Subject- Project management

Sample MCQs for practice

Module-1 Project Management Foundation

Easy-3Q

Q-1. In which of the following stages are project objectives established, teams formed, and major responsibilities assigned?

    A. Conceptualizing
    B. Defining (Ans.)
    C. Planning
    D. Executing

Q-2. What is a project?

    A. A permanent endeavor that consumes resources, has objectives based on specifications, and consumes resources. (Ans.)
    B. A temporary endeavor which uses a series of tasks that have defined start and end dates, consume resources, have funding limits, and create a lasting outcome.
    C. A temporary endeavor that uses a series of tasks that have specific objectives with certain specifications, defined start and end dates, have funding limits, consume resources, and create a lasting outcome.
    D. A permanent endeavor which uses a series of tasks that have specific objectives with certain specifications, defined start and end dates, have funding limits, consume resources, and create a lasting outcome.

Q-3. The successful project managers spend most of their time:

    A. Planning with their personnel
    B. Planning with the top management
    C. Communication with the project team (Ans.)
    D. Studying project results

Moderate-4Q

Q-1 What are the key components in the "Triple constraint Triangle"?

    A. Scope, Schedule, Cost, Project Manager

B. Scope, Time, Cost, Project (Ans.)
C. Time, Money, Scope, Project
D. Project Manager, Time, Scope, Money

Q-2. What are the 5 major processes of project management?

A. Closing, Executing, Planning, Monitoring and Controlling, Initiating (Ans.)
B. Starting, Closing, Managing, Planning, Executing
C. Initiating, Finishing, Monitoring and Controlling, Executing, Planning
D. Starting, Finishing, Executing, Managing, Closing

Q-3 Why is it important to understand your Stakeholders?

A. They may work in a different department or company
B. They may have different technical backgrounds
C. They may not care about the project
D. They can be a positive or negative influence on the project (Ans.)

Q-4 How does a project differ from an ongoing work effort?

A. It is unique
B. It involves more than one person
C. It has a project manager
D. It is not a repetitive process that follows an organization's existing procedures (Ans.)

Difficult-3

Q-1. Portfolios are a collection of any of the following:

A. Projects, Programs, Sub-portfolios, Operations (Ans.)
B. Portfolios, Products, Projects, Sub-projects
C. Sub-portfolios, Projects, Sub-programs
D. Projects, Portfolios, Operations, Products

Q-2 How many PM knowledge areas are defined by Project Management Institute (PMI)

A. Six
B. Four
C. Eight
D. Ten (Ans.)

Q-3 What is a project phase?

A. A collection of logically related project activities that culminate in the completion of one or more deliverables (Ans.)
B. A singular activity that completes a deliverable
C. Consists of work that has very similar parts
D. A consistent period of time that is used throughout a project

Module-2 Initiating Projects

Easy-3Q

Q-1 Which method is not included in seven Project Selection Methods?

A. Financial Analysis
B. Strategic Alignment
C. Weighted Scoring Model
D. Straight line Model (Ans.)

Q-2 Which of the following is true regarding NPV?

A. NPV assumes reinvestment at the cost of capital.
B. NPV decisions should be made based on the highest value for all the selections.
C. NPV assumes reinvestment at the prevailing rate.
D. NPV assumes reinvestment at the NPV rate.

Q-3 Which of the following is true regarding IRR?

A. IRR assumes reinvestment at the cost of capital.
B. IRR is the discount rate when NPV is greater than zero.
C. IRR is a constrained optimization method.
D. IRR is the discount rate when NPV is equal to zero.

Moderate-4Q

Q-1 Mathematical models using linear, dynamic, integer, or algorithm models are considered

A. Project selection criteria
B. A form of expert judgment
C. Project selection methods
D. A form of historical information

Q-2 Which of the following is true regarding the project charter?

A. The project charter should be published under the name of a manager external to the project.
B. The project charter should be published under the project sponsor's name.
C. The project charter should be published under the name of the project manager.
D. The project charter should be published under the name of the project champion.

Q-3 Mathematical models using linear, dynamic, integer, or algorithm models are considered

A. Project selection criteria
B. A form of expert judgment
C. Project selection methods
D. A form of historical information

Q-4 What are decision models?

A. Project selection criteria
B. Project selection methods
C. Project selection committees
D. Project resource and budget selection methods

Difficult-3Q

Q-1 Which of the following is true regarding the project scope statement?

A. The project scope statement includes a change control system that describes how to make changes to the project scope.
B. The project scope further elaborates the Initiating processes and serves as a basis for future project decisions.
C. The project scope statement describes how the team will define and develop the work breakdown structure.
D. The project scope statement assesses the reliability of the project scope and describes the process for verifying and accepting completed deliverables.

Q-2 Which of the following is true?

A. Discounted cash flow analysis is the least precise of the cash flow techniques, because it does not consider the time value of money.
B. NPV is the least precise of the cash flow analysis techniques, because it assumes reinvestment at the discount rate.
C. Payback period is the least precise of the cash flow analysis techniques, because it does not consider the time value of money.

D. IRR is the least precise of the cash flow analysis techniques, because it assumes reinvestment at the cost of capital.

Q-3 According to the *PMBOK Guide*, the project manager is identified and assigned during which process?

A. Prior to beginning the Develop Project Charter process
B. At the conclusion of the Develop Project Charter process
C. Prior to beginning the Planning processes
D. Prior to beginning the Preliminary Scope Statement process

Module-3 Project Planning and Scheduling

Easy-3Q

Q-1 The network diagram is the best tool for demonstrating:

A. Schedule variances
B. Resource requirements
C. The sequence of project activities
D. Schedule performance over time

Q-2 To calculate early start (ES) and early finish (EF) perform a:

A. Backward pass
B. Forward pass
C. Lateral pass
D. Critical pass

Q-3 Which of the following is displayed as an S curve?

A. Gantt
B. Cost baseline
C. Critical path
D. Schedule baseline

Moderate-4Q

Q-1 In a project schedule, the sequence of activities which cannot be delayed during the course of the project without extending the project end date is referred to as the:

A. Action plan
B. Critical path

C. Schedule baseline

D. Slack line

Q-2 Once the logic of a network is laid out, the project manager will conduct a forward pass and a backward pass through the network. This will provide information regarding _____ and will identify the_____.

A. The total duration of the project, critical path
B. The slack for each activity, high risk activities
C. Resource shortages, high risk activities
D. The high risk activities, non-critical path

Q-3 The project schedule is used to determine all of the following except which one?

A. Cost estimates
B. Activity start dates
C. Float times
D. Activity end dates

Q-4 Which of the following makes up the project scope baseline?

A. The project scope statement
B. The scope management plan and WBS
C. The WBS, project scope statement, and WBS dictionary
D. The scope management plan, the WBS, and the WBS dictionary

Difficult-3Q

Q-1 You are the project manager working on a research project for a new drug treatment. Your preliminary project schedule runs past the due date for a federal grant application. The manager of the R&D department has agreed to release two resources to work on your project in order to meet the federal grant application date. This is an example of _____.
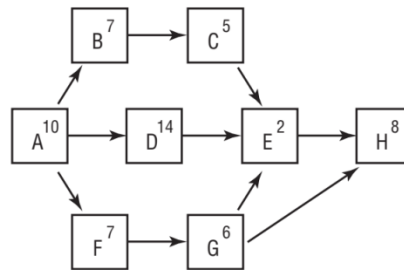
A. Crashing
B. fast tracking
C. resource leveling
D. adjusting the resource calendar

Q-2 You are a project manager for Move It Now trucking company. Your company specializes in moving household goods across the city or across the country. Your project involves upgrading the nationwide computer network for the company. Your lead engineer has given you the

following estimates for a critical path activity: 60 days most likely, 72 days pessimistic, 48 days optimistic. What is the weighted average or expected value?

    A. 54

    B. 66

    C. 60

    D. 30

Q-3 You are a project manager for Picture Shades, Inc. It manufactures window shades that have replicas of Renaissance-era paintings on the inside for hotel chains. Picture Shades is taking its product to the home market, and you're managing the new project. It will offer its products at retail stores as well as on its website. You're developing the project schedule for this undertaking. Looking at the following graph, which path is the critical path?

    A. A-B-C-E-H

    B. A-D-E-H

    C. A-F-G-H

    D. A-F-G-E-H

Module-4 Planning Projects

Easy-3Q

Q-1 Who should take the most responsibility for clear and effective communication?

    A. The Communications Manager

    B. The sender and the receiver

    C. The sender

    D. The receiver

Q-2 Which of the following processes assesses the likelihood of risk occurrences and their consequences using a numerical rating?

A. Qualitative Risk Analysis
B. Risk Identification
C. Quantitative Risk Analysis
D. Risk Response Planning

Q-3 You need to convey some very complex, detailed information to the project stakeholders. What is the best method for communicating this kind of information?

A. Verbal
B. Vertical
C. Horizontal
D. Written

Moderate-4Q

Q-1 A Communications Management Plan does the following:

A. Coordinates an effort to communicate in meetings effectively
B. Lays out a plan on how to communicate with your Project Sponsor and other organizations
C. Lays out the approach and method for delivering information effectively and efficiently.
D. Coordinates the communication between project leaders and uninterested project members

Q-2 All of the following are true regarding the Qualitative Risk Analysis process except which one?

A. Probability and impact and expert interview are used to help correct biases that occur in the data you've gathered during this process.
B. The probability and impact matrix is used during this process to assign red, yellow, and green conditions to risks.
C. Qualitative Risk Analysis is an easy method of determining risk probability and impact that usually takes a good deal of time to perform.
D. Risk urgency assessment is a tool and technique of this process used to determine which risks need near-term response plans.

Q-3 The process of assessing the probability and consequences of identified risks to the project objectives, assigning a risk score to each risk, and creating a list of prioritized risks describes which of the following processes?

A. Quantitative Risk Analysis
B. Risk Identification
C. Qualitative Risk Analysis
D. Risk Management Planning

Q-4 All of the following statements are true regarding risks except for which one? Choose the least correct answer.

A. Risks might be threats to the objectives of the project.
B. Risks are certain events that may be threats or opportunities to the objectives of the project.
C. Risks might be opportunities to the objectives of the project.
D. Risks have causes and consequences.

Difficult-3Q

Q-1 Each of the following statements is true regarding the risk management plan except for which one?

A. The risk management plan is an output of the Risk Management Planning process.
B. The risk management plan includes a description of the responses to risks and triggers.
C. The risk management plan includes thresholds, scoring and interpretation methods, responsible parties, and budgets.
D. The risk management plan is an input to all the remaining risk-planning processes.

Q-2 All of the following statements are true regarding risk events except which one? Choose the least correct answer.

A. Project risks are uncertain events.
B. If risks occur, they can have a positive or negative effect on project objectives.
C. Unknown risks are threats to the project objectives, and nothing can be done to plan for them.
D. Risks that have more perceived rewards to the organization than the consequences of the risk should be accepted.

Q-3 Monte Carlo analysis can help predict the impact of risks on project deliverables. This is an element of one of the tools and techniques of which of the following processes?

A. Risk Response Planning
B. Quantitative Risk Analysis
C. Risk Identification
D. Qualitative Risk Analysis

Module-5 Executing, Monitoring and Controlling Projects and Project Contracting

Easy-3Q

Q-1 Earned value management integrates scope, cost, and schedule measures to:

  A. assess project performance and progress.
  B. develop a preliminary budget.
  C. assess communication effectiveness among project team members.
  D. assess whether all requirements were met.

Q-2 Your upcoming project includes project team members from a foreign country. To make certain that cultural differences don't interfere with team performance, thereby affecting the success of the project, your first course of action is to do which of the following?

  A. Provide diversity training to all the team members.
  B. Collocate the project team.
  C. Perform team-building exercises.
  D. Inform the team members of the organization's rules and standards.

Q-3 Contract documentation is an input to both the Close Project and Contract Closure processes. Contract documentation might include all of the following except for which one?

  A. Supporting documents
  B. Contract changes
  C. Financial documents
  D. Procurement audit documents

Moderate-4Q

Q-1 Which conflict resolution technique do project managers use most often?

  A. Smoothing
  B. Norming
  C. Confronting
  D. Forcing

Q-2 Which of the following processes serve as inputs to each other?

  A. Executing, and Monitoring and Controlling
  B. Executing and Closing
  C. Planning, and Monitoring and Controlling
  D. Executing and Initiation

Q-3 What is the definition of Earned Value Management?

A. An approach that combines the scope, schedule, and cost baseline into a project performance and progress measurement tool.

B. An approach that combines the schedule and cost baseline into a project performance and progress measurement tool.

C. An approach that combines the scope and cost baseline into a project performance and progress measurement tool.

D.

Q-4 The basic approach to Earned Value is to...

A. Sum up the Work Package Earned Values to calculate the Earned Value of the Control Account and ultimately the Project

B. Multiply the percent complete by the value of the Work Package to calculate the "Earned Value" for that package

C. Estimate a percent complete for each WBS Work Package

D. All of the above

Difficult-3Q

Q-1 You are the project manager for a cable service provider. Your project team is researching a new service offering. They have been working together for quite some time and are in the performing stage of team development. A new member has been introduced to the team. Which of the following statements is true?

A. The team will start all over again with the storming stage.
B. The team will continue in the performing stage.
C. The team will start all over again with the forming stage.
D. The team will start all over again at the storming stage but quickly progress to the performing stage.

Q-2 You are the project manager for a cable service provider. Your team members are amiable with each other and are careful to make project decisions jointly. Which of the following statements is true?

A. They are in the smoothing stage of Develop Project Team.
B. They are in the norming stage of Develop Project Team.
C. They are in the forming stage of Develop Project Team.
D. They are in the forcing stage of Develop Project Team.

Q-3 Your company has asked you to be the project manager for the product introduction of its new DeskTop Rock media system. You recently published the project scope statement. Which of the following is not contained in the project scope statement?

A. Constraints
B. Project specifications
C. Requested changes
D. Project configuration management requirements

Module-6 Project Leadership and Ethics and Closing the Project

Easy-3Q

Q-1 The outputs of the Close Project process include all of the following except for which one?

A. Administrative closure procedure
B. Formal acceptance
C. Lessons learned
D. Closed contracts

Q-2 What do leaders do?

A. Inspire, trust, and challenge the status quo.
B. Dictate the team
C. Direct people and behavior.
D. Control people

Q-3 What is a key aspect of Project Manger leadership?

A. Great management skills
B. Negotiation
C. Creating a clear vision for the team to follow
D. Time management

Moderate-4Q

Q-1 As a PMP, you are required to comply with the *PMP Code of Professional Conduct*. Part of your responsibility concerns applying professional knowledge. All of the following are part of applying professional knowledge except for which one?

A. Developing relationships based on mutual respect
B. Staying abreast of project management practices

C. Keeping up with industry trends and new technology

D. Honestly reporting your project management experience

Q-2 3. Integrity in the project management field is accomplished through all of the following except which one?

A. *Training to learn how to manage relationships with others from different cultures*

B. *Adhering to an ethical code*

C. *Applying established project management processes*

D. *Following the PMP Code of Professional Conduct*

Q-3 Which of the following processes are performed in the Closing process group and in what order?

A. Contract Closure and then Close Project

B. Scope Verification and then Close Project

C. Contract Closure and then Scope Verification

D. Close Project and then Contract Closure

Q-4 Project close out check list do not include the followings

A. Confirm the customer satisfaction

B. Check that all the project criteria of the project have been met

C. Confirm all the deliverables have been given to the customer

D. Changes suggested by Stockholder have not been delivered

Difficult-3Q

Q-1 s a PMP, you will be required to comply with the *PMP Code of Professional Conduct*. This code refers to all of the following except which one?

A. Reporting conflicts of interest

B. Reporting experience and PMP status truthfully

C. Complying with the stakeholder requirements

D. Complying with the rules and standards of foreign countries

Q-2 You are a project manager for Cinema Snicker Productions. Your company specializes in producing comedy films for the big screen. Your latest project has just been canceled because of budget cuts. Which of the following statements is true?

A. This project ended due to starvation because the funding was cut off.

B. This project ended due to integration because the resources were distributed elsewhere.

C. This project ended due to starvation because the resources were distributed elsewhere.
D. This project ended due to integration because the funding was cut off.

Q-3 You are the project manager for a top-secret software project for an agency of the United States government. Your mission—should you choose to accept it—is to complete the project using internal resources. The reason is that finding contractors with top-secret clearances takes quite a bit of time, and waiting for clearances would jeopardize the implementation date. Your programmers are 80 percent of the way through the programming and testing work when your agency appoints a new executive director. Slowly but surely your programmers are taken off this project and reassigned to the executive director's hot new project. Which of the following type of project ending is this?

A. Starvation
B. Extinction
C. Addition
D. Integration