

Exam Number/Code: CA0-001

Exam Name: Certified Associate in
Project Management

Version : Demo

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QUESTION NO: 1

On what is project baseline development established?

- A. Approved product requirements
- B. Estimated project cost and schedule
- C. Actual project cost and schedule
- D. Revised project cost and schedule

Answer: B

QUESTION NO: 2

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

QUESTION NO: 3

What is the definition of project plan execution?

- A. Integrating all planned activities.
- B. Performing the activities included in the plan.
- C. Developing and maintaining the plan.
- D. Execution of deliverables.

Answer: B

QUESTION NO: 4

What is a tool to improve team performance?

- A. Staffing plan
- B. External feedback
- C. Performance reports
- D. Co-Location

Answer: D

QUESTION NO: 5

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

- A. Product
- B. Cost benefit
- C. Stakeholder
- D. Research

Answer: C

QUESTION NO: 6

Information distribution involves making needed information available to project stakeholders in a timely manner. What is an output from information distribution?

- A. Earned value analysis
- B. Trend analysis
- C. Project records
- D. Performance reviews

Answer: C

QUESTION NO: 7

Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

- A. Control chart
- B. Earned value
- C. Variance
- D. Trend

Answer: D

QUESTION NO: 8

You are assigned to implement the project control plan. What should you do to ensure the plan is effective and current?

- A. Perform periodic project performance reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards
- D. Complete the quality control checklist.

Answer: A

Explanation: The document control plan is an outline or guide on how physical or virtual documents will be managed throughout the life of the project. It provides a road map for tracking documents and for adding, archiving, and removing new documentation from the process.

QUESTION NO: 9

Which of the following is an example of a risk symptom?

- A. Failure to meet intermediate milestones
- B. Force of nature, such as a flood
- C. Risk threshold target
- D. Crashing front loading or fast tracking

Answer: A

QUESTION NO: 10

During what process is the quality policy determined?

- A. Initiating
- B. Executing
- C. Planning
- D. Controlling

Answer: C

QUESTION NO: 11

What is one of the MAJOR outputs of activity sequencing?

- A. Responsibility assignment matrix
- B. Work breakdown structure update
- C. Project network diagram
- D. Mandatory dependencies list

Answer: C

QUESTION NO: 12

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

QUESTION NO: 13

Which of the following is an example of contract administration?

- A. Negotiating the contract
- B. Authorizing contractor work
- C. Developing the statement of work
- D. Establishing evaluation criteria

Answer: B

QUESTION NO: 14

Who MUST know when a risk event occurs so that a response can be implemented?

- A. Customers
- B. Project sponsors
- C. Project management team
- D. Insurance claims department

Answer: C

QUESTION NO: 15

A work package has been scheduled to cost \$1,000 to complete, and was to be finished today. As of today, the actual expenditure is \$1,200 and approximately half of the work has been completed.

What is the cost variance?

- A. -\$700
- B. -\$200
- C. +\$200
- D. +\$500

Answer: A

QUESTION NO: 16

How is quality control performed?

- A. By identifying quality standards that are relevant to the project and determining how to satisfy them.
- B. By monitoring specific project results in compliance with relevant quality standards and determining corrective actions as needed.
- C. By ensuring that the entire project team has been adequately trained in quality assurance processes.
- D. By applying Monte Carlo, sampling, Pareto analysis and benchmarking techniques to ensure conformance to quality standards.

Answer: B

QUESTION NO: 17

As part of a mid-project evaluation, your project sponsor has asked you to provide a forecast of total project cost. You should calculate the forecast using which of the following methods?

- A. BAC
- B. EAC
- C. ETC
- D. WBS

Answer: B

QUESTION NO: 18

How is scheduled variance calculated using the earned value technique?

- A. EV less AC
- B. AC less PV
- C. EV less PV
- D. AC less EV

Answer: C

Explanation:

Table 7-8: Earned Value Formulas

TERM	FORMULA
Earned value	$EV = PV \text{ to date } X \text{ percent complete}$
Cost variance	$CV = EV - AC$
Schedule variance	$SV = EV - PV$
Cost performance index	$CPI = EV/AC$
Schedule performance index	$SPI = EV/PV$
Estimate at completion (EAC)	$EAC = BAC/CPI$
Estimated time to complete	Original time estimate/SPI

QUESTION NO: 19

The project management processes presented in the PMBOK Guide should:

- A. Always be applied uniformly
- B. Be selected as appropriate by the sponsor
- C. Be selected as appropriate by the project team
- D. Be applied based on ISO guidelines.

Answer: C

QUESTION NO: 20

Who is responsible for determining which processes from the Process Groups will be employed and who will be performing them?

- A. Project sponsor and project manager
- B. Project sponsor and functional manager
- C. Project manager and project team
- D. Project team and functional manager

Answer: C

Explanation: The project management processes are presented as discrete elements with welldefined interfaces. However, in practice they overlap and interact in ways that are not completely detailed here. Most experienced project management practitioners recognize there is more than one way to manage a project. The specifics for a project are defined as objectives that must be accomplished based on complexity, risk, size, time frame, project team's experience, access to resources, amount of historical information, the organization's project management maturity, and industry and application area. The required Process Groups and their constituent processes are guides to apply appropriate project management knowledge and skills during the project. In addition, the application of

the project management processes to a project is iterative and many processes are repeated and revised during the project. The project manager and the project team are responsible for determining what processes from the Process Groups will be employed, by whom, and the degree of rigor that will be applied to the execution of those processes to achieve the desired project objective.

QUESTION NO: 21

Which of the following processes is necessary to ensure that the project employs all processes needed to meet its requirements?

- A. Perform Quality Control
- B. Quality Policy
- C. Perform Quality Assurance
- D. Quality Planning

Answer: C

QUESTION NO: 22

Which process occurs within the Monitoring and Controlling Process Group?

- A. Cost Control
- B. Quality Planning
- C. Quantitative Risk Analysis
- D. Cost Budgeting

Answer: A

QUESTION NO: 23

The Define Scope process is in which of the following process groups?

- A. Initiating
- B. Planning
- C. Monitoring & Controlling
- D. Executing

Answer: B

QUESTION NO: 24

Which activity is an input to the select sellers process?

- A. Organizational process assets
- B. Resource availability
- C. Change control process
- D. Team performance assessment

Answer: A

QUESTION NO: 25

What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

- A. Pareto
- B. Ishikawa
- C. Shewart-Deming
- D. Delphi

Answer: C

QUESTION NO: 26

Which of the following methods is a project selection technique?

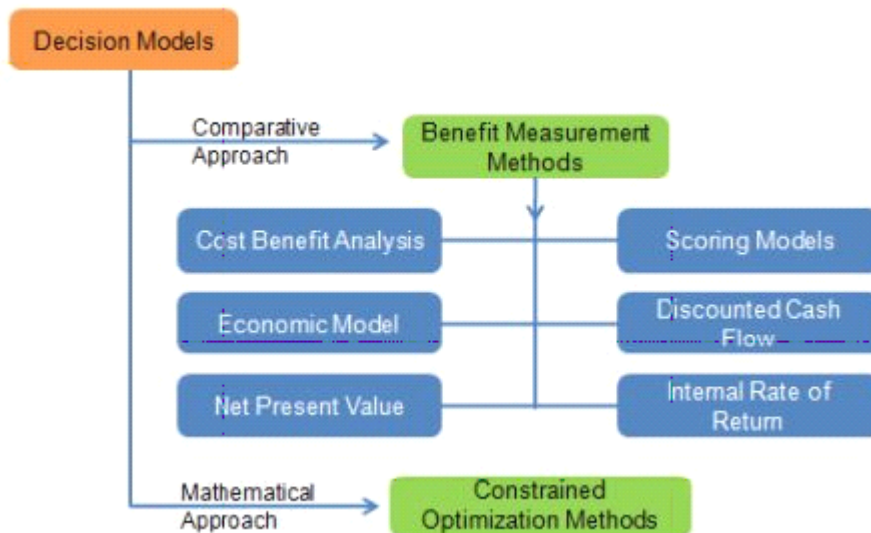
- A. Flowcharting
- B. Earned value
- C. Cost-benefit analysis
- D. Pareto analysis

Answer: C

Explanation: Selection Methods There are various project selection methods practiced by the modern business organizations. These methods have different features and characteristics.

Therefore, each selection method is best for different organizations. Although there are many differences between these project selection methods, usually the underlying concepts and principles are the same.

Following is an illustration of two of such methods (Benefit Measurement and Constrained Optimization methods).



As the value of one project would need to be compared against the other projects, you could use the benefit measurement methods. This could include various techniques, of which the following are the most common.

- You and your team could come up with certain criteria that you want your ideal project objectives to meet. You could then give each project scores based on how they rate in each of these criteria, and then choose the project with the highest score.
- When it comes to the Discounted Cash flow method, the future value of a project is ascertained by considering the present value and the interest earned on the money. The higher the present value of the project, the better it would be for your organization.
- The rate of return received from the money is what is known as the IRR. Here again, you need to be looking for a high rate of return from the project.

The mathematical approach is commonly used for larger projects. The constrained optimization methods require several calculations in order to decide on whether or not a project should be rejected.

Cost-benefit analysis is used by several organizations to assist them to make their selections. Going by this method, you would have to consider all the positive aspects of the project, which is the benefits, and then deduct the negative aspects (or the costs) from the benefits. Based on the results you receive for different projects, you could choose which option would be the most viable and financially rewarding.

These benefits and costs need to be carefully considered and quantified in order to arrive at a proper conclusion. Questions that you may want to consider asking are in the selection process are:

1. Would this decision help me to increase organizational value in the long run?
2. How long will the equipment last for?
3. Would I be able to cut down on costs as I go along?

In addition to these methods, you could also consider Choosing based on opportunity cost

- When choosing any project, you would need to keep in mind the profits that you would make if you do decide to go ahead with the project.

Profit optimization is therefore the ultimate goal. You need to consider the difference between the profits of the project you are primarily interested in, and the next best

alternative.

QUESTION NO: 27

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

QUESTION NO: 28

Which tool is used to develop technical details within the project management plan?

- A. Expert Judgment
- B. Project Management Methodology
- C. Project Management Information
- D. Project Selection Methods

Answer: A

QUESTION NO: 29

Which of the following are outputs of the Monitor and Control Project Work process?

- A. Requested changes, forecasts, recommended corrective actions
- B. Forecasts, resources plan, bottom up estimating
- C. Recommended corrective actions, cost baseline, forecasts
- D. Requested changes, recommended corrective actions, project constraints

Answer: A

QUESTION NO: 30

Which tool or technique measures performance of the project as it moves from project initiation through project closure?

- A. Resource leveling
- B. Parametric measuring

- C. Pareto chart
- D. Earned value

Answer: D