

EXAM Preparation

CHAPTERS 1 to 4

Questions

1 – All the following are characteristics of a project except :

- a – Temporary
- b – Definite beginning and end
- c – Unique
- d – Repeats itself every month

2 – During which life cycle phase is the detailed project schedule created:

- a – Initiating
- b – Before the project management life cycle
- c – Planning
- d – Execution

3– During Activity Sequency & Constraints, what link is the most common :

- a - Finish-to-finish
- b - Finish-to-start
- c - Start-to-start
- d - Start-to-finish

Questions

4 – The critical path in a schedule network is the path that :

- a – takes the longest time to complete
- b – must be done before any other tasks
- c – allows some flexibility in scheduling a start time
- d- is not affected by schedule slippage

5– A dependency that requires that design can be completed before manufacturing can start is an example of :

- a – Discretionary or “soft” dependencies
- b – Mandatory or “hard” dependencies
- c – Internal or external dependency
- d- Scope dependency

6– If the Optimistic estimate for a task is 12 days, pessimistic is 18 days, what is the most likely estimate :

- a – 15 days
- b – 13 days
- c – 16 days
- d- Unknown

Questions

7– To control the schedule, a PM is re-analysing the project to predict project completion. He does this by analysing the sequence of activities with the least amount of scheduling flexibility. What technique is used :

- a – Critical Path
- b – Flowchart
- c – Precedence Diagramming
- d- Work Breakdown structure

8– Fast tracking means to :

- a – Speed up a project through parallel tasks
- b – Swap one task for another
- c – Reduces the number of tasks if possible
- d- Accelerate resources allocation

9– Lag means :

- a – Amount of time a task can be delayed without delaying the project
- b – Amount of time a task can be delayed without delaying the early start date of its predecessor
- c – Waiting time
- d- The product of a forward pass and backward pass

Questions

10– The Alpha team has been working on an 18-month project for 9 months thus far. One of the more influential team members was removed from the team to manage another project. The replacement has a very different approach of the project. The Alpha project team will most likely find itself in which development phase

- a – Adjourning
- b –Forming
- c – Storming
- d- Performing

11– What is the Beta distribution three-point estimate for a single activity having an optimistic view of 17hours / most likely view of 23hours / a pessimistic view of 41 hours :

Three-Point Estimate = (Optimistic +(4*Most Likely) + Pessimistic)/6

- a – 27 hours
- b – 23 hours
- c – 25 hours $(17+(4*23)+41)/6=25$ hours
- d- 41 hours

12– A simulation technique to define probability distributions for schedule (and cost) for the project as a whole, based on running hundreds of thousands of combinations of individual task outcomes is called :

- a – Mathematical analysis
- b – “What-if” analysis
- c – PERT analysis
- d- Monte Carlo Simulation

Questions

13– You’ve been assigned as the Project Manager for a new project. In which Phase of the project are we :

a – Closure

b –Initiation

c – Execution

d- Planning

14– Paul and bill disagree how to present a customer presentation. You have heard both approaches and are sure that either one will be fine. You suggest that they focus on the points they have in commun rather than spend time focusing on points of disagreement. This is an example of :

a – Avoid / Withdraw

b – Accommodate / Smooth (Emphasizing areas of agreement rather than the areas of difference)

c – Compromise / Reconcile

d- Collaborate / Problem solve

15– During Project status meetings, which one of the following guidelines is most likely to develop the team ?

a – Continue to set expectations using a Top Down approach

b – Make sure that each team member receives project information separately to prevent confusion

c – Give the team recognition throughout the project life cycle

d- Encourage team members to compete against one another

Questions

16 – Which of the following conflict resolution techniques wil generate the MOST lasting solution :

- a – Forcing
- b –Smoothing
- c – Compromising
- d- Problem Solving

17 – LF means :

- a. earliest time to start a predetermined activity, given that prior activities must be completed first
- b. earliest finish time for the activity
- c. latest time the activity must be completed without delaying the entire project
- d. latest start date that the activity must be started without delaying the project

18 - The project manager has the most authority in the _____ type of organization.

- a – Matrix Weak
- b – Matrix Strong
- c - Projectized organization
- d - Functional

Questions

19 – To crash a schedule you should:

- a- Increase the time allowed on those tasks that have float.
- b - Try to invest more time on tasks that are behind schedule.
- c - Replace the team members that are not performing well.
- d - Put extra resources on those tasks that are on the critical path.

20 - For the Human Resource Management sequences :

1. Plan Human Resource Management
2. Develop Project Team
3. Acquire Project Team
4. Manage Project Team

The correct sequence is:

- a- 1-2-3-4
- b - 3-2-1-4
- c- 2-1-3-4
- d - 1-3-2-4