INITIATING

1. ABC company has recently launched a new model of their car in the market and the market response has been overwhelming. Sales have gone up to a level much higher than what the company anticipated. To cater to the increased market demand, the company plans to start a project to create a new assembly line for the cars. Who, according to you, is the user for this project?
   a. Project manager and project management team
   b. Person who may buy the car in the future
   c. Project sponsor who provides funding
   d. Assembly line worker who is going to work on the new assembly line being created

2. You are responsible for managing a project in your company but you have least authority and have to constantly report to a functional manager. To which organizational structure does your company belong?
   a. Matrix
   b. Functional
   c. Projectized
   d. Balanced

3. A hospital is installing a new hospital management system to computerize the hospital functioning. For this purpose representatives from several departments are selected to create a task force assigned to implement the project. This organization structure is called?
   a. Functional Organization
   b. Projectized Organization
   c. Composite Organization
   d. Balanced Matrix Organization

4. A project manager working in a weak matrix organization has a role of communication coordinator with little power to make decision and he reports to a higher level manager. He is probably in the role of?
   a. Project Coordinator
   b. Project Expeditor
   c. Project lead
   d. Lead Coordinator

5. Which of the following statement in NOT true about product life cycle?
   a. It lasts from conception of a new product to its withdrawal
   b. A product can spawn a single project in its life
   c. The five stages of each product lifecycle are product development, introduction, growth, maturity and decline
   d. Focuses on managing properties of product from company's business point of view
6. A manager, managing collection of projects grouped together to facilitate effective management to meet strategic business objectives is called a?
   a. Program Manager
   b. Portfolio Manager
   c. Project Manager
   d. Stakeholder

7. A project manager is studying the project contract and going through the narrative description of products and services to be supplied under contract. He is also meeting key stakeholders and subject matter experts to evaluate whether or not the project is worth the required investment. Which of the following document would be created as an output in the process?
   a. Project Statement of Work
   b. Project Charter
   c. Project Management plan
   d. Organizational process assets

8. All of the following are inputs to the 'Develop Project Charter' process except,
   a. Contract
   b. Business case
   c. Project statement of work
   d. Stakeholder analysis

9. Harry has been assigned the flyover construction project and he is in the process of initiating the project. In order to meet the customer's project expectations based on the business and compliance requirements, which of the following should Harry define FIRST?
   a. High level scope of the project
   b. Project schedule
   c. Project Statement of Work
   d. Product Statement of Work

10. Jenny is the project manager and is currently in the Initiating process group. She understands that it is critical for project success to identify stakeholders early in the project and therefore is in the process 'Identify Stakeholders'. Of the following, which are the INPUTS she may not require,
    a. Procurement documents
    b. Project Charter
    c. Expert Judgment
    d. Enterprise environmental factors

11. "One phase is planned at any given time and the planning for the next is carried out as work progresses on the current phase and deliverables." Which of the following correctly defines the above text?
a. Overlapping relationship
b. Sequential relationship
c. Multi-phase relationship
d. Iterative relationship

12. Which of the following statements is TRUE regarding the Initiating process group?
   a. Risk is lowest during the Initiating process group
   b. The project has the highest probability of project success during the Initiating process group
   c. Project Manager and team is always identified as part of the Initiating process group
   d. Initiating process group includes the Develop Project Charter and Identify Stakeholders process

13. Which of the following is NOT true about the Project Charter?
   a. It provides the project manager the authority to assign organization resources
   b. Formally authorizes the project
   c. Details the business justification of the project
   d. It states what the project is, what the project will deliver and how all the processes will be managed

14. Your work as a project manager at the mobile phone chipset manufacturer. As predicted by Moore’s law each year your company introduces new models of mobile phone chipsets which are faster and powerful than their predecessors. Mobile phone chipsets that are obsolete or do not sell are quickly retired from production. The lifecycle for them begins in R&D, extends to manufacturing, and finally ends with phase out. This cycle is often referred to as:
   a. Product lifecycle
   b. Project lifecycle
   c. Feedback loop
   d. Product development

15. According to PMI, application areas are categories of projects that have common elements in the majority of projects, but are NOT necessarily required or applicable to all projects. Application areas are not usually defined in terms of:
   a. Deliverables
   b. Functional Departments
   c. Technical elements
   d. Management specialization

16. A project manager has defined the high level scope of the project based on the business and compliance requirements. He is now identifying and documenting high level risks, assumptions and constraints based on current environment, historical data and/ or expert judgment, in order to identify project limitations and propose an implementation approach. Which process is he in?
   a. Initiating
17. All of the following are functions of the 'Project Management Office' except,
   a. Monitoring compliance with project management standards policies, procedures and
      templates via project audits
   b. Coaching, mentoring, training and oversight
   c. Managing shared resources across all projects administered by PMO
   d. Identifying and developing organization’s methodology, administrative practices and
      rules

18. Of the following, which is the MOST true?
   a. Cost and staffing levels are high at the start
   b. Ability to influence the final characteristics of the product without impacting the
      cost, is highest at the start
   c. Uncertainty is the least at the start of the project
   d. Stakeholder influences increase over the life of the project

19. Your development team is waiting for the design team to finish their work. As a project
    manager, you have decided to use this approach to reduce uncertainty in the project. Which
    of the following relationships does this describe?
    a. Iterative relationship
    b. Sequential relationship
    c. Overlapping relationship
    d. Common relationship

20. Which of the following is NOT TRUE for stakeholders?
    a. Stakeholders can be customers, sponsors and the performing organization
    b. Stakeholders cannot exert influence over the project, its deliverables and the project
       team members
    c. Stakeholder identification is a continuous process
    d. A project can be perceived as having both positive and negative results by the
       stakeholders

21. You are developing the project charter for the new project assigned to you. Which of the
    following is NOT part of the enterprise environmental factors?
    a. Lessons learned from previous projects
    b. Work authorization system
    c. Government and industry standards that affect your project
    d. Knowledge of which departments in your company typically work on projects

22. You are being hired to manage a highway construction project for a contractor working for
    XYZ. The sponsor is a project officer who works for the XYZ municipal government. You have
    three separate teams working all three shifts, with a separate manager for each team. Each
team has members from two different unions, and each union has its own representative. Who is the BEST person to approve the project charter?
   a. Project manager
   b. Union representatives
   c. Project Officer who works for XYZ
   d. Team managers

23. Which of the following is NOT true about the Initiating process groups?
   a. Large projects may divide the projects into phases
   b. Initial scope is committed
   c. Initial scope and Financial resources are committed
   d. Internal and External stakeholders are identified
PLANNING

1. Management Contingency Reserve is identified in which process:
   a. Determine Budget
   b. Estimate Costs
   c. Estimate Activity Durations
   d. Estimate Activity Resources

2. A project manager is identifying relevant Enterprise and Environmental Factors in his project. Which of the following is NOT a valid example?
   a. Organizational Culture and processes
   b. Stakeholder Risk Tolerances
   c. Employee performance Review records
   d. Historical lessons learned knowledge base

3. A project manager and his team have finished creating Work Breakdown Structure (WBS) and Work Breakdown Structure dictionary. He, thereafter prepares a detailed and itemized documentation of all of the schedule activities that are part of a particular project as activity list. What should he do NEXT?
   a. Create Network Diagram for the project
   b. Determine quality standards, processes and metrics
   c. Determine high level project assumptions and constraints
   d. Conduct project progress meeting

4. A project manager is mainly responsible for coordination of activities, resources, equipment, and information in the project. His authority is limited and he has to negotiate with functional manager to get suitable resource for his project. Which of the following kind of organization is the project manager working in?
   a. Weak Matrix
   b. Balanced Matrix
   c. Strong Matrix
   d. Composite Matrix

5. A key stakeholder from quality department wants to know more on how the process tailoring was done by the project team for the project. In addition he would also like to know rational for selecting processes, their implementation level details and how they will be used to manage the interdependencies. Which document should project manager suggest him to refer at?
   a. Project Statement of Work
   b. Project Scope Statement
   c. Project Management Plan
   d. Work performance Information

6. A project manager has invited key stakeholders and team members for the first meeting of the project. The agenda of the meeting is to announce the start of the project, outline and communicate the project goals and objectives as well as project success criteria. The project
manager also plans to discuss the individual roles and responsibilities and commitment of the stakeholders. What is this activity called?

- a. Project Sign-off meeting
- b. Charter closure meeting
- c. Project launch meeting
- d. Project kick off meeting

7. A project manager is in the process of documenting and defining stakeholder's needs to meet project objectives. What is the output of this process?

- a. Stakeholder Register
- b. Stakeholder Management Strategy
- c. Requirements Documentation
- d. Issue Log

8. You are a project manager working on a critical project. You track project schedule closely and while going through critical path you realize that the project is showing negative float. What should be your BEST response to the situation?

- a. Use a schedule compression technique
- b. Reduce the number of resources from the project
- c. Reduce the number of non-critical activities in the project
- d. Revisit the risks and do a risk analysis of the project

9. A project manager is in the process of analyzing activity sequences, durations, resources requirements and schedule constraints to create an approved project schedule. What should he do NEXT?

- a. Determine Resource Requirement for each activity in the project
- b. Use techniques like Critical Path method, What-if Analysis to calculate optimum duration of the project
- c. Use this approved schedule duration as baseline and start tracking the project
- d. Create a Network diagram of the project using one of the diagramming methods

10. As a project manager you are estimating duration of your project activities using PERT technique (Program Evaluation and Review technique). For a particular project activity your Optimistic estimate is 41 days, Pessimistic estimate is 89 days and Most Likely estimate is 60 days. What would be the Expected duration and range of the estimate for this activity?

- a. 61.67 +/- 8.00
- b. 31.27 +/- 8.00
- c. 61.67 +/- 3.00
- d. 31.27 +/- 3.00

11. You are a project manager managing a project with limited resources. Which of the following schedule network analysis technique would be most useful to modify project schedule for limited resources?

- a. Critical Path Method
- b. Fast Tracking
12. A major stakeholder in the project wants to know his role and responsibility in the scheduling process of the project. He also wants to understand how the schedule baseline is established for the project and which scheduling methodologies are used in the project. Which document should the project manager ask him to refer to?
   a. Project Management Plan
   b. Project Schedule Baseline
   c. Stakeholder Register
   d. Schedule Management Plan

13. You are managing a project which would provide e-learning solutions to your customer. The requirements of this project are not clearly defined in the beginning and there would be modifications based on customer feedback as the project evolves. You decide to plan as much as you can and begin to create work based on that, while continuing the planning as you learn more about the project. Which of the following technique would be the most helpful while defining activities for the project?
   a. Rolling Wave Planning
   b. Templates
   c. Extreme Programming
   d. Just in Time

14. You are managing a project to build a multi-storey complex in your city area. You are waiting for the clearance to start construction of a building. This is an example of which kind of dependency?
   a. External Dependency
   b. Mandatory Dependency
   c. Discretionary Dependency
   d. Internal Dependency

15. A project manager wants to determine the variance for an activity estimate using three point estimate with following data Pessimistic=14, Optimistic=2, Realistic=5. What is the variance?
   a. 5
   b. 4
   c. 2
   d. Not enough data

16. A project team is working on the network diagram of a project and wants to determine the float of a project activity. Which of the following is the correct formula?
   a. Late finish-early finish (LF-EF)
   b. Late finish-early finish (LF-EF) or late start-early start (LS-ES)
   c. Late start-early start (LS-ES)
   d. Late finish-late start (LF-LS)
17. You are a project manager and in the early phase of estimating cost of the project. You use Analogous method of estimating and have come up with Rough Order of Magnitude. While presenting it to your sponsor and stakeholders, one of the stakeholders asks if you have also done Life Cycle costing of the project. What should be your BEST response as a credible project manager?
   a. Project Cost estimating is primarily concerned with cost of the resources needed to complete the project and needn’t consider any other costs
   b. Since it is the initial stage of the project cost details required for Life Cycle costing of the project are not available and hence it is not relevant
   c. Life cycle costing provides lowest long term cost of ownership and should be used as management decision tool, in case of alternatives
   d. Life cycle costing should be done by the project sponsor as it impacts long term business decisions

18. As a project manager you are working with your team in exploring alternatives to decrease project cost without compromising on performance or scope of the project. You are most probably using which of the following technique?
   a. Benchmarking
   b. Reverse Engineering
   c. Process Analysis
   d. Value Analysis

19. As a project manager, you are in the final stages of determining your cost baseline for the project and funding requirements. Which process are you currently in?
   a. Cost Planning
   b. Cost Estimating
   c. Cost Budgeting
   d. Cost Control

20. Which is the following is(are) the MOST important input to deriving total funding requirement and periodic funding requirement of the project?
   a. Management Reserve and Contingency Reserve
   b. Cost Baseline and Management Reserve
   c. Funding Limit Reconciliation
   d. Project Budget and Contingency Reserve

21. As the project manager in a software company, you are determining the possible costs to complete project activities. This is done as part of:
   a. Variance analysis
   b. Estimate Costs
   c. Determine Budget
   d. Control Costs

22. Your project is very critical for the company and must be completed within six months. The project charter has been signed, but the scope statement is not yet prepared. The
management asks you to go ahead with the project without the scope statement being approved. What should you do?

a. Refuse to work on the project, because the management is not following standard project management practices.
b. To save time, you should start the project with inputs from the project charter.
c. Meet the management and explain the problems you may face if you start a project without a scope statement.
d. Escalate the issue to the project sponsor and issue a risk memo.

23. A contract which includes features of cost reimbursable and fixed price types of contract is a:

a. Fixed price plus incentive fee contract
b. Cost plus award fee contract
c. Time and material contract
d. Cost plus fixed fee contract

24. Project integration management includes the processes and activities needed to identify, define, combine, unify and coordinate the various processes and project management activities within the project management process group. When a project is initiated, one of the processes taken up early on in the project initiation stage is:

a. Identify Stakeholders
b. Develop Scope Statement
c. Develop Human Resource Plan
d. Develop Project Management Plan

25. In your project, you are in the process of determining the project roles, responsibilities, and reporting relationships for your team members. Which of the following would you not define/create at the end of this process?

a. Project staff assignments
b. Roles and responsibilities
c. Project organization charts
d. Staffing management plan

26. In your project, identifying and documenting relationships among the project activities is done as part of:

a. Define Activities
b. Estimate Activity Durations
c. Sequence Activities
d. Develop Schedule

27. While identifying stakeholders, you plan to group the stakeholders based on their level of authority and their active involvement in the project. You can do this by using:

a. Power/interest grid,
b. Power/influence grid
c. Influence/impact grid
d. Salience model

28. In your project, you identified disaster situations (e.g. floods, earthquakes, etc.) as potential risks. The project sponsor suggested that, at the project level, no steps could be taken to deal with such risks and recommended creation of a contingency reserve which could be used in case of disaster situations. This is an example of:
   a. Risk mitigation
   b. Risk acceptance
   c. Risk avoidance
   d. Bad policy decision

29. As a project manager, you understand the importance of identifying and documenting project risks. In this context, which of the following statements is true?
   a. Risk identification occurs during the Planning of the project
   b. Risk identification occurs during Monitoring and Controlling of the project
   c. Risk identification occurs during Execution of the project
   d. Risk identification occurs during different project stages depending on the type of the project

30. As a Project Manager, you are struggling to manage the needs of all the stakeholders. So, you decide to classify the stakeholders, which will enable you to focus on the relationships necessary to ensure the success of the project. In this context, which of the following is not a factor that you should consider while classifying stakeholders?
   a. Stakeholders` interest in the project
   b. Hierarchy of the organization
   c. Stakeholders` involvement in the project
   d. Stakeholders` influence on the project

31. In your project, you use a hierarchical structure of resources by resource category and resource type to develop resource-limited schedules. This hierarchical structure is also called as:
   a. Project hierarchy
   b. Organization hierarchy
   c. Resource breakdown structure
   d. Project breakdown structure

32. The project scope statement consists of the product scope description and project deliverables. It also defines the:
   a. Scope Baseline
   b. WBS
   c. Product acceptance criteria
   d. WBS dictionary
33. The following provides information on a particular task in your project:
   Early Start (ES): 25 days
   Late Start (LS): 30 days
   Early Finish (EF): 50 days
   Late Finish (LF): 55 days

   Based on this information, you can deduce that:
   a. The task is on the critical path.
   b. The project may get delayed.
   c. The project float is 5 days.
   d. The task is not on the critical path.

34. As a Project Manager, you would like to use the best practices to help you in your project. Which of the following tools of Sequence Activities process are based on these best practices?
   a. Mandatory dependencies
   b. Discretionary dependencies
   c. Industry norms
   d. Best Practice standards for ISO 9001 certification

35. In Plan Risk Management, you define how to conduct risk management activities for a project because careful and explicit planning enhances the probability of success for the subsequent risk management processes. In this context, what will you NOT do when you Plan Risk Management?
   a. Identify Risks
   b. Establish an agreed-upon basis for evaluating risk
   c. Ensure that the degree, type, and visibility of risk management are commensurate with both the risks and the importance of the project
   d. Provide sufficient resources and time for risk management activities

36. While preparing the schedule for the project activities, you find that there is very limited information on activity durations; so you wish to use the actual duration of a previous, similar activity as a basis for estimating future activity. Which estimating tool do you use?
   a. Three-point estimates
   b. Parametric estimating
   c. Quantitative estimating
   d. Analogous estimating

37. A project manager has derived Quality Metrics along with tolerance limits for his project. He is in which part of Quality Management Process?
   a. Plan Quality
   b. Perform Quality Assurance
   c. Perform Quality Control
   d. Define Scope
38. A project manager wants to capture the details of activities he would be doing to enhance the value of the process, including process objectives, their inputs, outputs, their interfaces with other processes and process metrics. Which of the following document would be MOST helpful?
   a. Project Management Plan
   b. Quality Management Plan
   c. Process Improvement Plan
   d. Product Management Plan

39. Which of the following would not be part of 'cost of conformance'?
   a. Prevention cost
   b. Appraisal cost
   c. Internal failure cost
   d. Cost of training

40. According to Maslow's Hierarchy of needs, what comes HIGHEST at the pyramid?
   a. Social
   b. Safety
   c. Physiological
   d. Hygiene Factors

41. Which of the following is NOT a tool for Perform Qualitative Risk Analysis Process?
   a. Probability and Impact Matrix
   b. SWOT (Strength, Weakness, Opportunities and Threat)
   c. Monte Carlo Simulation
   d. Root cause identification

42. The estimating technique that uses statistical relationship between historical data and other variable to calculate an estimate for an activity is called?
   a. Analogous Estimating
   b. Parametric Estimating
   c. Three Point Estimating
   d. Monte Carlo technique
EXECUTION

1. As part of your duties as a project manager, you make sensitive company data available to a vendor. In this context, which of the following precautions should you take?
   a. Insist that the vendor signs a non-disclosure agreement after you release the sensitive information.
   b. Make sure that the vendor receives all the sensitive information in time.
   c. Ensure that the vendor signs non-disclosure agreement before you release the sensitive information.
   d. Monitor the vendor in order to prevent her from sharing the information with her competitors.

2. Ten members were assigned in advance to your project. In this context, which of the following cannot be a reason for this pre-assignment?
   a. Specific people were promised as part of a competitive proposal.
   b. Suitable people volunteered to work on the project.
   c. Staff assignments were defined in the project charter.
   d. The project was dependent on the expertise of the pre-assigned persons

3. Your project is in the execution stage. NPV of your project is -$200,000 and IRR is 5%. CPI is 1.2 and SPI is 0.8. What is the recommended action?
   a. Choice 1  Cancel the project since NPV is negative
   b. Choice 2  Cancel the project since IRR is very low
   c. Choice 3  Crash your project
   d. Try to improve the NPV

4. You have reached the end of the design phase of your project. You decide to call a "phase end review" for obtaining authorization to close the design phase and initiate the next phase (i.e., execution phase) of your project. Your manager disagrees with your suggestion. He wants a "kill point" to formally end the design phase of the project. In this context, you should:
   a. Disagree with your manager because you know that phase end reviews should be used at the end of each phase of the project
   b. Agree with your manager
   c. Escalate this issue to the project sponsor
   d. Take advice from a senior project manager about what should actually be done at the end of each phase of the project

5. Which of the following is not a conflict resolution mode you can use to resolve conflicts in your project?
   a. Collaborating
   b. Smoothing
   c. Avoiding
   d. Directing
6. You are in the process of obtaining seller responses to select a seller. In this context, you conduct a bidder conference, where your primary objective is to:
   a. Ensure that sellers have a clear understanding of the proposal
   b. Determine who would be qualified sellers for bidding
   c. Evaluate the interest level of sellers
   d. Use evaluation criteria to select sellers

7. Which of the following is not true about conducting procurement negotiations?
   a. The project manager should be the lead negotiator.
   b. Subjects covered may include responsibilities, authority to make changes, applicable terms, and governing law.
   c. For complex procurement items, contract negotiations can be an independent process with inputs and outputs of its own.
   d. Negotiations should clarify the structure, requirements, and other terms of the purchases.

8. You are a project manager. You have completed the project. While reviewing the costs, you observed that most of the project’s budget was utilized for activities performed in processes relating to one particular process group. This Process Group is:
   a. Planning Process Group
   b. Executing Process Group
   c. Monitoring and Controlling Process Group
   d. Closing Process Group

9. You have joined as a project manager in ABC Company. In your new role, which one of the following tasks should you accomplish FIRST?
   a. Develop Human Resource Plan
   b. Develop Project Management Plan
   c. Direct and Manage Project Execution
   d. Identify Stakeholders

10. You have fifteen members in your project team. You have called for a project status meeting without prior notice. There have been too many sidebar conversations and arguments. As a result, you have achieved nothing substantial from the meeting. To achieve orderliness in the meeting next time, you should:
    a. Decrease the number of people in the meeting
    b. Publish a meeting agenda
    c. Ensure that you control the channels of communication
    d. Give incentives to team members for conforming to desired meeting norms

11. In your project, your project architect met with an accident and will not be available for the next 3 months. You had not planned for this in risk planning - what should you do NEXT?
    a. Create a Workaroud
    b. Create a Fallback Plan
    c. Do additional risk response planning

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12. Which of the following is NOT an input to the process Manage Stakeholders Expectations?
   a. Stakeholder Register
   b. Project Management Plan
   c. Issue Log
   d. Negotiation Skills

13. As a part of joint venture, a project manager working with another company needs to share some confidential information related to Intellectual property rights. He wants to know the person responsible for authorizing release of this confidential information. Which project document should he refer?
   a. Organizational Breakdown Structure
   b. Project Charter
   c. Project Communication Management Plan
   d. Stakeholder Management Plan

14. A key stakeholder expresses his concern over lack of project visibility and progress. He says that though he has been sent project status reports, most of the time it lacks information relevant to his department. How should the project manager respond?
   a. Review the Project Communication Management Plan to determine Stakeholder's needs
   b. Relook at Distribute Information to identify the gaps
   c. Raise a change request to address the stakeholder's feedback
   d. Relook at Report Performance process to understand the problem

15. In one of the project status reports, two of the senior team members get into an argument regarding introduction of a new tool to automate the process of time sheet filling. Which of the following would provide you maximum insight on the conversation from the following?
   a. The content and timing of conversation
   b. The content and timing of the conversation and the communication technology used
   c. Body Language and the words in the conversation
   d. Body language and voice modulation including pitch and tone

16. A CEO from his Paris office wishes to communicate with the technical officer in China. The correct procedure would be?
   a. The CEO will encode the message from French to Chinese, technical staff will decode it from Chinese to French
   b. The CEO will decode the message from French to Chinese, technical staff will encode it from Chinese to French
   c. The CEO will encode the message from Chinese to French; technical staff will decode it from French to Chinese
   d. The CEO will decode the message from French to Chinese, technical staff will encode it from Chinese to French
17. As a project manager you are worried about continuous bad performance of one of the otherwise sincere member. You have spoken to him over coffee earlier but there seems to be no improvement. What is the MOST suitable way to communicate your dissatisfaction?
   a. Formal, Verbal
   b. Formal Written
   c. Informal, Written
   d. Informal, Verbal

18. A project manager knows that managing expectations of stakeholders helps to increase probability of project success by ensuring that stakeholders understand the project benefits and risks. For this process he could use all of the following tools and techniques EXCEPT?
   a. Issue Log
   b. Communication methods
   c. Active listening
   d. Writing skills

19. As a project manager, you need to estimate the regression testing for your product. You would like to do 5 full testing cycles and each cycle is estimated to be 4 days long. What should be your estimated duration for the testing activity?
   a. 25 days
   b. 18 to 22 days
   c. 18 days
   d. 22 to 24 days

20. Which of the following factor is not part of Maslow's Hierarchy of Need?
   a. Physiological Needs
   b. Social Needs
   c. Security Needs
   d. Material Needs

21. Which of the following is NOT a tool for Quality Assurance Process?
   a. Quality Audits
   b. Cost of Quality
   c. Inspection
   d. Quality Metrics

22. A project manager working on a construction project identifies a risk of heavy downpour and storm in the coming months which might affect the construction activity. However he doesn’t have any reliable information on the weather forecast or the severity of the storm. In this case what is the BEST project manager can do?
   a. Capture the Risk in the Risk Register
   b. Ignore the Risk as nothing can be done to avoid it
c. Actively accept the risk and allocate time and cost reserve in contingency fund
d. Proceed with Risk Response Strategy to counter the Risk

23. A project manager is conducting a bidder conference to select the most suitable sellers. Which of the following tool will NOT be helpful in the process?
   a. Independent estimates
   b. Internet Search
   c. Procurement Negotiations
d. Teaming Agreements

24. You as a project manager understand the importance of contract documents and correspondence for future references. Which of the following can be used to manage and store contract and procurement document(s) and records?
   a. Claims Administration
   b. Audit Reports
   c. Lessons Learned
d. Records Management System

25. You have recently joined a new construction company and you find that your employer violates the construction permit by the local city government. What should you do?
   a. Inform the city authority of the violation
   b. Talk to your employer to find out if they are aware of breaking the law
   c. Complain the legal department of the company
d. Do nothing as you are new in the organization

26. As a project manager, you understand the importance of effective communication with stakeholders in success of the project. You want to present project progress report to the stakeholders in the next project meeting. What should be your approach?
   a. Make the report concise, restricted to specific technical details of the project
   b. Prepare a verbose report but filter the information to remove details
   c. Focus on specific stakeholders with whom there is good personal relation
d. Research and understand the experience level and expectations of stakeholders

27. You are managing a multinational project with team members sitting across different countries with varying time zones. In this scenario you wish to choose a communication media which is most efficient to project requirements. What should be the most appropriate way to address this?
   a. Explore communication tools available in the market and ask for quotation exclusively for your project instead of using existing tool in the organization
   b. Use the most cost effective technique and involve everyone to explain its usage
c. Use a combination of communication technology as being done in your peers project
d. Discuss these communication requirements and available option with stakeholders to seek their inputs
28. After working as a project manager for more than 25 years, you want to now share your learning and best practices specific to your industry. You do this by writing articles in international journals and giving interviews to share your experience. This act can be BEST described as?
   a. Enhancement of professional skills by learning project management and technical skills
   b. Contribution to Project management knowledge base by virtue of vast personal experience
   c. Capturing professional stint in autobiography purely from retrospection exercise
   d. Informing others about project management principles and helping profession grow

29. You are working at a customer location in a foreign country where it is customary to exchange gifts during their New Year celebrations. Your company forbids you to accept any form of gifts from your customer. But you have a strong feeling that if you refuse to accept and reciprocate the gesture, it can severely affect your relationship with the customer. In this case it is BEST to?
   a. Politely refuse to accept any gifts explaining your company policy
   b. Discuss this situation with your project sponsor or legal department
   c. Accept the gift and keep it confidential so that there is no loss of face for your organization
   d. Take a break from project work to go on a small vacation during local New Year time

30. You are a project manager who is in the process of performing the work defined in the project management plan to achieve the project objectives. You are in which process?
   a. Develop Project Management Plan
   b. Monitor and Control Project work
   c. Direct and Manage project work
   d. Execution process group

31. A project manager is reporting the final status of the closed contract to the stakeholders. Which form of communication is appropriate?
   a. Informal written
   b. Informal verbal
   c. Formal written
   d. Formal verbal

32. Joe Michael is a self-employed PMP certified project manager who is currently working as a constructor at a company specializing in developing medical equipment. The company has a policy that explicitly states that smoking is not allowed during working hours. However, since Joe Michael is self-employed and not considered a regular company employee he decides to smoke during lunch hour. Which of the following statements are true?
   a. Joe Michael should not smoke during lunch since he should honour the obligations of the community he works in, as discussed in Section C1 of the PMI’s Member Code of Conduct
   b. Michael should not smoke at lunch hours since smoking is potentially harmful to others. Michael has a duty to ensure that the public is protected from harm, as discussed in Section C2 of the PMI’s Member Code of Conduct
   c. As long as Michael smokes responsibly, he may take the smoke during his lunch hour
d. Since Michael is self employed and not regular company employee he does not necessarily have to abide by the company’s policies

33. How is the role of project expeditor different from project coordinator?
   a. Project coordinator has some power to make decisions
   b. Project coordinator acts primary as Staff assistant
   c. Project coordinator role is that of communication coordinator
   d. Project coordinator can control project budget

34. You are a project manager in Oil Company and have joined a project midway during execution. You want to understand how requirements activities & Configuration Management activities such as changes to the product requirement will be initiated, impacts analyzed, tracked and reported as well as the authorization levels required to approve these changes.
   a. Requirements Management Plan
   b. Integrated Change Control
   c. Project Charter
   d. Project Scope Statement

35. An Instrument measuring thickness of a screw of 15 mm diameter gives following readings 16.001 mm, 16.00015 mm, 16.0003 mm and 15.900 mm. Assuming the instrument is capable of measuring up to third place of decimal what BEST can be concluded on performance of the instrument?
   a. The instrument is accurate and precise
   b. The instrument is not accurate but precise
   c. The instrument is accurate but not precise
   d. The instrument is neither accurate nor precise

36. A project is in the execution stage when customer comes back with an additional feature to be added in the forthcoming milestone delivery. The project team has assessed the impact of change by performing Integrated Change Control. The Project Manager should NEXT
   a. Hold a meeting with customer explaining why it is not good option to incorporate change requests during project execution
   b. Create a change Request and proceed for review by Change Control Board
   c. Review Quality Management Plan and evaluate the effect of the additional feature on Quality
   d. Notify stakeholders affected by change

37. According to Maslow’s hierarchy of needs, what comes at the BOTTOM of the pyramid?
   a. Safety
   b. Social
   c. Esteem
   d. Self Actualization

38. Of the following reasons which one is the MOST COMMON reason for conflict?
   a. Schedules
b. Personalities  
c. Technical Beliefs  
d. Administrative policies and procedures

39. You are managing a large diversified project team. In the initial days of the project, the team members behaved like independent individuals and seemed reserved, learning about their roles and responsibilities. Then as the team began to work on the project and participate in technical decisions, their trust level grew. The team now supports each other’s needs and works together. According to you they are in which stage of team development?  
a. Norming  
b. Performing  
c. Forming  
d. Adjourning

40. Which of the following is NOT a tool and technique used in 'Develop Project Team' process?  
a. Training  
b. Interpersonal Skills  
c. Co-Location  
d. Observation and Conversation

41. You have delivered many complex and technically challenging projects in the past and have won respect and appreciation for your work from customer and senior managers in the organization alike. Which form of power are you using?  
a. Formal (Legitimate)  
b. Reward  
c. Expert  
d. Referent

42. A new Project Manager takes over a project during execution phase. One of the main issues faced by the project currently is that the customer complaints of poor visibility of the project. What should be his first step towards resolving the issue?  
a. Have a discussion with the customer to understand why he feels the project lacks visibility  
b. Hold a discussion with the team members who have been in this project since beginning to understand customer specific communication needs  
c. Go through the communication management plan to understand customer communication requirement and whether it is being addressed properly  
d. Project manager should first understand the project and go through project management plan to understand the project properly

43. A software project in an IT company has 14 stakeholders and is in the final testing stage when the Technical Architect leaves the project and two new test engineers join in. What is the change in the potential communication channels of the project?  
a. Communication channel would remain unaffected by change in team members  
b. Communication channel would increase by 13
c. Communication channel would increase by 26

d. Communication channel would increase by 14

44. Which of the following type of organization would have most complex communication management?
   a. Functional Organization
   b. Projectized Organization
   c. Matrix Organization
   d. Ad hoc Organization

45. In which of the following type of contract does the buyer has the MAXIMUM cost risk?
   a. Cost Reimbursable
   b. Fixed Price
   c. Time and Material
   d. Cost Plus Fixed Fee

46. As a project manager, you need to distribute information about your project's status. You intend to distribute the actual project result and the planned status. Which of the following report should you use?
   a. Variance Report
   b. Forecasting Report
   c. Status Report
   d. Trend Report

47. A cost reimbursable contract has estimated cost of $20,000. If the seller beats the cost they will share the savings, 80% to the buyer and 20% to the seller. If the actual costs come in at $18,000, what is the final price?
   a. $18,000
   b. $18,200
   c. $18,400
   d. $18,600

48. A project team is in the process of obtaining seller responses, selecting a seller and awarding a contract. For this purpose they are using some predefined selection criteria to evaluate the bids and select the most appropriate seller. Which process of Project Management is the project team working on?
   a. Plan Procurements
   b. Conduct Procurements
   c. Administer Procurements
   d. Proposal Evaluation

49. A project manager is forced to give a contract to a preferred supplier as he has a strict deadline to meet. What could be the BIGGEST risk in this situation for the project manager?
   a. The seller has not proven that he has required expertise and resources to take this assignment
   b. The project manager didn’t get chance to evaluate other vendors who could be better
c. The seller may not fulfil the evaluation criteria to bid for the project
d. The seller may not meet acceptance criteria in the contract and project manager might have to accept what he gets

50. Which of the following is an example of Smoothing as part of promoting interaction among stakeholders?
   a. Project manager keeps himself aloof and uninvolved from team conflicts and lets the team handle it themselves
   b. Project manager calls the troublemakers and tries to resolve their problems through discussion
   c. Project Manager downplays the difference of opinion saying the difference lies only in perception
   d. Project manager takes side of the more experienced resource as he is more valuable to the project

51. Team development would be MOST difficult in which form of the Organization structure?
   a. Weak Matrix Organization
   b. Projectized Organization
   c. Tight Matrix
   d. Balance Matrix Organization

52. When a project is about to conclude, the project’s functional employees tend to concentrate more on potential future assignments than on the current one. What type of needs, from the following, are the employees trying to fulfil?
   a. Physiological
   b. Need for Belongingness
   c. Security
   d. Need for Self-actualization
MONITORING AND CONTROLLING

1. In your project, some of the benefits of a well-constructed scope statement are all the following EXCEPT:
   a. Provides a documented basis for making future project decisions
   b. Develops common understanding of project scope among stakeholders
   c. Provides knowledge of project justification, deliverables, and objectives
   d. Provides a basis for time and cost estimates

2. You are the project manager of a high priority project, which will require more than 1,000 team members. During human resource planning, you would like to apply proven principles to shorten the time needed to create a human resource plan and make it effective. In this context, you will benefit if you consult an expert in the field of:
   a. Networking and team formation
   b. Human resource theory
   c. Organizational theory
   d. Project organization charts

3. Of the following documents, all of which are updated during Control Schedule process, which is NOT a part of the project management plan?
   a. Schedule baseline
   b. Cost baseline
   c. Schedule management plan
   d. Schedule data

4. You have created an Excel spreadsheet that shows cumulative cost at any particular point of time in the project duration. Your director wants to review the project costs and you decide to make a presentation. Cumulative costs plotted against time is shown in the slide as a:
   a. S-curve
   b. Histogram
   c. Control chart
   d. Pareto diagram

5. During the Verify Scope process, you formalize acceptance of the project deliverables and keep the project focused on the business need for which it was undertaken. This should be done:
   a. At the beginning of the project
   b. At the end of the project
   c. When required by the project sponsor
   d. After getting validated deliverables from the quality control process

6. In the Control Schedule process, changes to project schedule can result in change requests to:
   a. Schedule baseline
   b. Components of project plan
   c. Activity attributes
d. Schedule baseline and/or components of project plan

7. In your project, you are now interested in determining the cause of variance relative to the scope baseline and deciding whether corrective action is required. You should use:
   a. Configuration management system
   b. Variance analysis
   c. Re-planning
   d. Earned value spreadsheets

8. You are a project manager and have just discovered a risk in your project that requires an immediate corrective action. During which Project Risk Management Process is this action performed?
   a. Plan Risk Management
   b. Identify Risks
   c. Perform Qualitative Risk Analysis
   d. Monitor and Control Risks

9. A documented direction to perform an activity that can reduce the probability of negative consequences associated with project risks is called:
   a. Corrective action
   b. Preventive action
   c. Defect repair
   d. Risk mitigation

10. You are monitoring the technical performance of your website. Past data on the number of users and their experience helps you forecast how your website would perform if the number of users increases in the future. This is an example of:
   a. Design of experiments
   b. Control chart
   c. Organizational process assets
   d. Trend analysis

11. In your project, you have found that a deviation from the schedule baseline has occurred. You want to determine the reason and level of variance relative to the schedule baseline so that corrective action can be taken. Which of the following tools would you use for this purpose?
   a. Scheduling tool
   b. Performance reviews
   c. What-If Scenario analysis
   d. Variance analysis

12. When your company buys computers from Dell, you also pay extra for a three year warranty which ensures that any manufacturing defects will be taken care of by Dell. The risk response strategy used is:
   a. Exploit
   b. Avoid
   c. Mitigate
   d. Transfer
13. Your quality process did not meet the four sigma requirements desired by your customer. So, some of your products were rejected and there is a possibility that you would not receive repeat business from the customer. From a quality perspective, the costs associated with the rejected products can also be categorized as:
   a. Cost of conformance
   b. Customer retention costs
   c. Failure costs
   d. Performance costs

14. As a manager you like to get the status on remaining work with respect to the funds remaining. Which of the following measure will give you the information?
   a. To-Complete Performance Index
   b. Earned Value Technique Performance
   c. Variance Analysis
   d. Trend Analysis

15. You are a project manager in a manufacturing company. You want to analyze the output of a production line which manufactures piston rings. You want to determine whether the variations in the jobs are inherent to the process or if the process is in need of adjustment. Which of the following tool would be MOST useful?
   a. Statistical sampling
   b. Control charts
   c. Pareto charts
   d. Trend Analysis

16. A project manager notices that a control chart has a group of seven non random data points in a series between his upper control limit and mean. What does it indicate about the process stability of the project?
   a. This is a Random cause of variation and can be ignored
   b. The process is stable and in control as none of the data points are outside control limits
   c. The control limits for the process are well within specification limits
   d. The process is out of statistical control and needs to be investigated

17. Which of the following is not a tool and technique used during Quality Control process?
   a. Control charts
   b. Statistical Sampling
   c. Histogram
   d. Quality Audits

18. Your project is going through an audit cycle when one of the senior auditor points out that the target value for Schedule Performance Index (SPI) is set to low value and it should be increased by at least 5 percent. You try to tell him that this target value is as per the organization baseline and cannot be changed. Which of the following is CORRECT statement in this case?
   a. The Auditor is right, as the project has critical deadline to meet and hence target SPI should be increased
   b. The Auditor is right; as the target value for SPI is a benchmark for the project it should be kept high and thus increased
c. The Project Manager is right, the schedule is not critical in the project and hence target SPI value needn't be kept too high

d. The Project manager is right; target SPI is based on organization baseline derived from its process maturity level and should be followed by the project

19. After a major milestone release some of the key stakeholders are not happy and complain their requirements are not met. The project manager should have involved them in which of the following process to ensure their approval for the release?
   a. Project Management Plan Development
   b. Identifying Constraints
   c. Scope Verification
   d. Schedule Management

20. A project manager is working towards improving the competencies, team interaction and overall team environment to enhance project performance. Which of the following Tools and Technique would NOT be helpful here?
   a. Training
   b. Recognition and Rewards
   c. Conflict Management
   d. Co-location

21. A project manager in an MNC corporation is in the process of collecting, organizing and disseminating information on how project resources are being used to complete project objectives. In addition, he is collating information on cost, schedule and level of quality. He is also going through the influence of risks on project objectives. The project manager is in which process currently?
   a. Direct and Manage Project Execution
   b. Report Performance
   c. Earned Value Technique
   d. Monitor and Control Project work

22. Your most recent project status report contains the following information: EV = 3,000, AC = 3,500, and PV = 4,000. The schedule variance is:
   a. 1000
   b. 500
   c. -500
   d. -1000

23. A project manager performs Earned Value Analysis and finds the following results: AC = 220,000 PV=250,000 EV = 220,000
   a. CV = 0
   b. CV = 30,000
   c. CV = -30,000
   d. CV = 1

24. While monitoring the project your find that an accepted risk is going to occur. Which of the following will you use to develop for the response:
   a. Risk Response Plan
   b. Fallback Plan
   c. Mitigation Plan
   d. Risk Register
25. Of the following, which conflict resolution technique is believed to generate LEAST enduring positive results?
   a. Problem Solving
   b. Avoidance
   c. Compromising
   d. Forcing

26. An assembly line in a car manufacturing plant produces 250 components in one shift. QA randomly picks 10 of them for quality checking. This is an example of
   a. Quality Audit
   b. Inspection
   c. Process Control
   d. Process Analysis

27. Trend analysis is often performed using
   a. Fishbone diagram
   b. Design of Experiments
   c. Run charts
   d. Pareto Charts

28. The Process of 'Administer Procurements' falls under which process group?
   a. Planning
   b. Executing
   c. Monitoring and Controlling
   d. Closing

29. A project manager wants to present Project performance reports for his project. Which of the following format should he use for the purpose?
   a. Pareto Chart
   b. Responsibility Assignment Matrix
   c. Bar Chart
   d. Control chart

30. A project manager has taken up a project midway and is going through project schedules and status reports. He realizes that the previous project manager has inaccurately calculated the project status and as per current situation the project would definitely miss the next milestone. What should the project manager do in this case?
   a. Call the previous project manager and ask him for explanation
   b. Inform the customer and stakeholder about the impeding delay
   c. Relook at the project schedule to find alternatives to meet the schedule
   d. Wait for the next milestone date to arrive to report the delay

31. A project is delivered as per the contract by the project team however the customer is not happy. The customer feels that the deliverable is far below his expectation in terms of quality and functionality and has some serious defects. What should the project manager do in this situation?
   a. Talk to the project sponsor to discuss the issue
   b. Proceed to project closure activity
   c. Discuss the issues with customer and find ways to resolve the same
d. Brainstorm with technical experts, stakeholders and team members to understand issues in the project

32. As a project manager you have instructed your project team to update organization process assets including Lessons Learnt database and risk management template of future project based on project audit findings. You are in which process of project management?
   a. Contract Administration
   b. Contract closure
   c. Risk Monitoring and Control
   d. Quality Assurance

33. As part of Audit finding, you realize that many of the risks were not identified during planning stage and decide to reassess project risks. You are in which process?
   a. Risk Identification
   b. Risk Planning
   c. Quantitative Risk Analysis
   d. Risk Monitoring and Control

34. During an informal gathering with stakeholders of the project, Project Manager overhears one stakeholder expressing dissatisfaction over project progress reporting and communication. What should be Project Manager’s best response?
   a. Ignore the incident; anyways the stakeholder was not directly and formally addressing the Project Manager
   b. Call a meeting of all the Stakeholders to address their concerns on the project
   c. Meet face to face with the complaining stakeholder to understand his concern and update it in issue log
   d. Confront the stakeholder demanding why he never approached you if he was dissatisfied with project reporting

35. In addition to Performance Reports which of the following is an output of the process 'Report Performance' in Communication Management?
   a. Budget Forecast
   b. Change Request
   c. Work Performance Measurements
   d. Communication management plan

36. As a part of 'Report Performance' in Communication Management which of the following analysis or information would be most relevant to a sponsor or senior management of the project?
   a. Work Performance Index
   b. Earned Value Management
   c. Estimate to Complete
   d. Exception Report

37. Which of the following can NOT be considered as an indicator of team’s effectiveness?
   a. Improvements in skills that allow team to perform assignments more effectively
   b. Improvement in competency that helps the team perform better
   c. Increased Staff turnover rate
   d. Increase in team cohesiveness and trust
38. A project team is analyzing a major and critical defect to determine the root cause. To do this they considered various factors linked to the defect and grouped them into Machine, Method, Material, Manpower etc. Which of the following tool of Quality is the team using?
   a. Histogram
   b. Cause and Effect Diagram
   c. Control charts
   d. Flowchart

39. In a control chart what does Upper Specification and Lower specification Limit (USL, LSL) signify:
   a. These are based on requirements of the contract and reflect the max and min values allowed
   b. They are set by PM and stakeholders to reflect points for corrective action in case they are crossed
   c. These are usually +/- 3σ limits based on normal distribution
   d. These are used to monitor cost and schedule variances

40. A project with CPI Index of 0.96 indicates
   a. The project has cost overrun and would not complete within budget
   b. The project has cost under run of performance to date
   c. The project has cost overrun for work completed so far
   d. None of the above

41. Your project has current CPI of 1.2 and SPI of 0.86. What does the figure indicate about the project performance?
   a. The project has cost under run and is delayed
   b. The project has cost overrun and is delayed
   c. The project has cost under run and is ahead of schedule
   d. The project has cost overrun and is ahead of schedule

42. During the project lifecycle, a project manager can change the Schedule Baseline ONLY through?
   a. Customer defined change in the schedule
   b. Formally approved change through change control process
   c. Corrective action based on Performance Report
   d. In rare event of project showing high deviation from the baseline

43. A project manager is in the process of comparing actual performance to the scope statement to determine variances, evaluate possible alternatives, and take the appropriate action. Which of the following will NOT be an output to the process?
   a. Work Performances Measurements
   b. Updates in Organizational Process assets
   c. Change Requests
   d. Change Control Meetings

44. A project has a change request affecting a critical performance requirement of the project. But the project manager is not sure on the authorization level required to approve this change. He should refer to/with?
   a. Customer
   b. Sponsor
   c. Requirements Management Plan
d. Project Charter
CLOSING

1. Which of the following is a useful tool and technique for the Close Procurements process?
   a. Bidder conferences
   b. Advertising
   c. Project presentations
   d. Procurement audits

2. Your project is complete and you are performing project closure activities. In this context, what should you do LAST?
   a. Creating final product, service, or result transition
   b. Releasing project resources working on the project
   c. Updating organizational process assets
   d. Accepting deliverables

3. Your project team has completed the project work. All of the following must be done before the project can be closed EXCEPT:
   a. Ensure that the schedule baseline has been updated
   b. Get formal acceptance of the deliverables from the customer
   c. Make sure the scope of the project was completed
   d. Verify that the product acceptance criteria have been met

4. You need to determine when to release resources from your project. Which part of the Staffing management plan will be most useful for this?
   a. Resource Histogram
   b. Safety procedures
   c. Recognition and rewards
   d. Training needs

5. During procurement closure, a procurement audit includes all of the following EXCEPT:
   a. Reviewing the contract terms to ensure that they have all been met
   b. Identifying successes and failures that should be recognized
   c. Documenting lessons learned
   d. Using the payment system to process consideration as per the terms of the contract

6. Your client has terminated your project before it is complete. Which of the following is true?
   a. You must stop all work and release the team immediately
   b. You must work with the team to document the lessons learned
   c. "You must keep the team working on the project to give your senior management time to talk to the client"
   d. You must update the project management plan to reflect this change

7. At the close of your project, you measure the customer satisfaction and find that some customer needs were not fully met. Your supervisor asks you what steps you took on your project to improve customer satisfaction. Which subsidiary plan would you consult to determine this information?
   a. Quality management plan
   b. Communications management plan
   c. Staffing management plan
   d. Risk management plan
8. Customer satisfaction should be measured at the end of the project to maintain long-term relationships. Which of the following is NOT always an aspect of customer satisfaction?
   a. The product meets its stated and unstated requirements
   b. The project is profitable
   c. The product is high quality
   d. The customer’s needs are met

9. Procurement documentation is an input to the Contract Closure procedure. It includes all of the following EXCEPT:
   a. Technical documentation
   b. Warranties
   c. Payment record
   d. Contract closure procedure

10. Of the following, which is not an exit criterion?
    a. Quality metrics
    b. Customer sign-off
    c. Stakeholder analysis
    d. Regulatory Inspections

11. The Project Manager has obtained final acceptance of the project deliverables by the customer. Which of the following is NOT an activity of Project Closing process?
    a. Collate lessons learned and update the organization’s knowledge base
    b. Distribute the final project report to all the stakeholders
    c. Transfer ownership of deliverables to assigned stakeholders
    d. Assess old risks and update risk register

12. All of the following could be justifiable reason to terminate a project EXCEPT?
    a. Project doesn’t fulfil organization’s objective any longer
    b. Project funding is in serious trouble due to financial meltdown in the company
    c. There is serious personal conflict between two senior project members affecting the work
    d. The project is no longer commercially viable

13. A project manager is in the ‘Administer Procurement’ process when his sponsor asks him to terminate the contract. What should the project manager do NEXT?
    a. Revisit the Proposal Evaluation technique to understand issues with seller
    b. Update Records Management System
    c. Proceed with Procurement Audit
    d. Arrange Vendor conferences to invite new proposals to the contract

14. A project has just finished Gantt (bar) chart representing project schedule. As a result all of the following documents gets updated EXCEPT
a. Activity Resource Requirement
b. Risk Register
c. Resource Levelling
d. Calendar
1. In your project, if the benefit cost ratio is greater than 1, it means that
   a. The ratio of profits to cost is greater than 1.
   b. The ratio of revenue to cost is greater than 1.
   c. You should select this project from all other competing alternatives.
   d. You should not select this project from all other competing alternatives.

2. Your sponsor believes in "SMART" goals for evaluating the objectives or goals for your project. In this context, SMART includes all the following keywords EXCEPT
   a. Significant
   b. Measurable
   c. Relevant
   d. Attainable

3. As a project manager if you would have to chose amongst the following projects A, B, C and D which one would be the BEST option? Here NPV is Net Present Value
   a. Project A : NPV $ 50,000 to be completed in 3 years
   b. Project B : NPV $ 40,000 to be completed in 2 years
   c. Project C : NPV $ 70,000 to be completed in 9 years
   d. Project A : NPV $ 60,000 to be completed in 1 years

4. You are in the final stages of negotiation with one of your seller to provide a medical device for one of your Research labs. When the pricing is almost finalized, you mention that these devices have to mandatorily carry an approval from FDA USA (Food and Drug Administration). You are using which of the following technique in negotiation?
   a. Fair and Reasonable
   b. Fait Accompli
   c. Lying
   d. Extreme Demand

5. All of the following are MOST true for Decision trees, which help us in providing an effective method of decision making except,
   a. Clearly lay out the problem so that all options can be challenged
   b. Provide a framework to quantify the values of outcomes and the probabilities of achieving them.
   c. Allow us to analyze fully the possible consequences of a decision
   d. Get a financial approval from the CFO

6. An influence map is a visual model showing the people who influence and make decisions about your project. The map helps you understand how stakeholders relate to one-another, so that you can quickly see the way in which influence flows. While constructing the influence map, which of the following should NOT be considered?
   a. Importance or weight of a stakeholder's overall influence
   b. Relationships between stakeholders
c. Amount of influence stakeholders have over others

d. Types of stakeholders

7. Which of the following does not signify the obstacles to effective delegation of authority?
   a. Unwillingness of the manager to delegate authority
   b. Fear of competition
   c. Lack of confidence in subordinates
   d. Unwillingness of the subordinate to delegate authority

8. What does the DMAIC process in Six Sigma stand for?
   a. Define the Problem, Measure and Analysis, Improve and Control
   b. Define the Problem, Measure and Analysis, Indicate and Control
   c. Define the Problem, Monitor and Analysis, Improve and Control
   d. Discuss the Problem, Measure and Analysis, Improve and Control

9. Big Bang Testing is wherein software components of an application are combined all at once into an overall system. Which of the following types of testing does this fall into?
   a. Integration Testing
   b. Unit Testing
   c. Variable testing
   d. System testing

10. What does PRINCE stand for?
    a. Projects in Controlled Environment
    b. Projects in Collateral Environment
    c. Partnership in Controlled Environment
    d. Processes in Controlled Environment

11. Out of the following, who is not a QUALITY guru, i.e. one who has stated a theory on quality?
    a. Joseph M. Juran
    b. Philip B. Crosby
    c. Edwards Deming
    d. Kaoru Ishikawa

12. Which of the following is NOT true about Beta Risk?
    a. The probability that a false null hypothesis will be accepted by a statistical test
    b. Also referred to as Type I error
    c. Also referred to as Type II error
    d. The larger the sample tested, the lower the beta risk becomes

13. Baselines are important input to number of project processes and outputs of many processes raise change request to these baselines. Of the following, which is not a valid project baseline?
    a. Scope baseline
    b. Risk baseline
c. Cost baseline  
d. Schedule baseline

14. Of the following which is NOT true about Bell Curve?  
   a. Most common type of distribution of a variable  
   b. Also known as Normal distribution  
   c. Also known as Gaussian distribution  
   d. Also known as Curvy Bell distribution

15. What is the value of six sigma?  
   a. 99.73  
   b. 95.45  
   c. 99.67  
   d. 99.98

16. A step by step instruction guide on how to complete work or procedure is called?  
   a. Work breakdown Structure  
   b. Work Instruction  
   c. Baseline  
   d. Control account identifier

17. What is 100% rule in Work Breakdown Structure creation?  
   a. The total of work at lowest level adds up to the higher levels so no work is left out and no extra work is completed  
   b. 80% of the problems can be attributed to 20% of the causes  
   c. WBS must be detailed enough to cover 100% of the work since beginning of the project  
   d. WBS must contain 100% deliverables both internal and external

18. Which of the following is NOT an example of facilitated workshop?  
   a. Joint Application Development (JAD)  
   b. Just in Time (JIT)  
   c. Quality Function Deployment (QFD)  
   d. Voice of the Customer (VOC)

19. What is the name of PMI’s Organization maturity model for project management?  
   a. CMMi  
   b. Six Sigma  
   c. OPM3  
   d. Just in Time (JIT)

20. An activity which do not require work or take time and is inserted simply to show dependency between activities is called?  
   a. Milestone Activity  
   b. Critical Activity
c. Hammock Activity
d. Dummy Activity

21. Which of the following is NOT an example of contributing to the project management knowledge base?
   a. Writing an article of project management best practices
   b. Writing a book on your experiences as a project manager and lessons learned
   c. Giving a session on Risk Management methodologies to fellow Project Managers
   d. Briefing a friend and aspiring project manager about PMP exam merits and PMI organization

22. A heuristic is called as
   a. Scheduling method
   b. Controlling Tool
   c. Planning Tool
   d. Rule of Thumb

23. "Halo Effect" refers to the tendency to
   a. Based on the assumption that because the person is good at a technology, he will be good as a project manager.
   b. based on hiring the best
   c. to recruit the best in management
   d. promote from within

24. Voice mail and e-mail are example of,
   a. Interactive communication
   b. Pull communication
   c. Push communication
   d. Push Pull communication

25. Which is not true in regard of RoI (Return on Investment)?
   a. It defines the cumulated net income from an investment at a given point in time or during a defined period.
   b. It includes investment, direct and indirect costs and may include allowances for capital cost, depreciation, risk of loss, and/or inflation
   c. It is generally stated in currency units, as a percentage or as an index figure.
   d. It is the time when cumulated net income is equal to the investment.