



GLOBALITCERT
WWW.GLOBALITCERT.COM

update="http://si.info.apple.com/updates/MacintoshGuide_s...

QUESTIONS AND ANSWERS

PRACTICE EXAMINATION

```
// end month (zero-based)
// end day of week in month
// end day of week (one-based, 1 = 1)
// end time*
// * in units of 0.1 hours, so 35 = 3.5 hours.
// Some time zones do not observe Daylight Savings Time. For those,
// the last 8 elements are zero.
// Example:
// [-80, "PST", 3, 1, 1, 20, 9, -1, 1, 20]
```

```
MCLK_Color=10
MCLK_Gray=22
ITA_Color=9
ITA_Gray=9
```

```
[ "America/Los_Angeles", "Pacific Standard Time", "PST",
  "Pacific Daylight Time", "PDT", "San Francisco" ],
[ "America/Denver", "Mountain Standard Time", "MST",
  "Mountain Daylight Time", "MDT", "Denver" ],
[ "America/Phoenix", "Mountain Standard Time", "MST",
  "Mountain Standard Time", "MST", "Phoenix" ],
[ "America/Chicago", "Central Standard Time", "CST",
  "Central Daylight Time", "CDT", "Chicago" ],
[ "America/New_York", "Eastern Standard Time", "EST",
  "Eastern Daylight Time", "EDT", "New York" ],
[ "America/Indianapolis", "Eastern Standard Time", "EST",
  "Eastern Standard Time", "EST", "Indianapolis" ],
[ "Pacific/Honolulu", "Hawaii Standard Time", "HST",
  "Hawaii Standard Time", "HST", "Honolulu" ],
[ "America/Anchorage", "Alaska Standard Time", "AKST",
```

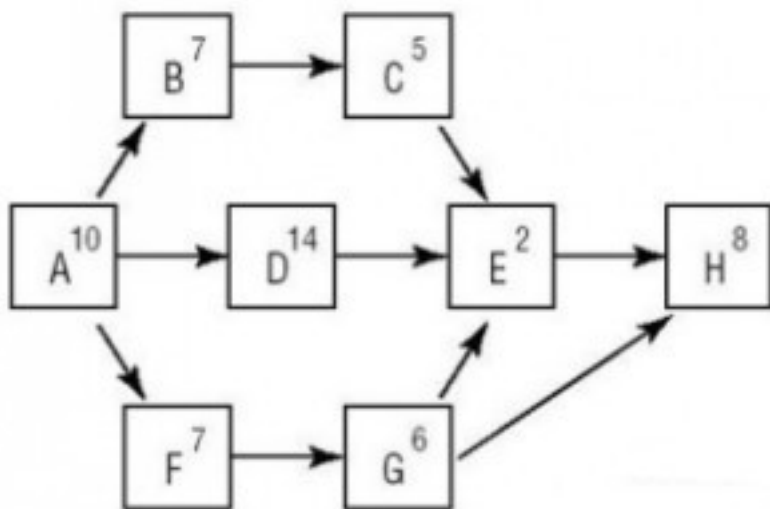
PREPARE WITH CONFIDENCE

WWW.GLOBALITCERT.COM

QUESTION NO: 1

Exhibit:

Please refer to the exhibit.



Use the following graphic to answer this question. If the duration of activity B was changed to 10 days and the duration of activity G was changed to 9 days, which path is the critical path?

- A. A-F-G-H
- B. A-B-C-E-H
- C. A-D-E-H
- D. A-F-G-E-H

Answer: D

Explanation:

The only information you have for this example is activity duration, so you must calculate the critical path based on the durations given. The duration of A-B-C-E-H increased by 3 days for a total of 35 days. The duration of A-F-G-H and A-F-G-E-H each increased by 3 days. A-F-G-E-H totals 36 days and becomes the new critical path.

QUESTION NO: 2

You are a project manager for Pizza Direct, which is a retail pizza delivery store. Your company is competing with another retail store for the option of opening two new stores in a foreign country. You know, but have not yet informed your company, that you are going to go to work for the competitor, which happens to be bidding for this same opportunity. What is the most

appropriate response?

- A. You decide to participate in the initial meetings with the foreign business partners because any information you gain now will help you when you make the move to the new company.
- B. You inform the foreign business partners that you're going to be working with a new company and that you know the deal they'll receive from the competing company is better than the one this company is proposing.
- C. You decline to participate in the initial meetings with the foreign business partners because of a conflict of interest.
- D. You've not yet received an official offer from the competing company for your new job opportunity, so you choose to participate in the initial meetings with the foreign business partners.

Answer: C

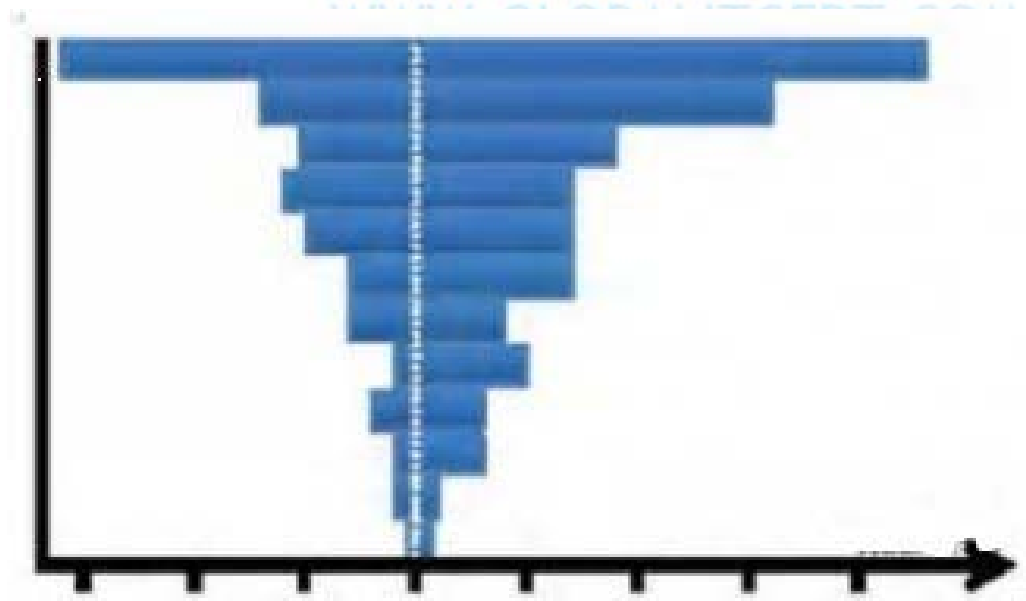
Explanation:

The most appropriate response is to decline to participate because of a conflict of interest.

QUESTION NO: 3

What is the purpose of the following diagram?

Exhibit:



- A. Describing the influence of extreme weather conditions on progress and on the achievement of project objectives.

B. Comparing the relative importance of variables that have a high degree of uncertainty with those that are more stable.

C. Evaluating the degree to which project work and deliverables conform to the expectations of

key stakeholders.

D. Evaluating team performance and identifying team members with low productivity and work effectiveness.

Answer: B

QUESTION NO: 4

You are the project manager at a manufacturer of electronic components. Your company had been a long time market leader in electronic components distribution industry. However, in recent years, the Internet has transformed the competitive landscape. As a result company's market

share has been eroding. Hence, your current project involves implementing the company's internet strategies to best exploit these altered dynamics and increase the company's market share. You

are in the project planning process, and are personally estimating the time needed for each activity. Once you've created the overall project estimate. You commit to completing the project deliverables to this date. Which of the following BEST explains why this is the INCORRECT way to estimate the schedule?

A. The estimates should have been created by management

B. The estimate should have accounted for the market dynamics and timing requirements

C. The project sponsor should have been actively involved in producing the estimates

D. The estimates should have come from the project team members

Answer: D

QUESTION NO: 5

Keeping up with the growth was becoming a problem for a privately owned Chinese financial services company. Although it easily lured business from state-owned competitors, low skill levels and weak accounting systems threaten the company's cash flow. Moreover, poorly invested assets were delivering inadequate returns. Hence, you have been assigned over an existing project to upgrade the IT system to allow for an expansion. Specifically, the IT upgrade will enable the company to serve more competitors, expand the product line, gain market share, and win more licenses.

The previous project manager for the project lacked an understanding of project management principles. In fact, upon close investigation, you've determined that the project lacks clearly defined project deliverables and lacks management control. Which of the following would be the BEST approach to resolve these short comings?

- A. Implement a project control system
- B. Incorporate a system life cycle approach to the project
- C. Integrate a lessons learned for each project phase
- D. Subdivide the project deliverables into smaller, more manageable components until the work

is defined to the work package level

- E. Implement a network authorization system

Answer: B

QUESTION NO: 6

You are a contract manager within an information technology department of a large retailer. You are responsible for developing a new ecommerce web-site for the retailer. You are in process of selecting the vendor who will provide the hardware, including computer servers and networking equipment. As a project manager, you are in the Select Sellers process, and have three different vendors on your qualified sellers list who have responded to your company's RFP. One of the vendors remaining on the qualified sellers list is NetComp Inc. you are an investor of this company. In fact, you own 2% of total outstanding shares of this company. In order to prevent any appearance of impropriety, what should you do?

- A. You should move yourself from the selection process
- B. In order to protect your privacy you only have to disclose your relationship with NetComp Inc. if you are directly questioned.
- C. You should automatically disqualify NetComp Inc from qualified sellers list
- D. You should disclose that you are an investor to the company
- E. As long as NetComp Inc. is able to respond properly to your company's RFP, you do not have to disclose your relationship with the company

Answer: D