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QUESTION NO: 1

What is the status of a project if the Cost Performance Index is 1.25 and the Schedule

Performance Index is 0.75?

A. Under budget and behind schedule

B. Over budget and ahead of schedule

C. Under budget and ahead of schedule

D. Over budget and behind schedule

ANSWER: A

Explanation:

Under budget and behind schedule is correct. In earned value management, the Cost Performance Index measures cost efficiency by dividing earned value by actual cost. A value greater than one means the project has earned more value than it has spent for the work completed. With a Cost Performance Index of 1.25, the project is achieving £1.25 of earned value for each £1.00 of actual cost, indicating favourable cost performance and therefore that it is under budget for the work performed.

The Schedule Performance Index measures schedule efficiency by dividing earned value by planned value. A value below one means that less work has been completed than was planned by the reporting date. A Schedule Performance Index of 0.75 means the project has completed only 75% of the value of work planned at that point, indicating it is behind schedule. These indices assess performance against the approved cost and schedule baselines and should be considered together when communicating overall project status. See the Project Management Institute's earned value management overview and the US acquisition regulation on earned value management systems.

QUESTION NO: 2

An activity has an optimistic duration estimate of 4 days, a most likely estimate of 7 days, and a pessimistic estimate of 16 days.

Using the PERT three-point estimating formula, what is the expected duration of the activity?

A. 7 days

B. 8 days

C. 9 days

D. 10 days

ANSWER: B

Explanation:

The expected duration is **8 days**. The PERT three-point estimate gives greater weight to the most likely estimate and is calculated as: (Optimistic + 4 × Most Likely + Pessimistic) ÷ 6. Therefore, (4 + 4 × 7 + 16) ÷ 6 = 48 ÷ 6 = 8 days.

Three-point estimating is useful where uncertainty exists and a single estimate would not adequately reflect the range of possible outcomes. The optimistic, most likely and pessimistic estimates should be based on realistic assumptions about the activity and its risks. PMI identifies three-point estimating as a technique that uses multiple estimates to define an approximate range for an activity duration. See the PMBOK Guide and Standards.

QUESTION NO: 3

Which of the following is a tool or technique used to verify scope?

A. Product analysis

B. Ishikawa diagram

C. Inspection

D. Requirements traceability matrix

ANSWER: C

Explanation:

Inspection is a tool and technique used in the Verify Scope process. Verify Scope is concerned with obtaining formal acceptance of completed project deliverables from the customer or sponsor. An inspection involves examining, measuring, testing, or otherwise checking a deliverable to establish whether it conforms to the documented requirements and acceptance criteria. The work may include reviews, audits, walkthroughs, or physical testing, depending on the nature of the product or service being delivered. Its outcome provides objective evidence that the deliverable is complete and acceptable, supporting the formal acceptance decision and helping ensure that the approved scope baseline has been met.

This use of inspection is consistent with established project-management practice: acceptance is based on checking completed deliverables against agreed requirements rather than simply confirming that work was performed. The PMI glossary describes inspection as examining or measuring a product, result, or service to determine whether it conforms to requirements and product-acceptance criteria. For further reference, see the PMBOK® Guide and Standards and the PMI discussion of validating scope and deliverable acceptance.

QUESTION NO: 4

When communicating with large audiences, which communication method works most effectively?

A. Push

B. Interactive

C. Parallel

D. Pull

ANSWER: D

Explanation:

Pull communication works most effectively for large audiences because the project team makes information available through a shared location and recipients access it when they need it. Typical pull mechanisms include a project portal, intranet, document repository, knowledge base, or collaboration workspace. This approach scales efficiently: the sender does not need to distribute the same material individually to every stakeholder, and a large or geographically dispersed group can retrieve current information at a convenient time.

For project communications, pull methods are especially suitable where the volume of information is substantial, the audience is very large, or the information needs to remain available for later reference. Effective use requires clear organisation, access permissions, version control, and notification or indexing arrangements so stakeholders can locate authoritative material. The project manager should still define the information to be published, its owner, update frequency, and any records-management requirements in the communications plan.

This distinction between communication methods is consistent with established project-management practice described in the PMI PMBOK® Guide and Standards. BCS places project-management learning and certification within its professional qualifications framework, where selecting an appropriate communication approach for stakeholder scale is an important practical competency.

QUESTION NO: 5

Which of the following helps a project manager determine possible causes of problems on a project?

A. The 50/50 rule

B. A fishbone diagram

C. A control chart

D. A Pareto chart

ANSWER: B

Explanation:

A fishbone diagram helps a project manager determine the possible causes of a project problem. Also called a cause-and-effect diagram or an Ishikawa diagram, it starts with a clearly defined effect—such as recurring defects, missed milestones, cost overruns, or poor-quality deliverables—and structures a team's ideas about the factors that may be contributing to it. Potential causes are grouped into meaningful categories, which supports systematic investigation rather than relying on assumptions or isolated observations.

In project management, this makes the technique particularly useful during quality management, issue resolution, lessons learned, and root-cause analysis. The project manager can facilitate input from relevant specialists, identify areas where evidence should be collected, and then use the resulting analysis to select corrective action. The diagram does not itself prove a root cause; rather, it provides a disciplined visual method for identifying and exploring plausible causes before validating them with data. PMI identifies cause-and-effect diagrams among the tools used to analyse quality issues and determine their underlying sources. See the Project Management Institute's overview of quality tools and the American Society for Quality guide to fishbone diagrams.

QUESTION NO: 6

Which of the following is a conflict resolving technique that emphasizes areas of agreement rather than areas of difference?

A. Withdrawing/Avoiding

B. Forcing

C. Collaborating

D. Smoothing/Accommodating

ANSWER: D

Explanation:

Smoothing/Accommodating is the conflict-resolution technique that deliberately highlights common interests, shared objectives, and points on which the parties agree. In a project environment, it is used to reduce immediate tension and maintain constructive working relationships by making areas of difference less prominent. The project manager may stress that all participants ultimately want the project to succeed, or may focus discussion on mutually accepted facts and priorities before addressing more difficult issues.

This approach is particularly useful when preserving harmony is important, when the issue is relatively minor, or when the team needs to move forward without allowing disagreement to damage collaboration. "Accommodating" also reflects the willingness of one party to place the relationship or the other party's concern ahead of its own position. In project-management conflict terminology, smoothing is explicitly associated with emphasizing agreement rather than disagreement. PMI's discussion of conflict-management approaches is available in PMI's conflict resolution techniques article; PMI also outlines the interpersonal and team skills used by project managers at PMI's interpersonal skills resource.

QUESTION NO: 7

In which of the following organizational structures does the project manager have full authority on a project?

A. Functional

B. Strong matrix

C. Balanced matrix

D. Projectized

ANSWER: D

Explanation:

Projectized is correct because this structure is organised primarily around projects rather than permanent functional departments. The project manager is assigned full authority over the project, including directing the project team, controlling the project budget and resources, and making day-to-day decisions required to achieve the agreed objectives. Team members are typically dedicated to the project for its duration and report directly to the project manager. This clear reporting line enables rapid decision-making and gives the project manager accountability that matches their authority.

Organisational structure is important in project management because it determines the project manager's level of control, the availability of resources, communication routes, and how responsibilities are divided. In a projectized environment, the project is the central organising unit, so authority is concentrated with the project manager. This is particularly suitable where projects are substantial, strategically important, or require a dedicated cross-functional team. PMI describes projectized organisations as having a high level of project manager authority and dedicated project resources; see PMI's discussion of organisational structures. Further foundational context on project-management principles is available from the PMBOK Guide and Standards.

QUESTION NO: 8

Which statement is true about the project management body of knowledge?

A. Recognized by every project manager

B. Constantly evolving

C. The sum of all knowledge related to project management

D. A sum of knowledge that should be applied on every project

ANSWER: B

Explanation:

The correct statement is **"Constantly evolving"**. A project management body of knowledge is not a fixed, final rulebook; it develops as the profession gains experience, research produces new insights, delivery methods change, and organisations respond to emerging technology, regulation, and business needs. Professional bodies periodically review and update their guidance to reflect this learning. For example, PMI describes its standards as being developed and maintained through a consensus-based process, and its current PMBOK guidance has evolved from process-focused editions to include principles and performance domains. This demonstrates that recognised project-management knowledge adapts rather than remaining static.

In practice, an evolving body of knowledge enables project managers to combine established disciplines—such as planning, governance, risk, quality, and stakeholder engagement—with approaches suited to modern contexts, including agile, hybrid, predictive, and digital delivery. The BCS Foundation Certificate syllabus similarly treats project management as a professional discipline whose methods and practices must be selected and tailored to the project environment. Therefore, project managers should keep their knowledge current and apply professional judgement when using recognised guidance. See PMI's standards and PMBOK Guide information and BCS project-management certifications.

QUESTION NO: 9

A business case is an input to which of the following processes?

A. Collect Requirements

B. Define Scope

C. Develop Project Charter

D. Develop Project Management Plan

ANSWER: C

Explanation:

Develop Project Charter is correct. The business case explains the business need for the project, the expected benefits, the problem or opportunity being addressed, and the justification for investing organisational resources. It is therefore a key input when formally authorising a project and establishing its high-level purpose, objectives, assumptions, constraints, and authority structure in the project charter.

The charter is created during project initiation and gives the project manager authority to apply organisational resources to the work. The business case ensures that this authorisation is grounded in a valid strategic or commercial rationale rather than merely a detailed description of project work. It also provides an important basis for later benefits review and for confirming that the project remains worthwhile as circumstances change.

This relationship is consistent with PMI's description of the project charter as the document that formally authorises a project and links it to organisational strategy and business value. See PMI's overview of project charter development at PMI: Project Charter Development and its project-management standards resources at PMI Standards and PMBOK Guide.

QUESTION NO: 10

Which of the following terms indicates a deliverable-oriented hierarchical decomposition of the project work?

A. WBS directory

B. Activity list

C. WBS

D. Project schedule

ANSWER: C

Explanation:

"WBS" is correct because a Work Breakdown Structure is the deliverable-oriented, hierarchical decomposition of the total scope of work that the project team must complete. It breaks the project into progressively smaller and more manageable components, starting with the overall project and moving through major deliverables to lower-level elements known as work packages. This structure provides a complete, organised view of the project scope and establishes a sound basis for planning work, estimating costs and durations, assigning responsibility, monitoring progress, and controlling changes.

The key idea is that the decomposition is organised around deliverables—tangible or verifiable outcomes—not simply a chronological list of activities. Each level represents a more detailed definition of the work needed to produce the parent deliverable. A well-defined WBS therefore helps ensure that the full project scope is understood and that all required work can be planned and managed consistently. PMI's glossary defines a WBS as a "hierarchical decomposition of the total scope of work to be carried out by the project team." See the Project Management Institute's overview of WBS elements and the Association for Project Management's WBS guidance.

QUESTION NO: 11

Which knowledge area employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

A. Project Risk Management

B. Project Integration Management

C. Project Communications Management

D. Project Quality Management

ANSWER: C

Explanation:

Project Communications Management is correct because it covers the structured handling of project information throughout its lifecycle. This includes determining stakeholders' information needs, creating and distributing communications, maintaining information so it can be located and used when required, and retaining or disposing of records appropriately at the end of their useful life. Effective communications management makes sure that project participants receive relevant information in a suitable format, through appropriate channels, and at the time it is needed to support decisions, coordination, reporting, and stakeholder engagement.

The wording in the question closely reflects the established Project Management Body of Knowledge definition of Project Communications Management: the processes necessary to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information. In practical project management, this is implemented through tools and practices such as a communications management plan, reporting arrangements, document repositories, version control, meeting records, and agreed retention arrangements. These controls promote a reliable shared understanding of project status and decisions. See the PMI PMBOK Guide and Standards and the PMI guidance on project communications management.

QUESTION NO: 12

Within a matrix organization, dual reporting of team members is a risk for project success.

Who is responsible for managing this dual reporting relationship factor?

A. Functional manager

B. Project manager

C. Functional manager supported by the project manager

D. Project management office

ANSWER: B

Explanation:

Project manager is correct because a central responsibility of the project manager in a matrix environment is to manage the project's people-related interfaces and maintain effective working arrangements across the two lines of authority. Team members may receive functional direction, career support, and resource-management decisions through their functional line, while receiving day-to-day project direction concerning scope, schedule, deliverables, priorities, and project work from the project manager. This arrangement needs active management so that commitments to the project remain clear and achievable.

The project manager should establish agreed responsibilities, communicate priorities and constraints, identify clashes in workload or direction early, and work constructively with functional managers to resolve them. They also need to ensure that team members understand which decisions belong to the project and how issues or conflicts should be escalated. By managing these relationships throughout the project, the project manager protects coordination, accountability, resource availability, and delivery against the risks created by dual reporting. This reflects established project-management practice for matrix organisational structures, where the project manager must lead through influence and stakeholder engagement rather than relying solely on direct line authority. See the Association for Project Management's discussion of organisational structures and PMI's resource on the matrix organisation structure.

QUESTION NO: 13

A Project with a total funding of $70,000 finished with a BAC value of $60,000.

What term can best describe the difference of $10,000?

A. Management Overhead

B. Management Reserve

C. Cost Variance

D. Schedule Variance

ANSWER: B

Explanation:

Management Reserve best describes the $10,000 difference. The Budget at Completion (BAC) represents the authorised budget for the planned project work, expressed through the cost baseline. In this case, the cost baseline is $60,000. Total funding of $70,000 includes a further $10,000 held outside that baseline for work that may become necessary but cannot be identified or planned in detail at the time the budget is established. This amount is management reserve.

Management reserve is controlled by the appropriate management authority and may be released to the project when an approved response is needed for an unforeseen risk or other unplanned work within the project scope. Once authorised for use, it can be incorporated into the cost baseline through formal change control. It is therefore part of the overall project budget or funding requirement, but is not included in BAC until such approval occurs. This distinction between the cost baseline/BAC and total funding is a core earned-value and project-cost-management concept. PMI describes management reserves as budget set aside for unplanned work and distinguishes them from the cost baseline: PMI: Contingency and management reserves. See also PMI's overview of earned value management.

QUESTION NO: 14

Providing forecasts to update current cost and schedule information is a part of which process?

A. Perform Integrated Change Control

B. Direct and Manage Project Execution

C. Monitor and Control Risks

D. Monitor and Control Project Work

ANSWER: D

Explanation:

Monitor and Control Project Work is correct because it is the overarching monitoring and controlling process used to track, review, and report the project's actual progress against the approved management plans and performance baselines. It consolidates work-performance information from across the project and assesses the present state of cost and schedule performance. A key activity is producing forecasts that estimate likely future cost and schedule outcomes, such as the expected final cost and projected completion dates, so that stakeholders have current, decision-useful information.

These forecasts update the project's understanding of where the work is heading rather than merely recording what has already happened. The project manager uses them to communicate status, identify whether corrective or preventive action may be needed, and support informed governance decisions throughout the project life cycle. This aligns with PMI's description of project monitoring and controlling as tracking, reviewing, and regulating progress and performance. Further terminology for forecast and related project-management concepts is available in the PMI Lexicon of Project Management Terms and within PMI's PMBOK® Guide and Standards resources.

QUESTION NO: 15

The project management information system is used as tools and techniques in which of the following processes?

A. Develop Project Charter

B. Develop Project Management Plan

C. Direct and Manage Project Execution

D. Monitor and Control Project Work

ANSWER: C

Explanation:

“Direct and Manage Project Execution” is correct because, in the PMBOK terminology reflected by this question, the project management information system is identified as a tool and technique for carrying out the approved project management plan. This process is where the project manager and delivery team perform the planned work, coordinate people and resources, implement approved changes, and produce project deliverables.

A project management information system provides the practical information infrastructure needed to direct that work. It can include scheduling, work-authorisation, document control, configuration management, data collection, reporting, and communication facilities. Using the system gives the project manager timely, consistent information about work being undertaken and supports coordination across the project team and stakeholders. It therefore enables execution to be managed in accordance with the baselines, procedures, and controls defined in the project management plan.

The wording “Direct and Manage Project Execution” corresponds to the process name used in the PMBOK edition on which many legacy project-management examination questions were based. PMI’s standards and guidance describe the integration-management role of directing and managing project work: PMI PMBOK® Guide and Standards. The relevant BCS certification context is available at BCS Project Management qualifications.

QUESTION NO: 16

All of the following are true regarding Communications Planning except for which one?

A. Communications requirements analysis, communications technology, and PMIS are tools and techniques of this process.

B. It's the only output of the Communications Planning process.

C. It's tightly linked with enterprise environmental factors and organizational influences, and lessons learned and historical information are two inputs that should get a lot of attention during this process.

D. It should be completed as early in the project phases as possible.

ANSWER: A

Explanation:

“Communications requirements analysis, communications technology, and PMIS are tools and techniques of this process.” is the exception because it incorrectly places the project management information system (PMIS) among the tools and techniques for Communications Planning. In the PMBOK process model underlying this terminology, communications requirements analysis and communications technology are used to determine stakeholders’ information needs and select suitable methods, channels, formats, and technologies for communication. A PMIS, however, is principally an information-management system used to support the collection, storage, retrieval, and distribution of project information while project work and communications are being managed. It is therefore associated with the practical management and distribution of project information rather than being a specified Communications Planning technique in this process. Effective planning should establish what information is needed, who needs it, when it is required, and how it will be delivered; this results in a communications management plan. PMI’s standards describe tailoring communication approaches to stakeholder needs and the project environment. See the PMBOK Guide and Standards and PMI’s project communications strategy guidance.

QUESTION NO: 17

Which of the following is NOT included in a schedule change control system?

A. Approval levels necessary for authorizing changes

B. Tracking systems

C. Paperwork necessary for making changes

D. Limitations on the scope of changes

ANSWER: D

Explanation:

Limitations on the scope of changes is correct because a schedule change control system governs the controlled handling of proposed changes to the approved project schedule. Its purpose is to ensure that schedule changes are identified, documented, evaluated, authorised at the appropriate level, implemented, and recorded in a traceable manner. A project manager therefore needs defined mechanisms for submitting change requests, obtaining approval, updating the schedule baseline where authorised, and maintaining records of each request and decision.

Scope boundaries are established and managed through scope management and the integrated change-control process, rather than being a component of the schedule change control system itself. A scope change may create a need for a schedule change, but the schedule control system is concerned with assessing and administering the schedule impact once a change is proposed. This distinction supports sound governance: the project baseline can be protected while approved changes are incorporated in a controlled, auditable way. PMI describes schedule control as monitoring project status, managing changes to the schedule baseline, and addressing factors that create schedule change; see PMI: Schedule control for project success. For the wider change-control context, see PMI: Integrated change control.

QUESTION NO: 18

Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

A. Analogous

B. Parametric

C. Bottom-up

D. Top-down

ANSWER: A

Explanation:

Analogous is the correct estimating technique because it derives an estimate for the current project by comparing it with completed projects that are sufficiently similar. The project manager uses historical information, including actual cost, duration, size, complexity, and delivery context, then applies professional judgement to account for material differences between the earlier work and the proposed work. For example, the actual cost of a previously delivered website with a comparable scope and technology stack can provide a credible early estimate for a new website project, adjusted for inflation, changed resource rates, or additional functionality.

This method is particularly useful at the start of a project, when detailed requirements and work-package estimates may not yet be available. Its reliability depends on the relevance and quality of the historical data and on how closely the two projects match. The approach is commonly described in project-management guidance as estimating from the values and performance of similar prior projects. PMI's overview of cost-estimating practice is available at Project Management Institute: Cost Estimating for Projects; BCS information on its project-management certification is available at BCS Project Management Certifications.

QUESTION NO: 19

Communication always makes use of _____.

A. words

B. All of the other alternatives apply.

C. language

D. gestures

E. symbols

ANSWER: E

Explanation:

“symbols” is correct because communication is the process through which a sender conveys meaning and a receiver interprets it. Meaning must be represented in some observable or transmissible form: for example, spoken sounds, written marks, diagrams, signs, facial expressions, visual signals, or digital indicators. These are all symbols because they stand for, indicate, or help convey an intended meaning. In project management, recognising this is important because project communication is not limited to documents and spoken updates. Status indicators, schedules, risk ratings, dashboards, meeting behaviour, and visual reporting conventions all carry meaning that stakeholders interpret. Effective communication therefore requires the project manager to select symbols and channels that the intended audience can understand consistently, then seek feedback to confirm that the intended meaning was received. This reflects the sender–message–receiver view of communication used in project-management practice and the wider study of communication. Further background on project communication management is available from the Project Management Institute; a discussion of messages, symbols, and meaning in the communication process is provided by OpenStax.

QUESTION NO: 20

Which of the following correctly explains the term "progressive elaboration"?

A. Changing project specifications continuously

B. Elaborate tracking of the project progress

C. Elaborate tracking of the project specifications with a change control system

D. Project specifications becoming more explicit and detailed as the project progresses

ANSWER: D

Explanation:

“Project specifications becoming more explicit and detailed as the project progresses” correctly describes progressive elaboration. It is the iterative development of project plans, requirements, estimates, and other information as the team gains better knowledge of the work, its constraints, and the solution required. At project initiation, only high-level scope, assumptions, milestones, and estimates may be practical. As analysis, design, planning, and delivery work proceed, uncertainty is reduced and the project can define specifications and plans at a more detailed level.

Progressive elaboration does not mean that the scope is uncontrolled or that requirements may be changed arbitrarily. Rather, it is a structured way to refine initially broad information into information detailed enough to support sound decisions, planning, and delivery. This is particularly important in information-systems projects, where technical discovery and stakeholder feedback commonly reveal details that could not reasonably have been known at the outset. Any resulting baseline changes should still be assessed and governed through the project’s agreed change-control arrangements. PMI describes progressive elaboration as repeatedly refining and increasing the detail of project-management plans and related project information as more accurate information becomes available. See PMI’s PMBOK Guide resources and PMI’s discussion of progressive elaboration.

QUESTION NO: 21

Which of the following outputs from the Schedule Control process aids in the communication of SV, SPI or any performance status to stakeholders?

A. Performance organizations

B. Schedule baselines

C. Work performance measurements

D. Change requests

ANSWER: C

Explanation:

Work performance measurements are the correct output because they express the measured condition of schedule work against the approved schedule baseline. In earned value management, schedule variance (SV) indicates whether completed work is ahead of or behind the planned position in value terms, while the schedule performance index (SPI) indicates the relative efficiency of schedule performance. These measures turn raw progress and schedule data into meaningful status information that can be communicated to stakeholders, enabling informed decisions about corrective or preventive action where needed.

Schedule control compares actual progress with the baseline, assesses variances and trends, and produces performance information suitable for reporting. The resulting measurements may be included in status reports, dashboards, and forecasts, giving project sponsors and other stakeholders a clear, consistent view of schedule health. PMI describes earned value measures, including SV and SPI, as mechanisms for evaluating project performance against the plan; see the PMI overview of earned value management. The PMBOK Guide and PMI standards provide the broader framework for monitoring and controlling project work and communicating performance results.

QUESTION NO: 22

Which type of analysis is used to develop the communications management plan?

A. Product

B. Cost benefit

C. Stakeholder

D. Research

ANSWER: C

Explanation:

Stakeholder analysis is used to develop the communications management plan because effective project communication must be tailored to the people and groups who can affect, are affected by, or have an interest in the project. The analysis identifies stakeholders' roles, influence, interest, expectations, information needs, preferred communication methods, and required level of engagement. This provides the practical basis for deciding what information should be communicated, who should receive it, when it should be issued, which channel should be used, who owns each communication, and how feedback or escalation will be handled.

The resulting communications management plan is therefore not merely a schedule of reports. It is a planned approach for supplying relevant, timely, and understandable information in a way that supports stakeholder engagement and project decision-making. Stakeholder analysis should be revisited as the project changes, since new stakeholders, changing priorities, or altered levels of influence can require changes to communication needs and methods. This is consistent with PMI's treatment of stakeholder identification and engagement as an ongoing activity that informs project communications. See the PMBOK Guide overview and PMI's guidance on stakeholder management.

QUESTION NO: 23

What is the duration of a milestone in a project schedule?

A. Zero duration

B. One working day

C. The duration of the preceding activity

D. The duration of the longest path

ANSWER: A

Explanation:

A milestone has **zero duration**. It is a significant point or event in the project, such as completion of system testing, approval of a design, contract award, or acceptance of a deliverable. It represents the achievement of an event rather than work that consumes time.

Milestones provide visible control points in the schedule and are often used for reporting, governance reviews, payment points, or management decisions. Activities leading to a milestone may have durations and dependencies, but the milestone itself does not. PMI defines a milestone as a significant point or event in a project, programme or portfolio. See the PMI Lexicon of Project Management Terms.

QUESTION NO: 24

Which of the following is a schedule network analysis technique that takes limited resources into account?

A. Network reserve analysis

B. Critical chain method

C. Lead and lag adjustment

D. Critical path method

ANSWER: B

Explanation:

Critical chain method is the schedule network analysis technique that explicitly accounts for resource limitations. Whereas a conventional network may derive activity sequencing primarily from logical dependencies, critical chain scheduling also considers resource dependencies: activities cannot proceed simultaneously where they require the same constrained person, team, equipment, or specialist capability. The method identifies the chain of dependent activities that governs the completion date after those resource constraints have been considered.

Critical chain method also protects the schedule using buffers. A project buffer is placed at the end of the critical chain to protect the planned finish date, while feeding buffers protect the critical chain from delays occurring on non-critical paths that feed into it. This focus on resource feasibility and buffer management makes the technique particularly useful where scarce resources are likely to affect the practical sequencing and timing of project work. PMI describes critical chain method as a schedule network analysis technique that considers resource availability and uses buffers to manage uncertainty. See the PMBOK Guide and Standards overview and the PMI discussion of Critical Chain Project Management.

QUESTION NO: 25

Approved change requests, approved corrective actions, and updates to organizational process assets are all outputs of which project management process?

A. Risk response planning

B. Manage stakeholders

C. Scope definition

D. Performance reporting

ANSWER: B

Explanation:

Manage stakeholders is the intended process because it focuses on actively working with stakeholders throughout the project to address their needs, resolve concerns, manage expectations, and maintain their engagement. Actions taken while managing stakeholders can reveal the need for changes or corrective action, for example where communications, engagement approaches, decisions, or project work need adjustment to sustain stakeholder support. The process also contributes to organizational process assets by recording useful experience, including lessons learned, stakeholder-management approaches that proved effective, and information that can improve future projects. In an integrated project-management environment, changes and corrective actions are subject to the project's formal change-control arrangements before implementation; the use of "approved" emphasizes that governance has occurred. This makes stakeholder management a source of managed changes and reusable organizational knowledge, rather than merely a communications activity. PMI's stakeholder-management guidance describes engagement as monitoring and adjusting strategies and plans as stakeholder needs and project conditions evolve. The broader principle that project information and lessons should be retained for future use is also consistent with professional project-management practice. See PMI: Stakeholder management strategy for project success and APM: What is stakeholder engagement?.

QUESTION NO: 26

A Project with a total funding of $70,000 finished with a BAC value of $60,000.

What term can best describe the difference of $10,000?

A. Management Overhead

B. Management Reserve

C. Cost Variance

D. Schedule Variance

ANSWER: B

Explanation:

Management Reserve best describes the $10,000 difference. In earned value management, the Budget at Completion (BAC) is the approved cost baseline: the time-phased budget against which planned value and cost performance are measured. It represents the authorised budget for planned project work, including any contingency that has already been assigned to identified risks within that baseline.

Total project funding can be greater than the BAC because it also includes management reserve. Management reserve is budget held outside the cost baseline for unforeseen work or "unknown unknowns"; it is controlled by management and is released only through appropriate change control. Here, total funding is $70,000 and BAC is $60,000, so the amount held outside the performance-measurement baseline is $10,000. That amount is management reserve.

This distinction is important because management reserve is not used in normal earned-value variance calculations. Once some reserve is authorised for a specific item of work, the cost baseline and, consequently, BAC may be revised through the project's formal controls. PMI discusses the role of reserves in project budgets in Contingency Reserves: What They Mean to Project Cost Management, and its earned-value guidance is available at Earned Value Project Management.

QUESTION NO: 27

You are a project manager for the Swirling Seas Cruises food division. You're considering two different projects regarding food services on the cruise lines. The initial cost of Project Fish'n for Chips will be $800,000, with expected cash inflows of $300,000 per quarter.

Project Picnic's payback period is six months.

Which project should you recommend?

A. Project Fish'n for Chips, because the costs on Project Picnic are unknown.

B. Project Picnic, because Project Fish'n for Chips' payback period is two months longer than Project Picnic's.

C. Project Picnic, because Project Fish'n for Chips' payback period is four months longer than Project Picnic's.

D. Project Fish'n for Chips, because its payback period is two months shorter than Project Picnic's.

ANSWER: B

Explanation:

Project Picnic, because Project Fish'n for Chips' payback period is two months longer than Project Picnic's, is correct. Payback period measures how long cumulative cash inflows take to recover the initial investment. Project Fish'n for Chips requires recovery of $800,000 and generates $300,000 each quarter. Dividing $800,000 by $300,000 gives 2.67 quarters. As each quarter is three months, this is eight months (2.67 × 3), assuming the forecast inflows arise evenly over time or are treated as a quarterly rate for this comparison.

Project Picnic has a stated payback period of six months. Therefore, it returns its initial investment two months earlier than Project Fish'n for Chips. When the decision criterion supplied is payback period, the project with the shorter period is preferred because the organisation recovers its invested funds sooner, reducing the duration for which capital is committed and generally reducing exposure to uncertainty in later cash flows. This calculation follows the standard payback approach described by the Association for Project Management. For a broader overview of using financial measures when selecting projects, see the Project Management Institute.

QUESTION NO: 28

Risk event probability is defined as:

A. the expected frequency of the risk event divided by the total number of possible events

B. the fraction of the total project tasks which may be affected by the risk event

C. the number of times the risk event may occur

D. Both 1) the total number of possible events divided into the expectations or frequency of the risk event and 2) the number of times the risk event may occur.

E. the total number of possible events divided into the consequences of the risk event.

ANSWER: A

Explanation:

“The expected frequency of the risk event divided by the total number of possible events” is correct because probability quantifies the likelihood that a specified risk event will occur. Expressed as a ratio, it compares the anticipated occurrence of the event with the total number of relevant opportunities or possible outcomes. The resulting value is normally represented as a proportion, percentage, or qualitative likelihood rating, such as low, medium, or high.

In project risk management, probability is assessed independently from impact. The project team estimates how likely the uncertain event is to happen during the project or within a defined period, based on available evidence, historical data, assumptions, and expert judgement. This likelihood estimate can then be combined with an assessment of the event’s consequences to support prioritisation and risk-response planning. For example, an event expected to occur in two out of ten comparable opportunities has a probability of 0.2, or 20 percent. This use of probability supports a consistent, evidence-based view of uncertainty rather than simply recording the number of times an event might occur. See the Association for Project Management’s risk-management guidance and the PMI lexicon for aligned project-risk terminology.

QUESTION NO: 29

Which tool and technique of quality planning involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

A. Histogram

B. Quality audits

C. Benchmarking

D. Performance measurement analysis

ANSWER: C

Explanation:

Benchmarking is correct because it is the structured comparison of a project's planned or actual practices, processes, or performance measures with those used on comparable projects or by recognised leading organisations. In quality planning, this comparison helps the project team identify proven practices, establish realistic quality targets, generate improvement ideas, and define a meaningful baseline for measuring performance. It is not limited to comparing final results: it can also be used early in planning to assess proposed methods and standards before work is carried out. The resulting information supports the selection of quality metrics, acceptance criteria, and process-improvement actions that are appropriate to the project's context. This use of benchmarking is consistent with PMI quality-management practice, which describes benchmarking as comparing actual or planned project practices or quality standards with comparable-project practices to identify best practices and establish a basis for measuring performance. See the PMBOK Guide and Standards overview from PMI and the ISO 9001 quality-management standard, which promotes performance evaluation and continual improvement through evidence-based quality management.

QUESTION NO: 30

Parametric Estimating is done as a part of which process:

A. Estimate Activity Durations

B. Sequence Activities

C. Develop Schedule

D. Estimate Activity Resources

ANSWER: A

Explanation:

Parametric estimating is used within the **Estimate Activity Durations** process. This technique calculates a likely duration by applying a measurable productivity rate or statistical relationship to the amount of work involved. For example, if a team has reliable historical evidence that it configures ten similar devices per day, the duration for configuring one hundred devices can be estimated from that rate, with appropriate adjustment for the project's circumstances. The technique is particularly useful when the relationship between the quantity of work and the required time is quantifiable and the underlying data is sufficiently reliable.

In schedule management, estimating activity durations produces the time estimates needed before the project schedule can be developed. Parametric models may range from a simple unit-rate calculation to more sophisticated algorithms based on historical data. Their accuracy depends on whether the model is scalable, the source data is credible, and the assumptions remain applicable to the current project. PMI's scheduling guidance places duration estimation before schedule development and recognises quantitative estimating approaches as inputs to sound schedule planning. See the PMBOK Guide and Standards and PMI's overview of project schedule estimating approaches.

QUESTION NO: 31

The performing organization is trying to decide whether to split the contracts department and assign procurement responsibilities to departments directly responsible for the projects. A procurement professional might not want this split to occur because they would lose _____ in a decentralized contracting environment.

A. Standardized company project management practices

B. Loyalty to the project

C. Experience

D. Access to others with similar expertise

ANSWER: D

Explanation:

Access to others with similar expertise is correct because a centralized contracts or procurement department brings specialists together in a professional community. This structure enables procurement practitioners to consult colleagues on supplier-market knowledge, contract terms, negotiation approaches, regulatory requirements, dispute handling, and organizational precedents. It also supports informal peer review and rapid access to specialist advice when a project faces an unfamiliar commercial issue.

When contracting responsibility is decentralized to individual project departments, procurement staff can become distributed across separate business areas. Although they may remain accountable for their own project's purchasing activity, they have less immediate day-to-day contact with fellow procurement professionals and fewer opportunities to share expertise, lessons learned, templates, and practical experience. A procurement professional could therefore reasonably oppose the split because it reduces the accessible network of peers with the same specialist discipline.

This reflects the broader value of procurement functions in coordinating purchasing knowledge and practice across an organization. PMI describes procurement management as the work needed to obtain products, services, or results from outside the project team; effective performance relies on appropriate procurement capability and expertise. See PMI's procurement management guidance and the CIPS overview of centralised and decentralised procurement.

QUESTION NO: 32

The PV is $1000, EV is $2000 and AC is $1500.

What is CPI?

A. 1.33

B. 2.00

C. 0.75

D. 0.5

ANSWER: A

Explanation:

The correct value is **1.33**. The Cost Performance Index is an earned-value measure of cost efficiency. It is calculated by dividing Earned Value by Actual Cost: CPI = EV ÷ AC. Here, the earned value is $2,000 and the actual cost is $1,500, so the calculation is $2,000 ÷ $1,500 = 1.333..., which is normally rounded to 1.33.

A CPI greater than 1.00 indicates favourable cost performance: the project has generated more value, measured against its approved budget, than it has spent to achieve that value. In this case, each $1.00 of actual expenditure has produced approximately $1.33 of earned value. Planned Value is useful for schedule-related comparisons and for calculating schedule performance, but it is not part of the CPI formula. This calculation follows standard earned value management practice as described by the Project Management Institute in its PMBOK® Guide and Standards resources and its earned value management overview.

QUESTION NO: 33

What are assigned risk ratings based upon?

A. Root cause analysis

B. Assessed probability and impact

C. Expert judgment

D. Risk Identification

ANSWER: B

Explanation:

Assigned risk ratings are based on the assessed probability that a risk will occur and the impact it would have on project objectives if it does occur. This assessment is commonly recorded in a probability–impact matrix, which combines the likelihood and consequence scores to produce an overall rating, such as low, medium, or high. The rating gives the project manager and stakeholders a consistent basis for prioritising risks, deciding which require active response plans, and focusing management attention and contingency resources where they are most needed. Probability and impact can concern objectives including time, cost, scope, quality, benefits, or organisational reputation; the project should define appropriate scales and thresholds in its risk-management approach. Assessments may use qualitative descriptions, numerical scales, or both, but the assigned rating represents the evaluated exposure created by likelihood and consequence. This is consistent with established project risk-management practice described in the Association for Project Management's risk-management overview and ISO's guidance on the principles and framework for managing risk in ISO 31000.

QUESTION NO: 34

In crashing a task, you would focus on:

A. Accelerate performance by minimizing cost.

B. As many tasks as possible and accelerate performance by minimizing cost.

C. Non critical tasks.

D. Accelerating performance of tasks on critical path.

E. As many tasks as possible.

ANSWER: D

Explanation:

"Accelerating performance of tasks on critical path." is correct because crashing is a schedule-compression technique used to reduce the overall project duration. It does this by shortening activities that lie on the critical path: the sequence of dependent activities that determines the earliest possible completion date for the project. Reducing the duration of a task outside that path may improve local activity timing, but it will not bring forward the project finish date while it retains available float.

In practice, the project manager identifies critical-path activities that can realistically be shortened, then evaluates the cost and practical impact of doing so. Typical approaches include assigning additional suitably skilled resources, authorising overtime, using more efficient equipment, or obtaining specialist support. Crashing commonly increases cost, so decisions should target the best schedule reduction for the additional expenditure and should account for resource availability, risk, quality, and any changes to the critical path after compression. The objective is therefore not simply to accelerate work generally, but to selectively shorten critical work in order to reduce the end date. PMI describes critical-path analysis and schedule compression techniques in its project scheduling guidance: PMI: Critical Path Method in Project Scheduling and PMI: Schedule Compression Techniques.

QUESTION NO: 35

A team member notifies the project manager that the activities comprising a work package are no longer appropriate.

It would be BEST for the project manager to be in what part of the project management process?

A. Corrective action

B. Integrated change control

C. Monitoring and controlling

D. Project closing

ANSWER: B

Explanation:

Integrated change control is the appropriate part of the project management process because a work package is a component of the approved work breakdown structure and therefore forms part of the project scope baseline. If its planned activities are no longer appropriate, the project manager must treat this as a proposed change rather than simply alter the planned work immediately. The proposed change should be documented, assessed for its effects on scope, schedule, cost, resources, quality, risks, benefits and any dependent work, then submitted to the authorised change-control route for a decision. Once approved, the relevant baselines and plans can be updated and the authorised change communicated to those performing the work. This provides traceability, ensures that decision-makers understand the consequences, and prevents uncontrolled scope changes. Integrated change control is specifically concerned with reviewing, approving or rejecting changes and coordinating their impact across the project's management plans and baselines. It is therefore the best response at the point the team member identifies that the planned work package activities need to change. See the PMI PMBOK Guide and Standards and the APM guidance on change control.

QUESTION NO: 36

The most effective team motivator is:

A. understanding the importance of the project B. the satisfaction of meeting a challenge

B. All of the other alternatives apply.

C. the visibility of the team's contribution

D. the individual's professional challenge

ANSWER: B

Explanation:

"All of the other alternatives apply." is correct because sustained motivation in a project team is normally produced through a combination of mutually reinforcing factors rather than one isolated incentive. Team members are more committed when they understand why the project matters, can see that their work makes a visible contribution, and experience genuine achievement from overcoming worthwhile professional challenges. These conditions connect individual effort with project purpose, recognition, accomplishment and development—key sources of intrinsic motivation for knowledge workers.

For a project manager, this means communicating the project's business value, making team achievements visible to relevant stakeholders, setting stretching but achievable goals, and giving people opportunities to use and extend their skills. Used together, these practices help establish both shared team commitment and personal engagement. This aligns with mainstream project-management guidance that treats leadership, motivation and team development as integrated management responsibilities, rather than relying on a single universal motivator. BCS positions project-management learning around the effective management of people as well as projects; see BCS Qualifications and Certifications. Further guidance on developing and leading project teams is available in the PMBOK® Guide resources.

QUESTION NO: 37

During the opening rounds of contract negotiation, the other party uses a fait accompli tactic. Which of the following statements is true about fait accompli tactics?

A. One party claims the issue under discussion was documented and accepted as part of ScopeVerification.

B. One party claims the issue under discussion has already been decided and can't be changed.

C. One party claims to accept the offer of the other party, provided a contract change request is submitted describing the offer in detail.

D. One party agrees to accept the offer of the other party but secretly knows they will bring the issue back up at a later time.

ANSWER: B

Explanation:

“One party claims the issue under discussion has already been decided and can't be changed.” is correct because a *fait accompli* is literally an accomplished or completed fact: something presented as already settled, leaving the recipient under pressure to accept it rather than participate in a genuine decision. In a contract negotiation, the tactic may take the form of asserting that a term has already been approved, agreed elsewhere, incorporated into an established arrangement, or implemented operationally. Its purpose is to narrow the apparent room for discussion and make reopening the matter seem impractical or illegitimate.

The key characteristic is not merely that a party has a strong preference or refers to previous documentation. Rather, it is the assertion that the matter is no longer open to negotiation because a decision is supposedly final. A project manager facing this tactic should verify the claimed authority, evidence, contractual status, and change-control position before treating the issue as binding. This preserves appropriate governance and ensures that agreement is based on actual authority and documented consent, rather than pressure created by an asserted completed decision. See the definition of *fait accompli* in the Cambridge Dictionary and the Britannica Dictionary.

QUESTION NO: 38

Which of the following provides a basis for assessing project performance?

A. Profitability and impact matrix

B. Expert judgment

C. Benchmarking

D. Risk categorization

ANSWER: C

Explanation:

Benchmarking provides a basis for assessing project performance because it compares a project’s practices, processes, cost, schedule, quality, or outcomes with relevant standards, historical results, or comparable projects and organisations. This establishes a meaningful reference point rather than assessing results in isolation. A project manager can use the comparison to identify whether delivery performance is consistent with recognised good practice, whether planned targets are realistic, and where improvement opportunities exist.

In project management, benchmarking is particularly useful when defining performance measures and interpreting monitoring information. For example, comparing current schedule or cost performance with similar completed projects can help the team understand whether a variance is exceptional, expected for the type of work, or indicative of a need for corrective action. It can also support more reliable estimates and informed management decisions throughout the project life cycle.

PMI describes benchmarking as comparing actual or planned practices and processes with those of comparable organisations to identify best practices and generate ideas for improvement. This makes it an appropriate assessment basis

for project performance. See the PMBOK® Guide and Standards and the Association for Project Management's project-management overview.

QUESTION NO: 39

The initial development of a Project Scope Management plan uses which technique?

A. Alternatives identification

B. Scope decomposition

C. Expert judgment

D. Product analysis

ANSWER: C

Explanation:

Expert judgment is correct because the Scope Management Plan is produced early in project planning, when the project manager must determine the appropriate processes, methods, level of detail, roles, governance, and controls for defining, validating, and controlling scope. These decisions depend substantially on the knowledge and experience of people who understand the project's subject matter, delivery approach, organisational standards, and the practices that have worked on comparable projects.

Expert judgment can be obtained from suitably experienced individuals or groups, including project managers, business analysts, technical specialists, customers, sponsors, and organisational process experts. Their input helps tailor the scope-management approach to the project, for example by deciding how requirements will be collected, how the work breakdown structure will be developed and maintained, and how acceptance of completed deliverables will be recorded. The plan therefore establishes the framework through which scope work will subsequently be performed and controlled.

This aligns with PMI's scope-management guidance, which identifies expert judgment as a technique used when planning scope management. See PMI's PMBOK Guide and Standards and the PMI scope management resource.

QUESTION NO: 40

A contract management plan is a subsidiary of what other type of plan?

A. Resource plan

B. Project management plan

C. Cost control plan

D. Expected monetary value plan

ANSWER: B

Explanation:

The correct answer is **Project management plan**. A contract management plan establishes how procurement contracts will be administered after award. It typically defines responsibilities and authority for managing the contractual relationship, processes for monitoring supplier performance and compliance, handling contract changes, resolving disputes, maintaining records, making payments, and formally closing contracts. These arrangements must align with the project's governance, scope, schedule, budget, risk controls, stakeholder arrangements, and change-control approach. They are therefore planned as an integrated part of the overall project management plan rather than as a standalone management framework.

In recognised project-management practice, the project management plan is the primary, approved document describing how the project will be executed, monitored and controlled, and closed. It incorporates or is supported by subsidiary management plans for relevant disciplines. Procurement and contract-management planning supplies the controls necessary to manage externally sourced goods or services throughout their lifecycle, while remaining consistent with the project's wider

management approach. This relationship enables contractual commitments, supplier performance, approvals, and changes to be controlled in a way that supports delivery of the project objectives. See the PMI PMBOK® Guide and Standards and the Association for Project Management overview of project management.

QUESTION NO: 41

Which of the following is an input to the Qualitative Risk Analysis process?

A. Risk register

B. Risk data quality assessment

C. Risk categorization

D. Risk urgency

ANSWER: A

Explanation:

Risk register is the correct answer because qualitative risk analysis begins with the risks that have already been identified and recorded. The risk register provides the individual risk descriptions and relevant characteristics needed to assess each risk's probability of occurrence and potential effect on project objectives. The project team can then prioritize risks, commonly using probability-and-impact assessments, so that attention and responses are focused on the risks that matter most.

In the Project Management Body of Knowledge process model, the risk register is a key input to Perform Qualitative Risk Analysis. It is progressively elaborated throughout risk management: identified risks are initially captured in the register, evaluated qualitatively, and then updated with information such as probability, impact, priority, urgency, and categories. This makes the register the central source of risk information used to support consistent, documented prioritization and later risk-response planning. See the Project Management Institute's overview of project risk management and its PMBOK Guide standards information.

QUESTION NO: 42

Scope verification is PRIMARILY concerned with which of the following?

A. Acceptance of the work deliverables.

B. Accuracy of the work deliverables.

C. Approval of the scope statement.

D. Accuracy of the work breakdown structure.

ANSWER: A

Explanation:

Acceptance of the work deliverables is correct because scope verification is the formal process of reviewing completed deliverables with the customer, sponsor, or other authorised stakeholder and obtaining their acceptance. Its central purpose is to confirm that the delivered product, service, or result satisfies the agreed scope and acceptance criteria. This provides an auditable record that the relevant work has been completed and accepted, and it helps control changes by distinguishing accepted deliverables from work that still requires correction, completion, or formal change approval.

In current project-management terminology, this activity is commonly called "Validate Scope." It relies on completed deliverables and documented acceptance criteria, typically using inspection, review, demonstration, or testing as appropriate to the project. The outcome is accepted deliverables, together with any change requests or work-performance information needed where acceptance has not yet been obtained. This focus on stakeholder acceptance is consistent with established project-management practice and the scope-management principles presented in PMI standards. See the PMBOK Guide and Standards and PMI's overview of project scope management.

QUESTION NO: 43

In which of the following contract types does the buyer have the most cost risk?

A. Cost plus percentage of costs (CPPC)

B. Cost plus fixed fee (CPFF)

C. Cost plus award fee (CPAF)

D. Cost plus incentive fee (CPIF)

ANSWER: A

Explanation:

Cost plus percentage of costs (CPPC) places the greatest cost risk on the buyer because the seller is reimbursed for all allowable actual costs and also receives a fee calculated as a percentage of those costs. Consequently, as costs rise, the seller's fee rises too. This creates very limited financial incentive for the seller to control costs, improve efficiency, or complete the work for less than the available budget. Unless the agreement includes unusually restrictive controls, the buyer is exposed to potentially escalating total expenditure and must closely oversee cost reporting, allowability, and scope changes.

Cost-reimbursable arrangements are generally used when the work cannot be estimated with sufficient confidence for a fixed-price agreement. Within this family, CPPC is especially buyer-risk-heavy because the supplier's compensation directly increases with expenditure rather than being constrained by a fixed fee or a target-cost incentive mechanism. Project-management procurement guidance therefore characterises cost-plus-percentage arrangements as transferring the largest share of cost uncertainty to the buyer. See the Project Management Institute's discussion of contract types and risk and the US Federal Acquisition Regulation overview of contract types.

QUESTION NO: 44

You are managing an internal project where a vice president from the user group is acting as the sponsor. You have just been informed by your team that the critical path has slipped by three weeks. You should:

A. See the sponsor after you have evaluated alternatives, recommendations, and performed an impact analysis

B. Inform your senior management of the problem and tell them that you will get back to them after you assessed the situation

C. Look for someone to blame before you see the sponsor

D. Do nothing until the slippage occurs

E. Immediately inform the sponsor and ask for advice

ANSWER: A

Explanation:

"See the sponsor after you have evaluated alternatives, recommendations, and performed an impact analysis" is correct because a three-week delay to the critical path is a material forecast issue that may affect the planned completion date, costs, resource commitments, benefits realisation, or dependent work. The project manager should promptly validate the information and assess its consequences, including whether there is usable float elsewhere, which milestones and deliverables are affected, and the implications for agreed tolerances and the business case.

That assessment should produce practical recovery or decision options, such as resequencing work, reallocating suitably skilled resources, reducing or deferring non-essential scope through formal control, or revising the forecast. The project manager can then escalate to the sponsor with a concise, evidence-based impact analysis and a clear recommendation. This enables the sponsor—who owns the business justification and has authority to support decisions beyond the project manager's delegated authority—to make an informed decision quickly. It is proactive issue management rather than waiting for the predicted delay to become an actual outcome. BCS describes project management as applying methods and

techniques to deliver change successfully; effective governance relies on timely, well-informed escalation and decision-making. See BCS project management certifications and the PMI PMBOK® Guide and standards.

QUESTION NO: 45

The project manager notices that project activities being completed by one department are all taking slightly longer than planned. To date, none of the activities/work packages have been on the critical path, nor have they affected the critical chain planning that has occurred. The project manager is bothered by the problem, since four of the next five critical path activities are being completed by this department. After making three calls, the project manager is finally able to converse with the department manager to determine what is going on. The conversation is slow, because both speak different native languages and they are trying to converse in French, a shared language. To make communication easier, the project manager frequently asks the department manager to repeat back what has been said. The department manager communicates that his staff is following a company policy that requires two levels of testing. During the conversation, the department manager also makes a comment that leads the project manager to believe that the policy may include excessive work. This is the fourth time the project manager has heard such a comment.

What is the BEST thing to do?

A. Create a better communications management plan that requires only one language to be the universal language on the project and have translators readily available on a moment's notice.

B. Contact someone else in the department who speaks the project manager's native language better to confirm the department manager's opinion.

C. Find out if the upcoming activities should be re estimated.

D. Work on increasing the effectiveness of the performing organization by recommending continuous improvement of the policy in question.

ANSWER: D

Explanation:

Work on increasing the effectiveness of the performing organization by recommending continuous improvement of the policy in question. The repeated pattern of longer-than-planned work, together with several separate indications that the testing policy may include unnecessary effort, identifies a potential systemic process issue rather than an isolated estimating or communication problem. The project manager has appropriately used feedback during the conversation to establish a shared understanding despite the language barrier. The next constructive step is to raise the evidence through the appropriate organisational improvement or governance route and recommend that the policy be reviewed for value, proportionality, and efficiency.

This approach addresses the underlying cause before the department undertakes several critical-path activities. It supports delivery predictability while respecting that testing and quality controls can be necessary; continuous improvement seeks to retain appropriate assurance while removing non-value-adding work. It also creates an opportunity to capture outcomes for organisational learning and future projects. BCS project-management qualifications emphasise managing projects within their organisational context and applying sound management practices throughout the project life cycle. See the BCS Project Management qualifications and the Association for Project Management overview of project management.

QUESTION NO: 46

In which process might you use risk reassessment as a tool and technique?

A. Qualitative risk analysis

B. Risk monitoring and control

C. Monitor and control project work

D. Risk response planning

ANSWER: B

Explanation:

Risk monitoring and control is correct because risk reassessment is performed periodically throughout the project to review the status of identified risks, identify whether new risks have emerged, and determine whether the overall level of project risk or the priority of individual risks has changed. This continuing review helps the project manager ensure that the risk register remains current and that planned responses remain appropriate as circumstances, assumptions, dependencies, and exposure change.

In PMI terminology used in earlier editions of the PMBOK Guide, this work is carried out in the *Monitor and Control Risks* process, also commonly described as risk monitoring and control. Risk reassessment is listed as a tool and technique for that process. It supports informed decisions about whether to maintain, amend, retire, or initiate risk responses, and whether risk owners or contingency arrangements need updating. Effective reassessment is therefore an ongoing control activity rather than a one-time planning exercise. PMI's overview of project risk management is available at PMI: Project Risk Management; further context on the PMBOK standard can be found at PMI PMBOK Guide and Standards.

QUESTION NO: 47

The project manager calculated a schedule performance index of 0.8 and a cost performance index of 1.1 for the project. What is the actual status of this project?

A. Behind schedule and over budget

B. Behind schedule and under budget

C. Ahead of schedule and under budget

D. Ahead of schedule and over budget

ANSWER: B

Explanation:

Behind schedule and under budget is correct because the schedule performance index (SPI) and cost performance index (CPI) are earned-value indicators interpreted relative to the baseline value of 1.0. SPI is calculated as earned value divided by planned value. An SPI of 0.8 means that, for every unit of work that was planned to be achieved by this point, only 0.8 units of work have been earned. The project is therefore progressing more slowly than planned and is behind schedule.

CPI is calculated as earned value divided by actual cost. A CPI of 1.1 means the project is earning 1.1 units of value for each unit of cost incurred. In practical terms, the work completed has cost less than the budgeted amount for that work, so cost performance is favourable: the project is under budget. These indices describe current performance against the approved schedule and cost baselines; they do not by themselves predict the final completion date or final total cost. The Project Management Institute's earned value guidance explains that index values above or below 1.0 indicate performance relative to plan: PMI: Earned Value Project Management. See also the glossary definitions of SPI and CPI: PMI Lexicon of Project Management Terms.

QUESTION NO: 48

The most rapid Estimate Costs technique is _____.

A. Analogous estimating

B. Template estimating

C. Computerized estimating

D. Square foot estimating

ANSWER: A

Explanation:

Analogous estimating is the most rapid technique because it derives a cost estimate from the actual cost of a previous, broadly similar project or activity. The estimator applies expert judgement to adjust the historical figure for relevant differences, such as size, complexity, timing, location, technology, or delivery conditions. It is therefore particularly useful early in a project, when scope information is limited and a quick order-of-magnitude estimate is needed to support feasibility decisions, budgeting, or initial business-case work.

Its speed comes from reusing available historical information rather than calculating costs in detail for every work package, resource, and activity. The method is commonly described as a top-down approach and is valuable where comparable prior work exists. The trade-off is that its reliability depends on how similar the earlier work is and on the quality of the adjustments made by the estimator. As planning progresses and more detailed scope information becomes available, the estimate can be refined using more detailed methods. PMI identifies analogous estimating as a technique based on historical data that can be used to estimate project cost; see the PMBOK® Guide overview and PMI's discussion of analogous estimating.

QUESTION NO: 49

Which may be employed to shorten a schedule without changing the scope of the task?

A. Alter to task priorities.

B. Releasing resources earlier from tasks which were scheduled with a late start.

C. Fast tracking or Crashing

D. Fast tracking.

E. Crashing

ANSWER: C

Explanation:

Fast tracking or Crashing is correct because both are established schedule-compression techniques used when a project's finish date must be brought forward while retaining the agreed scope. Fast tracking changes the sequencing of work, by carrying out activities in parallel, or with partial overlap, where they would otherwise have been performed sequentially. Crashing shortens duration by applying additional resources to activities for which this is feasible, generally with an associated cost increase. In either case, the project manager should first analyse the critical path, since reducing the duration of non-critical work will not necessarily reduce the overall project completion date. The technique selected should be supported by impact assessment and controlled through the project's change-control and risk-management arrangements, particularly because overlapping activities can introduce rework risk and adding resources may have cost or coordination implications. The PMBOK glossary defines both fast tracking and crashing as schedule-compression techniques, and PMI's discussion of schedule compression similarly identifies them as approaches for reducing schedule duration without reducing scope. See the PMI PMBOK Guide and Standards and PMI guidance on schedule-compression techniques.

QUESTION NO: 50

In which of the following team development stages does the team meet and learn about the project and their formal roles and responsibilities?

A. Forming

B. Storming

C. Norming

D. Performing

ANSWER: A

Explanation:

Forming is the correct team-development stage. In Tuckman's model, forming is the initial period in which a team comes together, becomes acquainted, and starts to understand the purpose of the work. Team members look to the project manager or other leadership for direction, while learning the project's objectives, the expected ways of working, and the formal roles and responsibilities assigned to them. At this point, relationships and expectations are still being established, so clarity about authority, responsibilities, reporting arrangements, and individual contributions is particularly important. A project manager supports this stage by communicating the project's goals, defining responsibilities, setting initial expectations, and helping members understand how their work fits into the overall project. The model is commonly used in project management because recognising the team's current stage helps the project manager provide suitable leadership and interventions as the team develops. See the Project Management Institute's discussion of team development stages and Mind Tools' overview of Tuckman's model.

QUESTION NO: 51

A project team member tells you that she went to her project manager with a good idea for a useful change to the project. Instead of giving her approval to make the change, the project manager asked her to write a report describing the benefits of the change.

What is the MOST appropriate advice for the situation?

A. The project manager is being unreasonable and should do that kind of work herself.

B. Remind the project manager that the benefit cost analysis for the project was done during project planning.

C. A project manager must be able to weigh the benefits of the change versus the costs and compare them to other possible changes. The team member should do what was asked.

D. The team member should do what was asked because this sort of information must be given to the project sponsor to make the change.

ANSWER: C

Explanation:

"A project manager must be able to weigh the benefits of the change versus the costs and compare them to other possible changes. The team member should do what was asked." is the most appropriate advice because a proposed project change should be assessed through controlled change management before approval and implementation. A useful idea may affect scope, schedule, budget, quality, risks, resources, benefits, and dependencies. The project manager therefore needs sufficient information to determine whether its expected value justifies its impact and whether it should take priority over other possible changes or remaining project work.

Asking the originator to document the anticipated benefits is a reasonable way to obtain evidence for this assessment. The team member often has the closest understanding of the problem being addressed and can help articulate the operational, financial, quality, or stakeholder benefits. That information supports an informed decision and an auditable change record; it does not mean that the change is automatically approved. BCS project-management practice emphasises managing project controls and making decisions using appropriate information, while formal change control ensures changes are evaluated and authorised in a disciplined manner. See BCS certification information and the Association for Project Management's change-control guidance.

QUESTION NO: 52

Project scope statement and resource calendars are inputs to what Project Time Management process?

A. Activity Sequencing

B. Activity Resource Estimating

C. Schedule Development

D. Schedule Control

ANSWER: C

Explanation:

Schedule Development is correct. In the PMBOK terminology used by this question, this process uses the project scope statement to ensure that the schedule is developed within the agreed project boundaries and takes account of relevant scope-derived assumptions and constraints. The scope statement provides the context needed to construct a realistic schedule for delivering the defined project work.

Resource calendars are also essential inputs because they state when specific people, equipment, materials, or other resources are available. Schedule Development uses that availability information alongside activity relationships, estimated durations, and resource requirements to calculate feasible start and finish dates, identify the critical path, and produce the project schedule. A schedule that ignored resource working periods, planned absences, or equipment availability would not be achievable in practice.

This reflects the purpose of schedule development: integrating sequencing, duration, resource, calendar, constraint, and scope information into an approved, workable project timetable. PMI describes scheduling as developing and managing the project schedule within its project management standards: PMI PMBOK Guide and Standards. The BCS Project Management qualification likewise covers the application of recognised project-management methods and controls, including planning and scheduling: BCS Project Management certifications.

QUESTION NO: 53

The most effective team motivator is:

A. understanding the importance of the project

B. the satisfaction of meeting a challenge

C. All of the other alternatives apply.

D. the visibility of the team ' s contribution

E. the individual ' s professional challenge

ANSWER: D

Explanation:

The visibility of the team ' s contribution is the most effective team motivator because it gives the group a clear, shared sense that its work matters and is recognised by the project's stakeholders. Project teams are often assembled from different disciplines and may have competing day-to-day priorities. Making their collective contribution visible connects individual effort to a tangible project outcome, reinforces team identity, and creates recognition that is meaningful at team level. This supports sustained commitment because members can see both the value delivered and the role of collaboration in achieving it.

Effective project management includes maintaining stakeholder engagement and communicating progress and benefits clearly. When a team's achievements are visible, that communication does more than report status: it acknowledges the team's value and helps maintain morale and ownership through delivery. The BCS Foundation Certificate in Project Management treats people, teamwork, communication, and stakeholder engagement as core aspects of successful project practice. Further context on the qualification is available from BCS, while the importance of recognising team contribution within project leadership is reflected in the Project Management Institute's discussion of team motivation.

QUESTION NO: 54

What document should be reviewed by a project manager before finalizing the project closure?

A. Customer acceptance

B. Statement of work

C. Product report

D. User manual

ANSWER: A

Explanation:

Customer acceptance should be reviewed before project closure is finalised because closure requires confirmation that the customer or sponsor has formally accepted the completed deliverables. This acceptance provides objective evidence that the agreed product, service, or result has met the applicable requirements and acceptance criteria. It also establishes that responsibility for the deliverable can transfer from the project to the customer, operations team, or another receiving organisation.

The project manager should ensure the acceptance record is complete, authorised by the appropriate customer representative, and consistent with the scope and quality criteria agreed during the project. Reviewing it before closure helps ensure that any remaining acceptance conditions, handover obligations, or administrative actions are identified and resolved while the project team and governance arrangements are still available. Formal acceptance is therefore an essential closure control, supporting an orderly completion of contractual and project-management obligations. This aligns with established project-management practice for closing a project or phase; see PMI's overview of project closure steps and BCS's project and business-change certification resources.

QUESTION NO: 55

An activity-on-node (AON) network diagram shows the following activities on two critical paths; Start, D, E, J, L, End and Start, D, E, G, I, L, End. Each activity is at least three days in duration, except for activity L, which is one day in duration.

If you are directed to reduce the project by one day, which activities are MOST likely to change?

A. Activity L

B. Activity E or activity J

C. Activity G or activity I

D. Activity D or activity E

ANSWER: D

Explanation:

Activity D or activity E is correct because both activities are shared by every identified critical path and each has a duration of at least three days. The critical path is the sequence of dependent activities that determines the earliest possible project completion date. Since the project has two critical paths of equal duration, reducing an activity that occurs only on one of them would not, by itself, reduce the overall finish date: the other critical path would still determine completion. To achieve a one-day reduction, the project manager should therefore target an activity common to both paths, so that both controlling routes are shortened simultaneously. D and E meet this condition and, unlike the one-day activity L, have sufficient stated duration to make a one-day reduction practically plausible. In practice, changing such an activity could involve crashing it by adding resources, changing its delivery approach, or otherwise reducing its planned duration, subject to feasibility, cost, quality, and risk assessment. This is the essential application of critical-path analysis when considering schedule compression. See the Project Management Institute's critical-path-method guidance and the Association for Project Management overview of scheduling.

QUESTION NO: 56

A work breakdown structure is most useful for:

A. determining potential delays

B. developing a cost estimate

C. scheduling the start of tasks

D. identifying individual tasks for a project

E. A and C

ANSWER: D

Explanation:

identifying individual tasks for a project is correct because a work breakdown structure provides a hierarchical decomposition of the project's total scope into smaller, manageable components. Starting with the overall project deliverable, it breaks the work down through deliverables and work packages to a level at which the work can be defined, assigned, estimated, monitored and controlled. This makes it a fundamental scope-planning tool: it helps ensure that all required project work has been identified and organised in a clear structure before detailed planning proceeds.

In practical project management, the lowest-level work packages in the work breakdown structure provide the basis for defining the activities that will later be sequenced and scheduled. They also provide an essential input to estimating effort, duration, resource requirements and cost. However, the structure's primary purpose is to represent and decompose the scope of work, rather than to establish task start dates or analyse delays. The Project Management Institute defines a work breakdown structure as a hierarchical decomposition of the total scope of work to accomplish project objectives and create the required deliverables. This aligns directly with identifying the individual pieces of work needed for the project. See the Project Management Institute's overview of work breakdown structures and NASA's Work Breakdown Structure Handbook.

QUESTION NO: 57

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

A. Work breakdown structure

B. Organizational breakdown structure

C. Resource breakdown structure

D. Bill of materials

ANSWER: A

Explanation:

Work breakdown structure is correct because it provides a deliverable-oriented, hierarchical decomposition of the total project scope into progressively smaller and more manageable components. Developing it starts by identifying the project's major deliverables, then decomposing each deliverable until the resulting work is sufficiently defined for realistic estimating, planning, assignment, monitoring, and control. The test of whether the decomposition has reached a useful level includes whether dependable estimates of cost and effort can be made and whether the tangible components needed to produce each deliverable can be identified.

This structure establishes the scope baseline's detailed view of the work required to deliver the project outcome. It ensures that the project team plans the whole product and all necessary constituent work, rather than merely listing activities or assigning responsibilities. The Project Management Institute defines a work breakdown structure as a hierarchical decomposition of the total scope of work to be carried out by the project team, aligned with the stated deliverables. This makes it the appropriate technique for the identification and progressive decomposition described in the question. See the PMI Work Breakdown Structure standard and the PMI overview of work breakdown structures.

QUESTION NO: 58

You are a project manager working on a software development project. You've developed the risk management plan, identified risks, and determined risk responses for the risks. One of the risks you identified occurs, and you implement the response for that risk. Then, another risk occurs as a result of the response you implemented.

What type of risk is this called?

A. Residual risk

B. Mitigated risk

C. Secondary risk

D. Trigger risk

ANSWER: C

Explanation:

Secondary risk is correct because it is a new risk that arises directly as a consequence of implementing a response to an original risk. Risk responses are selected to reduce the probability or impact of a threat, or to exploit an opportunity, but changes made through those responses can introduce further uncertainty. For example, responding to a technical risk by introducing a new third-party component may reduce development effort while creating a new dependency, security, licensing, or supplier-availability risk. That newly introduced uncertainty is a secondary risk and should be identified, assessed, recorded in the risk register, assigned an owner, and managed through an appropriate response.

In this scenario, the first identified risk has occurred and its planned response has been implemented. The subsequent risk exists specifically because of that implementation, matching the established project-management definition of a secondary risk. Effective risk management is therefore iterative: following response implementation, the project manager reviews outcomes and identifies any risks created by the change. PMI's terminology distinguishes risks that remain after response from new risks caused by the response; see PMI's PMBOK Guide resources. BCS project-management learning and certification resources are available at BCS Qualifications and Certifications.

QUESTION NO: 59

What is a tool to improve team performance?

A. Staffing plan

B. External feedback

C. Performance reports

D. Co-Location

ANSWER: D

Explanation:

Co-Location is a tool used to improve team performance. It means placing project team members in the same physical location, or arranging a shared working environment for a significant period, so that communication and collaboration become easier and more immediate. Working together reduces the delays and misunderstandings that can arise when information must pass through multiple channels or across separate locations. It also supports quicker problem solving, stronger working relationships, informal knowledge sharing, and a clearer sense of collective responsibility for project outcomes.

In project management guidance, co-location is commonly associated with developing the project team because it helps create a collaborative team environment. It can be particularly valuable during intensive delivery periods, when requirements are changing quickly, or when close coordination between specialist roles is needed. Co-location does not necessarily have to be permanent; a project may use a dedicated project room, workshops, or time-limited periods of joint working to gain these benefits. The approach should be applied with practical consideration for hybrid and distributed teams, using suitable collaboration arrangements where full physical co-location is not feasible. See PMI's overview of team development and collaboration practices at PMI: Developing the Project Team and the BCS project management certification information at BCS Project Management certifications.

QUESTION NO: 60

Which of the following is an example of an external dependency?

A. Approval of the solution by a regulator

B. Completion of a test activity by the project team

C. Assignment of a developer to a work package

D. Review of a project report by the project manager

ANSWER: A

Explanation:

An external dependency exists when a project activity depends on an event, decision, product, or action outside the direct control of the project team. Approval from a regulator is external because the project cannot determine when, or whether, the regulator will grant the approval.

External dependencies should be identified in planning and monitored closely because they can affect the schedule, risks, and delivery commitments. The project manager may influence such dependencies through early engagement and clear information, but cannot manage them in the same way as work performed by the project team. See the PMBOK Guide and Standards.

QUESTION NO: 61

Risk event is the description of what may happen to the _____ of the project.

A. Budget

B. harm

C. Schedule

D. Manager

E. Objectives

ANSWER: E

Explanation:

Objectives is correct because a risk event expresses an uncertain occurrence that could affect the project's intended objectives. Project objectives encompass the outcomes and constraints the project is expected to achieve, commonly including delivery scope, required quality, planned timescales, cost limits, benefits and other agreed success criteria. A useful risk-event statement therefore describes the potential occurrence in clear terms, so that the project team can assess its probability, identify the consequences for objectives, assign an owner, and decide on proportionate response actions.

Risk management distinguishes the uncertain event itself from its causes and its effects. Expressing the event in relation to project objectives ensures that it is relevant to decision-making and can be assessed consistently in the risk register. This approach supports the standard project-management view that risks are uncertain events or conditions which, if they occur, have an effect on one or more project objectives. The Project Management Institute describes this relationship in its risk-management guidance, and ISO's risk-management standard establishes the broader principle that risk is the effect of uncertainty on objectives. See the Project Management Institute's risk-management overview and ISO 31000:2018 Risk management guidelines.

QUESTION NO: 62

While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery.

What is the MOST appropriate approach to managing this situation?

A. Utilize the change control process.

B. Crash the schedule to fix the defect.

C. Leave the defect in and work around it.

D. Fast-track the remaining development.

ANSWER: A

Explanation:

Utilize the change control process. is the most appropriate approach because the critical defect and its proposed removal create a material impact on the agreed delivery date. Although the original change was approved, the newly discovered defect is new information requiring formal assessment. The project manager should record the issue and proposed corrective action, analyse its effects on schedule, cost, quality, scope, risks, and benefits, and submit the resulting change for the appropriate authority's decision. This preserves governance, ensures that the product owner or sponsor understands the delivery implication, and provides an auditable record of the decision.

Once authorised, the project plan, schedule, relevant baselines, and stakeholder communications should be updated to reflect the approved corrective work and revised delivery commitment. Change control is not merely administrative: it ensures that decisions balancing product fitness for purpose against time constraints are made at the correct level and based on assessed impacts. This aligns with project-management practice in which changes are reviewed, approved or rejected, and incorporated into controlled project baselines. See the BCS Project Management qualifications information and the PMI PMBOK Guide resources.

QUESTION NO: 63

The major difference between PERT and CPM networks is:

A. PERT is measured in days whereas CPM uses weeks or months.

B. PERT addresses only time whereas CPM also includes cost and resource availability.

C. PERT requires three time estimates whereas CPM requires one-time estimate.

D. PERT is used for construction projects whereas CPM is used for R &

E. PERT requires computer solutions whereas CPM is a manual technique.

ANSWER: C

Explanation:

PERT requires three time estimates whereas CPM requires one-time estimate. PERT (Program Evaluation and Review Technique) models uncertainty in activity duration by obtaining an optimistic estimate, a most-likely estimate, and a pessimistic estimate. These estimates can be combined into an expected duration, traditionally using the weighted expression (optimistic + 4 × most likely + pessimistic) ÷ 6. This probabilistic approach is particularly useful where work is novel and reliable duration data are limited; it also supports assessment of uncertainty in the planned completion date.

In its conventional form, CPM (Critical Path Method) uses one deterministic duration estimate for each activity. The resulting network is analysed to identify the critical path: the sequence of dependent activities that determines the earliest possible project completion date. Both techniques use network logic and critical-path concepts, but the number and treatment of duration estimates is the defining distinction tested here. The Project Management Institute's discussion of scheduling concepts provides relevant context on critical-path analysis in its CPM overview, while the U.S. Department of Energy's project-management guide describes three-point estimates and probabilistic schedule analysis in its project management guidance.

QUESTION NO: 64

Which statement is TRUE about Present Value(PV)?

A. The difference in benefit received between a chosen project and a project that was not chosen

B. The interest rate that makes the net present value of all cash flow equal zero

C. The value today of future cash flow

D. The present value of cash inflow less the present value of cash outflow

ANSWER: C

Explanation:

“The value today of future cash flow” correctly defines present value (PV). PV applies the time value of money principle: a cash amount expected in the future is worth less than the same nominal amount available now, because money held now can potentially earn a return. To calculate PV, each future cash flow is discounted back to the present using an appropriate discount rate, commonly reflecting the cost of capital, expected return, or project risk. For a single future amount, PV is calculated as the future cash flow divided by one plus the discount rate raised to the relevant number of periods. In project management, present-value calculations give decision-makers a common, current-money basis for comparing expected costs and benefits that occur at different points during a project’s life. This supports sound investment appraisal and is a building block for measures such as net present value. The UK government’s Green Book describes discounting as converting future costs and benefits into present values so that options can be compared consistently. Further background on the time value of money and present-value calculations is available from Investopedia’s present value overview and the HM Treasury Green Book.

QUESTION NO: 65

Your company, Kick That Ball Sports, has appointed you project manager for its new Cricket product line introduction. This is a national effort, and all the retail stores across the country need to have the new products on the shelves before the media advertising blitz begins. The product line involves three new products, two of which will be introduced together and a third one that will follow within two years. Product number three will be elaborated in more detail closer to the product's release date, while the first two products will be elaborated in great detail now. The scope management plan has just been completed.

Which of the following is true?

A. The WBS template from a previous project, a tool and technique of the Create WBS process, was used to create the WBS for this project. The WBS encompasses the major deliverables for the project.

B. Only the deliverables associated with the work of the project should be listed on the WBS. Since product number three isn't being released until a later date it should not yet be included on the WBS.

C. The WBS encompasses the full scope of work for the project and the technique in the question is called rolling wave planning.

D. The WBS should be created next, and it encompasses the full scope of work for the project. Only the work of the project is listed on the WBS.

ANSWER: C

Explanation:

The WBS encompasses the full scope of work for the project and the technique in the question is called rolling wave planning. A work breakdown structure (WBS) is a hierarchical decomposition of the complete project scope into manageable components. It must therefore represent all approved project deliverables and the work needed to produce them, including the later third product and relevant project-management work. The level of decomposition need not be identical across every part of that scope at the outset.

Here, the work for the first two products is sufficiently imminent and understood to be decomposed in detail. The later product remains within the WBS, but can initially be represented at a higher level, commonly as a planning package. Its detailed activities and work packages can be developed when more information is available and the release is nearer. This is rolling wave planning: near-term work is planned in detail while future work is retained in the plan at a less detailed level and progressively elaborated. It preserves complete scope control without creating unjustified detail for work that is still uncertain. PMI describes the WBS as a scope-decomposition tool and identifies progressive elaboration as the refinement of project information over time; see PMI's PMBOK Guide overview and PMI's guidance on work breakdown structures.

QUESTION NO: 66

Which one of the following is true regarding the change control board?

A. Describes how changes are managed.

B. Approves or rejects change requests.

C. Needs updated project management plans to approve or reject a change.

D. Describes how changes are documented.

ANSWER: B

Explanation:

A change control board approves or rejects change requests. It is a formally constituted group of appropriate stakeholders—typically including representatives with business, technical, delivery, operational, and governance authority—that evaluates proposed changes and makes, or authorizes, decisions about them. Its purpose is to ensure that each requested change is assessed in a controlled, consistent way before implementation, considering its likely effect on scope, schedule, costs, quality, risks, benefits, and any related baselines. The board may approve a request, reject it, defer it, or request further analysis; approved changes are then incorporated through the project's integrated change-control process. The project manager administers the process and supplies impact information, but does not necessarily have unilateral authority to alter approved baselines. This governance approach protects the project from uncontrolled scope changes while allowing justified changes to be considered transparently and with the right level of authority. The change-management approach and documentation arrangements are normally defined by project management planning and control processes; the board's defining role is decision-making on submitted requests. BCS project-management learning covers formal change control as a core project control discipline; see BCS certification information and the PMI PMBOK standards overview.

QUESTION NO: 67

You know that PV = 470, AC = 430, EV = 480, EAC = 500, and BAC = 525.

What is VAC?

A. 25

B. 30

C. 20

D. 70

ANSWER: A

Explanation:

25 is correct because variance at completion (VAC) measures the forecast difference between the total approved project budget and the current estimate of the total final cost. The earned value management formula is VAC = BAC − EAC. In this case, the budget at completion (BAC) is 525 and the estimate at completion (EAC) is 500, so VAC = 525 − 500 = 25. A positive VAC indicates that, based on the current forecast, the project is expected to finish under its approved budget by 25 monetary units. This calculation uses the forecast total cost rather than the planned value, actual cost, or earned value

figures. Those figures are useful for assessing current schedule and cost performance, but they are not inputs to the direct VAC calculation when BAC and EAC are already known. Earned value management uses completion forecasts such as EAC and VAC to help a project manager communicate the expected financial position at project completion and decide whether corrective action is necessary. PMI describes earned value as an integrated method for measuring project performance and forecasting outcomes; see PMI's earned value management overview and the PMBOK Guide and Standards.

QUESTION NO: 68

If the earned value (EV) is $1000, actual cost (AC) is $800, and planned value (PV) is

$1500, what would be the cost performance index (CPI)?

A. 0.66 B. 0.8

B. 1.25

C. 1.5

ANSWER: B

Explanation:

The correct answer is **1.25**. Cost Performance Index (CPI) is an earned value management measure of cost efficiency. It is calculated by dividing earned value by actual cost: CPI = EV ÷ AC. With an earned value of $1,000 and an actual cost of $800, the calculation is $1,000 ÷ $800 = 1.25. Planned value is not used in the CPI formula; it is used with earned value to calculate schedule-related measures such as Schedule Performance Index (SPI).

A CPI of 1.25 means that for every $1.00 actually spent, the project has earned $1.25 worth of budgeted work. This indicates favourable cost performance at the point of measurement: the work completed has cost less than the budgeted value assigned to that work. In project reporting, a CPI greater than 1.0 generally signals that costs are being managed efficiently, whereas the precise interpretation should still consider the project baseline, reporting period, and any one-off cost timing effects. The earned value formula and interpretation are consistent with standard EVM practice described by the Project Management Institute and the US Department of Defense EVM guidance.