

PROJECT MANAGEMENT CONCEPTS (593)

—OPEN EVENT—

—Post-secondary—

REGIONAL – 2016

DO NOT WRITE ON TEST BOOKLET

TOTAL POINTS _____ (100)

Failure to adhere to any of the following rules will result in disqualification:

- 1. Contestant must hand in this test booklet and all printouts. Failure to do so will result in disqualification.**
- 2. No equipment, supplies, or materials other than those specified for this event are allowed in the testing area. No previous BPA tests and/or sample tests or facsimile (handwritten, photocopied, or keyed) are allowed in the testing area.**
- 3. Electronic devices will be monitored according to ACT standards.**

No more than 60 minutes testing time

Property of Business Professionals of America.
May be reproduced only for use in the Business Professionals of America
Workplace Skills Assessment Program competition.

Multiple Choice

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

1. There is a total of _____ processes in project management.
 - a. 20
 - b. 27
 - c. 47
 - d. 60

2. The five process groups of project management are Initiating, Planning, Executing, Monitoring/Controlling, and _____.
 - a. Risk-taking
 - b. Time
 - c. Cost
 - d. Closing

3. _____ is one of the ten knowledge areas of project management.
 - a. Initiating
 - b. Sending
 - c. Scope
 - d. Phase

4. Network schedules in a project are created by subtracting _____.
 - a. early finish – late finish
 - b. late finish – early finish
 - c. scope – duration
 - d. duration – scope

5. Earned value management is a technique used to monitor progress of a project. All of these variables are used in Earned value management *except*
 - a. planned value.
 - b. actual cost.
 - c. earned value.
 - d. actual value.

6. The cost performance index is calculated by
 - a. earned value/actual cost.
 - b. earned value–actual cost.
 - c. earned value/planned value.
 - d. earned value/actual value.

7. A collection of programs, projects and additional work managed together to achieve goals is known as a _____.
 - a. life cycle
 - b. constraint
 - c. operation
 - d. portfolio

8. The collection of tools, methodologies, techniques, standards, and resources used to manage a project are known as the _____.
 - a. project management office
 - b. project management information system
 - c. business value
 - d. project constraints

9. A unique one-time endeavor with a defined beginning and end is a
 - a. program.
 - b. portfolio.
 - c. system.
 - d. project.

10. The pursuit of a balanced portfolio of projects is known as _____.
 - a. project management
 - b. program management
 - c. portfolio management
 - d. stakeholder analysis

11. Which of these is *not* a responsibility or competency required to be an effective project manager?
 - a. Negotiation
 - b. Appearance
 - c. Motivation
 - d. Leadership

12. In a functional organization, the employees have _____.
 - a. a matrix structure
 - b. one clear superior
 - c. multiple superiors
 - d. no clear superiors

13. The second step in a project life cycle is the _____ phase.
 - a. concept
 - b. implementation/execution
 - c. development/planning
 - d. termination/close

14. A(n) _____ project life cycle is used when dealing with a rapidly changing environment such as software product development.
 - a. predictive
 - b. iterative
 - c. incremental
 - d. adaptive

15. A tangible item in project management that is internal or external to the project, which is needed by a process to produce its output is a(n) _____.
 - a. Tool
 - b. Technique
 - c. Input
 - d. Raw material

16. Any formal or informal process, plans, policies, procedures, guidelines, and on-going or historical project information is known as _____.
 - a. enterprise environmental factors
 - b. change management
 - c. organizational process assets
 - d. expert judgment

17. The _____ might be considered a first draft in understanding the project requirements.
 - a. project stakeholders
 - b. project managers
 - c. project charter
 - d. work breakdown structure

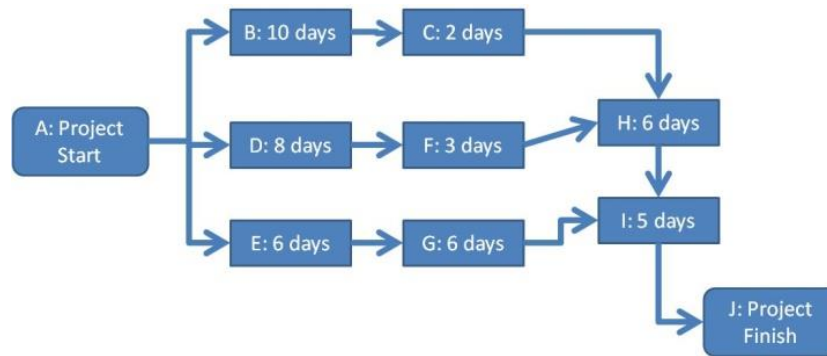
18. _____ is a form of expert judgment that is used to accommodate unique project situations.
 - a. Compromising
 - b. Conformance
 - c. Tailoring
 - d. Experience

19. Lessons learned for a project may be recorded _____ of the project.
 - a. at the end
 - b. at closing
 - c. at anytime
 - d. after closing

20. _____ is an analytical technique used during the monitor and control project work process of project management.
- Valuation
 - Quality assurance
 - Asset procurement
 - Trend analysis
21. Transitioning the project's product, service, or results to operations or the next phase is an example of the _____ process.
- close project or phase
 - close procurements
 - close stakeholders
 - close work breakdown structure
22. The project manager reviews work results from the project scope activities. They will compare these against the _____.
- project management plan
 - business case
 - project charter
 - work breakdown structure
23. A project may be stopped if
- the project is taking too long.
 - the project manager is transferred to a new project.
 - the stakeholder wants changes.
 - business case is eliminated or does not exist.
24. The work that must be done to deliver the products or services of a project is called the _____.
- product scope
 - project scope
 - project charter
 - project manager
25. The 100% rule refers to developing the _____.
- code of accounts
 - planning package
 - scope baseline
 - work breakdown structure
26. Deliverables of a project must be broken down into smaller, more manageable components. This process is called:
- rolling wave planning.
 - chart of accounts.
 - decomposition.
 - controlling accounts.

27. The project scope statement is the basis for future project decisions and is critical to the success of a project. Project objectives should follow the SMART guideline. SMART objectives are
- Specific, Measurable, Assignable, Realistic, and Timely.
 - Short, Measureable, Assignable, Ready, and Timely.
 - Specific, Measurable, Assignable, Ready, and Timely.
 - Short, Maintainable, Assignable, Ready, and Timely.
28. Which of these is a benefit of using the work breakdown structure in projects?
- Reduces channels of communication
 - Gives a big picture view of the project
 - Brings focus to project objectives
 - Limits the handling of change control requests
29. The validate scope process is the process of getting formal acceptance from _____ on completed project deliverables.
- sponsors
 - supervisors
 - stakeholders
 - customers
30. Many projects go through changes. A change management process usually includes an entity called a _____ whose job is to review and approve/deny change requests.
- stakeholder team
 - project manager
 - portfolio manager
 - change control board
31. To improve planning and managing work on a project,
- do not use the work breakdown structure.
 - use the lower levels of the work breakdown structure.
 - add stakeholders to the project.
 - allow anyone to attend planning meetings.
32. An effective scope change control system will include
- a rigid scope with very few changes allowed.
 - procedures to change the product scope.
 - procedures to change the project and product scope.
 - procedures to write a complete and unchangeable project scope.

33. Time management is the part of project management that is concerned with the _____.
- project charter
 - project scope
 - stakeholders work hours
 - project schedule
34. The critical path method is used to find the project path with the least float. Float is defined as _____.
- amount of time that a schedule activity can be delayed without delaying the end of the project
 - amount of time that a schedule activity can be delayed
 - amount of delay in the end of a project
 - amount of time that a project can be delayed without interrupting a schedule activity



35. In the above precedence diagram, what is the Critical Path?
- ADFHIJ
 - ABCHIJ
 - AEGIJ
 - ADFHIJ
36. Triangular or 3-point estimating takes the average of three estimated durations. They are
- the optimistic value, most likely value and pessimistic value.
 - the first value, middle value and last value.
 - the mean value, median value and the standard deviation value.
 - the best value, worst value and a random value.
37. Lag is used when there is _____.
- predecessor activities happening concurrently
 - some acceleration needed on a project
 - a waiting period between a predecessor and a successor activity
 - a waiting period between a successor and a predecessor activity

38. All of these are project estimating tools and techniques *except*
- expert judgment.
 - analogous estimating.
 - parametric estimating.
 - crash estimating.
39. You are the project manager on a development project that is 50% completed. If the cost performance index is 1.0, the total earned value to date is \$5,000,000, and the original budget was \$10,000,000, what is the actual cost?
- \$10,000,000
 - \$5,000,000
 - \$15,000,000
 - \$3,333,333

Task	Planned Value	Actual Cost	Earned Value
Frame	200	250	300
Floor	200	150	250
Yard	200	200	300
Spartan	200	150	200

40. In the above project, which task has been completed?
- Frame
 - Floor
 - Yard
 - Spartan
41. One example of cost of conformance to quality would be
- training.
 - rejected materials.
 - reworking scrap.
 - warranty work.
42. In project management, a responsibility assignment matrix is _____.
- a structure that relates the stakeholders to location
 - a structure that relates project roles and responsibilities to the project scope
 - development of the virtual teams
 - how enterprise environmental factors are developed

43. When decisions are made solely by the project manager with little or no input from the project team, this is an example of the _____ leadership style.
- consultative autocratic and persuading
 - autocratic and directing
 - consensus and directing
 - shareholder and persuading
44. If you have five (5) people working on a project, how many channels of communication are there?
- 5
 - 10
 - 15
 - 20
45. When identifying project risks, the Delphi technique is a form of expert judgment in where _____.
- change is collectively managed by the group
 - opinions are obtained from a panel of anonymous and independent experts
 - risks are collected by brainstorming
 - interviews are used to determine risks
46. In a cost reimbursable contract, buyer and seller agree to the reimbursed costs and the _____.
- amount of risk
 - duration of the project schedule
 - number of stakeholders
 - amount of profit
47. The procurement agreement is an output of the conduct procurements process and may also be called the _____.
- Purchase order
 - Arbitration
 - Withdrawal
 - Win-Win
48. Stakeholder management is necessary in project management. One of the powers of a project manager is referent or _____ power.
- reward
 - charisma
 - penalty
 - legitimate

49. A project has an 80% chance of finishing on time and an 80% chance of finishing over budget. What is the probability the project will finish on time and over budget?
- 6.4%
 - 0.64%
 - 64%
 - 80%
50. In the initiating process group, there are two processes that are to be completed. They are
- develop project management plan and identify stakeholders.
 - develop project charter and identify stakeholders.
 - develop stakeholders and initiate project.
 - develop project charter and initiate project.