

End of Course Exam

1. Which of the following is not a Project Management Knowledge Area
 - A. Communications Management
 - B. Procurement Management
 - C. Change Control Management
 - D. Project Integration Management

2. A project is a _____ effort undertaken to create a _____ product or service.
 - A. unique, temporary
 - B. significant, necessary
 - C. organized, profitable
 - D. temporary, unique

3. Possible socioeconomic influences on the project include
 - A. Budgetary considerations
 - B. Internationalization
 - C. Activity based costing
 - D. Matrix organization

4. Based on the life cycle model of the typical project, which stage is expected to experience the highest resource usage?
 - A. Initial phase(s)
 - B. Intermediate phase(s)
 - C. Closing phase(s)
 - D. Staffing phase(s)

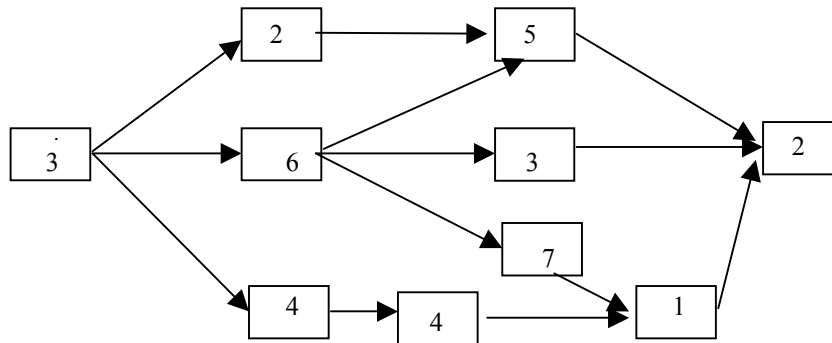
5. Which is not a facilitating process?
 - A. Solicitation planning
 - B. Quality planning
 - C. Communications planning
 - D. Resource planning

6. Core processes:
 - A. Can interact differently with one-another, depending on the nature of the project
 - B. Have clear dependencies
 - C. Must be performed simultaneously
 - D. Are managed by the same staff members throughout the project

7. Which of the following is a tool or technique used in integrated change control
- A. Organizational procedures
 - B. Performance reports
 - C. Project plan updates
 - D. Performance measurement
8. The project plan:
- A. Is a management control that will change only intermittently and only in response to an approved scope change
 - B. Usually includes the work break down structure but not major milestones
 - C. Is used to manage project execution
 - D. Includes open issues, but not pending decisions
9. Change control requests:
- A. Must be relayed in writing
 - B. Provide the baseline against which changes will be controlled
 - C. Are always initiated externally
 - D. Are inputs to integrated change control
10. _____ is the formal procedure for sanctioning project work to ensure it is done at the right time.
- A. Work-authorization system
 - B. Organizational procedures
 - C. Status review
 - D. Project planning
11. Which of the following is not a tool or technique of project plan execution?
- A. PM Information system
 - B. Change control system
 - C. Organizational procedures
 - D. General management skills
12. Which scope management process creates the WBS?
- A. Initiation
 - B. Scope planning
 - C. Scope definition
 - D. Scope verification
13. Project Scope Management is:
- A. Used to make sure that all work required, and only the work required, is included in order to complete the project successfully
 - B. The features to be included in a product or service
 - C. Is synonymous with change control management
 - D. Is conducted primarily by external stakeholders

14. Which of the following is not an output of the initiation process
- A. Project charter
 - B. Constraints
 - C. Alternatives identification
 - D. Assignment of the PM
15. The lowest level of the WBS is:
- A. Control account
 - B. Code of accounts
 - C. Work Package
 - D. Deliverable
16. Acceptance of work results is crucial to what phase of the scope management process
- A. Initiation
 - B. Scope planning
 - C. Scope Change Control
 - D. Scope verification
17. An activity has a optimistic duration estimate of 2 days, a mostly likely estimate of 5 days, and a pessimistic estimate of 8 days. What is the weighted average duration?
- A. 4
 - B. 5
 - C. 5.2
 - D. 6
18. Which method does not use boxes or nodes to represent work or activities?
- A. PERT
 - B. PDM
 - C. ADM
 - D. GERT

19. Each box is an activity; the number it contains is the duration of the activity in days. The duration of the critical path is:



- A. 16 days
B. 19 days
C. 14 days
D. 20 days
20. A method of shortening the duration of the project is:
- A. Lead
B. Creating milestones
C. Fast tracking
D. Leveling
21. Which is a tool or technique of the schedule development process?
- A. Resource pool description
B. Supporting detail
C. Duration compression
D. Activity duration estimates
22. Which type of cost estimate is based on individual activities?
- A. Top-down
B. Bottom-up
C. Parametric
D. Analogous

23. Using the chart below, what is the cost variance?

PV	EV	AC
\$10,000	\$12,000	\$15,000

- A. – \$ 3, 000
- B. \$ 5,000
- C. \$ 3,000
- D. – \$ 2,000

24. Which is not a part of the cost budgeting process?

- A. Project Schedule
- B. Cost estimates
- C. Resource requirements
- D. WBS

25. Cost estimating is:

- A. Assessing how much the organization will charge for the product or service
- B. Assessing how much it will cost the organization to provide the product or service
- C. Establishing a baseline to use in measuring project performance
- D. Analyzing positive and negative variances

26. Earned Value is:

- A. The amount future value of a present investment
- B. The actual hours worked on the project multiplied by the budgeted labor rate
- C. Budgeted value of work actually accomplished
- D. PV-AC

27. The future value of \$3000 invested for 5 years at 12 interest is:

- A. \$ 4,702.00
- B. \$ 4,982.00
- C. \$ 5,287.00
- D. \$ 5,394.00

28. Which of the following is not part of the quality assurance process?

- A. Operational definitions
- B. Quality policy
- C. Quality audits
- D. Quality improvement

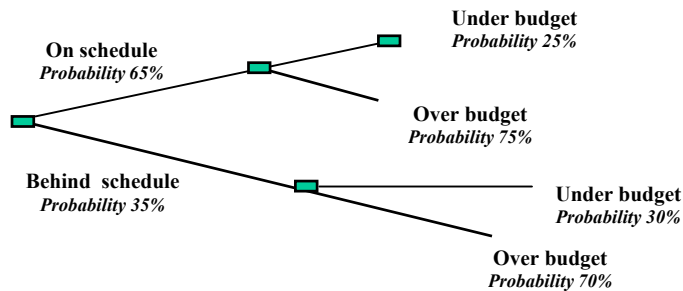
29. A packing process results a product with a mean weight of 8 ounces. The process has a standard deviation of 0.5 ounce. What percentage of samples will weigh between 7.5 and 8 ounces?
- A. 31.74
 - B. 34.13
 - C. 68.26
 - D. 95.46
30. Which of the following is a primary motivational tool of McGregor's Theory X?
- A. Trust
 - B. Safety
 - C. Self Esteem
 - D. Self Actualization
31. Which of the following is not part of a modern quality management concept?
- A. Performance standard is zero defects
 - B. Quality must be inspected in
 - C. 85% of failures occur because of the process, not the worker
 - D. Quality is a 4 cycle process – plan/do/check/act
32. Which of the following is not a considered a failure cost?
- A. Rework
 - B. Training
 - C. Rejects
 - D. Scrap
33. A person who is attempting to fulfill the need for safety has already satisfied which needs?
- A. Esteem
 - B. Self-Actualization
 - C. Physiological
 - D. Social
34. Which of the following is an input to the team development process?
- A. General management skills
 - B. Inputs to performance appraisals
 - C. Staffing pool description
 - D. External feedback
35. In which organizational structure is the project manager likely to have the most authority?
- A. Functional
 - B. Weak Matrix
 - C. Projectized
 - D. Strong Matrix

36. Which theory specifies money as an important employee motivator?
- A. Theory X
 - B. Theory Y
 - C. Theory Z
 - D. Theory Q
37. Dual reporting is most likely to occur in which type of organization?
- A. Functional
 - B. Projectized
 - C. Matrix
 - D. Laissez-faire
38. Which of the following is not a part of the information distribution process?
- A. Project plan
 - B. Project records
 - C. Communication skills
 - D. Stakeholder analysis
39. Which is the process that involves documenting project results in order to formalize the acceptance of the product by the sponsor, client, or customer?
- A. Information distribution
 - B. Scope acceptance
 - C. Performance reporting
 - D. Administrative closure
40. _____ specifies to whom information will flow and what method will be used to distribute various types of information.
- A. Collection and filing structure
 - B. Communications requirements
 - C. Distribution structure
 - D. Communications management plan
41. Which of the following is not one of the Risk Management processes?
- A. Risk identification
 - B. Risk quantification
 - C. Risk assessment
 - D. Risk response planning

42. Risk response planning is one of the _____ processes

- A. planning core processes
- B. planning facilitating processes
- C. controlling core processes
- D. controlling facilitating processes

43. Using the figure below, what is the probability that the task will be completed on time and under budget?



- A. 12.5 %
- B. 16.25 %
- C. 25.0 %
- D. 90.0 %

44. Using a contractor to perform a high risk task is which form of risk response?

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

45. The contract type that represents the lowest risk to the buyer is:

- A. CPIF
- B. FPI
- C. FFP
- D. CPFF

46. The contract type that represents the greatest risk to the buyer is:

- A. CPPC
- B. FPI
- C. CPIF
- D. CPFF

47. Which is a document is not used to solicit proposals from potential buyers?

- A. IFQ
- B. IFB
- C. RFP
- D. RFQ

48. Which is not a process of Procurement Management?

- A. Solicitation planning
- B. Solicitation
- C. Solicitation selection
- D. Contract administration

49. Meeting with prospective sellers prior to preparation of a proposal is

- A. Bidder Negotiations
- B. Bidder Auction
- C. Bidder Conference
- D. Bidder Selection

50. Which is not another term for contract?

- A. Agreement
- B. Purchase Order
- C. Proposal
- D. Memorandum of Understanding

	ANSWERS	SOURCE
1	C	PMBOK 2000 - PG 8
2	D	PMBOK 2000 – PG 4
3	B	PMBOK 2000 – PG 27
4	B	PMBOK 2000 – PG 13
5	D	PMBOK 2000 – PG 33
6	B	PMBOK 2000 – PG 33
7	D	PMBOK 2000 – PG 48
8	C	PMBOK 2000 – PG 44
9	D	PMBOK 2000 – PG 48
10	A	PMBOK 2000 – PG 47
11	B	PMBOK 2000 – PG 46
12	C	PMBOK 2000 – PG 57
13	A	PMBOK 2000 – PG 51
14	C	PMBOK 2000 – PG 52
15	C	PMBOK 2000 – PG 60
16	D	PMBOK 2000 – PG 61
17	B	WT AVG = (O + (4*ML) + P)/6
18	C	PMBOK 2000 – PG 70
19	B	
20	C	PMBOK 2000 - PG 75
21	C	PMBOK 2000 - PG 73
22	B	PMBOK 2000 - PG 88
23	A	PMBOK 2000 - PG 123
24	C	PMBOK 2000 – PG 89
25	B	PMBOK 2000 – PG 86
26	C	PMBOK 2000 – PG 123
27	C	$FV = PV(1+R)^n$ where PV is present value, R is int rate, n is num yr
28	B	PMBOK 2000 – PG 101
29	B	One STD , 68.3% of samples Two STD , 95.5% of samples Three STD , 99.7% of samples One STD for this question would range from 7.5 to 8.5. Question asks for 7.5 to 8, assuming ½ the deviations are over and ½ are under the answer would then be half the deviation percentile or 34.13%
30	B	MCGREGORS THEORY
31	B	A IS CROSBY'S THEORY, C IS TAGUCHI THEORY, D IS DEMING THEORY. Quality is designed not inspected into a product is part of Taguchi theory.
32	B	Cost of Non conformance (failure) – scrap, rework, additional work, warranty, complaint handling, product recall, expediting
33	C	Maslow's hierchy from low to high is: physiological needs, security, social, self esteem, self actualization
34	D	PMBOK 2000 – PG 108
35	C	

36	A	McGregor Theory X
37	C	Matrix Organization – An organization with dual or multiple managerial accountability and responsibility.
38	D	PMBOK 2000 – PG 118
39	D	PMBOK 2000 – PG 125
40	D	PMBOK 2000 – PG 120
41	C	PMBOK 2000 – PG 127
42	B	PMBOK 2000 – PG 33
43	B	Probability of X & Y = Probability X * Probability Y
44	C	PMBOK 2000 – PG 142
45	C	
46	A	
47	A	PMBOK 2000 – PG 153
48	C	PMBOK 2000 – PG 148
49	C	PMBOK 2000 – PG 154
50	C	PMBOK 2000 – PG 156