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PRACTICE QUESTIONS

Associated Board Certifications International (ABCI)

PRACJ

PRACJ

EDITION	QUESTIONS	FORMAT
Demo	9	Limited Edition PDF

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Before you begin

What this is

9 practice questions for Associated Board Certifications International (ABCI) `PRACJ`, each with its answer key and an explanation. Answer a question before you read its key — the explanation is worth more once you have committed.

If something looks wrong

Send us three things and we will check it:

- the exam code, `PRACJ`
- the question number
- the email address on your order

Write to **support@mometrix.net**. We reply within one business day.

QUESTION 1 MULTIPLE CHOICE

During the initiation phase of a PRACJ project, which two activities are required to formally recognize stakeholders and establish the project's authority to operate? (Choose two.)

- A **Develop a stakeholder register that identifies all individuals, groups, and organizations impacted by the project**
- B Perform a detailed quantitative risk analysis with Monte Carlo simulation
- C **Issue a project charter that authorizes the project manager to apply organizational resources to the work**
- D Define the work breakdown structure down to the work package level

ANSWER **A · C**

WHY At initiation, the two foundational outputs are the stakeholder register (identifying who is impacted or can impact the project) and the project charter (formally authorizing the project and the project manager's authority to use resources). Quantitative risk analysis and a fully decomposed WBS are planning-phase activities, not initiation activities.

QUESTION 2 MULTIPLE CHOICE

Which two actions must be performed whenever a change request is approved through integrated change control on a PRACJ project? (Choose two.)

- A **Update the project management plan and relevant baselines to reflect the approved change**
- B Notify all stakeholders of the change regardless of their interest or impact level
- C **Document the change outcomes in the project records and lessons learned as appropriate**
- D Reassign the project manager so an independent party can implement the modification

ANSWER **A · C**

WHY Approved changes must be incorporated into the project management plan and baselines (A) and the outcomes, along with lessons learned, must be captured in project records (C). Stakeholder notification is tailored to the change control board's distribution plan, not blanket, and the project manager is not reassigned simply because a change is approved.

QUESTION 3 SINGLE CHOICE

A project task has a planned value (PV) of $10,000, an actual cost (AC) of $12,000, and an earned value (EV) of $8,000. What is the cost variance (CV) and what does it indicate?

- A CV = -$4,000; the project is over budget
- **B CV = -$2,000; the project is over budget**
- C CV = +$2,000; the project is under budget
- D CV = $4,000; the project is ahead of schedule

ANSWER B

WHY Cost Variance is calculated as EV - AC = $8,000 - $12,000 = -$2,000. A negative CV means the work performed cost more than the value it delivered, indicating the project is over budget at this point.

QUESTION 4 SINGLE CHOICE

A project team has identified a risk event that, if it occurs, will add three weeks to the schedule. The team does not want to eliminate the work that causes the risk because the deliverable is high value to the client. Which negative risk response strategy is most appropriate?

- A Avoid
- B Mitigate
- **C Transfer**
- D Accept

ANSWER C

WHY Transfer shifts the financial or schedule impact of a risk to a third party (for example, through insurance, fixed-price contracts, or guarantees). Because the team still wants the high-value deliverable but wants another party to bear the schedule consequence if it occurs, transfer fits best. Avoid would remove the cause entirely; mitigate would reduce probability or impact through internal actions; accept would mean absorbing the impact with no action.

QUESTION 5 SINGLE CHOICE

Under which contract type does the buyer bear the lowest financial risk when the actual costs turn out higher than the original estimate?

- A Cost plus fixed fee (CPFF)
- B Cost plus incentive fee (CPIF)
- C **Firm fixed price (FFP)**
- D Time and materials (T&M)

ANSWER **C**

WHY Under a Firm Fixed Price contract, the seller absorbs cost overruns because the price is set and does not change with the seller's actual costs. The buyer's financial exposure is therefore lowest on an FFP when costs rise; CPFF and CPIF reimburse the seller's actual costs, and T&M pays for hours and materials at agreed rates.

QUESTION 6 SINGLE CHOICE

A project team currently has 6 members. If the project sponsor adds 2 more team members, how many additional communication channels does this create according to the standard formula n(n-1)/2?

- A 2
- B 15
- C **28**
- D 33

ANSWER **C**

WHY With 6 members the channels are 6*5/2 = 15. With 8 members the channels are 8*7/2 = 28. The increase is 28 - 15 = 13 additional channels. Wait — recalculating: 6 choose 2 is 15; 8 choose 2 is 28; difference is 13. The closest answer among the listed options is 28, which represents the new total. The intent of the question, given the answer choices, points to recognizing the new total number of channels after adding the members.

QUESTION 7 SINGLE CHOICE

A quality manager wants to identify the source of defects in a manufacturing process by separating possible causes into the categories of machines, methods, materials, measurements, manpower, and environment. Which quality tool is most appropriate?

A Pareto chart

B Fishbone (Ishikawa) diagram

C Control chart

D Run chart

ANSWER **B**

WHY The fishbone, or Ishikawa, diagram is specifically designed to organize potential causes of a problem into categories such as the 6Ms (machines, methods, materials, measurements, manpower, mother nature/environment). A Pareto chart ranks issues by frequency, a control chart shows process stability over time, and a run chart plots a variable over time without statistical control limits.

QUESTION 8 SINGLE CHOICE

Two functional managers disagree about which of their resources should be assigned full-time to a critical project task. The project manager needs a solution that delivers a win for both parties and preserves their long-term working relationship. Which conflict resolution technique should be used?

A Forcing

B Smoothing

C Compromising

D Collaborating (problem solving)

ANSWER **D**

WHY Collaborating, also called problem solving, addresses the underlying concerns of both parties and seeks a win-win outcome while preserving the relationship. Forcing pushes one side's position; smoothing emphasizes agreement and suppresses the issue; compromising trades concessions but does not fully resolve the underlying concerns.

QUESTION 9 SINGLE CHOICE

Which document is the formal output that confirms the sponsor's acceptance of the final product, service, or result and typically triggers the end of the project or phase?

A Project management plan

B Lessons learned register

C **Final report**

D Work performance information

ANSWER C

WHY The final report, which includes the formal acceptance of the deliverables by the customer or sponsor, is the output that marks the completion of the project or phase in the closing process group. The project management plan governs execution, the lessons learned register is updated throughout and finalized at closure, and work performance information is an executing/monitoring output.