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QUESTION 1

Pareto charts helps the project manager with which of the following?

A. Determine if a process will be experiencing difficulties.

B. Focus on creative thinking.

C. Explore required future events.

D. Focus on the most critical issues to improve quality.

Correct Answer: D

QUESTION 2

A customer is reporting that the projects deliverables are not meeting the acceptance criteria. Which of the following documents MOST likely needs to be updated?

A. Deliverable summary

B. Quality checklist

C. Risk register

D. Resource assignment matrix

Correct Answer: B

QUESTION 3

Whose approval should be obtained before modifying the scope of a project?

A. Project team

B. Executive management team

C. Change control board

D. Stakeholders

Correct Answer: C

QUESTION 4

Cause and effect diagrams are also referred to as:

A. run charts.

B. Pareto charts.

C. histograms.

D. fishbone diagrams.

Correct Answer: D

QUESTION 5

The project is behind schedule. A project team member has analyzed the work performance information and has not created the weekly status update because they are uncertain when the update should be completed. Which of the following documents should the team member consult?

A. Communication plan

B. Risk plan

C. Scope plan

D. Quality plan

Correct Answer: A

QUESTION 6

Several key resources will be unavailable at the end of the project. The key stakeholders want to outsource the project to a third party. Which of the following risk responses is described in this situation?

A. Risk avoidance

B. Risk mitigation

C. Risk acceptance

D. Risk transference

Correct Answer: D

QUESTION 7

A key stakeholder on a project advises the project manager that there is a component of the project that has yet to be decided. They are concerned that their needs regarding this component will not be addressed. In which of the following documents should the project manager record this information?

A. Lessons learned

B. Issue log

C. Statement of Work (SOW)

D. Project charter

Correct Answer: B

QUESTION 8

Communication preferences, cultural differences, and language barriers are BEST described as which of the following?

A. Special communication needs of project members

B. Critical aspects of managing stakeholder expectations

C. Items within the risk management plan

D. Reasons for premature project failure / abandonment

Correct Answer: A

QUESTION 9

Which of the following correctly identifies the application of a projects quality management plan?

A. Quality assurance and quality control both occur in the monitoring / controlling phase.

B. Quality control occurs in the execution phase, quality assurance occurs in the monitoring / controlling phase.

C. Quality assurance occurs in the execution phase, quality control occurs in the monitoring / controlling phase.

D. Quality assurance and quality control both occur in the execution phase.

Correct Answer: C

QUESTION 10

A project manager is working with a large team on an important project. Many of the team members work remotely. The project manager requires each team member to submit weekly status reports at a certain time each week. One team member consistently submits late status reports. Which of the following should the project manager consider FIRST?

A. Time zones for various work locations

B. Necessity of weekly status reports

C. Format of the status report

D. Past performance reviews of the team member

Correct Answer: A

QUESTION 11

Before the execution phase begins, who is in control of the project?

A. Project sponsor

B. Program manager

C. Project manager

D. Project coordinator

Correct Answer: C

QUESTION 12

A project manager has to complete an asset inventory project for a large corporation. Several departments have refused to allow access to the equipment to complete the project. The project manager should update which of the following?

A. Change control form

B. Risk register

C. Work Breakdown Structure (WBS)

D. Issues log

Correct Answer: D

QUESTION 13

Which of the following represents the EAC of an ongoing project with an AC of $100,000, a CV of $10,000 and an ETC of $50,000?

A. $90,000

B. $140,000

C. $150,000

D. $160,000

E. The project is taking longer than the estimated schedule.

F. The project is costing less than the estimated budget.

G. The project is taking less time than the estimated schedule.

H. The project is costing more than the estimated budget.

Correct Answer: C

QUESTION 14

A company manager has turned in project objectives, and requests that the project manager start the project immediately. The project manager informs the company manager that the project cannot be started. Which of the following is an appropriate reason for not starting the project?

A. Project sponsor approval has not been received.

B. Projects can only be implemented by upper management.

C. The project manager already has several ongoing projects.

D. The project team has not been formed.

Correct Answer: A

QUESTION 15

A project manager needs to replace someone on the project team. Which of the following is the FIRST action they should take?

A. Consult the project staffing plan.

B. Notify the human resources department to open a job posting.

C. Search for skilled subcontractors who could quickly fill the opening.

D. Ask the project sponsor for another resource.

Correct Answer: A

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