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QUESTION 1

You are the project manager of the NGG Project. This project will be using a new material that the project team has never worked with before. You\\'d like to use some preventive action to ensure that the installation of the new materials is successful in the project. Which one of the following project actions is an example of the best preventive action for this project?

A. Hire a subject matter expert to train the project team how to install the materials.

B. Purchase additional materials so in case the team wastes materials during their installation.

C. Hire a subject matter expert to install the new materials.

D. Create incentive by rewarding the project team if they don\\'t waste the materials.

Correct Answer: A

In order to ensure that the installation of the new materials is successful in the project, you should hire a subject matter expert to train the project team how to install the materials. This is the best preventive action that you can take in case the project team has never worked on the material. Answer option C is incorrect as while this approach may work it\\'s not the best corrective action as the project team isn\\'t learning how to use the new materials. Answer option B is incorrect as this approach practically encourages the team to waste materials without training them how to install the materials properly. Answer option D is incorrect as the incentive program is flawed if the team doesn\\'t understand how to install the new materials to begin with.

QUESTION 2

Kay is the project manager of the QUI Project. This project is done but is also considerably over budget. Kay has elected to crash the project in order to recoup schedule delays but this increased the project costs. What should Kay do with the information regarding the schedule delays and cost overruns?

A. Create an entry in the lessons learned documentation and explain her reasoning behind the corrective actions.

B. Create an exceptions report.

C. Create a variance report.

D. File the information as part of the project final report.

Correct Answer: A

When there have been significant corrective action decisions the reasoning behind the decision should be documented in the lessons learned documentation. What is lessons learned documentation? Lessons learned documentation is prepared to contribute to the lessons learned knowledge database of the organization. It includes the causes of issues, the reasoning behind the corrective action chosen, and other types of lessons learned about stakeholder management. Lessons learned are documented so that they become part of the historical database for the project/program and the performing organization. The lessons learned are compiled, formalized, and stored through out the project\\'s/program\\'s duration. Answer option C is incorrect. A variance report may be appropriate but cost and schedule variances are reported differently. Kay could create a cost variance report and a schedule variance report, but not one report for both project attributes. Answer option B is incorrect. An exceptions report is the same as a variance report. Kay would create a separate exceptions report for cost, and another for schedule. Answer option D is incorrect. The information may go into the project final report but it should be included in the project\\'s lessons learned information when it is discovered.

QUESTION 3

All of the following statements about the critical path are false except for which one?

A. The critical path cannot be crashed.

B. The critical path is the shortest path in the project network diagram.

C. The critical path is always one path with the longest duration.

D. The critical path shows the project\\'s earliest date for completion.

Correct Answer: D

The only statement that is true is that the critical path shows the project\\'s earliest date for completion. A critical path is the sequence of project activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path. These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources). Answer option C is incorrect. There can be more than one critical path, as two paths in the project network diagram can both take the same amount of time and be longer than any other paths in the project. Answer option A is incorrect. The critical path can be, and often is, crashed with extra resources in an attempt to recover the project schedule. Answer option B is incorrect. The critical path is the longest path to project completion.

QUESTION 4

You are working as a project manager for BlueWell Inc. Which of the following tools and techniques of the Define Activity process will help you in identifying the typical schedule milestones?

A. Expert Judgment

B. Decomposition

C. Rolling Wave Planning

D. Templates

Correct Answer: D

Templates are used to identify the typical schedule milestones in the Define Activity process. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package

into a more smaller and convenient form called activities. Rolling Wave Planning:

It is a form of progressive elaboration planning where the work to be accomplished in the near term is planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from

the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

QUESTION 5

Which of the group creativity techniques enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization?

A. Idea/mind mapping

B. Delphi technique

C. Nominal group technique

D. Affinity diagram

Correct Answer: C

The various group creativity techniques are as follows: Brainstorming: It is a technique used to generate and collect multiple ideas related to the project and product requirements. Nominal group technique: It is a technique used to enhance brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization. Delphi technique: It is a techniques used to identify potential risk. In this technique, the responses are gathered via a questionnaire from different experts and their inputs are organized according to their contents. Idea/mind mapping: It is a technique used to map the ideas generated by brainstorming to reflect the commonality and differences in understanding and generating new ideas. Affinity diagram: It is a technique used to allow a large number of ideas to be sorted into groups for review and analysis.

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