PROJECT MANAGEMENT CONCEPTS
(593)

—OPEN EVENT—

—Post-secondary—

REGIONAL – 2018

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 sixty (60) minutes testing time

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

1. There is a total of _____ process management process groups.
   a. 20
   b. 27
   c. 5
   d. 60

2. _____ is one of the ten knowledge areas of project management.
   a. Initiating Costs
   b. Sending Costs
   c. Project Cost Management
   d. Phase Cost Management

3. Network schedules are created by subtracting _____.
   a. early finish – late finish
   b. scope – duration
   c. late finish – early finish
   d. duration – scope

4. 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

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

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

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

8. Which of these is *not* a responsibility or competency required to be an effective project manager?
   a. negotiation
   b. appearance
   c. motivation
   d. leadership

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

10. 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

11. 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

12. The five process groups of project management are Initiating, Planning, Executing, Monitoring/Controlling, and _____.
    a. Risking
    b. Timing
    c. Costing
    d. Closing
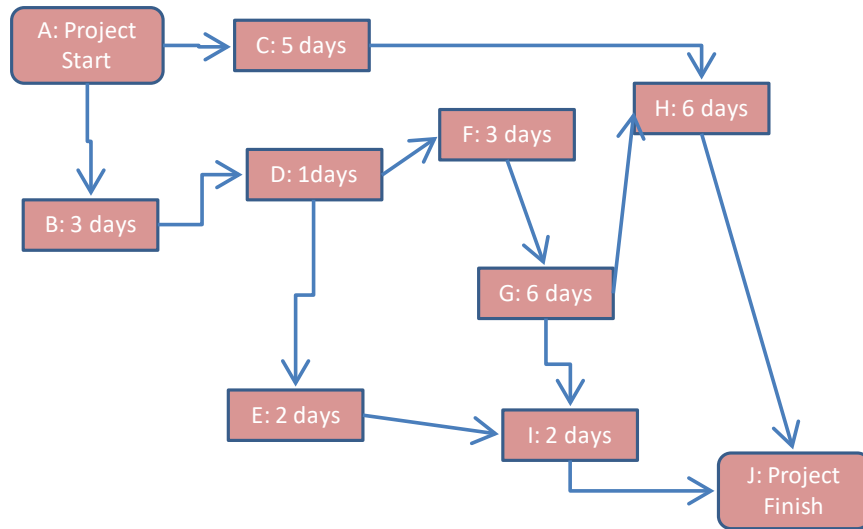
13. The _____ might be considered a first draft in understanding the project requirements.
    a. project stakeholders
    b. project managers
    c. project charter
    d. work breakdown structure

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

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

16. In project management, a responsibility assignment matrix is _____.
    a. a structure that relates the stakeholders to colocation
    b. a structure that relates project roles and responsibilities to the project scope
    c. development of the virtual teams
    d. how enterprise environmental factors are developed

17. 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.
    a. consultative autocratic and persuading
    b. autocratic and directing
    c. consensus and directing
    d. shareholder and persuading

18. _____ is an analytical technique used during the monitor and control process work process of project management.
    a. Valuation
    b. Quality assurance
    c. Asset procurement
    d. Trend analysis

19. Transitioning the project's product, service, or results to operations or the next phase is an example of the _____ process.
    a. close project or phase
    b. close procurements
    c. close stakeholders
    d. close work breakdown structure

20. The project manager reviews work results from the project scope activities. They will compare these against the _____.
    a. project management plan
    b. business case
    c. project charter
    d. work breakdown structure

21. A project *may* be stopped if _____.
    a. the project is taking too long
    b. the project manager is transferred to a new project
    c. the stakeholder wants changes
    d. business case is eliminated or does not exist

22. The work that *must* be done to deliver the products or services of a project is called the
    _____.
    a. product scope
    b. project scope
    c. project charter
    d. project manager

23. The 100% rule refers to developing the _____.
    a. code of accounts
    b. planning package
    c. scope baseline
    d. work breakdown structure

24. Deliverables of a project must be broken down into smaller, more manageable components.
    This process is called _____.
    a. rolling wave planning
    b. chart of accounts
    c. decomposition
    d. controlling accounts

25. 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 _____.
    a. Specific, Measurable, Assignable, Realistic, and Timely
    b. Short, Measureable, Assignable, Ready, and Timely
    c. Specific, Measurable, Assignable, Ready, and Timely
    d. Short, Maintainable, Assignable, Ready, and Timely

26. Which of these is a *benefit* of using the work breakdown structure in projects?
    a. reduces channels of communication
    b. gives a big picture view of the project
    c. brings focus to project objectives
    d. limits the handling of change control requests

27. The validate scope process is the process of getting formal acceptance from _____ on
    completed project deliverables.
    a. sponsors
    b. supervisors
    c. stakeholders
    d. customers

28. 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.
    a. stakeholder team
    b. project manager
    c. portfolio manager
    d. change control board

29. 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

30. To improve planning and managing work on a project, _____.
    a. do not use the work breakdown structure
    b. use the lower levels of the work breakdown structure
    c. add stakeholders to the project
    d. allow anyone to attend planning meetings

31. An effective scope change control system *will* include _____.
    a. a rigid scope with very few changes allowed
    b. procedures to change the product scope
    c. procedures to change the project and product scope
    d. procedures to write a complete and unchangeable project scope

32. Time management is the part of project management that is concerned with the _____.
    a. project charter
    b. project scope
    c. stakeholders work hours
    d. project schedule

33. The critical path method is used to find the project path with the *least* float. Float is defined as _____.
    a. amount of time that a schedule activity can be delayed without delaying the end of the project
    b. amount of time that a schedule activity can be delayed
    c. amount of delay in the end of a project
    d. amount of time that a project can be delayed without interrupting a schedule activity

BPA Process Flow Chart

34. In the above BPA Process Flow Chart precedence diagram, what is the Critical Path?
    a. ADFHIJ
    b. ABCHIJ
    c. ABDFGIJ
    d. ADFHIJ

35. Triangular or 3-point estimating takes the average of three estimated durations. They are
    _____.
    a. the optimistic value, most likely value and pessimistic value
    b. the first value, middle value and last value
    c. the mean value, median value and the standard deviation value
    d. the best value, worst value and a random value

36. Lag is used when there is/are _____.
    a. predecessor activities happening concurrently
    b. some acceleration needed on a project
    c. a waiting period between a predecessor and a successor activity
    d. a waiting period between a predecessor and a predecessor activity

37. All of these are project estimating tools and techniques *except* _____.
    a. expert judgment
    b. crash estimating
    c. analogous estimating
    d. parametric estimating

38. 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 $6,000,000, and the original budget was $10,000,000, then what is the actual cost?
    a. $10,000,000
    b. $4,000,000
    c. $15,000,000
    d. $3,333,333

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

Task Cost Table

39. In the above project task cost table, which task has been completed?
    a. Frame
    b. Floor
    c. Yard
    d. Roof

40. One *example* of cost of conformance to quality is _____.
    a. training
    b. rejected materials
    c. reworking scrap
    d. warranty work

41. If you have five people working on a project, how many channels of communication are there?
    a. 5
    b. 10
    c. 15
    d. 20

42. When identifying project risks, 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

43. In a cost reimbursable contract, buyer and seller agree to the reimbursed costs and the
    _____.
    a. amount of risk
    b. duration of the project schedule
    c. number of stakeholders
    d. amount of profit

44. The procurement agreement is an output of the conduct procurements process and *may* also
    be called the _____.
    a. purchase order
    b. arbitration
    c. withdrawal
    d. win-win

45. Earned value management includes all of these *except* _____.
    a. planned value
    b. actual cost
    c. earned value
    d. actual value

46. Charisma or referent power is a power of the _____ in stakeholder management.
    a. portfolio president
    b. project manager
    c. stakeholder
    d. customer

47. A project has a 90% chance of finishing on time and a 80% chance of finishing over budget.
    What is the probability the project will finish on time and over budget?
    a. 7.2%
    b. 0.72%
    c. 72%
    d. 80%

48. In the initiating process group, there are two processes that are to be completed. They are
    _____.
    a. develop project management plan and identify stakeholders
    b. develop stakeholders and initiate project
    c. develop project charter and initiate project
    d. develop project charter and identify stakeholders

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

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