

1.	<p>During project execution, the project manager and project team will experience performance variances and be required to take corrective actions. These corrective actions may be of assistance to other project managers and should be shared and documented through a:</p> <ul style="list-style-type: none"> A. Change control board B. Steering committee C. Quantitative risk analysis D. Lessons learned process <p>D</p>
2.	<p>A project manager is giving a presentation to the customer about the status of a health Q&A APP project. An effective method for reporting project performance from initiation through close-out is:</p> <ul style="list-style-type: none"> A. The scope management plan B. Subsidiary change control processes C. Earned value management D. Communications management plan <p>C</p>
3.	<p>Susan is managing a process improvement project. Integration management in this project suggests:</p> <ul style="list-style-type: none"> A. The project manager needs to manage the project and project information in a very linear fashion to ensure all the work is complete B. The project manager needs to be able to manage all the stakeholder interfaces to accomplish the work in a coordinated fashion C. The project manager needs to share the authority and responsibility of managing the project with a representative from each of the functional areas D. The project manager needs to hire an outside integrator to help combine all the elements of this project <p>B</p>
4.	<p>The process of performance the activities detailed in the project management plan is referred to as:</p> <ul style="list-style-type: none"> A. Project change configuration B. Direct and manage project work C. Overall planning management D. Plan control execution <p>B</p>

5.	<p>Susan, a project manager, conducts a network calculation for the forward pass and backward pass and determines the total float for paths 1, 2, and 3 to be 5, 0, and 3 days respectively. Problems with resources on path 3 then occur and cause a loss of 2 days from the total float on that path. If a loss of another day takes place on path 3, then in order for Susan to shorten the project duration by a day, she should:</p> <p>A. Shorten path 1</p> <p>B. Shorten both path 2 and 3 by one day each</p> <p>C. Shorten path 2 by one day</p> <p>D. Shorten path 3 by one day</p> <p>B</p>
6.	<p>Inadequate development of which document makes project integration management problems more likely to occur?</p> <p>A. Change control procedures</p> <p>B. Work breakdown structure</p> <p>C. Quality control plan</p> <p>D. Contract administration plan</p> <p>B</p>
7.	<p>Tommy, a project manager, understands the necessity of managing her projects in an integrated fashion. Which of the following provides the baseline from which changes will be controlled?</p> <p>A. Project management information system</p> <p>B. The project management plan</p> <p>C. Project charter</p> <p>D. Organizational policies</p> <p>B</p>
8.	<p>As the complexity of the project and the number of interfaces increases, the need for effective project integration increases. The project manager's _____ skills are directly related to the integration process</p> <p>A. Communication</p> <p>B. Delegation</p> <p>C. Cost containment</p> <p>D. Supervisory</p> <p>A</p>
9.	<p>Most experienced project managers realize that to have a successful project, they must:</p> <p>A. Apply project management knowledge, skills and processes uniformly on all projects</p> <p>B. Apply project management knowledge, skills and processes with different degree of rigor</p> <p>C. Avoid applying project knowledge, skills and processes on small projects</p> <p>D. Apply project management knowledge, skills and processes only on very large projects</p> <p>B</p>

10.	<p>The person responsible for integrating the work of the functional departments, such as network engineering or design into the other project activities is usually the:</p> <p>A. Lead manager</p> <p>B. Network engineering department manager</p> <p>C. Project office director</p> <p>D. Project manager</p> <p>D</p>
11.	<p>All of the following take place as part of project executing processes, except:</p> <p>A. Scope definition</p> <p>B. Team development</p> <p>C. Manage quality</p> <p>D. Manage communication</p> <p>A</p>
12.	<p>Project management can fail if individuals do not understand their roles. The best way to prevent this is through a:</p> <p>A. Scope baseline document</p> <p>B. Cost baseline document</p> <p>C. Project charter</p> <p>D. Responsibility assignment matrix</p> <p>D</p>
13.	<p>A project team is conducting a lessons-learned exercise for a project. Which of the following would not typically be an item of discussion during the exercise?</p> <p>A. The expectation that a project similar to a past project may have a different outcome</p> <p>B. To manage highly technical projects, sufficient technical expertise is required</p> <p>C. Re-defining the project scope statement</p> <p>D. The risk of trade-offs during project execution</p> <p>C</p>
14.	<p>An organization is implementing a project management system. All of the following principles could guide the implementation process, except:</p> <p>A. Strong emphasis should be placed on both cost and schedule and the two must be integrated</p> <p>B. Projects must be broken down into manageable deliverables</p> <p>C. Templates should be developed and used equally across all similar projects</p> <p>D. Appropriate agreement on scope changes should be reached every time a scope change is made</p> <p>C</p>
15.	<p>The project manager's main focus during integration activities is:</p> <p>A. The amount of technical work to be accomplished in each department</p> <p>B. The coordination of the different interfaces that the work crosses</p> <p>C. The cost of integration</p> <p>D. The customer's involvement during integration of the entire project</p> <p>B</p>
16.	<p>Your point of sale upgrade project is almost complete. You have outsourced the remote installation to three different companies to complete. As the project closes down, what will</p>

	<p>be done first?</p> <ul style="list-style-type: none"> A. Contract Closure B. Assignment of contracts for the next phase C. Release of resources D. Closing the project <p>D</p>
17.	<p>Joe Johnson has signed the charter for the project after evaluating the need for the project. He did this because he will pay for the project, and own what is created when the work is complete. What is his role on this project?</p> <ul style="list-style-type: none"> A Senior Management B Project Management C Functional Management D Sponsor <p>D</p>
18.	<p>The customer has requested a five-week delay on the project while they rebuild a warehouse used for manufacturing a key piece of the project. This delay wasn't planned, but the project couldn't continue without it. The company is limited on available resources. This delay will be best shown in what?</p> <ul style="list-style-type: none"> A. Network diagram B. Responsibility Assignment Matrix C. Work Breakdown Structure (WBS) D. Budget <p>A</p>
19.	<p>Hua Inc. is implementing an enterprise time system across the entire company. This will integrate a number of business units. As a result, it will be very resource-consuming, change a lot of the business processes and could cause reprioritization of other projects that it will replace or modify. Which of the following would concern you most?</p> <ul style="list-style-type: none"> A. How your raise or promotion might be impacted by not being on the project B. How many resources you can keep C. How many resources you might lose to the new project D. What impact the new project is expected to have on your biggest project <p>D</p>
20.	<p>As a project functions in a dynamic business and economic environment, which of the following would have the highest priority?</p> <ul style="list-style-type: none"> A. A change in the company that is creating the project B. A change in the market which the work of the project will operate C. A change in the team on the project D. A change in the project <p>B</p>
21.	<p>The team has just completed the work on the database project. It has been a long project significant change being requested by the customer. Which of the following is the best to complete next?</p> <ul style="list-style-type: none"> A. Release of resources B. Lessons Learned

	<p>C. Formal acceptance</p> <p>D. Procurement audit</p> <p>C</p>
22.	<p>In establishing project management communication infrastructure, which of the following would be typically used?</p> <p>A. Communication System</p> <p>B. Instant Messaging System</p> <p>C. Information Distribution Planning</p> <p>D. Project Management Information System (PMIS)</p> <p>D</p>
23.	<p>When would it make the most sense to close a project?</p> <p>A. When a project is cancelled</p> <p>B. When a project completes Scope Verification</p> <p>C. When a project runs out of money</p> <p>D. All of the answers</p> <p>D</p>
24.	<p>The project Charter for the health blockchain project has just been signed off. There were items in the Charter that described market conditions which could affect the project also time and cost limitations on the project. These are examples of what?</p> <p>A. Assumptions</p> <p>B. Constraints</p> <p>C. Economic consumption</p> <p>D. Authority level of the Project Manager</p> <p>B</p>
25.	<p>The team has been having issues with work being done as intended because of scope misinterpretation. They are considering using a Work Authorization System. What is the main purpose of utilizing a Work Authorization System?</p> <p>A. To show who is responsible for what work</p> <p>B. To serve as a time tracking system</p> <p>C. To control Gold Plating</p> <p>D. To show what work is to be done in the project</p> <p>C</p>
26.	<p>Which process formally authorizes the project?</p> <p>A. Receive project approval</p> <p>B. Identify Project Manager</p> <p>C. Develop preliminary project statement</p> <p>D. Develop project charter</p> <p>D</p>
27.	<p>Develop project charter is part of which process group?</p> <p>A. Initiation</p> <p>B. Planning</p> <p>C. Executing</p> <p>D. Monitoring and Control</p> <p>A</p>

28.	<p>John Smith is a Project Manager for HealthChain consultants. He has been asked to help choose one of the four potential project candidates. The management used Payback period technique for project selection. Which of the following projects should John recommend to the management?</p> <p>A. Building an ERP. Project involves making an investment of \$200,000. After six months, there will be monthly rental returns of \$5000.</p> <p>B. Building a data center. Project involves making an investment of \$1,000,000. After two years, there will be monthly returns via toll for the bridge of \$50,000.</p> <p>C. Building a database application. Project involves making an investment of \$500,000. After one year, there will be monthly rental returns of \$10,000.</p> <p>D. Building a finance system. Project involves making an investment of \$500,000. After one year, there will be monthly returns via school fees of \$50,000.</p> <p>D</p>																																				
29.	<p>Alice Newland is a Project Manager for HealthPain consultants. She has been asked to help choose one of the four potential project candidates. The management used internal rate of return technique for project selection. Which of the following projects should Alice recommend to the management?</p> <p>A. Project A requires making an initial investment of \$100,000 and will give monthly return of \$5,000.</p> <p>B. Project B requires making an initial investment of \$200,000 and will give monthly return of \$8,000.</p> <p>C. Project C requires making an initial investment of \$100,000 and will give annual return of \$40,000.</p> <p>D. Project D requires making an initial investment of \$200,000 and will give annual return of \$60,000.</p> <p>A</p>																																				
30.	<p>Which of the following is not a process in the Project Integration Management process group?</p> <p>A. Develop project charter</p> <p>B. Close project or phase</p> <p>C. Identify Project Manager</p> <p>D. Direct and Manage Project work</p> <p>C</p>																																				
31.	<p>Bealth Corporation is using weighted scoring model to select one project out of four projects. The importance criteria as well as ratings of four projects are given below. Which of the following projects will be selected?</p> <table><tr><th colspan="6">Project weights</th></tr><tr><th>Criteria</th><th>Weight</th><th>Project A</th><th>Project B</th><th>Project C</th><th>Project D</th></tr><tr><td>Time to Market</td><td>2</td><td>6</td><td>6</td><td>2</td><td>4</td></tr><tr><td>Availability of resources</td><td>3</td><td>7</td><td>4</td><td>1</td><td>4</td></tr><tr><td>Sales potential</td><td>5</td><td>1</td><td>2</td><td>5</td><td>5</td></tr><tr><td>Fitment with other products</td><td>4</td><td>5</td><td>3</td><td>6</td><td>5</td></tr></table>	Project weights						Criteria	Weight	Project A	Project B	Project C	Project D	Time to Market	2	6	6	2	4	Availability of resources	3	7	4	1	4	Sales potential	5	1	2	5	5	Fitment with other products	4	5	3	6	5
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	<p>A. Project A</p> <p>B. Project B</p> <p>C. Project C</p> <p>D. Project D</p> <p>D</p>																		
32.	<p>The Circle Corporation is using Payback period to choose one project out of four options. Which of these projects should be selected by the company?</p> <table><tr><th colspan="3">Payback period</th></tr><tr><th>Project Name</th><th>Initial investment</th><th>Cash inflow per quarter</th></tr><tr><td>Project A</td><td>\$200,000</td><td>\$10,000</td></tr><tr><td>Project B</td><td>\$100,000</td><td>\$2,000</td></tr><tr><td>Project C</td><td>\$400,000</td><td>\$80,000</td></tr><tr><td>Project D</td><td>\$500,000</td><td>\$125,000</td></tr></table> <p>A. Project A</p> <p>B. Project B</p> <p>C. Project C</p> <p>D. Project D</p> <p>D</p>	Payback period			Project Name	Initial investment	Cash inflow per quarter	Project A	\$200,000	\$10,000	Project B	\$100,000	\$2,000	Project C	\$400,000	\$80,000	Project D	\$500,000	\$125,000
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33.	<p>Which of the following is not true about project charter?</p> <p>A. Project charter is written by the Project Manager</p> <p>B. Project charter defines the purpose of the project</p> <p>C. Identify and authorize the Project Manager</p> <p>D. Project charter is authorized by Executive Management</p> <p>A</p>																		
34.	<p>Project A requires investment of \$500,000. The project is expected to generate \$25K per quarter for first year and \$100K per quarter after that. What is the payback period?</p> <p>A. One year</p> <p>B. Two years</p> <p>C. Three years</p> <p>D. Eight years</p> <p>B. Payback period is eight quarters.</p>																		