



Baseline Exam

- 1 Your organization specializes in preparing custom made cars for customers. The requirements are gathered and each car has a unique design. A separate Project Manager is in charge for each car delivery. Your organization expects Project managers to use common Project Management processes across all the Projects. This is an instance of:
 - A. Project Management
 - B. Program Management
 - C. Phase sequencing
 - D. Project Manager empowerment
- 2 All of the following are true about 'Plan Risk management' except:
 - A. It is the process of deciding how to approach and plan risk management activities in a Project.
 - B. It is an ongoing process during the Project Lifecycle
 - C. Inputs for this process include Project Management Plan and Organizational process assets
 - D. It describes responses to the identified risks in the Project
- 3 Currently, you are in the execution phase of the Project. You have to inform your management about the predicted completion cost for the Project. Which of the following information can best be used to arrive at this result?
 - A. BAC, PV, AC
 - B. CPI, % complete, EV
 - C. PV, EV, AC
 - D. Number of people assigned to the Project and Resource rates
- 4 Which of the following is best suited as an input for ranking of risks?
 - A. Probability Impact matrix
 - B. Probability distributions
 - C. Interviewing
 - D. Sensitivity Analysis
- 5 For a Project, the baselines have been prepared. Which of the following is the most likely process to be done next?
 - A. Project Initiation
 - B. Project Planning
 - C. Project Execution
 - D. Project Closure
- 6 Project Planning can be started after the Project Charter is issued. This is an example of which type of activity relationship?
 - A. FS
 - B. SF
 - C. FF
 - D. SS
- 7 All of the following are true about 'Plan Quality Management' except:
 - A. Relevant Quality Standards for the Project are identified during 'Plan Quality Management'
 - B. Organizational Quality Policy is an output of 'Plan Quality Management'
 - C. Quality is planned in, not inspected out.
 - D. Benchmarking may be used during 'Plan Quality Management'
- 8 You work for an Electric supply company. You have been nominated as the Project Manager for developing a billing system. After having determined the scope of work, you decide that you will procure hardware from a vendor, and do the software development in-house. After the hardware has been supplied and accepted, which of the Process will be first executed?
 - A. Close Project or Phase
 - B. Control Procurements
 - C. Perform Integrated Change Control
 - D. Conduct Procurements
- 9 All of the following are true about Quality Audits except:
 - A. Quality audit is a tool and technique of 'Control Quality' process.
 - B. Quality Audits can be done periodically.
 - C. In-house auditors can carry out Quality Audit.



- D. It is a structured review of Quality management processes
- 10 You plan to deposit \$900 into a Bank. Bank A promises to give back \$2100 after 5 years. Bank B promises to give back \$1300 after 3 years. Which of the following is the best option?
- A. Deposit in Bank A
 - B. Deposit in Bank B
 - C. Both these options are equally attractive
 - D. Information is insufficient to arrive at a conclusion
- 11 All of the following is true about Pareto diagrams for Problem Analysis except:
- A. It is a diagramming technique depicting the ordering by frequencies of occurrence
 - B. Is based on '80/20 principle'
 - C. It usually takes into account the severity of the problems
 - D. It shows that a relatively small number of causes can produce majority of the problems
- 12 Your organization is into retail business. It has a billing system, which runs on database version 3.0. Recently, the database company informed your organization that it would officially stop support on version 3.0 within the next 6 months. Your organization has decided to upgrade the system to run on the next version of database (version 4.0). You have been identified as the Project manager. You realize that usage of the legacy system can be stopped only after the deployment of the new system. This is an illustration of:
- A. FS relationship
 - B. SS relationship
 - C. FF relationship
 - D. SF relationship
- 13 You have been identified as the Project manager for design of a new model of storage device. After initial work, You have come up with the following information. All duration are in days.
- | Activity | Duration | Predecessor |
|----------|----------|-------------|
| A | 4 | - |
| B | 7 | A |
| C | 8 | A |
| D | 12 | A |
| E | 75 | D |
- Which of the following set of activities have a non-zero float?
- A. A,B,E
 - B. B
 - C. B, C
 - D. D
- 14 The cumulative PV at the end of a Project is same as:
- A. BAC
 - B. EAC
 - C. ETC
 - D. VAC
- 15 The Project Manager was not actively involved in selection of a vendor for his project. During the Project, the Project manager faces unwarranted problems from the vendor, causing dislocation to the Project work. The best place to document this experience is in:
- A. Work Authorization system
 - B. Source Selection Criteria
 - C. Procurement Documents
 - D. SOW
- 16 Your organization has a chain of restaurants across the country. It decides to open another restaurant in a remote part of the country. You have been appointed as the Project Manager. You have completed the identification of important stakeholders. The most important constraint for the Project is budget. The biggest risk is that the restaurant will not have enough customers. Which of the following will best ensure that all the work required to be done on the Project is included?
- A. Creation of a Risk Management Plan
 - B. Deciding and getting approval on contingency amount.
 - C. Preparation of Project Scope Control Document.



- D. Preparation of WBS
- 17 John works for a cement manufacturing industry. He is assigned and authorized to set up a warehouse for finished products. He has outsourced the setting up of steel girders and frames to a contractor. Presently, he is doing a structured review of the Procurement processes and results. Which Project Management Process is he currently involved in?**
- A. Project Execution
 - B. Performance Reporting
 - C. Vendor Evaluation
 - D. Control Procurements
- 18 John works for a cement manufacturing industry. He is assigned and authorized to set up a warehouse for finished products. He decides to outsource the setting up of steel girders and frames. He does a cost estimate of this scope of work and decides that he would further consider only those vendors whose cost estimate is within -5% to +10% of his own estimate. This technique for selecting sellers is called:**
- A. Analogous Estimating
 - B. Expert Judgment
 - C. Weighting System
 - D. Screening System
- 19 You are in middle of the Project, when the Contractor A performs an act leading to breach of contract. You terminate the Services of Contractor A and you have since found a technically suitable substitute in Contractor B. In this process, you have also lost some time. Which is the best type of Contract that can be negotiated with Contractor B?**
- A. FFP
 - B. T & M
 - C. JV
 - D. Unit price Contracts
- 20 Which of the following illustrates the Mitigation Risk response strategy the best?**
- A. Adopting less Complex processes
 - B. Contingency reserves are added to account for likely cost overruns
 - C. Reducing Scope
 - D. A third party gives performance guarantee for its Product.



Project Management Framework

- 1 Which one of the following is an incorrect statement?
 - A. Certain Projects are taken up for non-commercial considerations
 - B. Project teams always need to involve multiple persons or organizational units
 - C. Portfolios can include other work to facilitate meeting strategic business objectives
 - D. Program Managers should expect changes and be prepared to manage it.
- 2 Auto manufacturers on a yearly basis introduce new car models and retire models that do not sell anymore. The cycle for an automobile that extends from the concept to the introduction to the phase out is called:
 - A. A Project Life cycle
 - B. A Product Life cycle
 - C. Product Management
 - D. Research and Development
- 3 Which amongst the following is key objective of Program Management?
 - A. Screening out of unsuitable Projects
 - B. Establishing Project progress reporting system
 - C. Enhancing the benefits of an Organization
 - D. Enhance the Organization's capability to respond to changing business conditions
- 4 Reachfast has decided to connect its different offices to each other. Once the work starts, a decision is taken to use RF (Radio Frequency) links for this purpose. This is an example of:
 - A. Progressive elaboration
 - B. Scope clarification
 - C. Poor scope management.
 - D. Scope Creep
- 5 Which one of the following can potentially cause a conflict between a Project Manager and the PMO?
 - A. Institution of Project progress reporting metrics
 - B. Mentoring Programs instituted by the PMO
 - C. Balancing use of resources across the Organization
 - D. Coordinating Communications across Projects
- 6 Reachfast has decided to design a new compact car. The Project is taken over by the Engineering department. When finalizing the design of a component, one team member raises a concern whether the component could be manufactured as per the specification. The Head of Engineering department decides to discuss this concern with the Head of Manufacturing. This is an illustration of:
 - A. Functional Organization
 - B. Balanced Matrix Organization
 - C. Strong Matrix Organization
 - D. Projectized Organization
- 7 _____ Organization recognizes the need for a full-time Project Manager, but does not provide him with complete authority over the Project.
 - A. Functional
 - B. Weak Matrix
 - C. Balanced Matrix
 - D. Projectized
- 8 Which one of the following is not usually a Constraint relatively in a typical Project environment?
 - A. Resources availability
 - B. Communications
 - C. Risks
 - D. Budgets
- 9 Which of the following will not relatively lead to a change in an Organizational Portfolio?
 - A. Mergers and Acquisitions
 - B. Revision of Project and Program selection criteria
 - C. Regulatory restrictions concerning an Industry concerning the Organization
 - D. Revamping of internal Organizational Breakdown Structures
- 10 Your project involves developing a product which is well understood. Which type of Project lifecycle will be most suited for your project?



- A. Predictive
 - B. Iterative and Incremental
 - C. Adaptive
 - D. Spiral
- 11 **All of the following are true about the Planning except:**
- A. Maximum number of processes is present in the Planning process Group.
 - B. Planning is very important, as a Project is a unique endeavor
 - C. The Project Management plan is a static document therefore it should be thought before baselining
 - D. Involvement of stakeholders is important to the success of planning
- 12 **Which of the following is likely to be carried out prior to 'Collect Requirements'?**
- A. Initiating
 - B. Planning
 - C. Executing
 - D. Closing
- 13 **The progressive, iterative and ongoing nature of planning process group activities is best referred to as:**
- A. Continuous Planning
 - B. Rolling wave Planning
 - C. Iterative Planning
 - D. Progressive Decomposition
- 14 **In which of the following scenarios – the interface between the Project management processes and the product-oriented processes will be more applicable?**
- A. During Portfolio management decision making
 - B. During revamping of production facilities of an organization
 - C. When the reporting metrics from the PMO get changed
 - D. When on account of market level changes, the Organization is changing the Project objectives
- 15 **Which one of the following is not a key function during Initiating a Phase?**
- A. Authority to apply Organizational resources
 - B. Financial Commitment
 - C. Assessment of Risks
 - D. Updation of Organizational Process Assets
- 16 **Of the following actions, which one would typically not be performed as a part of 'Executing Process Group'?**
- A. Getting the Team members for Deliverables production
 - B. Updation of communications to Stakeholders
 - C. Getting User Acceptance for Deliverables
 - D. Managing the Stakeholder engagement
- 17 **What is the major benefit of Integrated Change Control?**
- A. To make sure all Quality functions are carried out appropriately
 - B. To assess the impact of the Change requests across multiple conflicting needs towards decision making
 - C. To update the Organizational process Assets
 - D. To reward the star performers of the Team
- 18 **What is the major benefit of documenting the Lessons Learned?**
- A. As an input to PMO
 - B. Towards enabling Performance Appraisals of Team members
 - C. Towards updating PMIS
 - D. To inform all the Stakeholders on the Performance of the Project
- 19 **'Influencing the factors which could circumvent integrated change control' could be termed best as a :**
- A. Lessons Learned
 - B. Corrective measure
 - C. Preventive Measure
 - D. Use of Organizational Process Assets
- 20 **'Alignment to Business case' is checked most appropriately in which Process Group?**
- A. Executing
 - B. Planning



- C. Updating Organizational Process Assets
 - D. Initiating
- 21 Investment A returns \$200 after 5 years. What is the present value? (Assume Cost of Capital = 15%).**
- A. \$99
 - B. \$89
 - C. \$109
 - D. \$119
- 22 All of the following is true about IRR except:**
- A. IRR should be greater than the hurdle rate for the Project to be taken up.
 - B. IRR determines the profitability of the Project.
 - C. IRR is the rate of interest at which the bank loans out money for the Project.
 - D. IRR takes into account the future expected cash flows
- 23 All of the following is true about Project SOW except:**
- A. The Project Sponsor could provide the Project SOW.
 - B. Project SOW could be derived from the Contract.
 - C. Project SOW is a narrative description of the Products and Services to be fulfilled by the Project.
 - D. Project SOW remains static during the Project Life Cycle
- 24 All of the following is true about Project Charter Preparation except:**
- A. Project Charter authorizes the start of the Project.
 - B. Project Charter is issued by a Senior Manager outside the Project.
 - C. Project Manager always comes to know about the contents of the Charter after it gets issued
 - D. Project Charter may contain the initial WBS (Work Breakdown Structure)
- 25 Tom is a telecom Project Manager engaged in rolling of new telecom service product. Government has since come out with new regulations concerning the rollout of the Service- which can impact the Product. What is the best course of Action Tom can take in this context?**
- A. Monitor the developments in passing of Government regulations closely
 - B. Get to understand the regulations closely, maybe through an external assistance
 - C. Since Government is an external Stakeholder, Tom can ignore this Stakeholder
 - D. Tom should actively pursue with the Government to change the regulations as they can impact the Project
- 26 You are a Project manager working on contract for a food research organization. They've decided to introduce six new juice concentrate drinks to the market . You've performed a feasibility study to determine the best way to go about producing, manufacturing, and marketing the juice concentrate. Your research has yielded three alternatives that you want to compare based on today's value. The Project's initial investment is \$29,000. Alternative A's cash flows are \$10,000 for year 1 and \$30,000 for year 2. Alternative B's cash inflows are \$20,000 for year 1 and \$25,000 for year 2. Alternative C's cash inflows are \$15,000 for year 1 and \$30,000 for year 2. Assume a 10 percent cost of capital. Which Project would you recommend as most acceptable?**
- A. Alternative A
 - B. Alternative B
 - C. Alternative C
 - D. All the options are viable
- 27 What is the most important significance of the Project Charter to the Project Manager?**
- A. Power to directly to approach the Customer as needed
 - B. Draw up the Stakeholder analysis matrix
 - C. Have more power over Project team members
 - D. To seek and deploy staff needed for the Project
- 28 Two stakeholders give conflicting opinions about a further course of action to be done during the middle of the Project. One of the Stakeholders is a Financial Manager, who has the powers to withhold further funds for the Project. What is the best course of action for you?**
- A. Decide in favor of the Financial Manager
 - B. Ignore the Stakeholders' opinions and decide your course of action
 - C. Decide in favor of the Non-financial Manager stakeholder
 - D. Try to have a joint meeting with both the stakeholders
- 29 Stakeholder management is one of the key parameters that can result in project success. Which of the following is not one of the responsibilities of the project manager with regards to stakeholders:**



- A. Identify them
 - B. Discover their needs
 - C. Manage their expectations
 - D. Control them
- 30 Which of the following information may not be available in the Project Charter?**
- A. Pre-Assigned Team Members
 - B. Key Stakeholders in the project
 - C. High Level Scope
 - D. Detailed Schedule
- 31 Which of the following is not a review point for Business Case?**
- A. At each stage end by the Project Sponsor
 - B. As a part of impact assessment by the Project Manager in response to an issue/risk
 - C. At the end of the project by the PM
 - D. At each of the team review meetings
- 32 John the head of marketing noticed that customer orders have been showing a declining trend lately. Upon investigation he realizes that this is attributable to delay in order fulfillment. Currently, the customer orders are managed by an order management system which was developed long back and has not been upgraded since. John meets the CEO to discuss the matter and requests for funds to upgrade the system to be able to process orders timely. At conclusion of the meeting the CEO asks John to prepare a proposal for this and submit for approval. Which document is the CEO looking for?**
- A. Project Charter
 - B. Statement of Work
 - C. Business Case
 - D. Project Initiation Document
- 33 Which of the following information may not be available in the Business Case?**
- A. How the project is going to be funded?
 - B. Key threats and opportunities faced by the project
 - C. Name of the Project Manager
 - D. Payback period for the investment
- 34 You are a part of the project selection committee responsible for approving proposed initiatives in the organization. Which of the following is a least likely consideration during project selection?**
- A. Does the project contribute towards achieving organization strategies
 - B. Payback period of the project
 - C. Will the project work be conducted in-house or outsourced
 - D. What's the level of uncertainty in the project
- 35 At the end of the project David has invited key stakeholders for a lessons learned meeting. David encouraged participation in the meeting and several lessons and feedback were shared by the stakeholders. Post which David analyzed and collated the lessons and handed over to PMO and other appropriate corporate functions. What's wrong with the approach used by David to capture lessons?**
- A. Nothing wrong in the approach
 - B. David should have invited the project team only and not other stakeholders to the meeting
 - C. David should have conducted these lessons learned meeting more frequently rather than just at the end of the project
 - D. Lessons shouldn't have been discussed in a common forum as it may lead to bias



Project Integration Management

- 1 You are midway through a system deployment. There are over 450 locations where the deployment needs to be done. A recent software upgrade has been released for some of the installed system interfaces. The upgrade will benefit the customer with functionality the customer requested - which was not available at the beginning of the Project. What is the BEST action to be taken under these circumstances?
 - A. Since the Customer has not requested this – no need to consider this
 - B. Inform the customer of the upgrade and the impacts to the Project
 - C. Implement the change with appropriate changes in the Cost and Schedule Baselines
 - D. Implement the changes and charge for the Upgrade to the customer
- 2 Which of the following cannot be considered as a constraint?
 - A. The Project has a Fixed budget
 - B. The Project manager is required to complete the Project before the Imposed deadline
 - C. The CEO wants a progress report every fortnight
 - D. There is only one suitable vendor in the market
- 3 Which of the following is an example of Assumption?
 - A. The Project manager knows that the support of the current operating system is going to be phased out.
 - B. The Project manager expects the Tax rates to be unchanged while computing the Import costs of a hardware due next financial year for the Project
 - C. The Project manager gets a letter from his sponsor which commits 20 resources for his project
 - D. One of your team members has given the application for vacation next week.
- 4 During closure of a Project, the Project manager should do all of the following except:
 - A. Transfer the Project's product to operations or maintenance.
 - B. Validate that completion and exit criteria have been met.
 - C. Prepare a Charter to authorize the next Project.
 - D. Update the organizational Process Asset
- 5 Which of the following is critical for tighter Project Integration?
 - A. Better Human Resource Management Plan
 - B. Better Quality Management Plan
 - C. Periodic meetings with Stakeholders
 - D. Project Manager's stature
- 6 You, as the Project Manager, will be required to attend periodic review meetings with the client. For one of these meetings, your team member has to furnish an updation plan, which has been given just before the scheduled meeting. You have no time to go through the plan given by the Team member. What is the best course of action for you?
 - A. Attend the meeting
 - B. Don't attend the meeting
 - C. Rebuke the team member for his delay
 - D. Inform the client of the problem and ask if the meeting could be rescheduled
- 7 A Project Manager is developing the Configuration Management System (CMS) for his Project. Which of the following statements concerning CMS is NOT true?
 - A. CMS needs to be invoked whenever the functional specifications of the Product being built undergo a change
 - B. CMS concerns only the specifications of the Product of the system being built and not the associated parameters
 - C. CMS is an important component facilitating Scope Validation of the Product
 - D. The Process of CMS can include external Experts in High technology Projects
- 8 The Change Control Board has recently approved extension of the Project timelines by one more month, to complete a recently added Scope feature. The Project Manager has carried out necessary changes in the Project Management Plan and is tracking the implementation of this Approved Change request. Which of the following processes the Project Manager is performing?
 - A. Monitor and Control Project Work
 - B. Direct and Manage Project Work
 - C. Develop project Management Plan



- D. Validate Scope
- 9 **Magic software is into the gaming software business. It has a team of professionals to undertake the market survey and recommend features in the game. Towards completion of the Project, many team members try to gather information about other ongoing and to be started Projects. John, the Project Manager is concerned about maintaining the motivation level of his team members. The most likely Project Organization Structure of the Project is:**
- A. Projectized
 - B. Informal
 - C. Matrix
 - D. Functional
- 10 **All of the following are true except:**
- A. The Project may continue into the Planning without assignment of a Project Manager
 - B. Configuration Management System is a subset of the PMIS
 - C. Project Charter authorizes the Project Manager to start the Project
 - D. A Senior manager outside the Project should preferably issue the Project charter
- 11 **You have been asked by your customer to implement a change in scope which is not going to impact the schedule of the project and something that can be implemented easily by the team. Which of the following should be your next step:**
- A. Implement the change immediately
 - B. Evaluate the change from other dimensions to see if it could affect other components of the project
 - C. Ask sponsor for advice
 - D. Escalate to the change control board
- 12 **A Project is now towards its closure Phase. The Project Manager is concerned about the timely closure of the Project. On analyzing the Change requests floated by a Team member A, the Project Manager realizes these requests are not concerned with the Project objectives and are flimsy. What is the best course of action for the Project Manager?**
- A. Escalate the Change requests raised by the Team member A to Top Management
 - B. Use the appropriate techniques to influence the Team Member A to close the Change requests
 - C. Initiate detailed processes to address the Change requests raised by Team Member A
 - D. Ask a fellow team member to talk to Team member A
- 13 **Which one of the following is against Professional Responsibilities of Project Managers?**
- A. Accepting the Project deadlines which are unachievable, without informing back to Project stakeholders
 - B. Instituting appropriate change control systems
 - C. Managing the Team as per established Ground rules
 - D. Informing appropriate stakeholders of any conflict of interest
- 14 **Which of the following does not represent a primary responsibility of the Project Sponsor?**
- A. Funding the Project
 - B. Resolving issues escalated by project Manager
 - C. Giving directions to the Project Manager
 - D. Participating in Weekly Team Meetings
- 15 **Which of the following is NOT an example of Enterprise Environmental Factors?**
- A. Project Management Templates
 - B. Organization Culture
 - C. Available resources in the Organization
 - D. Quality Management System adopted by the Organization



Project Scope Management

- 1 **WBS in a Project could be organized by all of the following EXCEPT:**
 - A. Phase
 - B. Deliverables
 - C. Sub Projects
 - D. Costs
- 2 **During which Stage of Decomposition, the Project Specific requirements usually begin to be distinguished?**
 - A. At the Top level of the WBS
 - B. At the Work Package level
 - C. Usually from second level of the WBS decomposition downwards
 - D. At the Control Account level
- 3 **A Project to give telephony access to a remote village has been sanctioned. Mr. John has been assigned as the Project manager. He is trying to figure out if he should go for a wired solution or a wireless solution. This activity could be best termed as:**
 - A. Product Analysis
 - B. Alternatives Generation
 - C. Risk Management
 - D. Stakeholder Analysis
- 4 **Which of the following is Most facilitated by Prototyping?**
 - A. Obtaining early feedback on requirements
 - B. Rolling wave Planning
 - C. Configuration Management
 - D. Production of Requirements Traceability Matrix
- 5 **In a telecom Project, the Project manager documents the following for each WBS component:**
 1. Code of accounts
 2. List of major work activities to be done
 3. Responsible organization
 4. List of schedule milestones

Which process is being carried out and what is the document being prepared?

 - A. The process is 'Define Scope' and the document is WBS
 - B. The process is 'Create WBS' and the document is WBS.
 - C. The process is 'Validate Scope' and the document is WBS Dictionary.
 - D. The process is 'Create WBS' and the document is WBS Dictionary.
- 6 **John is the Manager of a small toy distribution company. John has contracted an outside firm to develop a new warehouse picking system. Generally, he is satisfied with their performance. However, in some meetings, he feels the Contractors are going beyond the Scope of Project as originally defined and he wants to be sure only the work that is defined in the Project Scope is what gets done. Which Project documentation should John ask the Contract Project Manager for?**
 - A. Project Schedule
 - B. The Scope Statement, Work Breakdown Structure (WBS), and any Approved Changes.
 - C. Project Charter
 - D. Requirements Documentation
- 7 **A good practice is to try to limit a work package duration within 2 weeks / 80 hours. This is an illustration of:**
 - A. Industry Regulation
 - B. Heuristics
 - C. Scheduling technique
 - D. Decomposition
- 8 **A Project team has developed the Work Breakdown Structure for a Project. All stakeholders including Senior management and the Customer have approved the WBS. The Customer later requests that a change be made in the Project, which will cost a considerable amount of money. The Customer says that the company's salesman promised this feature prior to sign off on the WBS. Who should pay for the change?**
 - A. Customer



- B. Sponsor
 - C. Both of the above should split the costs
 - D. The Change can be accommodated by the Sponsor as a goodwill measure to the Customer
- 9 **A Project manager tries to decompose upto several levels to prepare the WBS. All of the following are true about excessive decomposition except:**
- A. It can lead to non-productive management effort.
 - B. It can lead to inefficient use of resources.
 - C. It should be done to maintain strict control over the Human resources and communication structures.
 - D. It can sometimes lead to increased reporting requirements
- 10 **Decomposition does not involve:**
- A. Grouping of the entire Project team into smaller sub-teams
 - B. Deciding if adequate cost and duration estimates can be developed in detail for each WBS element.
 - C. Identifying the constituent elements of each of the deliverable.
 - D. Identification of major deliverables of the Project
- 11 **Which of the following aspects of the Project Scope, a Project Manager (who is reporting to a Program Manager) – will be most concerned with?**
- A. Project Quality requirements
 - B. Project Boundaries
 - C. Program level costs
 - D. Project Governance related mechanisms
- 12 **The team has discovered a better method of developing the product, thereby reducing the costs. The client is yet to be informed of this development. What is the best way for the Project Manager to act now?**
- A. Inform the Client right away
 - B. The client has not wanted this – so don't take any action
 - C. Inform the Project Sponsor
 - D. Ask the team to assess the impact from other dimensions
- 13 **You have been given in charge of the Project to increase the market share of a Pharmaceutical drug your company is marketing for Malaria, from 20% to 25%. You have prepared the Project Management Plan and are in midst of the detailed Scope Planning. In between, the Marketing Manager has done a revised study of the market and has come out with the estimate of likely persons to be affected by Malaria, which is significantly more than the earlier estimate. Your top Management agrees with the Marketing Manager and increases the market share target for your Project. Which one of the following best represents the next action to be done?**
- A. Revise the Project Selection Criteria
 - B. Review the Scope Management Plan
 - C. Rework the Project Charter
 - D. Refine the Project Schedule
- 14 **The Project Management Plan has been signed off for a large System Integration Project and the Project is ongoing. At this time – you come to know that an additional feature in the system has been added unilaterally by a developer – based on what he thought was a good feature for the client. What is the best course of action for you?**
- A. Inform the client of the additions done and seek additional money
 - B. Document the work and showcase to the client
 - C. Encourage the Developer to come out with more innovative ideas
 - D. Inform the Developer that henceforth he should take the prior approval of Project Manager before adding the changes.
- 15 **A Project Manager has just replaced the previous Project Manager – who had quit. The Project is still in Planning Phase. Which of the following is most important for the new Project Manager to do?**
- A. Meet with the key stakeholders and ensure their expectations are factored in
 - B. Ensure that all change requests are handled appropriately
 - C. Study the Project Quality Management Plan
 - D. Proceed with Project Network diagram preparation



- 16 You are in middle of a mission- critical and Confidential Project, with immoveable deadlines. The Project Sponsor is very keen to complete the Project within the stipulated deadlines as they appear to be slipping. What is the best way for the Project Manager to go forward?**
- A. Add more resources by engaging external Contractors
 - B. Look for possibilities of members to working overtime
 - C. Seek to add more requirements in the Project
 - D. Raise a change request for reduction of some scope
- 17 A Project Manager discovers that the work that requires to be done is still to be approved by a key stakeholder. The scope still remains to be developed fully. There is a significant amount of Project work, which will be outsourced to a Third Party-only for execution (not for their subject matter expertise). Which is the best approach, which will be taken by the Project Manager?**
- A. Ask the Third party to define the Scope
 - B. Ensure the Scope statement and WBS are defined appropriately, before handing over to the Third Party
 - C. The Project manager can put the work completion requirements in the Contract to define the scope as it is getting done by External Contractors
 - D. Project Manager needs to stop the work, awaiting the clarification of the Scope
- 18 A key stakeholder is prone to make many Scope Change requests as known from 'historical information'. What is the best option for the Project Manager in this context?**
- A. Involve the concerned Stakeholder during Defining of Scope
 - B. Dissuade the concerned Stakeholder from raising any Change
 - C. Talk to the Sponsor to persuade the Stakeholder to refrain from raising Change requests
 - D. This issue can be tackled by the Project Manager during the Project Execution.
- 19 You have taken over from a previous Project manager in between and note that the Scope Statement has not been worked out properly. What is the best option for you as the Project Manager?**
- A. Accept the scope as it is, in the Project interests
 - B. Decline to proceed forward – as it will affect your image if the Project fails
 - C. Detail out why the previous scope statement is faulty and escalate
 - D. Quit the Project
- 20 You work for a pigment manufacturing company. Your organization gets an order for supply of reflective paint. You are in charge of this order. Your incentive is also dependent on the savings in this Project. You come across an alternative way of manufacturing which will substantially increase the saving. But this alternative comes with the risk of environmental contamination, which will affect the society. What is the best option for you?**
- A. Reject the alternative
 - B. Ask for management advice
 - C. Go ahead with the alternative way , as it beneficial for you
 - D. Buy insurance



Project Schedule Management

- 1 You are the Project manager for the road construction Project. A 300 kilometers, 4 lane highway has to be made. You are required to convey the planned completion date to the sponsor. The construction work will stop during rains. You decide to consider one year as 250 days of non-rainy days for your calculations. This is an example of:
- A. Bottom up Estimating
 - B. Top Down Estimating
 - C. Analogous Estimating
 - D. Assumption
- 2 Which of the following activities are preferably considered to do Fast tracking?
- A. Mandatory dependencies
 - B. Discretionary dependencies
 - C. LOE Activities
 - D. External dependencies
- 3 You are a Project Manager in a construction company. Your Project sponsor is an experienced Project manager herself. She is worried that this Project may fall behind schedule, as winter is fast approaching than normal for this time of year. As a result, she tells you to begin the build phase, even though the design phase isn't yet completed. Which of the following statements is not true?
- A. You are using Fast Tracking technique
 - B. You are performing Crashing of activity
 - C. The critical path may change due to this action
 - D. This approach may increase Risks
- 4 Your Project team has spent reasonable time in preparing the preliminary schedule. The team has ensured a constant resource usage across the Project activities. As a result of this, you find that the Project duration has increased from 12 weeks to 16 weeks. To bring the schedule back to 12 weeks. What should you do as a Project manager- assuming funds are not a constraint?
- A. Perform PERT Analysis
 - B. Undertake fast tracking
 - C. Undertake Crashing
 - D. Perform Monte-Carlo Analysis to determine the impact on the Project
- 5 Which of the following techniques take care of resource constraints as well as activity duration uncertainties during scheduling?
- A. Critical Chain method
 - B. Fast tracking
 - C. Resource leveling
 - D. Crashing
- 6 Activity Duration Successor
- | | | |
|---|---|---|
| A | 4 | B |
| B | 6 | E |
| C | 2 | E |
| D | 6 | E |
| E | 5 | - |

All durations are in days. What is the critical path in the above example?

- A. ACE
- B. ABE
- C. ADE
- D. ABE, ADE



Activity	Duration	Successor
A	4	B
B	6	E
C	2	E
D	6	E
E	5	-

All durations are in days.

In the above example, the sponsor asks the Project manager to complete the Project ASAP. The Project manager changes the sequencing as follows.

Activity	Duration	Successor
A	4	E
B	6	E
C	2	E
D	6	E
E	5	-

This is an illustration of:

- A. Assumption
 - B. Crashing
 - C. Fast Tracking
 - D. Resource Optimization
- 8 Which of the following is true about a critical path?
- A. A Critical path may not exist in a Project network diagram.
 - B. There can just be one critical path in a Project network diagram
 - C. There will be a minimum of one critical path in a Project network diagram
 - D. A critical path defines the activities with least cost
- 9 What-If-Scenario Analysis could be used to do:
- A. Resource Leveling
 - B. Analyze feasibility of project schedule under adverse conditions
 - C. Fast tracking
 - D. Crashing
- 10 You are the Project manager of a software development Project. While preparing the schedule, you decided that coding could start only after successful approval by the internal review team. This is an illustration of:
- A. Soft logic
 - B. Progressive elaboration
 - C. Delighting the Customer
 - D. Project Scheduling
- 11 All of the following is true about Resource Calendar except.
- A. Resource calendar will also mention when some activities need to be done.
 - B. Resource calendar has to be considered for Project schedule preparation.
 - C. Resource calendar shows the planned leave for the resource.
 - D. Resource calendar may have a higher priority than the Project calendar
- 12 Project Schedule could change because of all of the following except:
- A. Activity duration estimating is done before the productivity of actual assigned resources is known.
 - B. Scope Creep
 - C. Preparation of Scope Management Plan
 - D. Emerging risk scenarios
- 13 Assume that you have a network where an activity A on the critical path can be Crashed by 2 weeks. Which of the following is true?
- A. The Project manager can crash the activity without any implication on the costs.
 - B. The available slack on other activities might increase by crashing A
 - C. Crashing the activity may sometimes change the critical path
 - D. The Project schedule will be increased by 2 weeks by crashing A
- 14 Which method shown below would normally not result in shortening the schedule?



- A. Crashing
 - B. Reducing the scope
 - C. Performing activities in parallel
 - D. Taking away of resources
- 15 Which of the following is incorrect relating to Crashing and Fast tracking?**
- A. Crashing generally leads to decrease of Project timelines
 - B. Fast tracking generally leads to decrease of Project timelines
 - C. Fast tracking generally leads to more rework as compared to crashing
 - D. In a given project situation, Crashing and Fast Tracking can interchangeably be used by the Project Manager to reduce project timelines
- 16 Which of the following may not be correct about the Bottom up estimating technique?**
- A. It is generally more time consuming to prepare
 - B. The degree of confidence of project duration range is same as those applicable to individual activity durations
 - C. The acceptability from the Team members is generally more in Bottom up Estimating technique
 - D. A rolling up technique can be used to estimate the Project duration from individual Activity durations in this technique
- 17 Daisy is the project manager of a road construction project. Schedule of the project is 1 month behind but, she has surplus budget. She wants avoid possibility of rework. What is the best option she should opt for?**
- A. Apply Fast tracking technique
 - B. Apply Resource optimizing techniques
 - C. Perform Modeling Techniques
 - D. Perform Crashing
- 18 You have just finished making the preliminary Network diagram for the Project and you are reviewing it with the Senior Project Manager – to add robustness to the Project Management Plan. The suggestions given by her will most likely relate to:**
- A. Addition of more communication linkages
 - B. Addition of more resources
 - C. Looking for fast tracking possibilities
 - D. Adding discretionary dependencies
- 19 Which one of the following statements is most appropriate regarding the Analogous Estimating?**
- A. WBS is needed to produce the Analogous Estimate
 - B. A recently concluded similar Project is a good source for producing Analogous Estimate.
 - C. Cost Baselines can be derived from Analogous Estimates
 - D. Analogous estimates are likely to be closer to the actual project timelines
- 20 You are the project manager for a thermal power plant project. You discuss the control panel setup with your engineering team. They inform that it would normally take 45 days to set it up. In the worst case, it could take 90 days. The lead engineer is confident that if everything goes well and no uncertain event occurs, then it might be possible for the team to even complete it in a record 30 days. What would be the PERT estimate for this activity?**
- A. 50 days
 - B. 60 days
 - C. 30 days
 - D. 45 days



Project Cost Management

- 1 You are working on a road construction Project. The Project includes constructing tiled pavement as well. You utilize the total pavement area, cost of paving per square feet to estimate the pavement cost. The technique used herein is:
 - A. Expert judgment
 - B. Parametric Estimating
 - C. Analogous Estimating
 - D. Vendor Bid Analysis
- 2 You have just completed the preparation of cost baseline. You have all of the information now, except:
 - A. BAC
 - B. Value of work to be done
 - C. Planned time for Completion
 - D. AC
- 3 A Project Manager is in midway though his Project. The EVM Analysis at this stage shows a value of SPI at 0.75 and CPI at 1.23. The Project, which is being handled, consists of series of tasks, wherein resource reallocation is possible across tasks. Which of the following would represent the best option for the Project Manager at this Stage?
 - A. Reduce resource allocation to non-critical tasks to bring the costs under control
 - B. Perform Monte Carlo analysis
 - C. Look for possibilities of shifting resources across tasks for a shorter schedule
 - D. The Cost Variance is more than zero, so continue the Project as it is
- 4

	PV	EV	AC
Cost	10	8	12

 All figures in '000 \$. What is the CPI?
 - A. 0.6
 - B. 0.66
 - C. 0.8
 - D. 1.2
- 5 In a carpentry shop, it was required to complete 50 chairs at a cost of \$250. As of today, 10 chairs are completed and \$150 has been spent. What is the percent complete and percent spent?
 - A. 20%, 60%
 - B. 60%, 60%
 - C. 20%, 20%
 - D. 60%, 20%
- 6 For a Project, the initial assigned Budget for \$ 100. During the middle of the Project, \$ 60 has been spent so far and the EV is \$ 50. What is the TCPI value?
 - A. 1.2
 - B. 1.7
 - C. 1.25
 - D. 1.0
- 7 For the home renovation project, the EVMS reports are as follows: EV = 12, PV = 15, AC = 10. All values are in '000 \$. Which of the following statement is true?
 - A. The Project is likely to be delayed, but will be completed under budget.
 - B. The Project is likely to be delayed and will be over budget.
 - C. The Project is likely to be completed early and will be completed under budget.
 - D. The Project is likely to be completed early and will be over budget.
- 8 You are mid way in a Project. The Project sponsor wants to know how much more money is likely to be spent on the Project. You use the formula $ETC = (BAC/CPI) - AC$. What is the assumption made in this case?
 - A. Remaining work will be completed according to the budget.
 - B. The original estimate for the remaining work is faulty.
 - C. Past cost performance will continue in future also.
 - D. Usually, the value of CPI may change during the Project.



- 9 You are the Project manager for a building construction. All the baselines have been approved. The customer has now asked for a change in the scope. Which type of estimate will you use for further work?
- A. Ballpark Estimate
 - B. Order of magnitude estimate
 - C. Initial estimate
 - D. Definitive estimate
- 10 There are two types of reserves used on projects. The _____ is to allow for future situations, which may be planned for only in part, whereas the _____ is for future situations, which are impossible to predict.
- A. Management reserve, unplanned allowance fund
 - B. Management reserve, contingency fund
 - C. Contingency fund, management reserve
 - D. Unplanned reserve, planned reserve
- 11 A task was scheduled to use two persons, full time, and take two weeks to complete. Instead, the project manager was only able to assign one person to this task. At the end of two weeks, the person assigned to the task completed 75% of the work. What is the cost performance index?
- A. 0.75
 - B. 1.5
 - C. 1.33
 - D. 0.5
- 12 If the SPI of a Project is above 1 and the CPI is below 1, then the Project Management may like to look into:
- A. Project risks
 - B. Modification of some activities to do fast tracking
 - C. Mix of the resources deployed in the Project
 - D. Addition of resources to do crashing
- 13 Which one of the following is incorrect?
- A. SV and CV move together in the same direction during Project execution
 - B. If CPI is >1 , CV has to be greater than 0
 - C. The NPV for an investment can be negative.
 - D. The Depreciation methods followed by a firm can impact its Net profit.
- 14 A Project was scheduled to be performed by four resources for three weeks, working throughout the Project duration. During first week, only two resources were assigned, whereas during second week, four more resources joined in. At the end of second week, 40% of the value of the work had been completed. What is the CPI for this Project at the end of second week?
- A. 0.60
 - B. 0.75
 - C. 0.80
 - D. 1.66
- 15 You are in charge of a Project for establishment of an outsourcing Center. During the initial phases of the Project Lifecycle, capital items (like building and machinery) are procured intensively. The staffing Management Plan envisages joining of support staff from middle of the Project. You are preparing two cost baselines for the Project – one for the likely costs relating to procurement of Capital items (Baseline A) and the other relating to likely staff expenses (Baseline B). Which of the following statements is likely to be correct in this scenario?
- A. Baseline B will have a higher peak as compared to Baseline A
 - B. Baseline B will start rising after the rising of Baseline A
 - C. Baseline A will have a higher peak as compared to Baseline B
 - D. Baselines B and A will move together during the Project Lifecycle
- 16 John is the Project Manager for a Steel production company. He derives following cost baseline estimates for the Project. (All figures are in '000 \$)
- | | Month 1 | Month 2 | Month 3 | Month 4 |
|------------------|---------|---------|---------|---------|
| PV | 100 | 180 | 220 | 250 |
| Expected funding | 110 | 130 | 250 | 250 |
- Which is the likely action to be taken by him now?
- A. Revise the Scope Management Plan
 - B. Ask for Management reserves



- C. Relook at Project schedule Management Plan
 - D. Defer Procurement of capital items - if possible, across Phases.
- 17 Which of the following is the least likely reason to modify the cost baseline in a Project?**
- A. The Scope of work has been considerably changed.
 - B. Cost of raw materials has increased substantially.
 - C. More stakeholders have been added in between the Project
 - D. Objective of the Project has changed.
- 18 Which of the following may not be contained in the Cost Management Plan?**
- A. Cost baseline
 - B. Control Thresholds
 - C. Cost Reporting requirement
 - D. Rules of Performance Measurement
- 19 You are a Software Project Manager developing a customized package for your customer. Your incentive depends on the value (costs) of the Project in a T & M mode. You discover that the Project is being completed under target budget, thereby reducing your incentives. How will you react to this situation?**
- A. Include additional features in the Project unilaterally
 - B. Report that the Project was finished on budget
 - C. Report the current true status to the Customer
 - D. Use costly resources to complete the Project
- 20 "Analogous Estimation" will be the preferred estimation technique to be used by the Project Manager in all of the following scenarios EXCEPT:**
- A. Work is very similar to a previous project
 - B. Resources performing the task are of similar experience level
 - C. Work is scalable
 - D. This very work was done in another project in recent past



Project Quality Management

- 1 **In case of a software product:**
 - A. Low quality may not be a problem, low grade may be.
 - B. Quality and Grade are the same
 - C. A limited number of features may result in poor quality.
 - D. Low grade may not be a problem, low quality may be.
- 2 **All of the following are true about Quality Audits except:**
 - A. A Quality Audit is a structured, independent review to determine whether Project activities comply with organizational and Project policies, processes and procedures.
 - B. Quality Audits confirm the implementation of approved change requests, corrective actions, defect repairs, and preventive actions.
 - C. The Project Sponsor facilitates the Quality Audit on Projects.
 - D. The Project manager ensures that Quality Audit is carried out on the Project.
- 3 **An Ishikawa diagram can best be used for all of the following , except:**
 - A. Risk Management
 - B. Quality Planning
 - C. HR Management
 - D. Activity Sequencing
- 4 **A diagram that show the pattern of relationship between two variables is called:**
 - A. Acceptance diagrams
 - B. Scatter diagrams
 - C. Run charts
 - D. Statistical Control charts
- 5 **You are responsible for the quality control activity for the producing a 15mm thickness bolt. You are now taking a sample of bolts to verify the thickness. You measure and plot the data in a control chart. Control chart help in all the ways except:**
 - A. Helps to segregate Assignable and Random effects
 - B. To determine if the Process is remaining under Statistical Control
 - C. To determine the root cause of the process getting out of Control
 - D. Ascertain the shift of process capability over time
- 6 **A Project Manager is using the Cost-Benefit Analysis to understand the best way to build the Product. The part of Quality Management process he is addressing is:**
 - A. Perform Quality Audits
 - B. Plan Quality Management
 - C. Perform Quality Assurance
 - D. Perform Quality Conformance
- 7 **During the middle of the Project, the Project Sponsor gets an apprehension that the Product produced might not conform to the original specifications. Which Quality process the Project Manager should look into to address the Sponsor's concern?**
 - A. Perform Quality Assurance
 - B. Process Analysis
 - C. Plan Quality Management
 - D. Defects prevention
- 8 **To measure the cost of non-conformance, the Project manager must consider all of the following EXCEPT**
 - A. Scrap
 - B. Product recalls
 - C. Training
 - D. Rework
- 9 **The Project Manager is interested in a better quality product for a Project. Which of the following is not an appropriate alternative, in this context?**
 - A. Increasing the Cost of Quality
 - B. Instituting 'First-Time-Right' procedures
 - C. Refining the Organizational Quality policy
 - D. Conducting more robust Quality Audits



- 10 A plant is manufacturing Tyres for automobiles. The Pressure of the Tyres is measured in psi and the expected value is 25 psi. Every day, 1000 Tyres are manufactured and the plant supervisor plots the average pressure for a sample of 100 tyres in a control chart. These historical records are kept for past few months. An external Quality Analyst notes that the plots are progressively getting concentrated around 23 psi. What is the best inference the Quality Analyst can draw from this Analysis?
- A. The sample size used is adequate for Process Analysis
 - B. The Process capability needs review
 - C. The process can be left as it is
 - D. The Process is under Statistical Control
- 11 A Software Project Manager is analyzing the defects arising in the software code and also trying to understand the prioritized causes giving raise to these defects. Which combination of Tools, she can best use for this purpose?
- A. Trend Analysis and Flowcharts
 - B. Fishbone diagrams and Pareto Analysis
 - C. Design of Experiments and Fishbone Diagrams
 - D. Trend Analysis and Pareto Analysis
- 12 IA software in into the gaming software business. It has a team of professionals to do the market survey and recommend new features in the game. The Project Manager is trying to establish the best combination of prerequisites (Processor, Memory, Hard disk capacity etc) required for the new game to be launched. Which technique can best be used here?
- A. Base lining
 - B. Quality audits
 - C. DOE
 - D. Alternatives Generation
- 13 Why Process improvements are important for an organization?
- A. They enable organizational quality policy to be followed rigorously
 - B. They enable better motivation for the team
 - C. They enable reduction of Project's product cost
 - D. They facilitate better definition of Project quality metrics
- 14 You are in charge of producing software for financial accounting. You had released the current version recently. Now it has been discovered that the software will malfunction for a combination of inputs, expected 1 in million times. The correction of the malfunctioning is going to take lots of time. What is the best course of action for you?
- A. Don't announce anything – after correcting the software, you can release a patch
 - B. Keep silent – the software is almost fail proof
 - C. Inform the clients of the combination of inputs which will cause the malfunctioning and inform them that necessary patch development is being released subsequently
 - D. Inform the clients that a bug has been discovered in the software and the clients will be using it at their own risk.
- 15 A Project team has set up control limits for production of a washer, which is expected to have a mean diameter of 10mm, and a UCL = 10.1 mm and LCL = 9.9 mm. Following are the measurements taken from a production run: 10.04 mm, 10.01 mm, 10.05 mm, 10.04 mm, 10.03 mm, 10.01 mm, 10.02 mm, 9.95 mm, 10.02 mm. Which of the following is correct?
- A. The results fall between UCL and LCL and hence the process is under control
 - B. The readings show that measurements are above and below the mean and hence the process is under control
 - C. Seven or more successive points lie in the same side of the band, hence the process needs review
 - D. None of the above



Project Resource Management

- 1 A team comprising of multiple functional departments has been formed to undertake a Project for process rationalization within a Company. Since the team members come from multiple departments, they are suspicious of each others and not open to differing ideas. Which Stage of the Team formation will be impacted first in this context?
 - A. Norming
 - B. Storming
 - C. Performing
 - D. Forming
- 2 In which of the following aspects, John will find it difficult to motivate the Team? John is a Project Manager in a Country, where the inherent culture is of fostering individual competition.
 - A. Setting individual goals for team members
 - B. Measuring Staff members' performance
 - C. Developing appropriate Team awards
 - D. Assigning work to separate team members
- 3 A Project to create an underwater tunnel is in the initiation stage. It was decided to include the name of a few team members in the Project Charter itself. This is an example of:
 - A. Acquire Team
 - B. Negotiation
 - C. Team formation
 - D. Pre-Assignment
- 4 You are the Project manager for designing a car. The design of ignition system has been outsourced to a vendor. There is a conflict between you and the vendor, because the vendor has just informed you of his inability to meet the original schedule of completion of work. You inform the vendor that you will accept the schedule delay only if he accepts 5% less payment compared to the agreed upon cost. This is an example of:
 - A. Collaborating
 - B. Forcing
 - C. Smoothing
 - D. Compromising
- 5 You have been formally appointed as Project manager today. Which of the following combination of powers you can envisage using from today?
 - A. Referent, Expert, Information
 - B. Referent, Expert, Formal
 - C. Formal, Reward, Coercive
 - D. Formal, Expert, Information
- 6 In a Balanced matrix Project organization, a functional team member's performance has been below par. Which is the best method for the Project Manager to handle this?
 - A. Discuss with the concerned Functional Manager
 - B. Escalate to Project Client
 - C. Escalate to the Executive Project Sponsor
 - D. Talk to a fellow-co-member from the same organization
- 7 Project managers are expected to understand human behavior possibly even more because:
 - A. Functional Managers rely more on processes than on people
 - B. Project managers must meet the cost budgets laid down
 - C. Project Managers typically spend more time with people from diverse backgrounds
 - D. Project managers rely more on people than on processes
- 8 Which of the following is not part of the definition of leadership?
 - A. Leadership is concerned with consistently producing results expected by Performing Organization
 - B. Leadership is developing a vision of the future and the necessary strategies
 - C. Leadership is aligning people through communication
 - D. Leadership is helping people to energize themselves to overcome barriers to change



- 9 You are performing Plan Human Resource Management process in your project. Which of the following is not a part of this process
- A. Identify roles and responsibilities
 - B. Identify the type and quantities of resources required
 - C. Identifying training needs
 - D. Determine reporting relationships
- 10 Which of the decision-making styles, the Project manager in a matrix organization can effectively use to resolve conflicts? As such, the team members are reluctant to join the subproject. Which of the following is a best option for the Project Manager?
- A. Autocratic
 - B. Delegating
 - C. Consensus building
 - D. Hands-off
- 11 One of the subprojects of your Project requires the team members to stay in harsh terrain and perform risky tasks.
- A. Institute an appropriate Reward and Recognition Systems
 - B. Use 'Forcing' conflict Management techniques
 - C. Inform the Project Sponsor of the situation
 - D. Give a 'pep talk' to the team members for better motivation
- 12 A Project Manager has the reputation of being a Micro Manager. This is an illustration of:
- A. Expectancy Theory
 - B. Theory Z
 - C. Theory X
 - D. Self Actualization needs
- 13 Two team leads of sub-projects A and B come to the Project Manager. They have an inter-sub-project scheduling issue. The Project Manager says he is busy and he will look into the problem subsequently. This is an illustration of:
- A. Collaborating
 - B. Avoiding
 - C. Forcing
 - D. Delegation
- 14 A new team member gets assigned to the Project. The Project Manager subsequently discovers the team member does not have adequate technical knowledge for Project. Which of the following represents the best option for the Project Manager?
- A. Ask a fellow team member to provide training to the new Team member
 - B. Ignore the issue.
 - C. Arrange to provide training to the new Team member from Project Contingency funds
 - D. Ask the Client to arrange for trainings.
- 15 John works for a cement manufacturing industry. He is assigned and authorized to set up a warehouse for finished products. He has been able to acquire less human resources than required. He decides to submit the information on 'overworked' resources to management and request for further resources to be assigned to his team. Which of the following documents would provide him with the necessary information?
- A. Responsibility Assignment Matrix
 - B. Resource Histogram
 - C. EVMS Reports
 - D. Schedule Management Plan
- 16 Your subordinate has written a research paper assigned to you as a part of the Project. The responsibility was particularly assigned to you. You want to take it and modify it with changes, and then submit it to your management yourself. Your subordinate is fine with this approach. What is most appropriate action in this situation?
- A. Put yourself as the sole presenter for the Paper
 - B. Mention the name of the subordinate as a coauthor of this work
 - C. Put your Subordinate as the sole author of this Paper
 - D. Decide not to go ahead with the presentation to the Management
- 17 Steve is known as a Project Manager who mostly uses Formal rewards and Promotions to get the job done by his team. Which type of power is Steve exercising?



- A. Referent Power
 - B. Positive Power
 - C. Reward Power
 - D. Influence Power
- 18 Magic software is into the gaming software business. It has a team of professionals to undertake the market survey and recommend features in the game. Towards completion of the Project, many team members try to gather information about other ongoing and to be started Projects. What should John the Project Manger do to handle this situation?**
- A. Replace your Team members with other motivated resources
 - B. Try to keep your Team members away from other Project teams
 - C. Encourage them to prepare for their next project but at the same time remind them that they are accountable for completing the remaining work in the project
 - D. Threaten them
- 19 Your project involves coordinating with team members through video conferencing, phone calls etc. Scheduling these team meetings becomes a challenge at times due to different time zones. Which kind of a team are you leading?**
- A. Multinational Team
 - B. Cross Cultural Team
 - C. Virtual Team
 - D. Balanced Team
- 20 Stakeholders in a project have conflicting opinion on requirements due to which the team is not clear on what is to be delivered. Who is responsible for resolving such requirement conflict?**
- A. Project Sponsor
 - B. Project Manager
 - C. Customer
 - D. The Stakeholders



Project Communications Management

- 1 There are 15 members in a group. The Project manager realizes that the number of communication channels high. He therefore decides to make smaller groups of 5 members each with one group leader each. The members formally communicate within the group only, while the inter-group communication is through group leaders only. What is the number of communication channels within and across the Groups now (excl. the Project Manager)?
 - A. 105
 - B. 33
 - C. 108
 - D. 30
- 2 You are in charge of laying out rail lines to connect two cities. The expected time for completion is 30 months. Part of work has been contracted out. In this scenario, which of the following is most relevant for performance reporting?
 - A. Management by Objectives
 - B. Management by walking around
 - C. Cost Budgeting
 - D. Earned Value Management Systems Reports
- 3 Which of the following is least likely to be a filter for the receiver in a sender-receiver model?
 - A. Distance
 - B. Language
 - C. Culture
 - D. Noise
- 4 The Project Steering committee was meeting once in a month to review the Project progress. It has been decided that this meeting will be held on a Fortnightly basis. Which one of the following is likely to get impacted by this decision?
 - A. Staffing Management Plan
 - B. Communications Technology
 - C. Issue Logs
 - D. Communications Management Plan
- 5 ETC, EAC, VAC. These parameters could be used most appropriately for which of the following?
 - A. Communications Planning
 - B. Forecasting
 - C. Estimating
 - D. Progress reporting
- 6 In which of the following situation will the Project manager compulsorily use written form of communication?
 - A. Enquiring about work status from a team member.
 - B. Providing a Feedback
 - C. Recognizing a team member for good work.
 - D. Giving EVMS report to Management
- 7 To which element in the "Sender Receiver Communication Model" can Paraphrasing be associated to?
 - A. Feedback
 - B. Medium
 - C. Encoding
 - D. Decoding
- 8 In which of the following situations, negotiations are most effective?
 - A. When the parties involved have to mutually gain from each other
 - B. When the parties involved are hostile to each other
 - C. When the parties involved are friendly to each other
 - D. When the parties involved have a common approach to problem solving
- 9 A new Project manager has taken over in the middle of the Project. What he should do to get to know about the Project team quickly?
 - A. Meet the team members one-on-one
 - B. Meet the stakeholders individually
 - C. Hold a combined meeting with the Project team members, assessing the status



- D. Study the Project Performance reports of the past.
- 10 **All of the following are true about the communication management plan except:**
- A. The communication management plan should be formal and highly detailed
 - B. The communication management plan provides information on stakeholder communication requirements and glossary of common terminologies
 - C. It could include language, format, content and level of detail of the information to be communicated
 - D. Person or group who will receive the information
- 11 **You have been appointed as the Project manager for building a bridge. The senior management is concerned if the Project will complete on time. In this scenario, which of the following is the most appropriate report to be given to the management?**
- A. Project Network diagram
 - B. Milestone chart with achievements so far
 - C. Cost Baseline
 - D. EAC and VAC
- 12 **You have been appointed as the Project manager. While preparing the Communications management plan, you are considering the constraints for the Project. All of the following constraints can be considered at this stage except:**
- A. Project work being carried out at different geographic locations.
 - B. Different Communication technologies being used by different groups.
 - C. Some team members needing better understanding of the Project scope
 - D. Different groups speaking different languages.
- 13 **In one of the monthly review meetings hosted by the PM the customer shares a concern that it's often too late for the customer to act when appraised regarding an issue during these monthly meetings. Based on this the PM updates the Communication Management Plan to include a 'Weekly Progress Update' to be sent to the customer every week highlighting key issues and risks in the project. Which project management process is being performed by the project manager?**
- A. Manage Communications
 - B. Manage Stakeholder Engagement
 - C. Stakeholder Management
 - D. Monitor Communications
- 14 **You are in charge of production of a beverage for an overseas Corporation. You come to know that one of the constituents of the beverage is to be banned in your Country- where the Beverage is produced. What is the best course of action for you?**
- A. Inform your parent company of the development and ask for their advice.
 - B. Stop producing the beverage.
 - C. Inform the concerned in your Country- where the Beverage is being produced
 - D. Do nothing.
- 15 **You are the Project Manager from a Consulting company. In an assignment, you have been asked to report the progress and take advice from the client Project manager, who is quite junior to you in experience. Your ex-classmate and best friend is the boss of client Project manager. Which line of action you will like to take for reporting progress etc?**
- A. Keep the Client Project Manager informed of progress, but take Project related advice from your ex-friend.
 - B. Ask for reporting line to your ex-friend.
 - C. Continue to report progress to the client Project Manager
 - D. Commence reporting to your ex-friend.



Project Risk Management

- 1 Which of the following technique is based on anonymous iteration?
 - A. SWOT Analysis
 - B. Brainstorming
 - C. Interviewing
 - D. Delphi
- 2 You are working on a Fixed Price Incentive Fee contract. You have decided to maximize your incentive by deploying more talented and experienced resources, so that the Project is completed early. This Risk response strategy is called:
 - A. Fast tracking
 - B. Crashing
 - C. Sharing
 - D. Exploiting
- 3 Which of the following scenarios best describe Risk Mitigation?
 - A. You have been given a SOW. While going through it; you find that many abbreviations have been used. You are not sure of their expanded forms, so you call up the client to seek clarifications.
 - B. Your business requires online response to queries. It is very crucial that your data center functions all times. You have an UPS system, which could run the data center for Six hours. In addition to that, you also have Two diesel generators to support the entire load.
 - C. You have just completed the execution phase on your Project. A new version of Operating System has been released and the client is concerned whether the entire development would to be done again to synchronize with the new Operating System. You decide to visit the client and have a meeting. However, the team member concerned is not comfortable with the new Operating System – so you decide not to involve him in the meetings with the client.
 - D. You are in-charge of developing tax calculation software. There is a possibility that the Government could change the tax rules before the software is released. You decide to take care of the problem when the situation actually happens.
- 4 You have been awarded a contract. You have to decide to Self Execute it or subcontract it. If you decide to do the Project yourself, there is a 40% probability of making a profit of \$20000, a 50% probability of making a profit of \$10000 and a 10% probability of making a profit of \$100000. What is the EMV (Expected monetary value) of the Self execute decision?
 - A. \$23000
 - B. \$20000
 - C. \$26000
 - D. \$50000
- 5 You consider the risk of fire in your godown and decide to install Fire extinguishers. You also consider the event of your godown getting flooded, in case the Fire Extinguishers are activated. The risk of the godown getting flooded is:
 - A. Primary Risk
 - B. Residual Risk
 - C. Minor Risk
 - D. Secondary Risk
- 6 You are working for a construction company. You have been identified as the Project manager for one of the projects. You require very costly equipment. There is a 20% probability of equipment breakdown and would result in a loss of \$20,000. You have the option of buying insurance for the same for \$3,000. The insurance company will reimburse \$ 16,000, in case the equipment breaks down. What will be your best decision?
 - A. Buy the insurance
 - B. Don't buy the insurance.
 - C. Consult the Organization's Procurement department.
 - D. Take help from the Project Sponsor
- 7 Risk Response measures can get impacted the most by which of the following?
 - A. Perform Qualitative Risk Analysis
 - B. Identification of Risks
 - C. The extent of Contingencies added



- D. Risk Tolerance thresholds of key stakeholders
- 8 **You are using a Decision tree to model an uncertain event. On which of the following, the above cannot be of help?**
- A. Assessing the value of an uncertain event
 - B. Deriving the cost baseline
 - C. Perform Rent or Lease analysis for procurement
 - D. Choosing amongst multiple alternatives
- 9 **You are midway in your Project. You have been asked by the management to present the status in a Project Manager's 'meet. Your flight tickets have already been booked for you by the travel desk at the headquarters itself. On reaching the airport, you discover that your flight has been cancelled. You talk to another airlines and get a seat. This is an illustration of:**
- A. Uncertainty
 - B. Workaround
 - C. Contingency plan
 - D. Risk mitigation
- 10 **On a contract, you have an apprehension if the vendor will complete all the work satisfactorily. You ask the vendor for a warranty. This is an illustration of:**
- A. Contingency planning
 - B. Risk Avoidance
 - C. Risk Exploitation
 - D. Risk Transfer
- 11 **Which of the following could be best used for ranking of risks?**
- A. Probability
 - B. Impact
 - C. Probability and impact
 - D. Probability or impact
- 12 **Which of the following is true about simulation?**
- A. It uses a model of the system to analyze the performance of the system\
 - B. It is generally an accurate modeling of the situation
 - C. It can only be used by some stakeholders to analyze the project
 - D. It optimizes Project performance
- 13 **A Project manager holds the first risk meeting of the Project team. The client is present at the meeting. At the meeting several risks are identified and assigned to members of the Project team for subsequent evaluation and quantification. The result of the meeting is:**
- A. Expected value of the risk events
 - B. Strategies for the risk events
 - C. A list of potential risk events
 - D. Strategies for planning for risk management
- 14 **A change request has come from a Stakeholder, which could increase Risk, as per the initial assessment of the Project Manager. What is the best course of action for the Project Manager to do at first?**
- A. Deflect the Risk
 - B. Understand the implications of the Risk
 - C. Refuse to entertain the Change request
 - D. Build in risk mitigation measures
- 15 **Network diagrams are considered key input in risk identification. Which of the following contribute to significant risks?**
- A. Activity sequencing
 - B. Activity Definition
 - C. Discretionary dependencies
 - D. Path convergence
- 16 **A Project Manager is identifying the extent of Contingencies that need to be added. This is performed during _____ process:**
- A. Identify Risks
 - B. Perform Quantitative Risk Analysis
 - C. Perform Qualitative Risk Analysis
 - D. Plan Risk Management



- 17 During the initial phases of Planning, you had identified that the Server Breakdown was a low risk. However, during the midst of the Project, the Server breakdown has had considerable impact on the Project already causing you to take emergency measures. What is the best course of action for you?**
- A. Revise Stakeholder Risk Tolerances
 - B. Conduct Additional Risk Response Planning
 - C. Accept the situation
 - D. Create Risk audit plans
- 18 Mark is the Project Manager for Social Rehabilitation Project. The objective is to rehabilitate the displaced residents of a dam construction Project. He calls important stakeholders for a brainstorming session to identify risks. Majority of stakeholders are concerned that the Project may not be completed on time because of various hurdles. Mark decides to tackle this issue by postponing the scheduled completion date- if needed. This risk response plan can be best termed as:**
- A. Transfer
 - B. Exploit
 - C. Accept
 - D. Mitigate
- 19 The Project Manager had prepared a list of Assumptions in the beginning of the Project and he is validating if these still hold good in the middle of the Project. Which of the following processes best describes this activity?**
- A. Plan Risk management
 - B. Perform Qualitative Risk Analysis
 - C. Plan Risk mitigation
 - D. Control Risks
- 20 You are developing a new web front end to a legacy system. The functionality of the whole development involves 500 transactions. You are required to deliver the project in one year. You see a big risk in delivering the whole thing at the end of year and decide to propose delivery of small, frequent packages of functionality in one month intervals. Which risk responding strategy did you use?**
- A. Agile Programming Techniques
 - B. Mitigation
 - C. Transference
 - D. Avoidance



Project Procurement Management

- 1 **When are Bidder conferences held?**
 - A. After floating the RFP
 - B. After signing the contract
 - C. After submission of proposals
 - D. During Control Procurements
- 2 **Control Procurement is done to ensure that:**
 - A. The contract is a legal document and could be produced in the court in case of any contention.
 - B. Make or buy analysis is done properly and any work for which internal expertise is available is not outsourced
 - C. Both parties meet their contractual obligations and their own legal rights are protected.
 - D. The seller passes the screening criteria and gets a very high score in the Ranking system.
- 3 **All of the following could be a weighting criteria except:**
 - A. Willingness of the vendor to work at the Project site, if required by Contract terms.
 - B. Number of certified professionals with the vendor.
 - C. Project Management approach followed by vendor.
 - D. The reference sites provided by the vendor
- 4 **The Project manager prepares a WBS by decomposing to a very large number of levels with accuracy. This would be most applicable in case of which type of contract?**
 - A. FFP
 - B. CPIF
 - C. Time and Material
 - D. CPFF
- 5 **One of the Machines to be procured for the Project involves long lead times for import. Which is the document wherein the Project Manager considers this constraint first in a Procurement Management Lifecycle?**
 - A. Procurement SOW
 - B. Contract type selection
 - C. Procurement Management Plan
 - D. Agreements
- 6 **Under what circumstances is it better for a contractor to subcontract?**

Situation A. The subcontractor can perform the work at a lower cost than the contractor.

Situation B. The work to be subcontracted represents almost the entire overall work effort.

Situation C. The subcontractor possesses special technical and engineering skills that the contractor does not have.

Situation D. The Project team members are not showing sufficient productivity because of morale problems in the company

 - A. Situations A and C
 - B. Situations B and D
 - C. Situations C and D
 - D. Situations A and D
- 7 **A contractor is working on a fixed price contract. About halfway through the contract, the Contractor's Project manager informs the contract administrator that financial problems are making it difficult for the contractor to pay employees and subcontractors. The contractor asks for a partial payment for work accomplished. Which of the following actions by the buyer would most likely solve problems for the Project, also factoring the work done so far?**
 - A. Terminate the contract
 - B. Paying for work accomplished to date
 - C. Stop the further work
 - D. Pay to the subcontractors directly
- 8 **A new car body design is underway, and body style is slated to be one of the more important criteria for buyer selections in the next buying season. The completion date for the Project is moved up to six months earlier than planned due to some market intelligence information received. This revision in schedule causes the Project manager to consider subcontracting part of the Project to an outside party. What is the most important consideration in making this decision?**



- A. Independent estimates
 - B. Cost of work to the subcontractor
 - C. Ability of the subcontractor to meet the delivery commitments
 - D. Effective communications between the project team and the subcontractor
- 9 Which of the following would you least consider during a Make or Buy decision?
- A. Existing Project Management Information Systems
 - B. Need to maintain confidentiality
 - C. Availability of suitable vendors in the market
 - D. Efforts needed to integrate Suppliers' products with your product
- 10 A Project manager discovers that there is a part of the Project that contains some risk. His or her strategy with this risk is to subcontract the work to an outside supplier by using a firm fixed price contract. The Project manager should:
- A. Ensure that the Project team does not reveal the risk to the supplier until the contract is signed.
 - B. Make every effort to make sure that the supplier is made aware of the risk after the contract is signed.
 - C. Ensure that the supplier understands the risk before the contract is signed.
 - D. Assign a member of the Project team to monitor the activity of the supplier to make sure that the supplier deals appropriately with the risk when it occurs.
- 11 A Project manager is managing a Project to design a microchip for a client. He decides to subcontract the work to a microchip subcontractor. The subcontractor fails to deliver the work on time, and the Project manager invokes a penalty clause that was written into the contract. It is found that the person signing the contract for the contractor was less than twenty-one years of age when the contract was actually signed (the local law states that contract must be signed by persons "over 21" years of age - to render a contract valid). What is the next option for the Project manager?
- A. The company can invoke the penalty clause, and it must be honored.
 - B. The work must be completed by the subcontractor, and the penalty clauses must be deducted from the amount paid to the subcontractor.
 - C. Do nothing.
 - D. The contract is void for lack of competent parties, and the Project manager should look out for possible 'non-legal' remedies.
- 12 You need to procure a High power transmitter for an Electronic component. Proposals have been called from three vendors A, B and C. You want to ensure that you get the best price for the specifications given for the Transmitter. Which of the following actions will facilitate this Procurement objective the most?
- A. Preparation of 'Independent' estimates for the Transmitter
 - B. Refining the Procurement Management Plan
 - C. Floating an RFI prior to calling of Proposals
 - D. Perusing the Procurement audits of prior Projects
- 13 You have engaged a Subcontractor for a Construction work. The Subcontractor's quality of work has been generally good. However the bills raised by him are according to his funding requirements, which are different from your earlier projections during the Contract finalization. Which of the following is the best action for the Project Manager?
- A. Have a relook at the SOW
 - B. Review Contract type selection
 - C. Ask the Subcontractor to raise a Contract change request
 - D. Review the Seller Rating Systems
- 14 You are providing a Service to a Buyer organization under a contract. In between the Contract, the CEO of the Buyer organization has changed and the organization has intimated that it will not proceed ahead with the Project, as the new CEO's priorities have changed. Which is the best course of action from your end?
- A. Initiate Procurement Performance Reviews
 - B. Perform Procurement negotiations
 - C. Perform Contract/Administrative closure
 - D. Review Contract selection criteria
- 15 A company requires skilled electricians for a wiring job. It wants to keep a check on the wiring done periodically and ensure the best quality of work, as it is critical to the Company's business operations. Which type of contract is best in this context?



- A. FFP
 - B. Fixed Price with Economic Price Adjustment
 - C. T & M
 - D. JV
- 16 You are performing a construction project for a client. A joint inspection has been agreed at site on a particular day to review the progress. You are present at the site, however, the stipulated client representative has not shown up as per the agreed schedule. Which of the following is the best course of action for the Project Manager?**
- A. Cancel the Contract
 - B. Proceed with the work after informing the status to the client
 - C. Raise a claim for additional cost and time
 - D. Have a relook at communication channels
- 17 You have awarded a FFP contract to a building contractor. Which one of the following measures is less suitable for measuring the progress in this context?**
- A. SPI
 - B. EAC
 - C. SV
 - D. Milestones achieved
- 18 One of the bids you are submitting states that the Project Manager should be a PMP. You have decided that this Project will be handled by John, who is very quick and smart as per your judgment. You have also asked John to prepare for the PMP examination. As a backup, you are also considering Mike (who is also not a PMP) – for the position of PM. Which one of the following represents a violation of code of ethics?**
- A. Putting John as the Project Manager in the Bid response, without any further clarification of his status
 - B. Stating John as the Project Manager – with the note that he is in the process of finishing the PMP Certification
 - C. Putting Mike as the Project Manager – stating that he is not a PMP
 - D. Deciding not to Bid for the Project
- 19 You are a Project member in a country, where, unlike your home country and against the rules of your company for acceptance of any gift, there is a custom of giving presents during social occasions. You get invited to one of these social gatherings and have a costly gift presented to you by the client. What is the best course of action for you?**
- A. Postpone accepting the gift
 - B. Decline the gift outright
 - C. Ask your close friend to accept the gift and keep it
 - D. Inform the client that as per norms set, you cannot accept the gift
- 20 You, as a Project Manager, have been invited to be a part of the Procurement Committee to purchase Computers for your Project. You come to know subsequently that a close acquaintance of yours is also bidding for the order. What is the best course of action for you?**
- A. Try to avoid the Procurement Committee meetings
 - B. Inform the Head of Procurement Committee about the situation
 - C. Try to swing the course of meetings to favor your friend
 - D. Participate in the Procurement meetings as per their schedule



Project Stakeholders Management

- 1 Which of the following about stakeholder engagement is incorrect?
 - A. The required engagement levels of stakeholders in a project may vary across phases.
 - B. It is usual that Senior management may engage more initially in the project while in the later part their engagement could reduce
 - C. Project Manager should ensure that all stakeholders display the highest level of engagement throughout the project
 - D. Project manager needs to monitor the engagement levels of stakeholders in the project
- 2 A Project to give telephony access to a remote village has been sanctioned. You are preparing a stakeholder register for the project. Which of the following about Stakeholder register is true?
 - A. PM should share the Stakeholder register with all stakeholders
 - B. PM should share the Stakeholder register with all those who ask for it
 - C. PM should share it with certain stakeholders as per its discretion
 - D. PM should not share it with anyone
- 3 Which of the following statements best describes the function of the stakeholders in the project?
 - A. Determine budgets, constraints and project objectives
 - B. Determine schedule, budgets and constraints therein
 - C. Influence determination of project deliverables and constraints
 - D. Determine resource requirements and constraints
- 4 You have been assigned a project involving several functions. You understand that managing the needs of various stakeholders is going to be the biggest challenge in the project. Therefore you have identified key stakeholders in the project, identified their needs, performed stakeholder analysis and now developing strategies to address their needs. Which project management process are you performing right now?
 - A. Identify Stakeholders
 - B. Plan Stakeholder Engagement
 - C. Manage Stakeholder Engagement
 - D. Control Stakeholder Engagement
- 5 Which of the following is an objective of Plan Stakeholder Management process?
 - A. Develop ways to effectively engage with stakeholders
 - B. Planning creation and maintenance of relationships between the Project Team and stakeholders
 - C. Defining required engagement levels of each stakeholder
 - D. All of the above
- 6 Of the following stakeholders who is in a LEADING role in the project?
Stakeholder A. Guides activities and decision making in the project
Stakeholder B. Doesn't know much about the project.
Stakeholder C. Highly occupied in day to day operations and hasn't been able to contribute much in the project.
Stakeholder D. Is from the department being benefited most by the project and is deeply involved in the project.
 - A. Stakeholder A
 - B. Stakeholder B
 - C. Stakeholder C
 - D. Stakeholder D
- 7 As part of Manage Stakeholder Expectations process Project Manager would be performing all of the following except?
 - A. Anticipating people's reaction to the project
 - B. Proactively addressing stakeholder's concern
 - C. Negotiating with stakeholders and building consensus
 - D. Developing effective strategies to effectively engage with stakeholders



8 A Project Manager has made following analysis of stakeholders in an ongoing project.

Stakeholder A. Guides activities and decision making in the project

Stakeholder B. Doesn't know much about the project.

Stakeholder C. Highly occupied in day to day operations and hasn't been able to contribute much in the project.

Stakeholder D. Is from the department being benefited most by the project and is deeply involved in the project.

Which of the following statements about the engagement levels of the above stakeholders is TRUE?

- A. Engagement level of Stakeholders A and D is *Leading*
- B. Engagement level of Stakeholder B and C is *Unaware*
- C. Engagement level of Stakeholder B and C needs to be improved
- D. Engagement level of Stakeholder A needs improvement

9 Which of the following best represents the objective of Control Stakeholder Engagement process?

- A. Engaging stakeholders in planning and execution of the project
- B. Monitoring overall project stakeholder relationships and adjusting strategies to better engage with stakeholders
- C. Involving stakeholders in defining the product of the project
- D. Managing stakeholder perceptions

10 All of the following statements concerning project stakeholders are true except?

- A. Differences between or among stakeholders should be resolved in favor of the customer.
- B. Managing stakeholder expectations may be difficult because stakeholders often have very different objectives that may come into conflict.
- C. Project stakeholders may influence the course of the project and its results.
- D. Differences between or among stakeholders should be resolved in the most cost efficient manner consistent with project objectives.

11 David is assigned as Project Manager to a large system integration project involving several organizational functions and a large number of stakeholders. David is not able to devote much time to interact with the various stakeholders in the project. What should David do in this scenario?

- A. Only engage with the functional heads
- B. Perform Stakeholder Analysis
- C. Prepare a Stakeholder register
- D. Identify the negative stakeholders and engage with them only

12 Susan has been designated as the Project Manager for improving the internal HR processes in an organization, requiring inputs from multiple functional personnel of the organization. Her project has been progressing well in terms of time and cost performance but she has a feeling that the stakeholders involvement hasn't been as desired. She wants to assess the overall effectiveness of stakeholder management in the project, which of the following documents would be most useful in this context:

- A. Stakeholder Management Plan
- B. Stakeholder engagement assessment matrix
- C. Stakeholder Register
- D. RACI chart

13 Control Stakeholder engagement process may result in which of the following:

- A. Stakeholder register may get updated
- B. Stakeholder management plan may be updated
- C. Communication management plan may be updated
- D. All of the above

14 Smith has been appointed as the Project Manager in a dam construction project. There are several stakeholder groups in the project of which some are not in the favor of the project. The project is underway and Smith has arranged for a meeting with the stakeholder groups in which he is clarifying and resolving issues raised by stakeholders. Which process is Smith performing right now?

- A. Plan Stakeholder Management
- B. Manage Stakeholder Engagement
- C. Control Stakeholder Engagement
- D. Manage Communications



15 At the end of the project David has invited key stakeholders for a lessons learned meeting. David encouraged participation in the meeting and several lessons and feedback were shared by the stakeholders. Post which David analysed and collated the lessons and handed over to PMO and other appropriate corporate functions. Which of the following would have been a more preferred way of running this meeting?

- A. David could have had someone else (independent of the project) to host this meeting
- B. David should have invited the project team only and not other stakeholders to the meeting
- C. There isn't any way the meeting could be run better
- D. Lessons shouldn't have been discussed in a common forum as it may lead to bias