



# PMI® Exam Preparation Workshop

## Project Time Management Questions

## **66. The Project Time Management processes include:**

- a) Activity Definition, Activity Sequencing, Activity Execution, Activity Duration Estimation, and Activity Control.
- b) Define Activities, Sequence Activities, Estimate Activity Durations, Develop Schedule, and Control Schedule.
- c) Identify Activities, Develop Schedule, Execute Activities, Control Activities, and Monitor Schedule Results.
- d) Determine Activities, Estimate Activity, Durations, Develop Schedule, Implement Activities, and Report Activity Results.



## 67. In rolling wave planning:

- a) Focus is maintained on long-term objectives, allowing near-term objectives to be rolled out as part of the ongoing wave of activities.
- b) The work to be accomplished in the near term is planned in detail, whereas the work in the future is planned at a higher level.
- c) The work far in the future is planned in detail for WBS work packages that are a low level of the WBS.
- d) A wave of detailed activities is planned during strategic planning to ensure that WBS deliverables and project milestones are achieved.



## 68. The Precedence Diagramming Method (PDM) is:

- a) A technique in which activities are represented by nodes and are graphically linked by one or more logical relationships to show the sequence in which the activities are to be performed.
- b) A method that uses a probabilistic approach to scheduling project activities.
- c) Is a time-phased graphical representation of the arrow diagramming method (ADM) and shows durations of project activities as well as their dependencies.
- d) More accurate than the critical path method for scheduling when there are uncertainties about the durations of project activities.



**69. The duration of the activity is affected by all of the following EXCEPT:**

- a) The estimated activity resource requirements.
- b) The types of resources assigned to the activity.
- c) The availability of the resources assigned to the activity.
- d) Using the precedence diagramming method (PDM) for scheduling activities instead of using the critical path method (CPM)



**70. A schedule compression technique used to shorten the schedule duration for the least incremental cost by adding resources is called:**

- a) Crashing.
- b) Program evaluation and review technique (PERT).
- c) Precedence diagramming method (PDM).
- d) Fast tracking.



## 71. The “fast-tracking” method of schedule compression involves:

- a) The use of industrial engineering techniques to improve productivity, thereby finishing the project earlier than originally planned.
- b) Performing in parallel for at least a portion of their duration activities or phases that are normally done in sequence, which may result in rework and increased risk.
- c) Going on a “mandatory overtime schedule” to complete the project on schedule or earlier if possible.
- d) Assigning “dedicated teams” to the critical path activities to achieve project schedule objectives.



## 72. An example of a mandatory dependency is:

- a) A dependency established based on knowledge of best practices within a particular application area.
- b) A dependency established based on some unusual aspect of the project where a specific sequence is desired.
- c) On a construction project, to erect the superstructure only after the foundation has been built.
- d) On a software development project, to start design only after completion and approval of all project requirements.





### **73. Inputs to the Define Activities process are:**

- a) Schedule management plan, work breakdown structure, project schedule, and network diagram.
- b) Project schedule, resource estimates, progress reports, and change requests.
- c) Scope management plan, project network diagram, constraints, and assumptions.
- d) Schedule management plan, scope baseline, enterprise environmental factors, and organizational process assets.



## 74. Bar charts show:

- a) The level of effort for an activity.
- b) Availability of resources assigned to perform project activities.
- c) Activity start and end dates, as well as expected durations.
- d) Relative priority of activities.



## **75. The Precedence Diagramming Method (PDM) shows:**

- a) Various levels of the work breakdown structure.
- b) Activities likely to be involved in the project integration and resource allocation processes.
- c) The logical relationships that exist between activities.
- d) The project completion date based on normal resource availability.



## **76. The critical path is established by calculating the following dates:**

- a) Start-to-start, start-to-finish, finish-to-finish, finish-to-start.
- b) Early start, early finish, late start, late finish.
- c) Predecessor-to-successor, predecessor-to-predecessor, successor-to-successor.
- d) Primary-to-secondary, primary-to-finish, secondary-to-secondary, finish-to-finish.



**77. All of the following are true about resource levelling EXCEPT:**

- a) It can be used to keep resource usage at a constant level during certain time periods.
- b) It can often cause the original critical path to change.
- c) It is used to develop a resource-based WBS.
- d) It is a resource optimization technique that can be used to adjust the schedule model due to demand and supply of resources.



**78. The following is true about critical chain method (CCM):**

- a) It is a schedule network analysis technique that accounts for limited resources and project uncertainties.
- b) It is a network scheduling technique that allows the development of an optimum project schedule when resources are unlimited.
- c) It is another name for the resource-loaded bar chart.
- d) It is primarily used to ensure safety of critical stakeholders in major construction projects.



**79. All of the following choices represent inputs to the Estimate Activity Resources process EXCEPT:**

- a) Activity list.
- b) Enterprise environmental factors.
- c) The deliverable-oriented WBS of a previous, similar project.
- d) Organizational process assets.



## **80. Output from the Estimate Activity Resources process includes:**

- a) Job descriptions of resources required for the project.
- b) Salary schedules for various project human resources.
- c) Identification of the types and quantities of resources required for each activity in a work package.
- d) Analogous estimating of resource requirements for each work package and each work period.





## **81. As one of the tools and techniques of Sequence Activities process, a lead:**

- a) Directs a delay in the successor activity.
- b) Could be accomplished by a finish-to-start relationship with a delay time.
- c) Means the successor activity cannot start until after the predecessor is completed.
- d) Is the amount of time whereby a successor activity can be advanced with respect to a predecessor activity.



## 82. Program Evaluation and Review Technique (PERT) uses:

- a) The weighted average of the triangular or beta distributions duration estimates to calculate the activity early finish date when there is uncertainty with the individual activity estimates.
- b) The weighted average of optimistic, pessimistic, and most likely estimates to calculate the expected duration of the activity.
- c) Dummy activities to represent logic links among three or more activities.
- d) Free float instead of total float in the schedule calculations.



### **83. Analogous duration estimating is:**

- a) Frequently used to estimate project duration when there is a limited amount of detailed information about the project.
- b) A bottom-up estimating technique.
- c) Based on multiple duration estimating.
- d) Generally more accurate than other duration estimating methods when expert judgement is used.



## 84. The critical chain:

- a) Focuses on managing the resources applied to the project buffer and to feeding buffer activities.
- b) Adjusts the required dependencies in the project schedule to optimize resource constraints.
- c) Adds duration buffers that are work schedule activities to manage risk and maintains focus on the total float of network paths.
- d) Adds duration buffers that are non-work schedule activities to manage uncertainty and focuses on managing remaining buffer durations against the remaining durations of chains of activities.



**85. Consider the following three estimates for the duration of an activity:**

**Optimistic (tO) = 4 weeks**

**Most likely (tM) = 5 weeks**

**Pessimistic (tP) = 9 weeks**

**Using the beta distribution and the traditional Program Evaluation and Review Technique (PERT), the calculated Expected activity duration (tE) is:**

- a) 4.0 weeks.
- b) 4.5 weeks.
- c) 5.5 weeks.
- d) 6.5 weeks.



**86. Consider the following information about the duration of an activity:**

**Calculated expected (tE)= 5 weeks**

**Optimistic (tO) = 4 weeks**

**Pessimistic (tP) = 8 weeks**

**Using the beta distribution and the traditional Program Evaluation and Review Technique (PERT), the most likely (tM) activity duration is:**

- a) 4.0 weeks.
- b) 4.5 weeks.
- c) 5.0 weeks.
- d) 6.0 weeks.



**87. Consider the following three estimates for the duration of an activity:**

**Optimistic (tO) = 6 weeks**

**Most likely (tM) = 9 weeks**

**Pessimistic (tP) = 15 weeks**

**Using the triangular distribution, the calculated Expected activity duration (tE) is:**

- a) 10.0 weeks.
- b) 10.5 weeks.
- c) 11.5 weeks.
- d) 12.0 weeks.



**88. An activity in a project network has the following characteristics:**

$$ES = 5$$

$$EF = 10$$

$$LF = 14$$

**Therefore, LS = \_\_\_\_\_.**

- a) 9.0 weeks.
- b) 10.0 weeks.
- c) 11.0 weeks.
- d) 12.0 weeks.





**89. An activity in a network has the following characteristics:**

$$ES = 12$$

$$EF = 22$$

$$LS = 14$$

**The duration of the activity is:**

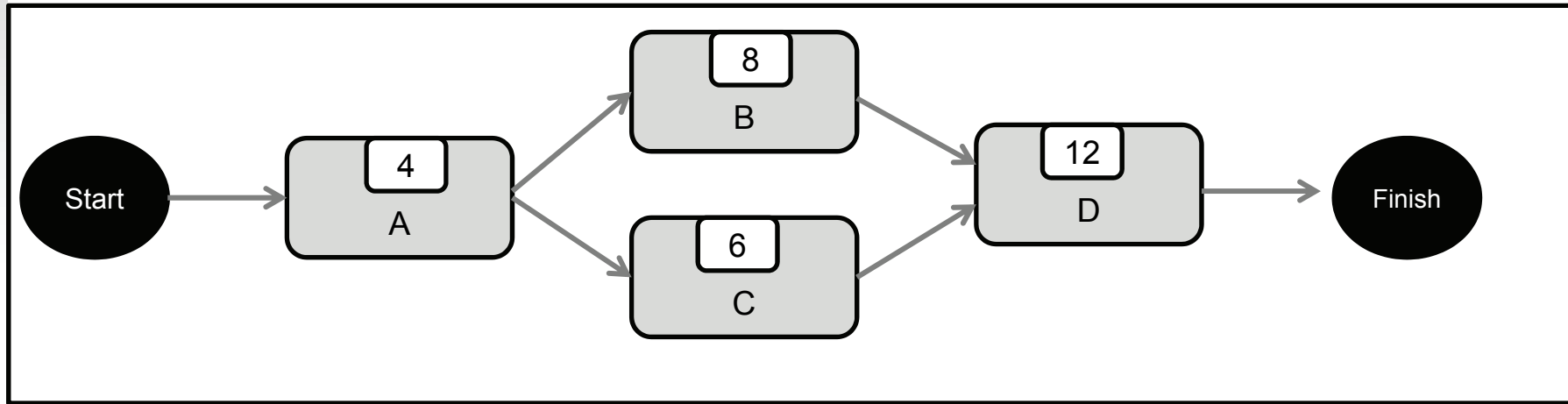
- a) 8.0 weeks.
- b) 10.0 weeks.
- c) 12.0 weeks.
- d) 14.0 weeks.



## 90. Crashing in time management is:

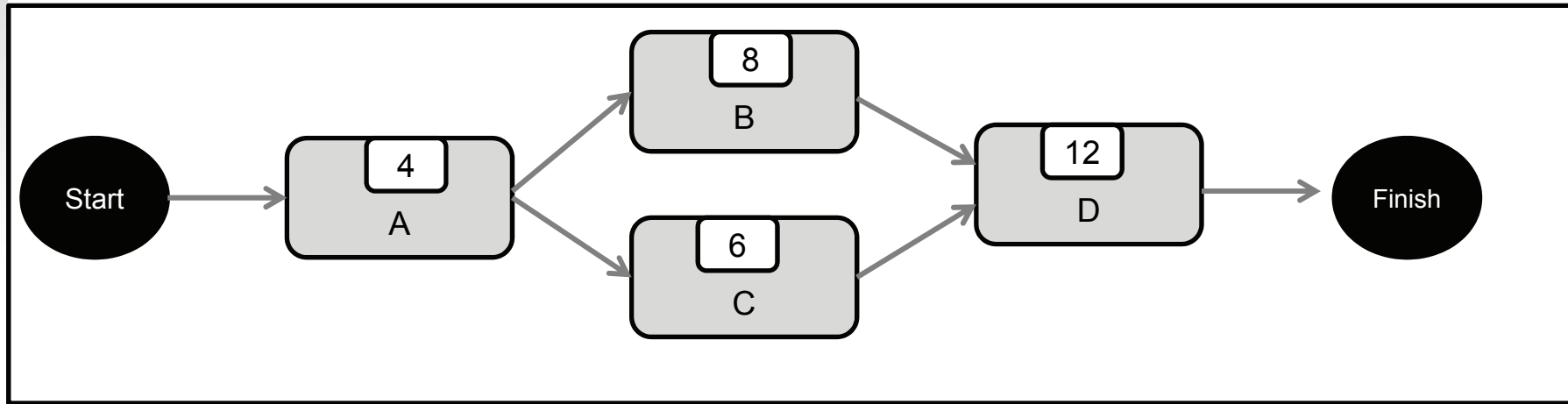
- a) A schedule compression technique used to shorten the schedule duration for the least incremental cost by adding resources.
- b) A schedule compression technique in which phases or activities that are normally done in sequence are performed in parallel.
- c) The timely input of data to calculate the critical path.
- d) Equivalent to minimizing float in the project schedule network.





**91. The critical path in this network is:**

- a) A-B-C.
- b) A-B-D.
- c) A-C-D.
- d) A-B-C-D.



**92. The free float for activity C is:**

- a) +4.
- b) +2.
- c) 0.
- d) -2.