

PROJECT MANAGEMENT CONCEPTS (593)

—OPEN EVENT—

—Post-Secondary—

REGIONAL – 2020

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TOTAL POINTS _____ (100)

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

1. Which of the following processes are typically involved in the resource management knowledge area?
 - a. initiation, planning, execution, and closure
 - b. planning, estimating, budgeting, and managing costs
 - c. risk management, identification, analysis, and response planning
 - d. identifying, acquiring, and managing resources

2. Which of the following includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully?
 - a. scope management
 - b. quality management
 - c. communications management
 - d. stakeholder management

3. Which of the following actions will likely cause a project to fail?
 - a. dedicating valuable team member time to identify risk events
 - b. spending project funds to procure needed materials
 - c. conducting a project audit
 - d. unrealistic stakeholder expectations

4. All of the following can result in project failure, EXCEPT
 - a. unrealistic time constraints.
 - b. inadequate planning.
 - c. adequate support from executive management.
 - d. unclear requirements.

5. The project manager typically handles all of the following EXCEPT
 - a. payroll.
 - b. scheduling.
 - c. team management.
 - d. quality management.

6. Which of the following is not an example of a project?
 - a. opening a new bakery
 - b. creating marketing materials for a company
 - c. raising money for a service project
 - d. cleaning your work area every day

7. The project budget is based on
 - a. the actual costs divided by the estimated costs of the resources to be used.
 - b. the estimated costs associated with the quantities of resources to be used.
 - c. the actual costs of the resources to be used for the project.
 - d. the costs to buy the resources before any indirect costs.

8. In which stage are projects identified?
 - a. initiating
 - b. planning
 - c. performing
 - d. closing

9. During the project selection stage, the first step is to
 - a. gather data and information for each project.
 - b. develop a set of criteria against which a project will be evaluated.
 - c. list assumptions.
 - d. evaluate each project against the criteria.

10. In which of the following process groups is a project charter created?
 - a. planning
 - b. executing
 - c. initiating
 - d. controlling

11. The project purpose should
 - a. summarize the need for the project.
 - b. state what is expected to be accomplished.
 - c. list the major end products to be produced.
 - d. create a vision for the end result of the project.

12. The project objective is usually defined in terms of the
 - a. quality assurance measures.
 - b. deliverables, schedule, and budget.
 - c. initiating, planning, executing, and controlling.
 - d. project scope.

13. Which of the following formally defines what the project team or contractor will do?
 - a. statement of work
 - b. project scope document
 - c. network diagram
 - d. work breakdown structure

14. _____ are quantifiable goods or services that must be provided upon the completion of a project.
 - a. Contracts
 - b. Acceptance criteria
 - c. Deliverables
 - d. Risk registers

15. The lowest-level work item of any one branch is called
 - a. a work package.
 - b. a deliverable.
 - c. an assignment.
 - d. a product.

16. Active participation by project team members in developing the work breakdown structure increases all the following EXCEPT
- commitment to the project.
 - commitment to completing project assignments.
 - teamwork.
 - higher quality requirements.
17. Each box for an activity on node (AON) in a network diagram is assigned
- a unique activity letter.
 - a unique activity number.
 - an integral number.
 - a rational number.
18. Calculate the earliest start for Task B if its predecessor, Task A, finishes on day 3 and the duration of Task B is 2 days.
- day 3
 - day 2
 - day 5
 - Cannot be calculated based upon information given
19. _____ time is the latest time by which a particular activity must be finished in order for the entire project to be completed by its required completion time.
- Earliest start
 - Latest start
 - Earliest finish
 - Latest finish
20. When planning a project, it is necessary to estimate
- the priorities of the activities listed in the resource requirements plan.
 - the types and quantities of resources required to perform each activity.
 - only dependent resource relationships in the network diagram.
 - only the non-critical activities and their resources.
21. A potential drawback of outsourcing is that
- it cannot increase supplier contractual accountability.
 - it does not provide access to specific knowledge, skills, or technologies.
 - it can directly increase both fixed and recurrent costs.
 - it can make an organization overly dependent on particular suppliers.
22. Calculate the cost variance if the cumulative earned value is \$20 and the cumulative actual costs are \$30.
- \$10
 - \$10
 - 0.5
 - 2.0

23. The key to managing _____ is to ensure that cash comes in faster than it goes out.
- overflow
 - scheduling
 - cash flow
 - cash variances
24. The actual cost on a project is
- the planned amount to be spent on the project.
 - the total budgeted costs.
 - the total spent on the project.
 - the total of unexpected costs.
25. The earned value is
- the budgeted cost of the work scheduled.
 - the total of the actual costs of the project.
 - difference between what was budgeted and the actual costs.
 - the budgeted costs of the work actually performed.
26. Risks are uncertain events that
- must be accepted.
 - can jeopardize accomplishing project objectives.
 - must be avoided.
 - can help achieve project objectives.
27. All of the following are methods to identify potential risks EXCEPT
- historical information.
 - progressive elaboration.
 - previously identified risks.
 - ignoring potential problems.
28. To avoid risk, mitigate risk, or accept risk is part of the
- risk response plan.
 - risk assessment.
 - risk management strategy.
 - risk impact statement.
29. The project manager defines the project objective and reaches agreement with the _____ on this objective.
- customer
 - stakeholders
 - vendors
 - project team

30. Good _____ skills enable a project manager to empathize with individuals when special circumstances arise.
- delegation
 - organizational
 - interpersonal
 - time management
31. _____ requires that individuals be accountable for achieving the expected results of their tasks.
- Planning
 - Delegation
 - Discharge
 - Centralization
32. Effective project managers use a _____ leadership style.
- participative
 - authoritative
 - dynamic
 - autocratic
33. In the _____ stage of team development, conflict emerges and tension increases.
- forming
 - norming
 - storming
 - performing
34. In the _____ stage of team development, trust begins to develop.
- forming
 - norming
 - storming
 - performing
35. _____ body language often includes a smile, hand gestures, leaning forward, and nodding in agreement.
- Neutral
 - Negative
 - Critical
 - Positive
36. _____ allows the live exchange of information among members of the project team.
- Email
 - Texting
 - Teleconferencing
 - Letters

37. _____ organizational structures are typically used in businesses that primarily sell and produce standard products.
- Matrix
 - Functional
 - Administrative
 - Project
38. In the _____ organizational structure, people are hired to work on a specific project.
- matrix
 - functional
 - temp-based
 - project
39. Which of the following occurs in the initiating process group?
- develop project management plan
 - define and verify scope
 - identify stakeholders
 - monitor and control risks
40. For the past two weeks, daily stand-up meetings have been held at 8 AM every day. Four of the project team members have missed or arrived late to more than half of the scheduled meetings due to work-related activities. The project manager should
- cancel the daily meetings.
 - wait until everyone is present to start the daily meetings.
 - start the meeting at a different time every day.
 - move the meeting to a set time later in the day.
41. The project manager meets with the project team to review lessons learned from previous projects. In what activity is the team involved?
- performance management
 - scope identification
 - risk identification
 - define activities
42. A program in project management is
- a group of related projects.
 - a group of unrelated projects.
 - part of a big project.
 - none of the above.
43. Project conflict resolution techniques include, smoothing, forcing, withdrawing and
- controlling.
 - confronting.
 - directing.
 - organizing.

44. Preparing a request for proposal (RFP) occurs during which part of the procurement process?
- conduct procurements
 - plan procurements
 - manage procurements
 - close procurements
45. _____ techniques include measuring, examining and validating whether work and deliverables meet requirements and product acceptance criteria.
- Facilitation
 - Survey
 - Expert Judgment
 - Inspection
46. Which of the following interpersonal skills should a project manager NOT apply to manage stakeholders' expectations?
- building trust
 - resolving conflict
 - risk taking
 - active listening
47. _____ is a technique used to generate and collect multiple ideas related to project and product requirements.
- Brainstorming
 - Storming
 - Norming
 - Decision Analysis
48. All of the following tools and techniques are included in the identify stakeholders process group EXCEPT
- expert judgment.
 - stakeholder register.
 - meetings.
 - stakeholder analysis.
49. Scope, quality, schedule, budget, resources, and risks are collectively referred to as
- knowledge process groups.
 - project standards.
 - project phases.
 - competing project constraints.
50. A project is scheduled for four (4) weeks and budget at completion is \$50,000. After the first week, you notice that 20% of the work has been completed with the actual amount spent so far totaling \$15,000. What is the schedule performance index?
- 0.5
 - 0.6
 - 0.8
 - 0.9