



[Visit Suncam.com for more courses](http://www.suncam.com)

Continuing Education Course #008
Foundations of Project Management

1. Among the characteristics that explain projects are all of the following EXCEPT:
 - a. Projects are building blocks of strategy
 - b. Project management employs traditional management functions of planning, organizing, motivation, directing, and control
 - c. Projects have defined start and stop points
 - d. Projects typically have unlimited resources to support them

2. Which of the following are reasons why project management and project--based work has increased in popularity in recent years?
 - a. Shortened product life cycles
 - b. Narrow product launch windows
 - c. Increasingly complex and technical products
 - d. Emergence of global markets
 - e. All of the above

3. Which of the following project life cycle stages is associated with doing the actual work of the project?
 - a. Conceptualization
 - b. Planning
 - c. Execution
 - d. Termination

4. True or False: Project success is defined as adherence to schedule and budget limitations, performance expectations, and stakeholder satisfaction
 - a. True
 - b. False

5. Which of the following are elements in project scope management:
 - a. Conceptual development
 - b. Scope statement
 - c. Work authorization
 - d. Scope reporting
 - e. Control systems
 - f. Project closeout
 - g. All of the above are elements in scope management

6. A process that sets a project's scope by breaking down its overall mission into a cohesive set of synchronous, increasingly specific tasks" is the definition of:
 - a. Work Breakdown Structure (WBS)
 - b. Statement of Work (SOW)

- c. Work Package
 - d. Responsibility Assignment Matrix (RAM)
7. How would you order the elements in a Work Breakdown Structure (WBS) from most general to most specific?
- a. Project, Work Packages, Sub--deliverables, Deliverables
 - b. Work Packages, Sub--deliverables, Deliverables, Project
 - c. Project, Deliverables, Sub--deliverables, Work Packages
 - d. Sub--deliverables, Work Packages, Deliverables, Project
8. Work packages are characterized by all the following elements EXCEPT:
- a. Deliverable result
 - b. Multiple owners
 - c. Miniature projects
 - d. Trackable
9. Project Risk is described as:
- a. (The probability of an event) x (the consequences of the event)
 - b. (The probability of an event) + (the consequences of the event)
 - c. (The probability of the first significant event) x (the probability of the next significant event)
 - d. None of the above
10. The stages in project risk management include:
- a. Risk Identification
 - b. Analysis of probability and consequences
 - c. Risk mitigation strategies
 - d. Control and documentation
 - e. All are risk management stages
11. Which of the following would NOT be considered a risk mitigation strategy?
- a. Accept it
 - b. Share it
 - c. Eliminate it
 - d. Transfer it
12. True or False: "Merge activities" are defined as those activity nodes at which two or more independent paths converge.
- a. True
 - b. False
13. A project's critical path defines the
- a. longest completion time for the project
 - b. shortest completion time for the project
14. Among the uses of network diagrams are:
- a. They facilitate communication among team members
 - b. They determine project completion
 - c. They identify critical activities
 - d. They help schedule resources
 - e. All of the above are uses of network diagrams
15. True or False: Deterministic duration estimates are useful for project activities when we have clear knowledge of how long an activity is likely to take to completion.

- a. True
- b. False

16. A common probabilistic method for estimating task duration is represented as:

- a. $(\text{Most likely} + \text{most optimistic} + \text{most pessimistic})/3$
- b. $(\text{Most likely} + (4 \times \text{most optimistic}) + \text{most pessimistic})/6$
- c. $(\text{Most optimistic} + (4 \times \text{most likely}) + \text{most pessimistic})/6$
- d. None of the above

17. Which of the following statements is true?

- a. The forward pass through the activity network identifies those activities with slack and those with no slack time
- b. The forward pass through the activity network identifies the total amount of time necessary to complete the project
- c. The backward pass through the activity network identifies the total amount of time necessary to complete the project
- d. None of the above is true

18. Among the benefits of using Gantt charts for project scheduling are:

- a. They are easy to create and comprehend
- b. They identify the schedule baseline network
- c. They allow for updating and control
- d. They identify resource needs
- e. All of the above are benefits of Gantt charts

19. True or False: Earned Value Management is particularly useful because it is a means of linking project cost, schedule and performance.

- a. True
- b. False

20. True or False: Earned Value Management allows a project manager to use current budget and schedule performance information to project forward and anticipate final project outcomes.

- a. True
- b. False

21. In Earned Value Management, the “Cost Performance Index” is calculated by:

- a. Dividing the Planned Value (PV) by the Actual Cost of Work Performed
- b. Dividing the Estimated Cost to Complete by the Actual Cost of Work Performed
- c. Dividing the Earned Value (EV) by the Actual Cost of Work Performed
- d. Dividing the Planned Value (PV) by the Earned Value (EV)

22. Which of the following is considered a problem with Earned Value Management?

- a. Earned Value requires accurate assessments of the percentage of completion for all activities. If these numbers are exaggerated, Earned Value will not provide accurate information
- b. Earned Value only links project schedule to overall budget expenditures. Significant over or under--spending is not adequately explained
- c. Earned value is only a “reactive” measure of control. It does not allow us to make real--time corrections or anticipate future project performance
- d. None of the above is considered a problem in the use of Earned Value

23. Among the common errors in “Lessons Learned” meetings are:

- a. Misidentifying systematic errors
- b. Misinterpreting lessons based on events

- c. Failure to pass along conclusions
- d. All of the above
- e. None of the above

24. Early termination decision rules (termination of a project before its completion) include which of the following?:

- a. Project costs exceed projected business benefits
- b. Failure to meet strategic fit criteria
- c. Deadlines are missed
- d. Technology evolves beyond the project's scope
- e. All of the above

[Purchase this course on Suncam.com](http://Suncam.com)