Question 200: Customer satisfaction means that customer requirements are met. Meeting customer requirements requires a combination of what two factors?D

A: Continuous improvement and prevention over inspection

B: Conformance to requirements and prevention over

inspection

C: Continuous improvement and fitness for use

D: Conformance to requirements and fitness for use

Question 201: You are successful using the FMEA approach to assess implications of quality decisions on your project. Your client asks you what FMEA stands for. What is your answer?D

A: Failure model of effective analysis

B: Failed measurement and effect analysis

C: Failed measurement and effective assurance

D: Failure mode and effect analysis

Question 202: Modern quality management complements project management very highly, with both disciplines recognizing the importance of all the following characteristics except?D

A: Customer satisfaction

B: Prevention over inspection

C: Continuous improvement

D: Total quality management (TQM)

Question 203: Quality is planned, designed, and built into your project instead of being inspected in. What is the main reason that prevention of mistakes in quality is preferred over finding the mistakes via inspection?C

A: Because finding defects via inspection should be avoided at all costs.

B: Because if you are a good project manager and perform prevention well, you won’t have to deal with inspection.

C: Because the cost of preventing mistakes is generally much less than the cost of correcting them when they are found by inspection.

D: Because your quality management plan focuses on prevention.

Question 204: How would you best describe to your client the difference between precision and accuracy?B

A: Precision means the degree to which there is conformance to requirements. Accuracy refers to fitness for use.

B: Precision means the values of the repeated measurements are clustered and have little scatter. Accuracy means that the measured value is very close to the true value.

C: Precision is the degree to which the project quality assurance processes are being met. Accuracy is the degree to which the product meets customer specifications.

D: Precision is the ability to provide information to a six sigma level. Accuracy is the process of ensuring that the six sigma target is met.

Question 205: A member of your project team seems confused about the differences between quality approaches to the project and product. How would you best explain these differences?A

A: Quality in relation to the project relates to the processes and procedures that run the project. Quality in relation to the product looks at conformance to requirements and fitness of use.

B: There is no difference between the two.

C: Quality in relation to the project is focused on ensuring the project control and reporting are accurate. Quality in relation to the product ensures that it stays within the upper and lower control limits.

D: Quality in relation to the project is focused on the preparation and execution of the quality management plan. Quality in relation to the product is set solely by the customer.

Question 206: Your project is behind schedule and you have asked your project team to work longer hours to make up the time so that the customer’s needs are met as planned. As project manager, you should monitor your quality management plan for what reason?A

A: Meeting customer requirements by overworking the project team may result in increased employee attrition, errors, or rework.

B: The customer requirements and specifications can change rapidly during periods of rework as the customer sees opportunities to make changes.

C: Achieving customer needs is not the primary focus of the quality management plan, and you need to make sure your team is working on project quality, not product quality, at these times.

D: The overtime cost incurred will take away the project budget assigned to the implementation of the quality management plan.

Question 207: Your project team has completed a check of the project and the product you are managing. They discover that although you are meeting the quality requirements, the product is of a low grade. What should you do FIRST?A

A: Keep the project running as normal with no changes as a result of this discovery.

B: Check the quality management plan on what to do when discovering a low-grade product.

C: Immediately stop work to discover the source of the low grade, and proceed to fix it.

D: Keep the project running so that you don’t lose time, but assign a team member with experience in the area of the product to discover the reason behind the low grade.

Question 208: What is the method of modern quality management that relies on continuing small improvements involving everyone from the top management to the lowest-level worker in the organization more most commonly known as?D

A: Kampai B: Kanban C: Kawasaki D: Kaizen

Question 209: The PMBOK® Guide process groups of initiating, planning, executing, monitoring, and controlling a project are based on the work of Shewhart and Deming. What is their quality improvement model known as?C

A: Six Sigma

B: Organizational Project Management Maturity Model

(OPM3)

C: Plan-do-check-act cycle D: Total quality management

Question 210: You are explaining to your project sponsor that the decision made to lower the quality of deliverables on the project to save money will have long-lasting cost impacts beyond the project. The project sponsor does not seem convinced so you refer to the concept of cost of quality to make your point. How would you best describe cost of quality to your sponsor?C

A: The total cost of the quality effort throughout the project life cycle

B: The amount of money required to complete your project quality management plan

C: The total cost of all efforts related to quality throughout the product life cycle

D: The total cost of implementing a prevention and inspection regime

Question 211: The PMBOK® Guide process that is focused on identifying quality requirements and standards for the project and product is known as what?C

A: Control Quality

B: Cost of Quality

C: Plan Quality Management D: Perform Quality Assurance

Question 212: You are completing the work to identify and document quality requirements and standards for your project. Which of the following would you not use as an input into this process?D

A: Requirements documentation B: Stakeholder register

C: Risk register

D: Quality checklists

Question 213: When considering the cost of quality on your project you should

consider all of the following characteristics except? A

A: Destructive testing loss.

B: Investment in preventing non-conformance to requirements.

C: Appraising the product or service for conformance to requirements.

D: Failing to meet requirements.

Question 214: Which of the following is not an example of a cost of conformance?D

A: Testing

B: Equipment

C: Training

D: Rework

Question 215: You and your team are checking data that has been gathered and presented in a control chart to determine if the product you are producing is meeting the required quality objectives. What is your main objective in completing this work and representing it in this way?D

A: To measure if the cost of quality is providing the forecast cost benefit analysis.

B: To determine if your quality management plan is achieving the objectives.

C: To measure if your product is meeting the goal of fitness for use.

D: To determine if a process is stable or has predictable performance.

Question 216: Control limits for the production rates for the machines your project is building are set at 3 and 9, with a mean value of 6 units per hour. The results this week are as follows: 4, 7, 10, 5, and 6. What should you do first?A

A: Investigate the third result.

B: Continue working.

C: Investigate the tenth result.

D: Investigate the first result.

Question 217: You have received the results of statistical sampling performed on the product of your project. The control chart shows nine data points in a row just under the mean. What should you do first?B

A: Change the control limits and the mean so the process is under control.

B: Find an assignable or special cause using an Ishikawa diagram.

C: Nothing. If the data points are not outside the control

limits, then the process is in control.

D: Fire the quality assurance team.

Question 218: Upper and lower control limits on a control chart are generally set at

how many standard deviations above and below the acceptable mean? C

A: 1 standard deviation

B: 2 standard deviations

C: 3 standard deviations

D: 6 standard deviations

Question 219: Your project data, as shown on the control chart, indicates the latest seven consecutive points are above the mean but within the upper control limit. What is your BEST course of action?C

A: Stop work immediately and investigate the root cause of the problem.

B: Do nothing because the data clearly indicates that the process is above the lower specification limit.

C: Initiate corrective action in accordance with your quality management plan.

D: Lower the lower control limit so that the data is now above the limit.

Question 220: Your project is generating useful data for your control chart. The latest data indicates that the process of manufacturing the product has produced units below the lower control limit but above the lower specification limit. What is your BEST course of action?A

A: Initiate corrective action in accordance with your quality management plan.

B: Do nothing because the data clearly indicates that the process is above the lower specification limit.

C: Stop work immediately and investigate the root cause of the problem.

D: Lower the lower control limit so that the data is now above the limit.

Question 221: While working on the project to assess and measure quality, you are determining the number and type of tests and their impact on cost of quality. What technique are you using?A

A: Design of experiments B: Analogous estimating C: Benchmarking

D: Cost of quality

Question 222: You are comparing actual or planned project practices to those of comparable projects to identify best practices and generate ideas for improvement for your project. What quality technique are you using?D

A: Cost of quality

B: Analogous estimating

C: Design of experiments

D: Benchmarking

Question 223: A quality technique that chooses only a part of a population of interest for studying, and is often used to reduce cost, is called what?C

A: Inspection

B: Flowcharting

C: Statistical sampling

D: Budget control chart

Question 224: Your project team is working on a software project with over two million lines of code and has just randomly selected a number of lines of code for inspection. What quality technique are they using?C

A: Benchmarking

B: Design of experiments

C: Statistical sampling

D: Random inspection

Question 225: During a project to deliver a complex set of requirements for a wide range of stakeholders, you and your team have placed a great deal of importance on the quality of the project. You have decided to use a wide variety of tools and techniques to help you achieve the desired quality standards. Which of the following is not an example of a quality planning tool that you would find useful in this endeavor?D

A: Affinity diagram

B: Force field diagram

C: Matrix diagram

D: Quality checklist

Question 226: While completing work associated with ensuring quality in a project, it is important that you know the difference between several different quality related terms. Several of your team members regularly get confused about the difference between the different terms, particularly understanding exactly what a quality metric is. To demonstrate to your team the difference, you point out that one of the following is not a quality metric. Which one do you point out?D

A: Failure rate

B: Budget control

C: Defect frequency

D: Upper control limit

Question 227: You have completed the work to plan and document your particular approach to quality on your project. Which of the following is not an output you would expect to produce as a result of this work?B

A: Quality metrics

B: Flowcharting

C: Process improvement plan D: Quality management plan

Question 228: The process of continuous process improvements to reduce waste and eliminate activities that do not add value to a project is known as what?D

A: Progressive elaboration

B: Plan quality management

C: Control quality

D: Perform quality assurance

Question 229: You are using your quality management plan to guide the work being done to ensure that project quality assurance expectations are being met. Which of the following would not be a useful input to you?B

A: Process improvement plan

B: Quality audits

C: Quality metrics

D: Quality control measurements

Question 230: A project administrator has asked for guidance on completing a project audit as per the approved quality management plan for your project. They are seeking your guidance on what exactly a quality audit is. How is a quality audit best defined?B

A: A structured, independent review to determine whether product specifications comply with organizational and project policies, processes, and procedures.

B: A structured, independent review to determine whether project activities comply with organizational and project policies, processes, and procedures.

C: An examination of the product specifications to test whether they are fit for use and conform to requirements.

D: A review of the project management plan to ensure it contains the appropriate quality management plan.

Question 231: You are completing the work to ensure the required quality assurance levels are met on your project. Which of the following is an output of this work?C

A: Quality audits

B: Quality metrics C: Change requests D: Process analysis

Question 232: What is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes known as?B

A: Perform quality assurance B: Control quality

C: Plan quality management D: Statistical sampling

Question 233: During a workshop to define quality control processes on your project, you sense that team members are confused abut the difference between prevention and inspection. What is the BEST description of the difference between prevention and inspection?A

A: Prevention is focused on keeping errors out of the process. Inspection is focused on keeping errors out of the hands of the customer.

B: Prevention is concerned with the implementation of the quality process at the start of the project. Inspection is done once the project is underway.

C: Prevention is the systematic adoption of rigorous quality standards during the planning phase. Inspection is carried out during the monitoring and control process group.

D: Prevention is focused on the quality of the project. Inspection is focused on the quality of the product.

Question 234: What is the BEST description of the difference between tolerances and control limits?C

A: Tolerances are concerned with project quality. Control limits are concerned with product quality.

B: Tolerances can indicate if the process is out of control. Control limits specify a range of acceptable results.

C: Tolerances are a specified range of acceptable results. Control limits are thresholds that can indicate if the process is out of control.

D: Tolerances are concerned with product quality. Control limits are concerned with project quality.

Question 235: All of the following are an example of one of Ishikawa’s seven tools of quality except?B

A: Flowcharting B: Inspection

C: Run chart

D: Control charts

Question 236: You are the project manager for a project where quality is an important constraint, and you are trying to correct a problem with a machine that makes parts that are used in complex medical imaging equipment. As a result of carrying our your Control Quality process, you discover that unfortunately these parts are frequently made with defects. You have decided to hold a meeting to discuss the process of making the parts. You create a diagram that has branches that show the possible causes of the problems. Each of the branches breaks the cause down into more and more detail. What is this diagram called?B

A: Fishbowl diagram

B: Cause and effect diagram

C: Pareto diagram

D: Scatter diagram

Question 237: You are trying to find the cause of an identified problem on your project by examining the various factors that might be linked to potential problems. What technique are you using?A

A: Ishikawa diagram

B: Control chart

C: Pareto chart

D: Run chart

Question 238: The quality manager on your project wishes to analyze the data that is being received in the form of a list of defects that have occurred in the manufacturing department. The report comes with defects listed chronologically as they occurred, the cost of the repair necessary to correct each defect, the person involved, and a description of the defect. The quality manager would like to determine which of the defects should be corrected first according to the frequency of the defect occurring. Which of the following tools should she use?A

A: Pareto diagram

B: Sampling inspection

C: Cause and effect diagram

D: Quality critical path

Question 239: You are explaining to your project team the ranking of causes for defects on your project to enable them to focus their corrective actions on those causes that are responsible for the greatest defects. What sort of diagram would you use for this?A

A: Pareto chart

B: Scatter diagram

C: Control chart

D: Histogram

Question 240: While performing quality control inspections, you note down relevant data and use a vertical bar chart to show how often a particular variable state occurred. What is this sort of bar chart more commonly called?A

A: Histogram

B: Pareto chart

C: Control chart

D: Scatter diagram

Question 241: While performing quality control inspections, you note down relevant data and use a chart similar to a control chart without displayed limits, which shows the history and pattern of a variation. What sort of chart are you using?D

A: Fishbone diagram B: Control charts

C: Pareto chart

D: Run chart

Question 242: A visual presentation of quality data gathered showing the relationship between a dependent and independent variable is known as what?D

A: Run chart

B: Pareto chart

C: Control chart

D: Scatter diagram

Question 243: Your team members have completed work to perform quality control on the project. Which of the following outputs would you not expect them to produce as a result of doing this work?A

A: Quality metrics

B: Validated changes

C: Change requests

D: Quality control measurements

Question 244: You and your team are working hard to produce a quality wireless headphone product capable of high-quality audio transmission. You are discussing an approach with your Quality Assurance Team Leader that will aim to reduce the variation the team is experiencing with the prototype headsets being produced. What technique are you discussing?A

A: Six Sigma

B: Lean

C: Scrum

D: Kanban

Question 245: If a process is considered to have only 3.4 defects per million opportunities, which sigma class is this defined as?C

A: Two Sigma

B: Three Sigma

C: Six Sigma

D: Twelve Sigma

Question 246: The terms Yellow Belt, Green Belt, and Black Belt are terms given to

individuals that practice which methodology? B

A: Rapid Application Development

B: Six Sigma

C: Scrum

D: Kanban

Question 247: You have been asked by senior management to focus on eliminating any bottlenecks that exist in your project’s processes. What methodology will be most effective in highlighting bottlenecks?D

A: Prince2

B: MPMM

C: Lean

D: Kanban

Question 248: Your Quality Assurance Manager has requested that you assist her in mapping the value stream for the assembly of a new combustion engine. Value stream mapping is part of which methodology?C

A: Waterfall

B: Scrum

C: Lean

D: Kaizen