

PROJECT MANAGEMENT CONCEPTS (593)

—OPEN EVENT—

—Post-secondary—

REGIONAL – 2017

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TOTAL POINTS _____ (100)

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

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

2. All of these variables are used in earned value management *except*
 - a. planned value
 - b. actual cost
 - c. earned value
 - d. estimated value

3. The cost performance index (CPI) is calculated by
 - a. earned value / actual cost
 - b. earned value – actual cost
 - c. earned value / planned value
 - d. earned value / actual value

4. A collection of programs, _____, and additional work managed together to achieve goals is known as a Portfolio.
 - a. tools
 - b. inputs
 - c. operations
 - d. projects

5. A unique one-time endeavor with a defined _____ is a project.
 - a. statement of purpose
 - b. placement
 - c. range of work practices
 - d. beginning and end

6. What is *not* a responsibility or competency required to be an effective project manager?
 - a. negotiation
 - b. appearance
 - c. motivation
 - d. leadership

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

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

9. 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

10. 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

11. A tangible item in project management that is internal or external to the project and is needed by a process to produce its output is a(n) _____.
 - a. tool
 - b. technique
 - c. input
 - d. raw material

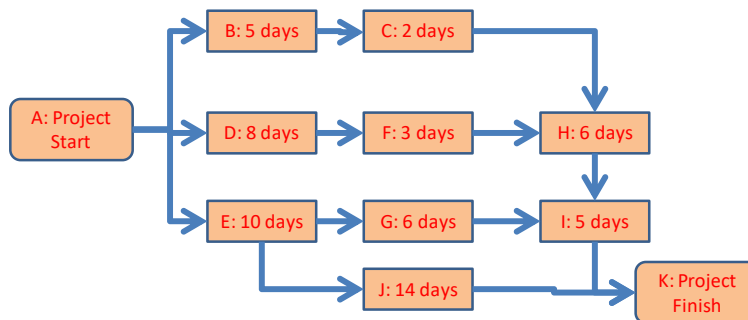
12. Any formal or informal processes, plans, policies, procedures, guidelines, and on-going or historical project information is known as _____.
 - a. enterprise environmental factors
 - b. change management
 - c. organizational process assets
 - d. execution records

13. The _____ might be considered a first draft in understanding the project requirements.
 - a. project stakeholder analysis
 - b. project manager records
 - c. project charter
 - d. work breakdown structure

14. _____ is a form of expert judgment that is used to accommodate unique project situations.
- Compromising
 - Conformance
 - Tailoring
 - Experience
15. Lessons learned are typically recorded _____ the project.
- at the end of
 - at closing of
 - at any time during
 - after closing
16. _____ is an analytical technique used during the Monitor and Control Project Work process of project management.
- Scope analysis
 - Quality assurance
 - Asset procurement
 - Trend analysis
17. Transitioning the project's product, service, or results to operations for the next phase is an example of the _____ process
- close project or phase
 - close procurements
 - close stakeholders
 - close work breakdown structure
18. Network schedules in a project are created by subtracting _____.
- early finish – late finish
 - late finish – early finish
 - scope – duration
 - duration – scope
19. The project manager reviews work results from the project scope activities by comparing the work results against the _____.
- business case
 - project management plan
 - project charter
 - work breakdown structure
20. A project may be stopped if
- the project is under budget
 - the project manager is transferred to a new project
 - the stakeholder wants changes
 - business case is eliminated or does not exist

21. The work that must be done to deliver the products or services of a project is the _____.
- product scope
 - project charter
 - project scope
 - project manager
22. The 100% rule refers to developing the _____.
- code of accounts
 - planning package
 - work breakdown structure
 - scope baseline
23. There are a total of 47 processes in _____.
- defining a project
 - planning a project
 - project management
 - closing a project
24. _____ occurs when deliverables of a project must be broken down into smaller, more manageable components.
- Rolling wave planning
 - Breakdown
 - Decomposition
 - Deliverable
25. 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
26. 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
27. The pursuit of a balanced _____ is known as portfolio management.
- group of projects
 - group of processes
 - portfolio of projects
 - stakeholder analysis

28. 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
29. An effective Scope change control system will include _____.
- a rigid scope with very few changes allowed
 - procedures to change the product design
 - procedures to change the project and product scope
 - procedures to write a complete and unchangeable project scope
30. Time management is the part of project management that is concerned with the _____.
- project start
 - project scope
 - stakeholders' work hours
 - project schedule
31. Which of these is a benefit of using the work breakdown structure in projects?
- reduces channels of confusion
 - gives a big picture view of the project
 - brings focus to project objectives
 - limits the handling of change control requests
32. The Validate Scope process is the process of getting formal acceptance from _____ on completed project deliverables
- coworkers
 - supervisors
 - stakeholders
 - customers
33. The critical path method is used to find the project path with the least float. Float is defined as the _____.
- amount of time that a schedule activity can be delayed without delaying the end of the project
 - amount of time that a project can be delayed
 - amount of delay in the end of a project management
 - amount of time that a project can be delayed without interrupting a schedule activity
34. Triangular or 3-point estimating takes the average of the _____.
- optimistic value, most likely value, and pessimistic value
 - first value, middle value, and last value
 - mean value, median value, and the standard deviation value
 - best value, worst value, and a random value



35. In the above precedence diagram, what is the Critical Path?
- ADFHJK
 - ABCHJK
 - AEJK
 - ADFHIK
36. A project has a 95% chance of finishing on time and an 85% chance of finishing over budget. What is the probability the project will finish on time and over budget?
- 95%
 - 112%
 - 81%
 - 90%
37. Unlike lead, lag is used _____.
- when predecessor activities happen concurrently
 - when some acceleration is needed on a project
 - when there is a waiting period between a predecessor and a successor activity
 - when there is a waiting period between a successor and a predecessor activity
38. _____ is a project estimating tool and technique.
- Expert management
 - Analogous estimating
 - Parabolic 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

40. The Delphi technique is a form of expert judgment in which _____.
- a. change is collectively managed by the group
 - b. opinions are obtained from a panel of anonymous and independent experts
 - c. risks are collected by brainstorming
 - d. interviews are used to determine risks

Task	Planned Value	Actual Cost	Earned Value
Loading	200	250	300
Processing	200	150	250
Packing	200	200	300
Storage	200	150	200

41. In the above project, which task has been completed?
- a. Loading
 - b. Processing
 - c. Packing
 - d. Storage
42. _____ is an example of cost of conformance to quality.
- a. Training
 - b. Rejected materials
 - c. Reworking scrap
 - d. Warranty work
43. In project management, a responsibility assignment matrix is _____.
- a. a structure that relates the stakeholders to co-location
 - b. a structure that relates project roles and responsibilities to the project scope
 - c. the development of the virtual teams
 - d. how enterprise environmental factors are developed
44. Decisions made solely by the project manager with little or no input from the project team are an example of the _____ leadership style.
- a. consultative autocratic and persuading
 - b. autocratic and directing
 - c. consensus and directing
 - d. shareholder and persuading

45. How many channels of communication are there if you have five (5) people working on a project?
- 5
 - 10
 - 15
 - 20
46. _____ is an example of a knowledge area of project management.
- Initiating
 - Sending
 - Scope
 - Phase
47. In a cost reimbursable contract, buyer and seller agree to the _____ and the amount of profit.
- amount of risk
 - duration of the project schedule
 - number of stakeholders
 - reimbursed costs
48. In the Initiating process group, which of the following processes are to be completed?
- develop project management plan and Identify stakeholders
 - develop project charter and Identify stakeholders
 - develop stakeholders and Initiate project
 - develop project charter and Initiate project
49. The procurement agreement is an output of the _____ and may also be called the purchase order.
- conduct procurements process
 - closing process
 - stakeholder analysis process
 - plan procurements process
50. Stakeholder management is necessary in project management. One of the powers of a _____ is referent or charisma power.
- stakeholder
 - project manager
 - change control board
 - customer