Chapter 6 Exam – Schedule

Question 1 (Question ID: 481)

After a risk workshop, response plans now cover the main threats and opportunities for each activity. The pessimistic estimates are still much higher than the most likely ones, and a team lead suggests the triangular formula to be safe. Which method should the project manager use for expected durations?

A. Use the PERT formula to find each expected duration.

B. Use the triangular formula to find each expected duration.

C. Hold another risk workshop before choosing a formula.

D. Use the most likely estimate as each expected duration.

Question 2 (Question ID: 2343)

An activity has an optimistic estimate of 14 hours, a most likely estimate of 27 hours, and a pessimistic estimate of 47 hours. Using the PERT (beta distribution) formula (P + 4m + O)/6, what is the expected duration?

A. 29.3 hours

B. 28.2 hours

C. 27.0 hours

D. 24.5 hours

Question 3 (Question ID: 2420)

A junior team member is nervous about facilitating their first Planning Poker session and asks the project manager to help. How should the project manager support them?

A. Reassure the team member that the technique is straightforward, since the estimated cards guide the session's flow.

B. Pair the team member with the product owner, who attends every session and can step in if the facilitation stalls.

C. Coach the team member through the technique before the session and provide constructive feedback afterward.

D. Facilitate this session personally while the junior member observes, and hand facilitation over at a later iteration.

Question 4 (Question ID: 2422)

Over several iterations, an adaptive project's completion forecast shifts slightly each time actual velocity is applied. Internal and external customers have begun quoting different completion dates in their own planning. What should the project manager do?

A. Publish the completion date as a range wide enough that the iteration-level shifts stay inside it.

B. Monitor internal and external customer expectations continuously and communicate each forecast shift with its rationale.

C. Freeze the published completion date until velocity stabilizes so customers stop receiving a moving target.

D. Report the forecast to external customers at contractual reporting points and let internal customers track the backlog directly.

Question 5 (Question ID: 549)

A predictive project for a regional airport's baggage system has a critical path of 40 weeks, and the airport authority requires completion by the end of week 46. At week 18, a critical path activity finishes 4 weeks late, and no other dates change. A monitoring testing activity still has 3 weeks of total float. The sponsor asks how much room the project has left against the required completion date and what it means. How should the project manager respond?

A. No project float remains, and compression or a new date is needed now.

B. Two weeks of project float remain, and the deadline is still achievable.

C. Six weeks of project float remain, and the delay is absorbed within the network.

D. Three weeks of project float remain, matching the testing activity's total float.