PMGT614 Exam Name Marc McCune \_ 58 / 68 JCR

*05:30 – 07:00*

*Circle or highlight the best answer. Questions 1-34 are worth 2 points each.*

1. Generally speaking, the lowest level in the WBS is referred to as:

A. Level 3

B. Level 4

C. Level 5

D. The work package

2. Scope creep is generally the result of:

A. Having too many levels in the WBS

B. Poorly defined SOW

C. Too much detail in the specifications

D. Having the wrong people assigned to the project

3. If the customer’s SOW contains words such as nearly or approximately, then:

A. The project manager uses his discretion in determining the meaning

B. The sponsor uses his discretion in determining the meaning

C. The customer uses his discretion in determining the meaning

D. Scope creep is unlikely

4. A customer external to your company requests that a certain element of work be subdivided to lower level work packages and that cost/schedule information be reported at the lower levels. You should:

A. Grant the customer’s request but bill the customer for the changes to the WBS.

B. Simply grant the customer’s request.

C. Deny the request since the WBS is finalized and cannot change.

D. Check with the line managers first to see if cost and schedule can be reported at this level.

5. During an interface meeting with your customer, both of you have different interpretations of the raw data. If the customer’s interpretation is correct, then the direction of the project should change. However, the customer states that they need more time to determine if their interpretation is correct. As the PM, you should:

A. Continue on with your existing baseline until the customer confirms that the direction must change.

B. Change the direction of the project according to the customer’s interpretation of the results and continue on.

C. Stop working on the project until you both agree on the direction

D. Cancel the project and then, after an agreement is reached, submit a new proposal and price to restart the project.

6. The major disadvantage of using a bar chart on large projects is that bar charts:

A. Cannot identify critical paths

B. Do not show dependencies between activities

C. Cannot identify milestones

D. Cannot show slack

7. Activities with zero time durations are called:

A. Low-slack activities

B. No-slack activities

C. Dummy activities

D. Special activities

8. Which of the following is true concerning the critical path in a network?

A. It can never change

B. It is the shortest amount of time in which the project can be completed

C. It is the path that contains the greatest number of activities

D. It is the path where each activity has slack

9. If the optimistic time for an activity is 6 weeks, the pessimistic time is 24 weeks and the most likely time is 12 weeks, then the expected duration is:

A. 7 weeks

B. 13 weeks

C. 22 weeks

D. 24 weeks

10. Smoothing out project resources from period to period is called

A. Resource leveling

B. Resource allocation or resource limited planning

C. Better effort planning

D. Slack utilization planning

11. An activity in a network has the following characteristics: ES = 5, EF = 9 and LF = 12. LS = \_\_\_\_\_.

A. 5

B. 8

C. 9

D. 12

12. Pricing out the construction cost of a home by a cost per square foot would be representative of a \_\_\_\_\_ estimate.

A. Parametric

B. Analogy

C. Engineering

D. Grassroots

13. Which of the following is an estimating pitfall?

A. Misinterpretation of the statement of work

B. Inaccurate work breakdown structure

C. Failure to use correct estimating techniques.

D. All of the above

14. The EVMS term that represents the value of work actually accomplished is:

A. PV

B. EV

C. AC

D. BAC

15. If SPI = 1.05 and CPI = 0.96, the project’s trend is:

A. Over budget and behind schedule

B. Over budget and ahead of schedule

C. Under budget and behind schedule

D. Under budget and ahead of schedule

16. The best source of revenue for a customer-requested scope change is:

A. A customer-funded contract amendment

B. Management reserve

C. Undistributed budget

D. Profits

17. The best method to price out a work package is to use the:

A. Average departmental labor rate

B. Average pay grade labor rate

C. Actual salary of the workers assuming they are known

D. Statistical data from the Payroll Department

18. A common cause for a favorable SV but unfavorable CV might be:

A. Using lower salaried workers

B. Using overtime

C. Using less expensive raw materials

D. All of the above

19. The 50-50 rule is a technique used to determine:

A. EV

B. EAC

C. CPI

D. VAC

20. In which type of project report would we most likely find EAC and ETC?

A. Performance

B. Status

C. Forecast

D. Exception

21. The two primary components of a risk are:

A. The event and the probability

B. The probability and the impact

C. The impact and the event

D. The impact and the amount at stake

22. If there’s a 40% chance of making $1 million and a 60% chance of losing $600,000, then the expected monetary outcome is.

A. <$400,000>

B. $40,000

C. $360,000

D. <$360,000>

23. Brainstorming, assumption analysis and WBS decomposition are techniques used for:

A. Risk identification

B. Risk assessment

C. Risk monitoring and control

D. Risk handling

24. Monte Carlo simulation is a technique used as part of:

A. Risk identification

B. Risk assessment

C. Risk monitoring and control

D. Risk handling

25. Which of the following is not considered to be an insurable risk?

A. Direct property damage

B. Indirect consequential loss

C. Legal liability

D. Inflation

26. Assigning high, medium or low to a potential risk is part of:

A. Risk identification

B. Quantitative risk assessment

C. Qualitative risk assessment

D. Risk response

27. If a project manager award**s** a firm-fixed price contract to a supplier, he / she is using:

A. Acceptance / Assumption

B. Avoidance

C. Control / mitigation

D. Transfer

28. Bidder conferences are used to:

A. Answer questions about the project prior to submittal of proposals

B. Answer questions about the project after contract award

C. Debrief the bidder on their performance after completion of the contract

D. Solicit pricing information from the bidders on proposed scope changes

29. Which of the following contract types has the greatest risk for the buyer / customer?

A. Cost sharing

B. Cost-Plus-Incentive-Fee

C. Firm-Fixed-Price

D. Fixed-Price-Incentive-Fee

30. Which of the following contract types has the greatest risk for the seller / contractor?

A. Cost sharing

B. Cost-Plus-Incentive-Fee

C. Firm-Fixed-Price

D. Fixed-Price-Incentive-Fee

31. Quality is defined by the:

A. Project manager

B. Project team

C. Project sponsor

D. Customer

32. The cause and effect chart is used to \_\_\_\_\_.

A. Identify a problem

B. Determine its cause

C. Prioritize a solution

D. Decide upon a course of action

33. If the upper and lower control limits of a process are set at plus or minus three sigma, then what percent of the units produced are expected to satisfy the customer’s requirements?

A. 68%

B. 95%

C. 99.73%

D. Impossible to determine

34. The person ultimately responsible for the quality of the deliverable is the:

A. Project manager

B. Project team

C. Project sponsor

D. Customer