

Project Management Quiz 4 Study Guide

Ch. 6 pg. 265

1. A project manager is informed midway through project planning that she was given inaccurate data regarding new regulations affecting the required end date of her project. She may need to make a few adjustments, but she thinks she can still manage the project to complete it before the regulations take effect. She confirms this by analyzing the sequence of activities with the least amount of scheduling flexibility. What technique is she using?
 - A. Critical path method
 - B. Flowchart
 - C. Precedence diagramming
 - D. Work breakdown structure

2. A design engineer is helping to ensure that the dependencies within her area of expertise are properly defined on the project. The design of several deliverables must be complete before manufacturing can begin. This is an example of what type of dependency?
 - A. Discretionary dependency
 - B. External dependency
 - C. Mandatory dependency
 - D. Scope dependency

3. Your sponsor and stakeholders have made it clear they wish to be kept informed on the project status. There are many aspects of the project on which you will report, and you want to choose the most appropriate tool to use in each case. Which of the following are generally illustrated better by bar charts than network diagrams?
 - A. Logical relationships
 - B. Critical paths
 - C. Resource trade-offs
 - D. Progress or status

4. A heuristic is best described as a:
 - A. Control tool
 - B. Scheduling method
 - C. Planning tool
 - D. Generally accepted rule

5. Lag means:
 - A. The amount of time an activity can be delayed without delaying the project finish date
 - B. The amount of time an activity can be delayed without delaying the early start date of its successor
 - C. Waiting time
 - D. The product of a forward and backward pass

6. A project manager is new to the company but has 10 years of project management experience. She is given a medium-sized project and is asked to plan so it is finished as quickly as possible because the company has a large list of projects to complete in the coming year. She will be given another project to manage as soon as she has this one baselined. She needs to report on the longest time the project will take. Which of the following is the best project management tool to use to determine this?
- A. Work breakdown structure
 - B. Network diagram**
 - C. Bar chart
 - D. Project charter
7. Which of the following is correct?
- A. The critical path helps prove how long the project will take.**
 - B. There can be only one critical path.
 - C. The network diagram will change every time the end date changes.
 - D. A project can never have negative float.
8. A new project manager is walking you through the schedule she has created for her project. She asks you about the duration of a particular milestone, so she knows how to properly schedule it. What will you tell her about a milestone's duration?
- A. It is shorter than the duration of the longest activity.
 - B. It is shorter than the activity it represents.
 - C. It has no duration.**
 - D. It is the same length as the activity it represents.
9. Which of the following best describes the relationship between standard deviation and risk?
- A. There is no relationship.
 - B. Standard deviation tells you if the estimate is accurate.
 - C. Standard deviation tells you how uncertain the estimate is.**
 - D. Standard deviation tells you if the estimate includes a pad.
10. The float of an activity is determined by:
- A. Performing a Monte Carlo analysis
 - B. Determining the waiting time between activities
 - C. Determining lag
 - D. Determining the length of time the activity can be delayed without delaying the critical path**
11. To help them determine the schedule baseline, the team has drafted a network diagram. The project manager adds the time estimates for each activity to establish the critical path for the project. They discover the project has three critical paths. Which of the following best describes how this discovery will affect the project?
- A. It makes it easier to manage.
 - B. It increases the project risk.**
 - C. It requires more people.
 - D. It makes it more expensive.

12. The team is working on a project to develop or procure a customized software package that will be used by delivery drivers for a new chain of pizza restaurants. There are multiple stakeholders on this project. Because of other ongoing projects to design, build, and equip brick-and-mortar restaurant locations, you are informed that there is no rush to complete this software development work. If project time and cost are not as important as the number of resources used each month, which of the following is the best thing to do?
- A. Perform a Monte Carlo analysis.
 - B. Fast track the project.
 - C. Perform resource optimization.**
 - D. Analyze the life cycle costs.
13. You have identified a diverse group of stakeholders, and you will need to report information in a variety of ways to meet their different communications needs. When will you use a milestone chart instead of a bar chart?
- A. Project planning
 - B. Reporting to team members
 - C. Reporting to management**
 - D. Risk analysis
14. The organization is committed to rolling out a new cell phone accessory at an industry trade show in six months. The sponsor has made it clear that this product, to be created by your project team, must meet a long list of requirements, adhere to high quality standards, and, most importantly, be ready in time for the trade show. The sponsor has promised to commit as many resources as necessary for you to complete the project within these constraints. Your project management plan results in a project schedule that is too long. If the project network diagram cannot change but you have extra personnel resources, what is the best thing to do?
- A. Fast track the project.
 - B. Level the resources.
 - C. Crash the project.**
 - D. Perform Monte Carlo analysis.
15. Your team worked hard throughout project planning, thoroughly defining and estimating each activity required to complete the work. The resulting network diagram supported the end date that was approved by the team, management, and the stakeholders. As work has progressed, most milestones have been met. On two occasions, workarounds were needed to deal with the occurrence of unidentified risk events. With continued attention to detail, you have been successful in keeping the project on schedule and within budget. Now, an opportunity is identified that can only be realized if the project is completed two days ahead of schedule. Which of the following is the best thing to do when asked to complete a project two days earlier than planned?
- A. Tell senior management that the project's critical path does not allow the project to be finished earlier.
 - B. Tell your manager.
 - C. Meet with the team to look at options for crashing or fast tracking the critical path.**
 - D. Work hard and see what the project status is next month.

16. Although the customer agreed to the original project schedule, they are now asking for an earlier project finish. They are being pressured by their own customers. The project manager's sponsor thinks finishing early is not only a viable option but also a good idea for your organization because it will enable you to start another project sooner. In attempting to complete the project faster, the project manager looks at the cost associated with crashing each activity. The best approach to crashing would also include looking at the:
- A. Risk impact of crashing each activity
 - B. Customer's opinion of which activities to crash
 - C. Sponsor's opinion of which activities to crash and in what order
 - D. Project life cycle phase in which the activity is due to occur
17. You are working collaboratively with the team to plan a project. You have obtained estimates from team members on the activities for which they each will be responsible. You are currently reaching agreement on the calendar dates for each activity. Which of the following processes are you working on?
- A. Sequence Activities
 - B. Develop Schedule
 - C. Define Scope
 - D. Develop Project Charter
18. A project manager is in the middle of executing a large construction project when he discovers the time needed to complete the project is longer than the time available. What is the best thing to do?
- A. Cut product scope.
 - B. Meet with management, and tell them the required date cannot be met.
 - C. Work overtime.
 - D. Determine options for schedule compression, and present management with the recommended option.
19. During project planning, you estimate the time needed for each activity and then total the estimates to create the project estimate. You commit to completing the project by this date. What is wrong with this scenario?
- A. The team did not create the estimate, and estimating takes too long using that method.
 - B. The team did not create the estimate, and a network diagram was not used.
 - C. The estimate is too long and should be created by management.
 - D. The project estimate should be the same as the customer's required completion date.
20. You are a project manager on a \$5,000,000 software development project. While working with your project team to develop a network diagram, you notice a series of activities that can be worked in parallel but must finish in a specific sequence. What type of activity sequencing method is required for these activities?
- A. Precedence diagramming method
 - B. Arrow diagramming method
 - C. Critical path method
 - D. Operational diagramming method

21. You are a project manager on a US \$5,000,000 software development project. While working with your project team to develop a network diagram, your data architects suggest that quality could be improved if the data model is approved by senior management before moving on to other design elements. They support this suggestion with an article from a leading software development journal. Which of the following best describes this type of input?

- A. Mandatory external dependency
- B. Discretionary external dependency**
- C. External regulatory dependency
- D. Heuristic

22. Based on the following, if you needed to shorten the duration of the project, which activity would you try to shorten?

Activity	Preceding Activity	Duration in Weeks
Start	None	0
A	Start	1
+ B	Start	2
+ C	Start	6
- D	A	10
- E	B, C	1
- F	C	2
- G	D	3
- H	E	9
I	F	1
End	G, H, I	0

- A. Activity B
- B. Activity D
- C. Activity H
- D. Activity C**

23. You have a project with the following activities: Activity A takes 40 hours and can start after the project starts. Activity B takes 25 hours and should happen after the project starts. Activity C must happen after activity A and takes 35 hours. Activity D must happen after activities B and C and takes 30 hours. Activity E must take place after activity C and takes 10 hours. Activity F takes place after Activity E and takes 22 hours. Activities F and D are the last activities of the project. Which of the following is true if activity B actually takes 37 hours?

- A. The critical path is 67 hours.
- B. The critical path changes to Start, B, D, End.
- C. The critical path is Start, A, C, E, F, End.**
- D. The critical path increases by 12 hours.

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24. A project manager has received activity duration estimates from his team. Which of the following does he need in order to complete the Develop Schedule process?
- A. Earned value analysis
 - B. Schedule change control system
 - C. Trend analysis
 - D. Reserves**
25. A project manager is taking over a project from another project manager during project planning. If the new project manager wants to see what the previous project manager planned for managing changes to the schedule, it would be best to look at the:
- A. Communications management plan
 - B. Update management plan
 - C. Staffing management plan
 - D. Schedule management plan**
- (Why not change management plan?)
26. A project manager is using weighted average duration estimates to perform schedule network analysis. Which type of mathematical analysis is being used?
- A. Critical path method
 - B. Beta distribution**
 - C. Monte Carlo
 - D. Resource leveling
27. The WBS, estimates for each work package, and the network diagram are completed. The next thing for the project manager to do is:
- A. Sequence the activities.
 - B. Validate that they have the correct scope.
 - C. Create a preliminary schedule and get the team's approval.**
 - D. Complete risk management.
28. A new product development project has four levels in the work breakdown structure and has been sequenced using the precedence diagramming method. The activity duration estimates have been received. What should be done next?
- A. Create an activity list.
 - B. Begin the work breakdown structure.
 - C. Finalize the schedule.
 - D. Compress the schedule.**
29. You are the project manager for a new product development project that has four levels in the work breakdown structure. The network diagram and duration estimates have been created, and a schedule has been developed and compressed. Which schedule management activity should you do next?
- A. Control the schedule.
 - B. Determine dependencies.
 - C. Analogously estimate the schedule.
 - D. Gain approval.**

30. A team member from research and development tells you that her work is too creative to provide you with a fixed single estimate for the activity. You both decide to use the average labor hours (from past, similar projects) to develop a prototype. This is an example of which of the following?
- A. Parametric estimating
 - B. Three-point estimating
 - C. Analogous estimating
 - D. Monte Carlo analysis
31. As part of a project manager's due diligence, he reviews the schedule, focusing on each activity as its start time approaches. He also monitors activities as they progress. He is currently looking at an activity that has an early start (ES) of day 3, a late start (LS) of day 13, an early finish (EF) of day 9, and a late finish (LF) of day 19. In all likelihood, this activity:
- A. Is on the critical path
 - B. Has a lag
 - C. Is progressing well
 - D. Is not on the critical path
32. The project is calculated to be completed four days after the desired completion date. You do not have access to additional resources. The project is low risk, the benefit-cost ratio is expected to be 1.6, and the dependencies are preferential. Under these circumstances, what is the best thing to do?
- A. Cut resources from an activity.
 - B. Make more activities concurrent.
 - C. Move resources from the preferential dependencies to the external dependencies.
 - D. Remove an activity from the project.
33. A project manager for a small construction company has a project that was budgeted for \$130,000 over a six-week period. According to the schedule, the project should have cost \$60,000 to date. However, it has cost \$90,000 to date. The project is also behind schedule, because the original estimates were not accurate. Who has the primary responsibility to solve this problem?
- A. Project manager
 - B. Senior management
 - C. Project sponsor
 - D. Manager of the project management office
34. Senior management is complaining that they are not able to easily determine the status of ongoing projects in the organization. Which of the following types of reports would help provide summary information to senior management?
- A. Detailed cost estimates
 - B. Project management plans
 - C. Bar charts
 - D. Milestone reports
35. Rearranging resources so that a constant number of resources is used each month is called:
- A. Crashing
 - B. Floating
 - C. Leveling
 - D. Fast tracking

36. The team is helping the project manager estimate activities on their project. They are experienced and skilled, and many members have been with the company for some time. There are several activities they need to estimate that have not been previously done by the company. What is the best method of estimating these activities?

- A. Analogous estimating
- B. Three-point estimating**
- C. Monte Carlo analysis
- D. Parametric estimating

37. During project executing, a large number of changes are made to the project. Several of the change requests have come from the customer, significantly changing the functionality of the originally requested product. Six project team members have been reassigned by management to a higher-priority project, and they have been replaced. As project work has progressed, many of the identified risks have occurred and have been successfully mitigated. However, three contingency plans have been adjusted and will be implemented if identified risks recur during the remainder of the project. The project manager should:

- A. Wait until all changes are known, and then print out a new schedule.
- B. Make sure the project charter is still valid.**
- C. Change the schedule baseline.
- D. Talk to management before any changes are made.