180 Question Mock Exam - Results < Back to result overview Attempt 2 180 all 160 correct 20 incorrect 9 marked All domains ~ 0 skipped Collapse all questions **Question 23 Incorrect** The deliverables for the office relocation project were accepted by the company stakeholders, and all office staff were very happy with the work of the movers. The office manager requested the project be closed immediately due to year-end budgetary closeouts. The movers filed a claim for an additional \$300 for moving a copier that was not part of the plan. What should the project manager do next? Your answer is incorrect Close the project immediately and update the accounting department to pay the claim. Close the project immediately and inform the office manager. **Correct answer** Keep the project open and inform claims administration. Keep the project open and pay the claim. Overall explanation A project can only be closed once all claims have been settled. Claims should be sent to claims administration, where negotiation would be the preferred way to resolve them.

• Question 43 Incorrect
While monitoring and controlling a project, the project manager has been comparing the work performance data to the project management plan to see if there is any variance. What process did the project manager finish to get the work performance data?
Develop project management plan
○ Control Scope
Your answer is incorrect Monitor and control project work
Correct answer O Direct and manage project work
Overall explanation Work performance data is an output of the integration process of direct and manage project work.
• Question 46 Incorrect The project manager has just spoken to one of the software developers, Bill, about the project and has asked for an estimate of how long it will take to code a specific function. Bill said that it would take a maximum of 10
days, but that most likely it will be 6 days. The project manager has calculated the PERT estimated duration of this activity to be 6 days. What is the least amount of days it will take to complete this activity?
Your answer is incorrect

O 1
Correct answer 2
○ 3
Overall explanation In this question, you have to use the PERT formula, which is $(O+4*R+P)/6$ to find the optimistic number. The question gives you the answer to the formula—6 days—and you will need to figure out the other components. In the question, the pessimistic number given is 10, the realistic number is 6, and you have to find the optimistic number. Plug the numbers into the formula like this: $(O+4*6+10)/6=6$. Based on this equation, $O=2$.
① Question 62 Incorrect
When deciding which user stories can be done in the next iteration what should the project team consider?
○ Which story has the least risks
○ How large is the story
Correct answer How many points the team completed in the past iterations
Your answer is incorrect

Overall explanation When determining how much story work can get done in an iteration, the team should look at its velocity, which is based on how many points they were able to get done in previous iterations.
① Question 79 Incorrect
The agile project team has determined that many of its processes have a lot of waiting and would like to remove all of the waste in the processes. What would be the best tool the agile team can use to improve their processes?
○ Fishbone analysis
Correct answer Value stream map
Process tailoring
Your answer is incorrect
Overall explanation
A value stream map is a visual representation of the flow of information through a process in which you can identify waste, such as waiting time, and optimize the process.

igotimes Which story is most valuable to the customer

The project team has completed the scope baseline and has started to break down each of the work package
into individual activities. What process should the team do next?
Your answer is incorrect
⊗ Create WBS
O Develop Schedule
Correct answer
○ Sequence Activity
O Define Scope
Overall explanation
After the team has created the activity list in the process of define activity, the next process should be sequencing the activities. This should be done before the team develops a schedule. Creating WBS and defining scope will come before defining activities.
① Question 83 Incorrect
While working on a large multinational project, you identify some of the positive and negative stakeholders. What process group are you currently engaged in?
Your answer is incorrect
⊗ Stakeholder management

○ Planning
Correct answer Initiating
Communications management
Overall explanation The process of identifying stakeholders is part of the initiating process group.
• Question 87 Incorrect While compiling all the work performance information into the work performance report, a project manager notices that the SPI of the project is .6 and the CPI is .7. What action should the project manager take next on this project?
None since the project is on the budget and ahead of schedule.
Correct answer Create a change request to correct the project.
Your answer is incorrect
○ Inform the sponsor of a major delay.

Overall explanation

In this scenario, an SPI of .6 and a CPI of .7 indicate that the project is behind schedule and over budget. The project manager should initiate change requests to correct the budget and schedule of the project. Informing the sponsor of only a delay or being over budget is just half of what's wrong with the project.

①	Question 91 Incorrect	^
	The project team has completed the server deployment project. They have tested the server to ensure that it works according to the requirements given to them, and it seems to be functioning correctly. What process group has the team just completed?	
	Correct answer Executing	
	Your answer is incorrect ⊗ Monitoring and controlling	
	○ Closing	
	O Planning	

Overall explanation

The outputs of all the executed processes combined, including directly executing the process and managing project work, are the project deliverables. The output for planning would be the project management plan. The output for closing would be the final product service or result transition and the final report. The output for monitoring and controlling would be the accepted deliverables and the work performance reports.

(i)	Question 95 Incorrect
	Team members Mark and Bill are currently experiencing conflict in the office move project. Mark believes that would be best if they moved the furniture first and then the computers, whereas Bill believes it's best to move the computers and then the furniture. This conflict is causing a serious delay to the project, and both Mark and Bill have decided they will make a decision on what to move first at a later date. What conflict resolution technique best describes this scenario?
	Correct answer
	Postponing
	Accommodating
	Your answer is incorrect Compromise
	Overall explanation The conflict resolution technique Illustrated in this question is withdrawal, which is when they postpone the issue to a later date to be better prepared. Compromise is when the two sides reach an agreement but both sides have to give up something. Postponing is a made-up term.
(!)	Question 100 Incorrect While analyzing the budget of a project, the project manager notices that the current CPI of the project is .93 and the SPI is 1.1. What best describes what is taking place on this project?
	Correct answer

○ Crashing	
○ Best tracking	
○ Fast tracking	
Your answer is incorrect Resource leveling	
Overall explanation Crashing involves adding more resources to a project to decrease the schedule. In this scena project is 7% over budget but is 10% ahead of schedule. Fast tracking and resource leveling not increase costs. Best tracking is a made-up term.	
Question 114 Incorrect In what process does a project manager determine the approach they will use to involve the meet their expectations?	stakeholders to
Your answer is incorrect	
O Identify stakeholders	
Correct answer O Plan stakeholders engagement	

Overall explanation During the process of plan stakeholder engagement, the project manager will develop an approach to involve the stakeholders to meet their expectations, interest, and potential impact on the project. Identify stakeholders is establishing who the stakeholders are on the project and what their interests will be. Plan communications is to create a plan to ensure that all stakeholders are receiving the correct communications. Manage stakeholder engagement is done to communicate with the stakeholders to meet their needs. One of the customers would like to add a new component to the project that would likely increase the functionality of the software. What steps should the customer take when adding this new component on an Agile project? Changes are not allowed on agile projects Your answer is incorrect Fill out a change request form Correct answer
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Your answer is incorrect ⊗ Fill out a change request form
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Correct answer
Add it to the product backlog
Ask the agile project manager for permission to add it to the product backlog
Overall explanation

Question 137 Incorrect Over the last three weeks the project team has finally been able to establish a shared vision of what the product would look like when it is complete. This is an example of? **Correct answer Progressive elaboration** Requirements gathering Your answer is incorrect **Progressive management Shared vision** Overall explanation Progressive elaboration occurs when more detailed information emerges over time.

When a customer would like to add a change to an agile project, they simply added to the product

backlog. That new feature will then be prioritized based on its value in the product backlog.

• Question 140 Incorrect

The project manager has decided that most of the stakeholders on the project would like to reference the status reports for the project on the company's internal website on their own time. This would make it easier for them, as it is very difficult to schedule a meeting with all of them at once. What type of communication best describes this?

Interactive communication
Correct answer Pull communication
Your answer is incorrect
Technical communication
Overall explanation Pull communication is done when stakeholders access the communications on their own time, usually through a web portal. Push communication is when communication is given to the stakeholders such as in an email. Interactive is when stakeholders are communicating in real time such as through a phone call. Technical communication is a made-up term.
① Question 146 Incorrect While monitoring and controlling the project, the project manager and the team have consistently received broken equipment from a particular vendor. They have spoken with the vendor and implemented a new proces that will ensure the equipment does not show up broken. This seems to have solved the problem. What is the next step the project manager should take?
○ Solve the problem
Correct answer Check the solution

○ Investigate the problem
Your answer is incorrect
Overall explanation When encountering any problem on a project, the project manager should first identify the problem, define the problem, investigate, analyze, solve, and then check the solution. In this situation, the problem has already been solved, so the next step would be to check the solution to ensure the problem has actually been solved.
① Question 161 Incorrect The project team has just started to code a redesigned accounting application when a key stakeholder asks fo the application to include a very specific report on the company's expenses. The stakeholder has submitted a change request to the project manager. What would be the most important input to consider for this change request?
Correct answer Work performance reports
Your answer is incorrect
Work performance information
Work performance data

Overall explanation

Work performance reports are an input to the process of performing integrated change control, as it will show the overall status of the project. The other choices are not inputs to this process.

① Question 165 Incorrect	^
Senior management would like your project to have as few risks as possible. Which of the following contr best meets their criteria?	acts
Your answer is incorrect	
○ Cost reimbursable	
Correct answer Fixed price	
○ Time and material	

Overall explanation

A fixed price contract will have the lowest risk for the project, since the costs of the labor and material are known up front. All other contracts, such as cost reimbursable and time and material will have more risks for the buyers than the sellers. A cost plus fixed fee contract is a type of cost reimbursable contract.

! Question 167 Incorrect

Project manager Mark is currently working on a new office automation project and is consistently being asked for updates and meetings with the project sponsor. Mark informs the sponsor that the constant meetings

disrupt his work, and his project is starting to fall behind schedule. The sponsor responds by saying that that is his management style. What best describes the sponsor's management style?
○ Theory Z
Correct answer Theory X
Your answer is incorrect Theory Y
Maslow's hierarchy of needs
Overall explanation Theory X is a management theory in which the manager does not trust his or her workers and will micromanage them. This theory generally leads to the team being unhappy. Theory Y refers to when a manager believes people want to do the work and trusts them. Theory Z refers to when employees are committed to a business and will generally stay with that business for a long period of time. Maslow's hierarchy of needs specifies what a company must have in order for employees to stay motivated.
① Question 170 Incorrect While working on a complex web design project, the manager has received a change request from a senior stakeholder to fix a problem with the current intranet server. The project manager has determined that this change is outside the scope of the project and is not covered by the work listed in the project charter. What should the project manager do next?
Inform the stakeholder that the change will incur a significant cost and time increase

Correct answer Inform the stakeholder that this change request should be considered a new project
Your answer is incorrect Pass the change to change control board
O Ignore the change request

Overall explanation

Although all change requests should be considered by the project manager, they should be related to the project work. No change should be approved if it is outside the scope of the project charter, since that would not be considered work within the current project.

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