine a most likely duration, an optimistic duration, and a pessimistic duration. You then use these numbers to calculate the expected activity duration. This is an example of which sort of tool or technique?B

A: Bottom-up estimating

B: Three-point estimating

C: Analogous estimating

D: Parametric estimating

Question 130: To estimate the amount of time it will take to install 500 meters of cable on your project, you divide the number of meters required by how many meters an hour the person laying the cable can lay. This is an example of which sort of tool or technique?D

A: Three-point estimating

B: Bottom-up estimating

C: Analogous estimating

D: Parametric estimating

Question 131: You are leading your team members in the development of your project schedule. You have just started the process and are checking that you have all the appropriate inputs required. Which of the following would not be an input into this process?D

A: Resource calendar

B: Project schedule network diagram

C: Activity list

D: Project schedule

Question 132: What is the PMBOK® Guide process of analyzing activity sequences, durations, resource requirements, and scheduled constraints to create the project schedule?C

A: Project Schedule Development

B: Create Project Schedule

C: Develop Schedule

D: Schedule Management

Question 133: You are completing a network diagram with the following information: Task A has a duration of 3 days and has the start as a predecessor; Task B has a duration of 5 days and also has the start as a predecessor; Task C has a duration of

4 days and has Task A as a predecessor; Task D has a duration of 4 days and has Task B

as a predecessor; Task E has a duration of 6 days and has Tasks C and D as predecessors; Task F has a duration of 5 days and has Task D as a predecessor; the finish milestone has a duration of zero days and has Tasks E and F as predecessors. Using this data, what is the duration of the project?D

A: 16

B: 14

C:13

D: 15

Question 134: You are completing a network diagram with the following information: Task A has a duration of 3 days and has the start as a predecessor; Task B has a duration of 5 days and also has the start as a predecessor; Task C has a duration of

4 days and has Task A as a predecessor; Task D has a duration of 4 days and has Task B

as a predecessor; Task E has a duration of 6 days and has Tasks C and D as predecessors; Task F has a duration of 5 days and has Task D as a predecessor; the finish milestone has a duration of zero days and has Tasks E and F as predecessors. What is the critical path for this network diagram?B

A: Start-B-D-F-Finish

B: Start-B-D-E-Finish

C: Start-A-C-E-Finish

D: Start-A-C-F-Finish

Question 135: According to Goldratt’s critical chain theory, what should you do in order to reduce risk in project schedules?B

A: Start activities in the feeder chains as late as possible.

B: Add buffers to the critical chains.

C: Start activities in the critical chains as early as possible.

D: Start activities in the feeder chains as early as possible.

Question 136: During a discussion with a fellow project manager you realize that she is using the terms critical path method and critical chain method incorrectly. You offer some pieces of advice and insight into how the two methods are different. Which of these statements about the critical path method and the critical chain method is FALSE?D

A: The critical path method schedules early start and late start dates to planned activities, whereas the critical chain method schedules only late start dates to planned activities.

B: The critical chain method initially uses non-conservative estimates, whereas the critical path method is concerned with using more accurate estimates.

C: The critical path method focuses on managing the total float of network paths, whereas the critical chain method focuses on managing the buffer activity durations and the resources applied to planned schedule activities.

D: The critical chain method accounts for resource availability, whereas the critical path method does not.

Question 137: You are adding duration buffers that are non-workable schedule activities to manage uncertainty in your project schedule. What tool or technique are you using?D

A: Parametric estimating

B: Critical path method

C: Three-point estimating

D: Critical chain method

Question 138: You are using a methodology that calculates the amount of float on various paths in the network diagram to determine the minimum project duration. What tool or technique are you using?A

A: Critical path method

B: Critical chain method

C: Parametric estimating

D: Three-point estimating

Question 139: In the first attempt at resource leveling the project schedule, what would you expect to occur?A

A: The overall project duration will increase.

B: The number of required resources will decrease during certain time periods of the project.

C: The number of required resources will increase during certain time periods of the project.

D: The overall project duration will decrease.

Question 140: You are the project manager on a software project. While examining your schedule you see that there has been a delay in completing a task. The sensible choice seems to move a person, someone who is an expert on the work that is behind, from another task. There is a choice between two people who are working on different tasks. One person is working on a task that has 5 days of free float and the other is working on a task that has 8 days of total float and no free float. What is your BEST course of action?D

A: A person should be brought in from outside the project.

B: The person working on the task with total float of 8 days.

C: Either person can be used.

D: The person working on the task with free float of 5 days.

Question 141: You are using a computer-based modelling technique that examines possible outcomes based on a range of potential probabilities if a particular situation occurs. What is this technique called?D

A: Parametric estimating

B: Schedule compression

C: Critical chain methodology D: What-if scenario analysis

Question 142: Your project team is behind schedule and has decided to compress the schedule. They have requested extra budget to bring in the additional resources required. Which schedule compression technique are they seeking to use?B

A: Compressing

B: Crashing

C: Fast tracking

D: Resource leveling

Question 143: You have managed to bring forward the predicted completion date for your project by doing in parallel several of the activities that were scheduled to be done in sequence. What is this technique called?C

A: Acceleration

B: Increasing priorities

C: Fast tracking

D: Crashing

Question 144: You are working on a project to build a new house. Usually you would wait until the concrete foundation dried and then erect the wall on top of it. To speed up the project, you start putting the wall frame together off site while the concrete foundation is drying. This is an example of which schedule compression technique?A

A: Fast tracking

B: Compressing

C: Crashing

D: Resource leveling

Question 145: Your project sponsor asks you to attend a senior management meeting and present a brief update on your project progress. Which of the following would be best to use in the presentation?A

A: Bar chart

B: Project management plan

C: Work performance information D: Schedule network diagram

Question 146: What is the name of the process in the PMBOK® Guide that monitors the status of the project to update project progress and manage changes to the schedule baseline?D

A: Develop Schedule

B: Monitoring and Controlling

C: Verify Schedule

D: Control Schedule

Question 147: Your project is underway and you are measuring the forecast schedule against the actual schedule, checking for variances between the two and initiating corrective actions if required. To successfully complete this work, you require a range of inputs. Which of the following is not one of these inputs?B

A: Project management plan

B: Work performance information

C: Project schedule

D: Work performance data

Question 148: While using the earned value management technique to measure project schedule progress on your project, you discover that your project’s schedule performance index (SPI) is 0.9. What does this mean?C

A: The amount of buffer in your critical chain methodology is less than optimal.

B: The project network diagram was incorrectly put together.

C: The project is behind schedule and in need of schedule

compression.

D: The project is ahead of schedule.

Question 149: You are a project manager on a project where your SPI has been calculated at .95. Your earned value (EV) has been calculated at $10,000, and your actual cost (AC) is $10,400, so what is your planned value (PV)?B

A: $10,000

B: $10,526

C: $9,500

D: $10,947

Question 150: As part of the development of your project schedule, you are informed that a particular activity has an estimated optimistic duration of 7 days, an estimated pessimistic duration of 15 days, and will most likely take 10 days to complete. Using PERT analysis, what is the standard deviation?D

A: 0.5 B: 10.33 C: 1.76 D: 1.33

Question 151: As part of the development of your project schedule, you are informed that a particular activity has an estimated optimistic duration of 7 days, an estimated pessimistic duration of 15 days, and will most likely take 10 days to complete. Your sponsor asks you the activity duration range in which you are 95% confident that the activity will be delivered. What is your response?B

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A: 8–12 days

B: 7.67–12.99 days

C: 9–11.66 days

D: 10 days

Question 152: Yvette is the project manager for a software project. She and her team are determining the activity duration estimates for the project. She has requested that each team member determine the estimates by multiplying the quantity of work to be performed by the known historical productivity rate of the individual department. Yvette has asked her team to generate the estimates using what technique?A

A: Parametric estimating

B: Analogous estimating

C: Three-point estimating

D: Expert judgment

Question 153: Consider the following information. What is the critical path? Task

A has a duration of 3 days and is a starting activity. Task B has a duration of 6 days and has Task A as a predecessor. Task C has a duration of 5 days and has Tasks A and B as predecessors. Task D has a duration of 4 days and has Task B as a predecessor. Task E has a duration of 1 day and has Task C as the predecessor. Task F has a duration of 6 days and has Tasks D and E as predecessors. Task G has a duration of 4 days and has Tasks E and F as predecessors.A

A: A-B-C-E-F-G

B: A-D-F-G

C: A-C-D-E-F-G

D: A-B-D-F-G

Question 154: Consider the following information. How many tasks have a slack of 2 days? Task A has a duration of 3 days and is a starting activity. Task B has a duration of 6 days and has Task A as a predecessor. Task C has a duration of 5 days and has Tasks A and B as predecessors. Task D has a duration of 4 days, and has Task B as a predecessor. Task E has a duration of 1 day and has Task C as a predecessor. Task F has a duration of 6 days and has Tasks D and E as predecessors. Task G has a duration of 4 days and has Tasks E and F as predecessors.D

A:4

B:2

C:3

D:1