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BCS Foundation Certificate in IS Project Management

BCS ISEB-PM1

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QUESTION NO: 1

The highest degrees of project risk and uncertainty are associated with the following phase of the project:

A. Both 1) conceptual, and 2) post project evaluation

B. cut-over

C. conceptual

D. execution

E. post project evaluation

ANSWER: C

QUESTION NO: 2

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

QUESTION NO: 3

When can pre-assignment of project team members occur?

A. When the project uses capital expenditures.

B. When the required staff can be acquired from outside sources.

C. When the project would be ignored due to travel expenses.

D. When the project is the result of specific people being promised as part of a competitive proposal.

ANSWER: D

QUESTION NO: 4

The management theory that all people can direct their own efforts is:

A. Theory Y.

B. Herzberg's theory.

C. Maslow's hierarchy.

D. Theory X.

ANSWER: A

QUESTION NO: 5

Which is the document that presents a hierarchical project organization?

A. WBS

B. CPI

C. OBS

D. BOM

ANSWER: C

QUESTION NO: 6

What are the performance measurements for the Schedule Control process?

A. SV (EV - PV) and SPI (EV ÷ PV)

B. SV (PV - EV) and SPI (PV ÷ EV)

C. SV (EV - BAC) and SPI (EV ÷ BAC)

D. SV (EV - AC) and SPI (EV ÷ AC)

ANSWER: A

When does risk monitoring and control occur?

A. At project initiation

B. During work performance analysis

C. Throughout the life of the project

D. At project milestones

ANSWER: C

In which of the following contract types is a price ceiling set and any additional costs above the price ceiling becomes the responsibility of the performing organization?

A. Firm-Fixed-Price Contracts (FFP)

B. Fixed-Price-Incentive-Fee Contracts (FPIF)

C. Cost-Reimbursable Contracts

D. Time and Materials Contracts (T&M)

ANSWER: B

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

QUESTION NO: 10

Parametric estimates are based on variables such as:

A. Project objectives and manpower allocations.

B. Physical characteristics and historical data.

C. Precise measurements and multiple inputs.

D. The WBS and similar projects.

E. Detailed planning and cost restraints.

ANSWER: B

QUESTION NO: 11

You are a new project manager who has never managed a project before. You have been asked to plan a new project. It would be BEST in this situation to rely on _____ during planning to improve your chance of success.

A. Your intuition and training

B. Stakeholder analysis

C. Historical information

D. Configuration management

ANSWER: C

QUESTION NO: 12

The risk of accepting a lot of poor quality, in acceptance sampling, is referred to as:

A. type I error

B. producer's risk

C. consumer's risk

D. buyer's risk

E. consumer's risk and type I error

ANSWER: C

QUESTION NO: 13

Which of the following is a KEY output of the Verify Scope process?

A. A more complete scope management plan

B. Customer acceptance of project deliverables

C. Improved schedule estimates

D. An improved project management information system

ANSWER: B

QUESTION NO: 14

A work breakdown structure is most useful for:

determining potential delays developing a cost estimate scheduling the start of tasks identifying individual tasks for a project

E. A and C

Answer: E

Explanation:

A. A and C

ANSWER: A

QUESTION NO: 15

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

QUESTION NO: 16

The process of Manage Stakeholder Expectations is part of which process?

A. Executing

B. Monitoring and Control

C. Planning

D. QA

ANSWER: A

QUESTION NO: 17

Most project (and non-project) managers prefer _____ communications.

A. Lateral

B. Oral

C. Downward

D. Written

E. Upward

ANSWER: B

QUESTION NO: 18

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: C

QUESTION NO: 19

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

QUESTION NO: 20

Which of the following choices is a contract closure tool or technique?

A. Contract plan

B. Procurement plan

C. Closure process

D. Procurement audits

ANSWER: D