PROJECT MANAGEMENT CONCEPTS

(593)

# —Post-secondary—

—OPEN EVENT—

REGIONAL – 2019

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*Workplace Skills Assessment Program* competition.

**MULTIPLE CHOICE**

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

1. Project \_\_\_\_\_\_ management is one of the ten knowledge areas of project management.
   1. Initiating
   2. Sending
   3. Quality
   4. Phase
2. Any formal or informal process, plans, policies, procedures, guidelines, and on-going or historical project information is known as \_\_\_\_\_\_.
   1. Enterprise environmental factors
   2. Change management
   3. Organizational process assets
   4. Expert judgment
3. The \_\_\_\_\_\_ might be considered a first draft in understanding the project requirements.
   1. Project stakeholders
   2. Project managers
   3. Project charter
   4. Work breakdown structure
4. In a cost reimbursable contract, buyer and seller agree to the reimbursed costs and the \_\_\_\_\_\_.
   1. Amount of risk
   2. Duration of the project schedule
   3. Number of stakeholders
   4. Amount of profit
5. The procurement agreement is an output of the conduct procurements process and may also be called the \_\_\_\_\_\_.
   1. Purchase order
   2. Arbitration
   3. Withdrawal
   4. Win-Win
6. Stakeholder management is necessary in project management. One of the powers of a project manager is referent or \_\_\_\_\_\_ power.
   1. Reward
   2. Charisma
   3. Penalty
   4. Legitimate
7. \_\_\_\_\_\_ is a form of expert judgment that is used to accommodate unique project situations.
   1. Compromising
   2. Conformance
   3. Tailoring
   4. Experience
8. A unique one time endeavor with a defined beginning and end is a \_\_\_\_\_\_.
   1. program
   2. portfolio
   3. system
   4. project
9. There is a total of \_\_\_\_\_\_ processes in project management.
   1. 20
   2. 27
   3. 47
   4. 60
10. The five process groups of project management are Initiating, \_\_\_\_\_\_, Executing, Monitoring/Controlling, and Closing.
    1. Risking
    2. Timing
    3. Costing
    4. Planning
11. A tangible item in project management that is internal or external to the project that is needed by a process to produce its output.
    1. Tool
    2. Technique
    3. Input
    4. Raw material
12. In a functional organization, the employees have \_\_\_\_\_\_.
    1. a matrix structure
    2. one clear superior
    3. multiple superiors
    4. no clear superiors
13. A collection of \_\_\_\_\_\_, projects and additional work managed together to achieve goals is known as a portfolio
    1. life cycles
    2. constraints
    3. operations
    4. programs
14. The project manager reviews work results from the project scope activities. They will compare these against the \_\_\_\_\_\_.
    1. project management plan
    2. business case
    3. project charter
    4. work breakdown structure
15. A project may be stopped if the\_\_\_\_\_\_.
    1. project is taking too long
    2. project manager is transferred to a new project
    3. stakeholder wants changes
    4. business case is eliminated or does not exist
16. 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 \_\_\_\_\_\_.
    1. Specific, Measurable, Assignable, Realistic, and Timely
    2. Short, Measurable, Assignable, Ready, and Timely
    3. Specific, Measurable, Assignable, Ready, and Timely
    4. Short, Maintainable, Assignable, Ready, and Timely
17. Which of these is a benefit of using the work breakdown structure in projects?
    1. Reduces channels of communication
    2. Gives a big picture view of the project
    3. Brings focus to project objectives
    4. Limits the handling of change control requests
18. The validate scope process is the process of getting formal acceptance from \_\_\_\_\_\_ on completed project deliverables
    1. sponsors
    2. supervisors
    3. stakeholders
    4. customers
19. Triangular or 3-point estimating takes the average of three estimated durations. They are the \_\_\_\_\_\_.
    1. optimistic value, most likely value and pessimistic value
    2. first value, middle value and last value
    3. mean value, median value and the standard deviation value
    4. best value, worst value and a random value
20. Lag is used when there is/are \_\_\_\_\_\_.
    1. predecessor activities happening concurrently
    2. some acceleration needed on a project
    3. a waiting period between a predecessor and a successor activity
    4. a waiting period between a predecessor and a predecessor activity
21. All of these are project estimating tools and techniques *except* \_\_\_\_\_\_.
    1. expert judgment
    2. analogous estimating
    3. parametric estimating
    4. crash estimating
22. The work that must be done to deliver the products or services of a project is called the \_\_\_\_\_\_.
    1. product scope
    2. project scope
    3. project charter
    4. project manager
23. The 100% rule refers to developing the \_\_\_\_\_\_.
    1. code of accounts
    2. planning package
    3. scope baseline
    4. work breakdown structure
24. Deliverables of a project must be broken down into smaller, more manageable components. This process is called \_\_\_\_\_\_.
    1. Rolling wave planning
    2. Chart of accounts
    3. Decomposition
    4. Controlling accounts
25. Lessons learned for a project may be recorded \_\_\_\_\_\_ of the project.
    1. at the end
    2. at the closing
    3. during anytime
    4. after closing
26. 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.
    1. Stakeholder team
    2. project manager
    3. Portfolio manager
    4. Change control board
27. Transitioning the project’s product, service, or results to operations or the next phase is an example of the \_\_\_\_\_\_ process
    1. Close project or phase
    2. Close procurements
    3. Close stakeholders
    4. Close work breakdown structure
28. Network schedules in a project are created by subtracting \_\_\_\_\_\_.
    1. Early Finish – Late Finish
    2. Late Finish – Early Finish
    3. Scope – Duration
    4. Duration – Scope
29. The pursuit of a balanced portfolio of projects is known as \_\_\_\_\_\_.
    1. project management
    2. program management
    3. portfolio management
    4. stakeholder analysis
30. Which of these is *not* a responsibility or competency required to be an effective project manager?
    1. Negotiation
    2. Appearance
    3. Motivation
    4. Leadership
31. The second step in a project life cycle is the \_\_\_\_\_\_ phase.
    1. concept
    2. implementation/execution
    3. development/planning
    4. termination/close
32. Time management is the part of project management that is concerned with the \_\_\_\_\_\_.
    1. project charter
    2. project scope
    3. stakeholders work hours
    4. project schedule
33. One example of cost of conformance to quality is \_\_\_\_\_\_.
    1. training
    2. rejected materials
    3. reworking scrap
    4. warranty work
34. If you have 6 people working on a project, how many channels of communication are there?
    1. 6
    2. 15
    3. 36
    4. 64
35. In project management, a responsibility assignment matrix is \_\_\_\_\_\_.
    1. a structure that relates the stakeholders to colocation
    2. a structure that relates project roles and responsibilities to the project scope
    3. development of the virtual teams
    4. how enterprise environmental factors are developed
36. 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.
    1. Consultative Autocratic and Persuading
    2. Autocratic and Directing
    3. Consensus and Directing
    4. Shareholder and Persuading
37. \_\_\_\_\_\_ can be completed early in a project to help estimate the project costs.
    1. Risk management
    2. Time management
    3. Cost management
    4. Scope definition
38. All of these variables are used in earned value management *except* \_\_\_\_\_\_.
    1. planned value
    2. actual cost
    3. earned value
    4. estimated value
39. \_\_\_\_\_\_ is the likelihood that an event will happen.
    1. Statement of purpose
    2. Common cause
    3. Range of work practices
    4. Probability
40. What is a PMB?
    1. Performance Managed Baseline
    2. Performance Measurement Baseline
    3. Personal Measurement Barrier
    4. Does not exist
41. The sum of the probabilities for each node of a decision tree is \_\_\_\_\_\_.
    1. Greater than zero, less than one
    2. 10
    3. 1
    4. 0
42. \_\_\_\_\_\_ is the term that means, “disclosure to others of the unethical behavior of another individual, company, or institution.”
    1. Divulgence
    2. Squealing
    3. Snitching
    4. Whistle blowing
43. Name for documented recommendation that is required to bring expected project performance into conformance with the project management plan.
    1. Adjustment action
    2. Corrective action
    3. Preventative action
    4. Response action
44. Which type of change request can have implications for the project management plans, policies, procedures, schedules, costs, and budgets?
    1. Rejected
    2. Deferred
    3. Declined
    4. Approved
45. A list of identified project risks and potential responses are documented in the \_\_\_\_\_\_.
    1. Risk register
    2. Ishkawa diagram
    3. Process flow charts
    4. Pie chart diagrams
46. \_\_\_\_\_\_ is *not* used in planning the project, estimating the project, or assessing a change request.
    1. Stakeholder Analysis
    2. Expert Judgement
    3. Root Cause Analysis
    4. Resource Management
47. An effective Scope Change control system will include \_\_\_\_\_\_.
    1. A rigid scope with very few changes allowed
    2. Procedures to change the product design
    3. Procedures to change the project and product scope
    4. Procedures to write a complete and unchangeable project scope
48. These are all valid reasons for chartering a project *except* \_\_\_\_\_\_.
    1. Social need
    2. Legal requirement
    3. Political conflict
    4. Technological advancement
49. \_\_\_\_\_\_ is the only tool or technique used in the Develop Project Management Plan process.
    1. Root cause analysis
    2. Expert judgment
    3. Team building
    4. Autocratic direction
50. Project managers must maintain \_\_\_\_\_\_ in order to continue operating in the profession.
    1. Ongoing Education
    2. Ethical Standards
    3. Documentation
    4. Persuasion Skills