

**DO NOT WRITE ON TEST**



**PROJECT MANAGEMENT  
CONCEPTS**

**~OPEN EVENT~**

**(593)**

**REGIONAL 2023**

**TOTAL POINTS**

\_\_\_\_\_ **100 Points**

**Test Time: 60 minutes**

## **GENERAL GUIDELINES**

*Failure to adhere to any of the following rules will result in disqualification:*

1. Contestant must hand in this test booklet and all printouts, if any. 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 (handwritten, photocopied, or keyed) are allowed in the testing area.
3. Electronic devices will be monitored according to ACT standards.

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

1. An individual who tries to get people to agree about the most important things to be done and values flexibility, innovation, and adaptation best describes a \_\_\_\_\_.
  - A. leader
  - B. manager
  - C. sponsor
  - D. customer
2. Project management activities include each of the following *except* \_\_\_\_\_.
  - A. exchanging information
  - B. influencing
  - C. sourcing
  - D. developing
3. The project manager role and responsibility that makes decisions on schedule, cost, scope, and resources even under uncertainty is the \_\_\_\_\_ role.
  - A. planner and organizer
  - B. decision maker
  - C. monitor and controller
  - D. spokesperson
4. Decentralized organizations have uniformity of policies, practices, and procedures and usually use area experts better.
  - A. True
  - B. False
5. A manager's right to make decisions, issue orders, and allocate resources best defines \_\_\_\_\_.
  - A. responsibility
  - B. accountability
  - C. authority
  - D. reliability
6. An organizational structure where employees are grouped according to their specialties best defines \_\_\_\_\_ structure.
  - A. functional
  - B. matrix
  - C. departmental
  - D. complex

7. A project manager has little formal authority and may provide some input to performance reviews in the \_\_\_\_\_ matrix.
  - A. balanced
  - B. weak
  - C. star
  - D. strong
  
8. The project lifespan stage where team members agree and start cooperating with some preconceived notions best describes \_\_\_\_\_.
  - A. forming
  - B. storming
  - C. performing
  - D. norming
  
9. The feasibility study captures a view of what has gone well and what needs to be improved in order to successfully complete a project.
  - A. True
  - B. False
  
10. Accepted deliverables are part of the \_\_\_\_\_.
  - A. training manual
  - B. project scope document
  - C. budget estimate
  - D. business case justification
  
11. Which of the following is used to demonstrate the feasibility of the project?
  - A. Blue print
  - B. Contract
  - C. Proof of concept
  - D. Word of mouth
  
12. Which of the following provides an opportunity for the project manager and the project team to uncover the issues, concerns, and challenges often encountered during the execution of a project?
  - A. Auditing
  - B. Project scope preparation
  - C. Procurement management
  - D. Feasibility study

13. Any material and labor costs that are necessary to complete a project, but do not become an actual part of the final project, defines \_\_\_\_\_ costs.
- A. nonspecific
  - B. flexible
  - C. indirect
  - D. relaxed
14. A potential benefit given up when one activity is selected over another best defines \_\_\_\_\_ costs.
- A. sunk
  - B. variable
  - C. reflective
  - D. opportunity
15. Deviation from an original plan best defines \_\_\_\_\_.
- A. scope deviation
  - B. variance
  - C. design creep
  - D. silver syndrome
16. The ratio of earned value to actual cost best defines \_\_\_\_\_.
- A. cost performance index
  - B. schedule performance index
  - C. estimate at completion
  - D. duration index
17. A work breakdown flowchart is useful for all stakeholders to track the project from beginning to finish.
- A. True
  - B. False
18. Which of the following is used in project planning because it helps a project manager to identify interdependencies and problems between various activities?
- A. QFD
  - B. TMAP
  - C. PERT
  - D. SWOT

19. Basic reasons for creating dependencies of project activities include each of the following *except* \_\_\_\_\_ dependencies.
- A. external
  - B. discretionary
  - C. mandatory
  - D. desirable
20. When working with project management software, factors that drive the calculation of time include each of the following *except* \_\_\_\_\_.
- A. resource assignments and types
  - B. task dependencies
  - C. task iterations
  - D. project calendars
21. Causing a delay to the whole project is called \_\_\_\_\_ float.
- A. acquired
  - B. total
  - C. accumulated
  - D. negative
22. The completion time having the highest probability best defines \_\_\_\_\_ time.
- A. most likely
  - B. preferred
  - C. pessimistic
  - D. optimistic
23. The shortest time an activity can be completed assuming a reasonable level of resources best defines \_\_\_\_\_.
- A. activation
  - B. response time
  - C. crash time
  - D. task reduction
24. The major goal of quality management is to prevent defects.
- A. True
  - B. False
25. The execution or accomplishment of a project to fulfill customer requirements in accordance with the project scope best defines \_\_\_\_\_.
- A. performance
  - B. task
  - C. objective
  - D. activity

26. A process to measure the performance of an organization and compare that measure with other organizations in the same industry to understand industry best practices defines \_\_\_\_\_.  
A. project initiation  
B. project scope planning  
C. contingency planning  
D. benchmarking
27. A quality audit needs to do each of the following *except* identify all the \_\_\_\_\_.  
A. processes and procedures of the project  
B. audit inspection steps  
C. constraints of the project  
D. issues with the project
28. The application of statistical methods to monitor and control a process in order to reduce variability best defines \_\_\_\_\_.  
A. testing and inspection  
B. scope analysis  
C. statistical process control  
D. random review
29. \_\_\_\_\_ reviews are conducted to evaluate the status of a project in order to understand and allocate resources.  
A. Formal  
B. Walk-through  
C. Management  
D. Process
30. Risk management means that the project manager and upper management need to have realistic expectations of the people who will be doing the work.  
A. True  
B. False
31. Risks that remain after the implementation of new or enhanced controls are called \_\_\_\_\_ risks.  
A. implementation  
B. planning  
C. design  
D. residual
32. Risk milestones are indicators that a risk has occurred or is about to occur.  
A. True  
B. False

33. A hierarchical structure of potential risk sources that can be used effectively to structure, identify, and understand risks best defines \_\_\_\_\_ structure.
- A. opportunity breakdown
  - B. project work breakdown
  - C. risk breakdown
  - D. risk iteration
34. The determination of the quantitative or qualitative value of the risks in a project best defines risk \_\_\_\_\_.
- A. assessment
  - B. probability
  - C. investigation
  - D. feasibility
35. Any process-related assets that can be used toward a project's success best defines \_\_\_\_\_.
- A. organizational control
  - B. organizational assets
  - C. environmental assets
  - D. project tool
36. \_\_\_\_\_ management refers to a project management process where changes to a project are formally introduced and approved.
- A. Scope
  - B. Resource
  - C. Change
  - D. Direction
37. The scope management plan includes \_\_\_\_\_.
- A. stakeholder requirements
  - B. a requirements document
  - C. a representation of stakeholder problems
  - D. a description of how to break down the WBS into manageable work packages
38. The schedule management plan includes \_\_\_\_\_.
- A. the schedule monitoring and control process
  - B. the scope statement of the project
  - C. a cost management strategy
  - D. quality improvement methods



39. The expense that has been agreed upon by a contractor and a client best defines \_\_\_\_\_.  
A. ceiling price  
B. target price  
C. production fee  
D. target cost
40. The procurement cycle includes the stages of selection, transaction, and improvement.  
A. True  
B. False
41. The selection and prioritization process of organizational projects must align with the goals and strategy of the organization.  
A. True  
B. False
42. A project charter should contain each of the following *except* project \_\_\_\_\_.  
A. purpose or justification  
B. test plan  
C. objectives  
D. description
43. Project scope management involves \_\_\_\_\_.  
A. developing a project charter  
B. defining activities  
C. collecting requirements  
D. acquiring a project team
44. Complexity in a project is directly attributed to the scope of the project.  
A. True  
B. False
45. Project life span phases include each of the following *except* \_\_\_\_\_.  
A. implementation  
B. design  
C. planning  
D. reassignment
46. Which of the following consists of the features and functions that characterize a product, a service, a system, or a structure?  
A. project alignment  
B. product scope  
C. business case  
D. project deliverable

47. A communication plan is developed during the \_\_\_\_\_ phase.
- A. design
  - B. planning
  - C. conceptualization
  - D. closure
48. Ensuring compliance plans occurs during the \_\_\_\_\_ phase.
- A. planning
  - B. post-implementation
  - C. implementation
  - D. design
49. Successful project management requires each of the following *except* \_\_\_\_\_.
- A. end users with project management experience
  - B. good planning and required resources with a commitment to complete projects
  - C. a skilled project manager
  - D. good communication and information flows
50. Projects are straightforward and not restrained by technological complexity, organizational complexity, and management complexity.
- A. True
  - B. False