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QUESTION 1

Amy is working on a project which is forty percent complete though it was scheduled to be fifty percent complete as of today. Management has asked Amy to report on the schedule variance for her project. If Amy\'s project has a BAC of $750,000 and she has spent $485,000 to date, what is the schedule variance value?

A. -$75,000

B. -$42,000

C. -$45,000

D. -$65,000

Correct Answer: A

The schedule variance is found by subtracting the planned value from the earned value. The earned value is the percentage of the project completeness multiplied by the BAC. Planned value is the percetage of where the project should be at this time multiplied by the BAC. Schedule variance (SV) is a measure of schedule performance on a project. The variance notifies that the schedule is ahead or behind what was planned for this period in time. The schedule variance is calculated based on the following formula: SV = Earned Value (EV) - Planned Value (PV) If the resulting schedule is negative, it indicates that the project is behind schedule. A value greater than 0 shows that the project is ahead of the planned schedule. A value of 0 indicates that the project is right on target. In this example, EV = 40% of BAC = 300,000, and PV = 50% of BAC = 375,000 SV = 300,000 - 375,000 = -75,000 Answer options C, B, and D are incorrect. These are not the correct values for the schedule variance.

QUESTION 2

Your project team is executing the project plan and things are going well. Your team has reached its first milestone and is now in the second phase of the project. The project stakeholders have requested that you find a method to reduce the duration of the project. They will reward you and your project team with a 25 percent bonus of the project costs if you can finish the project thirty days earlier than what was already planned. The stakeholders, however, will not approve any additional labor costs as part of the agreement. Which approach could you use to shorten the duration of the project?

A. Perform resource leveling for the project.

B. Crash the project schedule.

C. Fast track the project.

D. Remove things from the project scope.

Correct Answer: C

Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope. It does not add any additional labor but it can introduce project risks. Answer option D is incorrect. Removing things from the project scope can reduce the project duration, but it will not satisfy the requirements the stakeholders have identified. Answer option A is incorrect. Resource leveling can actually increase the project duration. Answer option B is incorrect. Crashing can reduce the project duration but it increases the labor expense, something the stakeholders won\'t approve.

QUESTION 3

You are the project manager of the NHGQ project for your company. You must create and distribute performance reports every week to your key project stakeholders. What communication technique do you normally use to distribute reports?

A. Push technique

B. Many-to-many

C. One-to-one

D. Pull technique

Correct Answer: A

Performance reports are distributed through the push technique. This means that the project manager distributes the reports regularly through a mechanism, such as email. Answer option C is incorrect. One- to-one technique describes a conversation between two people. Answer option B is incorrect. Many-to- many technique describes a conversation between many people. Answer option D is incorrect. A pull technique describes the recipients of the report "pulling" the information, such as from a Website.

QUESTION 4

Joe is the project manager of the HJN Project. Joe\\'s project is a renovation of an office building. There must be 30 hours between the painting activity and the carpet activity in the project schedule to eliminate the risk of wet paint getting on the carpet. What is the best approach Joe can do to alleviate this issue?

A. Add lead time to the painting activity.

B. Change the relationship of the carpet activity and the painting activity to finish-to-finish.

C. Create a dummy activity between the painting activity and the carpet activity for the duration of the drying process.

D. Add lag time to the carpet activity.

Correct Answer: D

By adding lag time to the carpet activity, Joe can move the start time of the carpet activity by 30 hours. A lag time is a delay between the predecessor and the successor tasks. Sometimes it may be needed to schedule a delay between the predecessor and the successor tasks. For example, if two coats of paint are required to paint a car, then the final coat should be applied only when the first coat dries. This delay is known as the lag time. The lag time is entered as a positive value. The lag time can be entered as a duration or as a percentage of the predecessor\\'s task duration. It is entered on the Predecessor tab in the Task Information dialog box. Answer option A is incorrect. A lead time is the time that overlaps between the predecessor and the successor tasks. The successor task can start before the predecessor task finishes. Answer option C is incorrect. Dummy activities are not the preferred method of project scheduling. Answer option B is incorrect. Changing the relationship of the activity to finish-to-finish would not prevent the activities from overlapping.

QUESTION 5

The Define Activities process is the first process in the project time management knowledge are a. The Define Activities process creates just three outputs as a result of decomposition, rolling wave planning, templates, and expert judgment.

Which one of the following is not an output of the Define Activities process?

A. Activity list

B. Milestone list

C. Activity attributes

D. Project document updates

Correct Answer: D

Project document updates are not an output of the Define Activities process. Project document updates are the outputs for estimate activity resources. Project document updates include the following: Activity list Activity attributes Resource calendars Answer option A is incorrect. The activity list is an output of the define activities process. Answer option C is incorrect. The activity attributes is an output of the define activities process. Answer option B is incorrect. The milestone list is an output of the define activities process.

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