

Module 4 - Time Management

PMP Exam Questions



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Question 1

A project manager was assigned to lead a team to develop a new IT system to speed up inventory tracking for the publishing industry. During project executing, a large number of changes are made to the project. The project manager should:

- A. Wait until all changes are known and print out a new schedule.
- B. Make only the changes approved by management.
- C. Make approved changes as needed, but retain the schedule baseline.
- D. Talk to management before any changes are made.

Question 2

A project manager for a consulting company has a project that was budgeted for US \$250,000 over an eight-week period. According to her schedule, the project should have cost US \$80,000 to date. However, it has cost US \$120,000 to date. The project is also behind schedule, because the original estimates were not accurate. Who has the primary responsibility to solve this problem?

- A. Senior management
- B. Project Sponsor
- C. Project manager
- D. Manager of the project management office

Question 3

An firm made up of well known architects, has been awarded a very important contract to design a new shopping mall to improve the quality of life of the region. To control the schedule, a project manager is reanalyzing the project to predict duration. He does this by analyzing the sequence of activities with the least amount of scheduling flexibility. What technique is he using?

- A. Flowchart
- B. Precedence diagramming
- C. WBS
- D. Critical path method

Question 4

A semiconductor company developing a new custom chip for a manufacturer of gaming devices needs to make a decision on a project. A dependency requiring that design be completed before manufacturing can start is an example of what type of relationship:

- A. Mandatory dependency.
- B. Discretionary dependency.
- C. External dependency.
- D. Scope dependency.

Question 5

During a project meeting, a project manager in a company that has a reputation for always delivering its finish products on time is faced with the following question: If the optimistic estimate for an activity is 12 days, and the pessimistic estimate is 18 days, what is the standard deviation of this activity?

- A. 5
- B. 1.3
- C. 2.4
- D. 1

Question 6

A project has identified a large number of risks when estimating the work required by a customer. Which of the following best describes the relationship between standard deviation and risk?

- A. There is no relationship
- B. Standard deviation tells you how uncertain the estimate is.
- C. Standard deviation tells you if the estimate is accurate.
- D. Standard deviation tells you if the estimate includes a pad.

Question 7

The project manager has been asked by the customer if the product that the project is designing can be delivered 1 month ahead of schedule. The float of an activity is determined by:

- A. Performing a Monte Carlo analysis.
- B. Determining the length of time the activity can be delayed without delaying the critical path.
- C. Determining the waiting time between activities.
- D. Determining lag.

Question 8

A new start up company that just received a grant from the government has just hired Jane to be the project manager. Jane is working on the schedule for a project and has identified that the project has three critical paths. Which of the following best describes how this affects the project?

- A. It makes it easier to manage.
- B. It requires more people.
- C. It increases the project risk.
- D. It makes it more expensive.

Question 9

A company in the publishing industry has just launched a new IT infrastructure project and assigned you as the project manager. If project time and cost are not as important as the number of resources used each month, which of the following is the BEST thing to do?

- A. Perform a Monte Carlo analysis.
- B. Fast track the project.
- C. Perform resource optimization.
- D. Analyze the life cycle costs.

Question 10

Your customer needs to comply with a new government regulation and needs the software that your project is about to complete. Which of the following is the best thing to do when asked to complete a project two days earlier than planned?

- A. Tell senior management that the project's critical path does not allow the project to be finished earlier.
- B. Meet with the team to look at options for crashing or fast tracking the critical path.
- C. Tell your boss.
- D. Work hard and see what the project status is next month.

Question 11

A construction company that develops apartment buildings has recently won a project for a local real estate company. The project manager is in the middle of executing a very large construction project when he discovers the time needed to complete the project is longer than the time available. What is the best thing to do?

- A. Cut product scope.
- B. Meet with management and tell them the required date cannot be met.
- C. Determine options for schedule compression and present management with his recommended option.
- D. Work overtime.

Question 12

Your firm wants to introduce a new service in the hospitality industry in a popular vacation destination. During project planning you estimate the time needed for each activity and then add up the estimates to create the project estimate. You commit to completing the project by this date. What is wrong with this scenario?

- A. The team did not create the estimate, and a network diagram was not used
- B. The team did not create the estimate, and estimating takes too long using that method.
- C. The estimate is too long and should be created by management.
- D. The project estimate should be the same as the customer's required completion date.

Question 13

You are a project manager on a US \$7,000,000 software development project for a bank. While working with your project team to develop a network diagram, you notice a series of activities that can be worked in parallel but must finish in a specific sequence. What type of activity sequencing method is required for these activities?

- A. Arrow diagramming method
- B. Critical path method
- C. Operational diagramming method
- D. Precedence diagramming method

Question 14

You are a project manager on a US \$ 4,000,000 software project in the telecommunications industry. While working with your project team to develop a network diagram, your data architects suggest that quality could be improved if the data model is approved by senior management before moving on to other design elements. They support this suggestion with an article from a leading software development journal. Which of the following best describes this type of input?

- A. Mandatory dependency
- B. External dependency
- C. Discretionary dependency
- D. Heuristic

Question 15

You have a project with the following activities: Activity A takes 40 hours and can start after the project starts. Activity B takes 25 hours and should happen after the project starts. Activity C must happen after activity A and takes 35 hours. Activity D must happen after activities B and C and takes 30 hours. Activity E must take place after Activity C and takes 10 hours. Activity F takes place E and takes 22 hours. Activities F and D are the last activities of the project. Which of the following is true if activity B actually takes 37 hours?

- A. The critical path is Start, A, C, E, F, End
- B. The critical path is 67 hours.
- C. The critical path changes to Start, B, D, End.
- D. The critical path increases by 12 hours.

Question 16

An drug manufacturer is in the middle of a research and development project with the goal of creating a new drug to combat a deadly illness. The project manager has received activity duration estimates from his team. Which of the following does he need in order to complete the Develop Schedule process?

- A. Reserves
- B. Change requests
- C. Schedule change control system
- D. Recommended corrective actions

Question 17

A company is in the middle of a project that requires 2,500 work packages. The project manager is using weighted average duration estimates to perform schedule network analysis. Which type of mathematical analysis is being used?

- A. Critical path method
- B. Monte Carlo
- C. Resource leveling
- D. Beta distribution

Question 18

A company that manufactures fiber optics recently started a product development project. The project has four levels in the WBS and has been sequenced using the precedence diagramming method. The activity duration estimates have been received. What should be done next?

- A. Create an activity list.
- B. Begin the WBS.
- C. Finalize the schedule.
- D. Compress the schedule.

Question 19

Your management has informed you that the customer is not happy with the project schedule provided by your project. The project is calculated to be completed four days after the desired completion date. You do not have access to additional resources. The project is low risk, the benefit cost ratio is expected to be 1.55, and the dependencies are preferential. Under these circumstances, what is the best thing to do?

- A. Make more activities concurrent.
- B. Cut more resources from an activity.
- C. Move resources from the preferential dependencies to the external dependencies.
- D. Remove an activity from the project.

Question 20

Your company designs parts for airplanes, a team member from the engineering department tells you that his work is too creative to provide you with a fixed single estimate for the activity. You both decide to use the average labor hours to develop a prototype (from past projects). This is an example of which of the following?

- A. Three-point estimating
- B. Parametric estimating
- C. Analogous estimating
- D. Monte Carlo analysis

Question 21

You are in the middle analyzing the schedule for your project to determine if you can meet the deadline set up by the sponsor. An activity has an early start (ES) of day 3, a late start (LS) of day 13, an early finish (EF) of day 9, and a late finish (LF) of day 19. The activity:

- A. Is not on the critical path.
- B. Is on the critical path.
- C. Has a lag.
- D. Is progressing well.

Question 22

Your company is in a very competitive industry where you live or die by the schedule. You are the project manager for a new product development project that has four levels in the WBS. The network diagram and duration estimates have been created, and a schedule has been developed and compressed. Which time management activity should you do next?

- A. Control Schedule.
- B. Estimate Activity Resources.
- C. Analogously estimate the schedule.
- D. Gain approval.