

# PROJECT MANAGEMENT CONCEPTS

(593)

—Post-secondary—

—OPEN EVENT—

**REGIONAL – 2019**

DO NOT WRITE ON TEST BOOKLET

*TOTAL POINTS*

\_\_\_\_\_ (*100 points*)

**Failure to adhere to any of the following rules will result in disqualification:**

- 1. Contestant must hand in this test booklet and all printouts. Failure to do so will result in disqualification.**
- 2. No equipment, supplies, or materials other than those specified for this event are allowed in the testing area. No previous BPA tests and/or sample tests or facsimile (handwritten, photocopied, or keyed) are allowed in the testing area.**
- 3. Electronic devices will be monitored according to ACT standards.**

No more than sixty (60) minutes testing time

Property of Business Professionals of America.  
May be reproduced only for use in the Business Professionals of America  
*Workplace Skills Assessment Program* competition.

### MULTIPLE CHOICE

Identify the letter of the choice that best completes the statement or answers the question.

- 1) Project \_\_\_\_\_ management is one of the ten knowledge areas of project management.
  - a) Initiating
  - b) Sending
  - c) Quality
  - d) Phase
  
- 2) Any formal or informal process, plans, policies, procedures, guidelines, and on-going or historical project information is known as \_\_\_\_\_.
  - a) Enterprise environmental factors
  - b) Change management
  - c) Organizational process assets
  - d) Expert judgment
  
- 3) The \_\_\_\_\_ might be considered a first draft in understanding the project requirements.
  - a) Project stakeholders
  - b) Project managers
  - c) Project charter
  - d) Work breakdown structure
  
- 4) In a cost reimbursable contract, buyer and seller agree to the reimbursed costs and the \_\_\_\_\_.
  - a) Amount of risk
  - b) Duration of the project schedule
  - c) Number of stakeholders
  - d) Amount of profit
  
- 5) The procurement agreement is an output of the conduct procurements process and may also be called the \_\_\_\_\_.
  - a) Purchase order
  - b) Arbitration
  - c) Withdrawal
  - d) Win-Win
  
- 6) Stakeholder management is necessary in project management. One of the powers of a project manager is referent or \_\_\_\_\_ power.
  - a) Reward
  - b) Charisma
  - c) Penalty
  - d) Legitimate

- 7) \_\_\_\_\_ is a form of expert judgment that is used to accommodate unique project situations.
- Compromising
  - Conformance
  - Tailoring
  - Experience
- 8) A unique one time endeavor with a defined beginning and end is a \_\_\_\_\_.
- program
  - portfolio
  - system
  - project
- 9) There is a total of \_\_\_\_\_ processes in project management.
- 20
  - 27
  - 47
  - 60
- 10) The five process groups of project management are Initiating, \_\_\_\_\_, Executing, Monitoring/Controlling, and Closing.
- Risking
  - Timing
  - Costing
  - Planning
- 11) A tangible item in project management that is internal or external to the project that is needed by a process to produce its output.
- Tool
  - Technique
  - Input
  - Raw material
- 12) In a functional organization, the employees have \_\_\_\_\_.
- a matrix structure
  - one clear superior
  - multiple superiors
  - no clear superiors
- 13) A collection of \_\_\_\_\_, projects and additional work managed together to achieve goals is known as a portfolio
- life cycles
  - constraints
  - operations
  - programs

- 14) The project manager reviews work results from the project scope activities. They will compare these against the \_\_\_\_\_.
- project management plan
  - business case
  - project charter
  - work breakdown structure
- 15) A project may be stopped if the \_\_\_\_\_.
- project is taking too long
  - project manager is transferred to a new project
  - stakeholder wants changes
  - business case is eliminated or does not exist
- 16) The project scope statement is the basis for future project decisions and is critical to the success of a project. Project objectives should follow the SMART guideline. SMART objectives are \_\_\_\_\_.
- Specific, Measurable, Assignable, Realistic, and Timely
  - Short, Measurable, Assignable, Ready, and Timely
  - Specific, Measurable, Assignable, Ready, and Timely
  - Short, Maintainable, Assignable, Ready, and Timely
- 17) Which of these is a benefit of using the work breakdown structure in projects?
- Reduces channels of communication
  - Gives a big picture view of the project
  - Brings focus to project objectives
  - Limits the handling of change control requests
- 18) The validate scope process is the process of getting formal acceptance from \_\_\_\_\_ on completed project deliverables
- sponsors
  - supervisors
  - stakeholders
  - customers
- 19) Triangular or 3-point estimating takes the average of three estimated durations. They are the \_\_\_\_\_.
- optimistic value, most likely value and pessimistic value
  - first value, middle value and last value
  - mean value, median value and the standard deviation value
  - best value, worst value and a random value
- 20) Lag is used when there is/are \_\_\_\_\_.
- predecessor activities happening concurrently
  - some acceleration needed on a project
  - a waiting period between a predecessor and a successor activity
  - a waiting period between a predecessor and a predecessor activity

- 21) All of these are project estimating tools and techniques *except* \_\_\_\_\_.
- a) expert judgment
  - b) analogous estimating
  - c) parametric estimating
  - d) crash estimating
- 22) The work that must be done to deliver the products or services of a project is called the \_\_\_\_\_.
- a) product scope
  - b) project scope
  - c) project charter
  - d) project manager
- 23) The 100% rule refers to developing the \_\_\_\_\_.
- a) code of accounts
  - b) planning package
  - c) scope baseline
  - d) work breakdown structure
- 24) Deliverables of a project must be broken down into smaller, more manageable components. This process is called \_\_\_\_\_.
- a) Rolling wave planning
  - b) Chart of accounts
  - c) Decomposition
  - d) Controlling accounts
- 25) Lessons learned for a project may be recorded \_\_\_\_\_ of the project.
- a) at the end
  - b) at the closing
  - c) during anytime
  - d) after closing
- 26) Many projects go through changes. A change management process usually includes an entity called a \_\_\_\_\_ whose job is to review and approve/deny change requests.
- a) Stakeholder team
  - b) project manager
  - c) Portfolio manager
  - d) Change control board
- 27) Transitioning the project's product, service, or results to operations or the next phase is an example of the \_\_\_\_\_ process
- a) Close project or phase
  - b) Close procurements
  - c) Close stakeholders
  - d) Close work breakdown structure

- 28) Network schedules in a project are created by subtracting \_\_\_\_\_.
- a) Early Finish – Late Finish
  - b) Late Finish – Early Finish
  - c) Scope – Duration
  - d) Duration – Scope
- 29) The pursuit of a balanced portfolio of projects is known as \_\_\_\_\_.
- a) project management
  - b) program management
  - c) portfolio management
  - d) stakeholder analysis
- 30) Which of these is *not* a responsibility or competency required to be an effective project manager?
- a) Negotiation
  - b) Appearance
  - c) Motivation
  - d) Leadership
- 31) The second step in a project life cycle is the \_\_\_\_\_ phase.
- a) concept
  - b) implementation/execution
  - c) development/planning
  - d) termination/close
- 32) Time management is the part of project management that is concerned with the \_\_\_\_\_.
- a) project charter
  - b) project scope
  - c) stakeholders work hours
  - d) project schedule
- 33) One example of cost of conformance to quality is \_\_\_\_\_.
- a) training
  - b) rejected materials
  - c) reworking scrap
  - d) warranty work
- 34) If you have 6 people working on a project, how many channels of communication are there?
- a) 6
  - b) 15
  - c) 36
  - d) 64

- 35) In project management, a responsibility assignment matrix is \_\_\_\_\_.  
a) a structure that relates the stakeholders to colocation  
b) a structure that relates project roles and responsibilities to the project scope  
c) development of the virtual teams  
d) how enterprise environmental factors are developed
- 36) When decisions are made solely by the project manager with little or no input from the project team, this is an example of the \_\_\_\_\_ leadership style.  
a) Consultative Autocratic and Persuading  
b) Autocratic and Directing  
c) Consensus and Directing  
d) Shareholder and Persuading
- 37) \_\_\_\_\_ can be completed early in a project to help estimate the project costs.  
a) Risk management  
b) Time management  
c) Cost management  
d) Scope definition
- 38) All of these variables are used in earned value management *except* \_\_\_\_\_.  
a) planned value  
b) actual cost  
c) earned value  
d) estimated value
- 39) \_\_\_\_\_ is the likelihood that an event will happen.  
a) Statement of purpose  
b) Common cause  
c) Range of work practices  
d) Probability
- 40) What is a PMB?  
a) Performance Managed Baseline  
b) Performance Measurement Baseline  
c) Personal Measurement Barrier  
d) Does not exist
- 41) The sum of the probabilities for each node of a decision tree is \_\_\_\_\_.  
a) Greater than zero, less than one  
b) 10  
c) 1  
d) 0

- 42) \_\_\_\_\_ is the term that means, “disclosure to others of the unethical behavior of another individual, company, or institution.”
- a) Divulgence
  - b) Squealing
  - c) Snitching
  - d) Whistle blowing
- 43) Name for documented recommendation that is required to bring expected project performance into conformance with the project management plan.
- a) Adjustment action
  - b) Corrective action
  - c) Preventative action
  - d) Response action
- 44) Which type of change request can have implications for the project management plans, policies, procedures, schedules, costs, and budgets?
- a) Rejected
  - b) Deferred
  - c) Declined
  - d) Approved
- 45) A list of identified project risks and potential responses are documented in the \_\_\_\_\_.
- a) Risk register
  - b) Ishikawa diagram
  - c) Process flow charts
  - d) Pie chart diagrams
- 46) \_\_\_\_\_ is *not* used in planning the project, estimating the project, or assessing a change request.
- a) Stakeholder Analysis
  - b) Expert Judgement
  - c) Root Cause Analysis
  - d) Resource Management
- 47) An effective Scope Change control system will include \_\_\_\_\_.
- a) A rigid scope with very few changes allowed
  - b) Procedures to change the product design
  - c) Procedures to change the project and product scope
  - d) Procedures to write a complete and unchangeable project scope
- 48) These are all valid reasons for chartering a project *except* \_\_\_\_\_.
- a) Social need
  - b) Legal requirement
  - c) Political conflict
  - d) Technological advancement



49) \_\_\_\_\_ is the only tool or technique used in the Develop Project Management Plan process.

- a) Root cause analysis
- b) Expert judgment
- c) Team building
- d) Autocratic direction

50) Project managers must maintain \_\_\_\_\_ in order to continue operating in the profession.

- a) Ongoing Education
- b) Ethical Standards
- c) Documentation
- d) Persuasion Skills