



Your company has just presented its new five-year strategic plan. You have received a new product request from a customer that is in line with the previous five-year strategic plan, but it does not meet the objectives of the new plan. The product description seems to have a valid business driver and to be a straightforward development effort. As project manager, what is the BEST course of action?

- A. Do a cost benefit analysis of the project and submit it for management approval
- B. Submit the product request to management for review and approval before proceeding
- C. Inform the customer of the change in corporate direction and ask him/her to take another look at the project
- D. Request a project charter from management and begin a WBS



Your company can accept three possible projects. Project A has an NPV (net present value) of US \$30,000 and will take six years to complete. Project B has an NPV of US \$60,000 and will take three years to complete. Project C has an NPV of US \$90,000 and will take two years to complete. Based on this information, which project would you pick?

- A. They all have the same value.
- B. Project A
- C. Project B
- D. Project C



Your boss, the vice president of research at your electronic system development firm, defines success on the project as providing "state-of-the-art" development. The vice president of marketing defines it as "world-class practices." The vice president of engineering, who is the customer for this project, is primarily concerned with new features. Which of the following BEST describes what you should do?

- A. Make sure the requirements are defined in measurable terms
- B. Concentrate on new features
- C. Identify additional stakeholders that want new features to shift the balance in that direction
- D. Concentrate on making the project state-of-the-art



Your customer has asked for a 2000 call capacity for the new call center project. However, one of your company's technical experts believes a 3000 call capacity can be reached. Another thinks that based on the technical needs of the customer, the capacity needs to be only 1500 calls. What is the BEST thing to do?

- A. Meet with the customer to better understand the reasons behind the 2000 call capacity
- B. Set the goal at 3000 calls
- C. Meet with the technical experts and help them to agree on a goal
- D. Set the goal at 2000 calls




A person is writing a document identifying the business need for a project and is including a description of the product created by the project. She provides objectives and goals for the project in her document. What is the role of this person on the project?

- A. The project manager for the project
- B. A member of the project core team working at the direction of the project manager
- C. The sponsor
- D. A manager or executive in the organization who is higher in the corporate hierarchy than the project manager



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, 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. Arrow diagramming method
- B. Precedence diagramming method
- C. PERT
- D. Conditional diagramming method

 To manage a project effectively, work should be broken into small pieces. Which of the following does not describe how far to decompose the work?

- A. Until it has a meaningful conclusion
- B. Until it cannot be logically subdivided further
- C. Until it can be done by one person
- D. Until it can be realistically estimated



A project manager knows that she can delay the start of certain activities within the project schedule to coincide with the mitigation of a known risk. She knows exactly the mitigating task & duration needed, should the risk event occur. She is confident that the finish date will not be impacted by the time delay. Which of the following aspects of schedule development has the project manager used in this situation?

- A. The reliance on her certainty that, for risk planning purposes, assumptions are considered to be true, real, or certain.
- B. That GERT probability factors provide her with certainty that there will be activities in the current schedule that will not be performed at all.
- C. Her CPM float calculations have revealed those activities that allow sufficient time for the inserted task.
- D. The project manager's risk management plan was to build in task buffer time to all the project tasks during schedule development in order to cover any risk event occurrence.



While resource planning for your project, you visited the functional manager of engineering many times but she refused to supply resources for the project. First, the excuse was that her department was too busy. The next time, the department was undergoing a reorganization. This is causing your project to slip the schedule. The lack of which of the following is the MOST probable reason for her lack of support?

- A. Project plan
- B. Resource assignment matrix
- C. WBS
- D. Project charter



Your boss has asked you for a cost estimate for the project, but it is early in the project creation process and there is very little project information. In this circumstance, what is the BEST way to estimate this project?

- A. Do a parametric estimate
- B. Ask the team for estimates of each task
- C. Define the complete WBS
- D. Calculate an estimate using a computer based model





Which estimating method tends to be MOST costly for creating a project cost estimate?

- A. Bottom up
- B. Analogous
- C. Parametric
- D. Top-down


 If a project manager has developed a contingency plan, which risk response strategy is being applied?

- A. Mitigation
- B. Acceptance
- C. Transference
- D. Avoidance

-  A project manager is assigned to a new, high priority project. There are only five available resources because other resources are already committed to projects. The resource's time available to complete the project is less than half the time needed, and the project manager cannot convince management to change the end date. The project manager should:
- A. Coordinate with team members the overtime necessary to complete the work.
 - B. Provide the team with opportunities to do a great job on the work that can be accomplished.
 - C. Suggest reduction in the scope of work by removing the work that cannot be completed in the time provided.
 - D. Use more experienced resources to complete the work faster.

 During project execution a project team member informs the project manager that based on her observations, the project cannot meet the quality standards set for it. The project manager meets with all parties concerned to analyze the situation. In which step of the quality management process is the project manager involved here?

- A. Quality analysis
- B. Quality assurance
- C. Quality control
- D. Quality planning

 .While completing work on your contract, the seller is refused access to the facility by your company's security force. If access to the facility is stipulated in the contract, what should the project manager do?


- A. Let the seller work with security to obtain the access
- B. Issue a change order to change the contract
- C. Expect to receive a claim for additional time and cost
- D. Delete the site access from the project


- ✍ During the construction of a large manufacturing facility, the expected delivery of a very critical piece of manufacturing equipment purchased by the buyer, but to be installed by the project's general contractor, was significantly delayed by six weeks. The original estimated delivery date for this equipment was provided to all the general contractors that bid the project as part of the bid documents. The bidders were specifically instructed to depend on this delivery date during the preparation of these bids. How should the buyer's project manager deal with the general contractor?
- A. The project manager should inform the general contractor immediately of the pending problem, and direct him to adjust his schedule to accommodate the new equipment delivery date.
 - B. The project manager should inform the general contractor immediately of the pending problem, and request an estimate of the impact to the general contractors work as provided under the changes clause of the contract documents.
 - C. The project manager should inform the general contractor of the problem just before the equipment arrives.
 - D. The project manager should work with the general contractor to get schedule relief from the equipment manufacturer.




On your first project assignment as the project manager, you encounter disagreements among highly technical senior team members. How would you deal with this conflict?

- A. Listen to the differences of opinions, determine what is the best choice, and implement that choice.
- B. Postpone further discussions, meet with each individual, and determine the best approach.
- C. Listen to the differences of opinions, encourage logical discussions, and facilitate an agreement.
- D. Help the team focus on agreeable aspects of their opinions and build unity by using relaxation techniques and common focus team building.

-  As the project manager, you are considering tools and techniques to help control changes to the project schedule. Which of the following would be acceptable options?
- A. An online system that routes change requests to the appropriate levels for authorization
 - B. A paper form that requires a project stakeholder to submit the request in duplicate to the project manager for approval
 - C. A system that allows rapid approval of all submitted changes
 - D. An online system that routes changes manually to each required approver followed by impact analysis


-  A stakeholder wants to make a change to the work breakdown structure that does not affect the time or cost of the project. What is the best thing to do?
- A. Tell the stakeholder that this change cannot be made without revising the project plan
 - B. Make the change
 - C. Meet with management
 - D. Look for other impacts to the project

-  Your company has an emergency and needs contracted work done as soon as possible. Under these circumstances, which of the following would be the MOST helpful to add to the contract?
- A. A clear scope of work
 - B. Requirements about which subcontractors can be used
 - C. Incentives
 - D. A force-majeure clause



Which of the following helps project manager determine possible causes of potential problems and actual problems?


- A. SQC Report
- B. Fishbone diagram
- C. Control chart
- D. Pareto chart


-  A contract has just been signed with a construction company to complete a remodeling project within three months. Due to force majeure, the project will be delayed by an additional three months. The construction company has asked for an early termination of the contract due to lack of resources. What is the MOST appropriate thing to do in this situation?
- A. Seek legal advice
 - B. Complete administrative closure
 - C. Complete contract closure
 - D. Re-negotiate the contract



A project team member has completed his work on the project. Which of the following must the project manager do?

- A. Provide the team member with copies of his/her work on the project
- B. Update the employee's records with the new skills acquired
- C. Invite him/her to the project closure party
- D. Check to make sure he/she is happy with his/her performance

-  Your manager gives you a scope of work and asks you to begin working immediately and provide her with a schedule. What should you do FIRST?
- A. Begin estimating the tasks necessary to complete the scope of work
 - B. Identify the stakeholders and make sure their requirements are included in the scope of work
 - C. Create an activity list and then begin to assign the tasks to resources
 - D. Identify a team and obtain approval for their participation from their functional managers

 A seller has failed to make delivery on a major item for your project. What should you do?

- A. Have the contracting officer terminate the contract for default
- B. Work with the seller to correct the problem
- C. Negotiate a change to the contract
- D. Hire another seller to work with the original seller



The 50/50 rule is a method of:

- A. Crashing
- B. PERT
- C. Performance reporting
- D. Cost estimating