

GlobalITcert

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Certification Practice Exam Study Guide

Demo



Certification Study Guide

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QUESTION 1

Identify the MOST efficient intra-team communication tool.

- A. Introspection
- B. Brainstorming
- C. Metrics
- D. Inspection

Answer: B

QUESTION 2

Project and operations within a business share many characteristics. Which of the following characteristics specifically relates to projects?

- A. Performed by people.
- B. Planned, executed and controlled.
- C. Constrained by limited resources.
- D. Temporary and unique.

Answer: D

Source: Schwalbe, Kathy. Information Technology Project Management. Page 4. ISBN: 0-619-15984-7

QUESTION 3

In the second week of implementation,. the project manager receives a request from the customer to add functionality to the designed solution. What should the project manager do?

- A. Ignore the request and continue as planned.
- B. Implement the change.
- C. Analyze the customer's request.
- D. Redefine the original scope.

Answer: C

QUESTION 4

What should be developed first when allocating resources?

- A. WBS (Work Breakdown Structure)
- B. Sequence scheduling
- C. Task list
- D. Resource list

Answer: A

QUESTION 5

The power strategy that involves using one's personal knowledge to get people to change their behavior is called:

- A. Coercive power

- B. Legitimate power
- C. Expert power
- D. Reward power

Answer: C

QUESTION 6

To reduce project coordination and communication complexities, regular status meetings should be held frequently with the:

- A. Customer
- B. Stakeholders
- C. Project team
- D. Vendors

Answer: C

QUESTION 7

The purpose of Pareto Analysis is to observe the problems and determine their:

- A. Frequency of occurrence
- B. Root cause
- C. Impact
- D. Probability

Answer: A

Not B: Reason this question is suspect: The book specifically mentions "Fishbone" diagrams (sometimes called Ishikawa Diagrams) and states, "...Fishbone diagrams... trace complaints about quality problems back to the responsible production operations. In other words, they help find the ROOT CAUSE of quality problems." (Page 286) This makes the answer of "Root Cause" suspect because it specifically relates to Fishbone diagrams.

The book discusses Pareto Analysis and states, "Pareto diagrams are histograms, or column charts representing a FREQUENCY distribution that help identify and prioritize problem areas. The variables described by the histogram are ordered by FREQUENCY OF OCCURRENCE." (Page 270)

We suppose one could argue that because the book states that Pareto diagrams "help identify and prioritize problem areas" that this would be determining their "root cause" but I find it odd that the book used the exact phrase, "Frequency of occurrence" in describing the Pareto analysis and "Root cause" in describing Fishbone diagrams.

Also question 78 of Part A mentions Pareto Analysis and "Frequency of occurrence"

QUESTION 8

The company is experiencing financial problems and has instituted company-wide budget cuts. The budget for an in-house project is cut in half. The manager of the project feels that the project is close to termination. What termination strategy is being used by the company?

- A. Termination by extinction
- B. Termination by addition
- C. Termination by integration
- D. Termination by starvation

Answer: D

The difference between starvation and integration is that starvation results in funding or resource cuts, while integration results in reassignment or redeployment of the resources.

QUESTION 9

Which one of the following processes is MOST significant to meeting quality management objectives?

- A. Inspection
- B. Trend analysis
- C. Quality audits
- D. Planning

Answer: D

Quality Assurance = This process performs quality audits to determine how the project is proceeding and is concerned with making certain the project will meet and satisfy the quality standards of the project.. This process should be repeated throughout the project's remaining life.

Quality audits are performed on regular schedule or at random depending on the organizational policies.

Quality audits performed correctly will provide the following benefits:

- The product of the project is fit for use and meets safety standards
- Applicable laws and standards are adhered to
- Corrective action is implemented where necessary
- The quality plan for the project is adhere to
- Quality improvements are identified

Quality audits are generally performed by experienced specialists.