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1 **What is the logical order of the 5 Process Groups?**
A Planning, Initiating, Executing, Monitoring and Controlling, Closing.
B Initiating, Planning, Monitoring and Controlling, Executing, Closing.
C Initiating, Executing, Planning, Monitoring and Controlling, Closing.
D Initiating, Planning, Executing, Monitoring and Controlling, Closing.

2 **Lee is the project manager and during the recent project review it was decided to allow subsequent project phases to begin before the predecessor phase is complete. This is called-----**

A Fast tracking
B Risk mitigation
C Crashing
D Lead-Lag

3 **The amount of authority a project manager possesses depends upon**
A The organizational structure.
B Type of the project
C Key stakeholder's influence on the project.
D The project manager's communication skills.

4 **You are a manager in an organization with a weak matrix. Who will have the authority on a project?**
A Functional management
B The customer
C The project manager
D The team leader

5 **You are assigned as project manager to a new project. To help yourself to understand the project environment quickly you will ask for which information?**
A Industry standards
B Historical information of similar kind of projects
C Government regulations
D Organization structure

6 **Four constraints of a project are time, cost, scope and risk. What is the fifth constraint?**
A Money
B Resource
C Infrastructure
D Capability

7 **In project initiating process group, which statement describes best handling of the assumptions**
A It is the responsibility of the presales person, so don't bother about it
B Managing and organizing assumptions means avoiding risks right from the start of the project.
C Organizational, environmental and external assumptions should be addressed in the project charter.

D Assumptions are sign for risk which will come when project will be executed. So you can wait till risk planning phase start.

8 **In the context of progressive elaboration of project scope, which statement is not appropriate**

A It is a characteristic of projects that accompanies the concepts of temporary and unique.
B It means developing in steps. It not should be confused with scope creep.
C It signals a weak spot in the scope definition process, caused by incomplete contracts and specifications.
D If managed properly, it integrates elaboration of project and deliverable specifications.

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9   **When identifying the basis of the business need for a project all of the following can be considered except**
A Regular availablity of plant manager.
B Market demands.
C Technological advances.
D Legal requirements.

10   **You are using a Phase gate approach for your project. What do you need to consider?**
A Gates are often called kill points, when they are used to eliminate weak team members.
B Phase gates are often used to verify entry criteria of a previous phase and exit criteria of the next one.

C The order of phases must be strictly consecutive without overlapping in order to allow for gates.
D If phase gate is approaching fast then it is a sign of poor planning

11   **Which of these is not a valid knowledge area as per PMI?**
A Customer Management.
B Integration Management.
C Risk Management.
D Procurement Management

12   **In which organization type the project manager has total control of project?**
A Balanced Matrix organization
B Projectized organization
C Strong Matrix
D Weak Matrix organization

13   **Which is NOT correct about initial phase of a project?**
A Stake holders have maximum influence during this phase
B The highest uncertainty is at this stage of the project.
C The cost associated at the initial phase of the project is highest.
D All of the above

14   **You are working on internal projects for your company. You are into requirement definition for new automation system that will enable employees to work from home. Management does not want to outsource this project and your team has been assigned to some high value external project. What is true?**
A The project ended due because of management support
B The project ended due to starvation of funds
C The project ended due to change of organizational priority
D The project ended due to integration issues

15   **Which of the following is NOT true**
A Project phases are marked by completion of one or more deliverables
B The project life cycle serves to define the beginning and end of a project
C The project life cycle definition determines whether the feasibility study is treated as the first phase of the project or as a separate stand-alone project
D Project phases in a project are always sequential

16   **Which of the following processes is NOT in the Initiating process group?**
A Develop Project Charter
B Develop Project Management Plan
C Identify Stakeholders
D None of the above

17   **Which of the following are NOT examples of project documents?**

A Activity List, Stakeholder Register, Forecasts
B Teaming Agreements, Risk Register, Quality Metrics
C SOW, Basis of Estimates, Resource Requirements
D Scope Baseline, Project Funding Requirements, Subsidiary Plans

18 **You are managing a large project divided into many subprojects. What should you do at the start of each subproject?**
A Make sure you don't involve the team, to avoid the confusion of too many initiation meeting.
B Identify the stakeholders
C Use the Earned Value Technique to identify the earned value of next phase
D Release all resources from the project and contact sellers that it will take some time to start the next phase.

19 **All the following happen in the Initiating process with the exception of:**
A Identify stakeholders
B Identify basic processes and standards
C Choose your project team
D Create the project charter

20 **Which of the following is not characterstics of a project?**
A Standard Output
B Unique Output
C Defined start and end time
D Catalyst for change

21 **Expert judgment is NOT**
A Industry Group
B Subject Matter Expert
C A department within the organization
D Oranization's learning over the years

22 **You are going to a Change Control Board meeting. What do you take with you?**
A Validated Deliverables
B Scope statement
C Corrective actions
D Work Performance reports

23 **Recently one of the important phase of your project closed and you invited project team for a lessons learned meeting to document the experience gained from the project. Which of the following should not be included into the lessons learned documentation?**
A Identifying who was responsible for any critical errors during the project and what action. should be taken to avoid such errors in the future.
B Identifying the causes of variance.
C Identifying the reasons for the corrective actions taken to successful team building.
D Identifying the issues that led to the late finishing of particular tasks which caused a project delay.

24 **Which of the following is not true about the project charter?**
A It should be written by the project manager as one of the first tasks.
B It can be replaced by a signed contract.
C It should include the business need that the project is to address. It should have high level budget & high level risks.
D It should contain the description of the product and/or service.

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25 **You recently joined on contract as the project manager for a project with a budget of 3 million dollars. It is very important for you to ensure that this project is managed successfully. Which of the following should you rely on to improve your chances of success?**

A Following organizational standards.
B Historical information.
C Following general accepted practices.
D Project management methodology.

26 **As sponsor you have recently signed project charter of your project. What are you expecting next from your project manager?**
A WBS
B Project Management Plan
C Quality Plan
D Risk Assessment register

27 **All of the following statements are true regarding the Close Project or Phase process except:**

A Close Procurements is not part of the Close Project or Phase process.
B Close Procurements is part of the Close Project or Phase process.
C When closing the project, the project manager will review all prior information from the previous phase closures to ensure that all project work is complete and that the project has met its objectives.

D Output of the Close Project or Phase is the final product, service, or result transition.

28 **Which of the following is not an activity of configuration management during the Integrated Change Control?**
A Funding
B Verification
C Status accounting
D Auditing

29 **What are the inputs to Develop Project Charter?**
A Contract, Project selection methods, Enterprise environmental factors, Organizational process assets.

B Project statement of work, Project selection methods, Organizational process assets.
C Project statement of work, Business case, Contract, Enterprise environmental factors, Organizational process assets.
D Project statement of work, Project selection methods, Enterprise environmental factors.

30 **The project plan does not provide a baseline for ….**
A Scope
B Cost
C Schedule
D Risk

31 **What do you call an applicable restriction or limitation, either internal or external to a project, which will affect the performance of the project or a process?**
A Constraint
B Consequence
C Assumption
D Opportunity

32 **The work performance data as an output of directing and managing project execution relates to the following except:**
A Risk response plan

B   Schedule progress
C   Cost Control
D   Control Risk

33   **In which process Performance Report is prepared**
A   Control Risk
B   Manage Communications
C   Direct & Manage Project Work
D   Monitor & Control Project Work

34   **Implement Risk Response requires implementation of approved changes which are related to documented direction to perform an activity that can reduce the probability of negative consequences associated with the project risk. What do you call these kind of change requests?**
A   Preventive action
B   Corrective action
C   Defect repair
D   Modifications

35   **A project charter is made and signed by project sponsor. It has name of the project managers and …**
A   Name of the team members who will join the project with their responsibilities.
B   Name of the people where he can talk and where he not.
C   The compensation and bonus for managing the project.
D   Responsibility and authority of the project manager.

36   **You are working on a project where you have completed all the project work and about to deliver the product to customer. You finished all work under 20 % budget and 15 % less time. During final customer acceptance customer has raised several change requests and threat that if you do not implement all the change request then we will not accept the product and go to the court. What shall you do in this situation?**
A   Insist that you have completed the project according to the product specifications.
B   Obtain the requested changes and estimate the cost. If the cost of the changes is within the original budget, just do the extra and issue the final invoice for the amount as specified in the contract.

C   Customer cannot do anything, you have completed the work as per his requirement. Just go ahead and raise invoice.
D   Tell the customer to file a formal change request to be passed through the formal change control procedure.

37   **What is the difference between a project baseline and a project plan?**
A   Baselines change only at milestones, project plans change as and when required.
B   Baselines and project plans do not change. There are no differences.
C   Baselines are used for comparion, project plans are used for performing work.
D   Baselines are snapshots of the project plan, project plans change as required.

38   **A PMP certified project manager told you that you must document the lesson learned on the project**
A   At the end of the project during closing process.
B   After the end of the project.
C   Lessons learned can be organized whenever there is time available.
D   During the project lifecycle and at the end.

39   **During the Close Project process all expected to be done except**
A   The handing over of deliverables to the receiving party.
B   Documenting the project learnings.

C Creation of deliverables of the project.

D Release of project resources.

40 **The scope of Close Project or Phase process includes Except:**
A Final reporting
B Project Activity Listing
C Contract closeout
D Followon Action Recommendation

41 **What is the major output of the Define Scope process?**
A Scope baseline
B Project scope statement
C Accepted deliverables
D Project scope document

42 **Which of the following is not an output of the Collect Requirements process?**
A Requirements documentation.
B Requirements traceability matrix.
C Alternative identification.
D All of the above

43 **Reviewing deliverables with the customer or sponsor to ensure that they are completed satisfactory and obtaining formal acceptance of deliverables is part of:**
A Perform Quality Assurance
B Validate Scope
C Control Quality
D Control Change

44 **Your friend has been assigned a project manager for a new project. Which document will guide the interactions between him and his selected vendors?**
A The contract
B The procurement management plan
C The project plan
D The Statement of Work (SOW)

45 **Which of the following is an output of Validate Scope?**
A Scope baseline
B Accepted deliverables
C Formal acceptance
D Validated Deliverables

46 **Anil is the project manager for a web interface development project. Which process he should use to ensure that team is completing only that work which need to be done and there is neither gold plating nor less delivery.**
A Control Scope
B Quality Control
C Quality assurance
D Validate Scope

47 **As Project Manager how would you best avoid scope creep?**
A Insist in defining the scope at the beginning of the project.
B Insist that all change be approved.
C Insist that all changes be made by a formal change request.
D Do not accept any change Request in execution phase

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48 **You are the project manager of a real estate project. The scope of the current project in hand is similar to your previous project done by you. Which of the following you might consider?**

A Use the previous project's WBS as a template.
B Use the previous project's product description when writing the scope statement.
C Use the previous project's schedule as a template.
D Use the previous project's cost-benefit analysis as justification for this project.

49 **The process of defining and documenting stakeholders' needs to meet the project objectives is called?**
A Manage Stakeholder Engagements
B Create WBS.
C Verify Scope.
D Collect Requirements.

50 **The HR manager write you an email and in that he asks you to a change the calculation method of a field on screen. This is considered as what of the following?**
A An ongoing operational activity.
B A scope definition.
C A project initiation.
D A project change request.

51 **The Work Breakdown Structure is:**
A a product oriented structure which shows the component elements necessary to produce the project deliverables.
B an assignment oriented structure which shows which individuals are responsible for each of the project deliverables.
C an activity oriented structure which shows which work components have been assigned to which organizational unit.
D a deliverable oriented structure that organizes and defines the total scope of the project.

52 **You collected feedback from a group of experts. But the responses are only available to the facilitator to maintain anonymity. Which technique are you using?**
A Brainstorming
B Idea/mind mapping
C Affinity diagram
D The Delphi Technique

53 **Which of the following is not included into product analysis?**
A System analysis
B Earned value technique
C Product breakdown
D Value engineering

54 **The features and functions that characterize a product, service, or result are called?**
A Project scope
B Scope of deliverables
C Product scope
D Product description

55 **Grouping of project elements that organizes and defines the total scope of the project is called WBS. WBS can be -----**
A Material - oriented
B Schedule -oriented
C Budget - oriented
D Deliverable - oriented

56 **Brainstorming and lateral thinking are -----**
A Organizational process assets that are used to help develop the project management plan.
B Alternatives identification technique, which is a tool and technique of the estimate activity duration process.
C Expert judgment tool used to develop the project scope statement.
D Alternatives identification technique, which is a tool and technique of the define scope process.

57 **Project scope completion is measured against …**
A Product requirements.
B Quality management plan.
C Requirements traceability matrix.
D Project management plan.

58 **A baseline which contains the user acceptance criteria, work packages, and a dictionary. Which baseline is this?**
A Schedule baseline
B Project baseline
C Cost baseline
D Scope baseline

59 **In a meeting with stakeholders you are verifying that all items currently in the scope are really necessary or they are not worth the value. Which product analysis are you using?**

A Value engineering
B Function analysis
C Benefit/cost analysis
D Value analysis

60 **Which of the following best describes the difference between project deliverables and project requirements?**
A Deliverables are specific items that must be produced to consider the project or project phase complete. A phase can have one deliverable and many requirements.
B Requirements are measurable items that must be produced to consider the project or project phase complete. A phase can have multiple deliverable and many requirements.
C Deliverables are the specifications of the product, services or result need to be delivered. Requirements are measurable items that must be produced to consider the project or project phase complete.
D Deliverables are specific items that must be produced to consider the project or project phase complete. Requirements are the specifications of the deliverables used to tell you if the deliverables were produced successfully.

61 **The most common type of dependency relationship is?**
A Start-Start
B Start-Finish
C Finish-Start
D Finish-Finish

62 **Your quality department told you that 25th of this month is external audit therefore all the project document should be ready by that time and you should be available for interview on that day. What did they informed you?**
A Milestone
B Deadline
C Constraint
D Risk

63   **Following techniques are used to control the project schedule EXCEPT.**
A Earned Value Analysis
B Performance Reviews
C Resource Optimization
D Parametric modeling.

64   **Based on the analysis of recent project report, your PMO suggested you that you should fast track your project for next two releases. What is the purpose of this activity?**
A Reduce the project risk.
B Reduce project duration.
C Increase productivity.
D Increase quality.

65   **You are project management for an yearly event. You have gathered the inputs for the Estimate Activity Duration process. Which of the following tools and techniques will you employ to produce the outputs for this process?**
A Analogous Estimating, Parametric Estimating, Three-point Estimates, and Reserve Analysis.
B Activity list, Analogous Estimating, Three-point Based durations, and Alternatives Identification.
C Activity list, Analogous estimating and reserve analysis.
D Expert judgment, Alternatives Identification, Quantitatively based durations, and Reserve Analysis.

66   **Network templates which contain only portions of a network are often referred to as**
A Subprojects
B Project Schedule
C Subnetworks
D WBS items

67   **What is typical for Critical chain project management?**
A Management of total floats and free floats
B Management of buffers
C Management of leads and lags
D Management of resource over-allocations

68   **Crashing involves**
A Overlapping activities which were originally planned to be done in sequence.
B Reducing the number of features of the product in order to reduce development work.
C Reallocating existing resources or assigning additional resources to the project.
D Reducing the duration estimates for activities to increase the pressure applied to the staff.

69   **You are defining activities. Which of the following is not a result of this process?**
A Activity list
B Activity attributes
C Milestone list
D Work breakdown structure

70   **Dummy relationships or dummy activities concept is related to**
A Precedence Diagramming Method [PDM]
B Activity on Arrow (AOA)
C Fragment Network
D Activity on Node (AON)

71   **Which is a technique for Define Activities?**
A Mandatory Dependencies
B Arrow Diagramming Method [ADM]
C Rolling Wave Planning

D Precedence Diagramming Method [PDM]

72 **Identification of Mandatory Dependencies is done during which process:**
A Develop Schedule
B Define Activities
C Sequence Activities
D Estimate Activity Durations

73 **Which is an example activity attribute:**
A Location where to perform the activity
B Person responsible for the activity
C Leads and Lags
D All of Above

74 **The amount of time a task can be delayed without delaying the project completion date is called**

A Free Slack
B Project Slack
C Total Slack
D Project Lag

75 **Who should develop the activity duration estimates?**
A The project manager
B The person or team doing the work.
C Senior management.
D The customer.

76 **During resource levelling critical path can change?**
A Definitely Yes
B No
C Cannot Say
D Probably Yes

77 **Which of the following best describes analog estimating?**
A Less accurate
B Regression analysis
C More accurate
D Bottom-up estimating

78 **EVM is part of**
A Executing processes
B Closing processes
C Controlling processes
D Entire project

79 **All of the following are tools & techniques of Determine Budget EXCEPT**
A Historical Information Review
B Cost Agreegation
C Fund Limit Reconcilations
D Bottom-up estimating

80 **You are the project manager for an IT project with an 5 months duration and a Budget at Completion (BAC) = $500,000. After two months you have following input for your status reporting: PV = $300,000, EV = $250,000, AC = $350,000. What do you report as Percent Complete(PC)?**
A 50%.

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B 23%.
C 25%.
D 30%.

81 **You are requested to provide estimates for an implementation project. Which of the following estimating methods will provide the most accurate estimate?**
A Top-down estimating
B Parametric estimating
C Rough order of magnitude
D Bottom-up estimating

82 **Which is the formula for ETC**
A EAC-PV
B BAC-EV
C EAC-AC
D BAC-AC

83 **The cost baseline is usually changed if**
A The revision is the result of an approved scope change.
B The time baseline has been changed.
C A basis for the original cost estimate was false and the project must be re-estimated.
D Significant cost deviations have been reported

84 **What are the components of CPI formula**
A PV, EV
B AC, PV
C AC, BCWS
D ACWP, BCWP

85 **You are the project manager for Xi Inc. After completing your analysis you are recommending a project that costs $300,000. The expected inflows are $5,000 per month in the first year, $6,000 per month in the second year and then $7,000 per month thereafter. What is the payback period?**
A 36 months
B 39 months
C 48 months
D 42 months

86 **Earned value is the measurement of the**
A Work planned till today
B Work performed till today
C Actual spending till today
D EAC

87 **Which of the following tells you how much more budget is required to finish the project if everything continues at the current levels of performance?**
A AC
B ETC at present rate
C ETC at budgeted rate
D EAC

88 **You are the project manager for an IT project with an 5 months duration and a Budget at Completion (BAC) = $500,000. After two months you have following input for your status reporting: PV = $300,000, EV = $250,000, AC = $350,000. What do you report as CPI of your project?**
A 0.71

B 0.96
C 1.03
D 1.05

89   **You are the project manager for an IT project with an 5 months duration and a Budget at Completion (BAC) = $500,000. After two months you have following input for your status reporting: PV = $300,000, EV = $200,000, AC = $350,000. What do you report as Estimate to Complete (ETC) & Estimate at Completion (EAC)?**
A $525,000, $875,000
B $350,000, $350,000
C $350000, $200,000
D $350,000, $875,000

90   **Project costs are over budget when**
A CPI > 1
B CPI < 0
C CPI = 1
D CPI < 1

91   **Which of the following is main output of the Determine Budget process?**
A Risk management plan updates
B Cost performance baseline
C Cost estimates
D Resource requirements

92   **You are the project manager for an IT project with an 5 months duration and a Budget at Completion (BAC) = $500,000. After two months you have following input for your status reporting: PV = $300,000, EV = $200,000, AC = $350,000. What do you report as Percent Spent (PS)?**
A 70%.
B 23%.
C 25%.
D 91%.

93   **You are a sponsor of a real estate project and your project manager reported you following PV = $200,000, EV = $140,200, AC = $180,00. This tells you what?**
A Project is over budget, and behind schedule
B Project is over budget, but on time
C Project is under budget, and behind schedule
D Project is under budget, but on time

94   **Which are the elements of PS (percentage spent)**
A AC, BAC
B EV, BAC
C PC, BAC
D AV, BAC

95   **Which of the following has highest influence on bottom-up estimating?**
A Complexity and size of the work package
B Accuracy of historical information available
C Estimating skill of estimator
D Stakeholders trust estimating team

96   **Which estimate is not part of 3 point estimate?**
A Optimistic estimate
B Most likely estimate

C Pessimistic estimate
D Assumption estimate

97 **Which of the following is not a cost of quality?**
A Rework
B Change requests
C Fixing software bugs.
D Deferring change requests

98 **Which of the following is not an input to Perform Quality Control?**
A Scatter diagram
B Deliverables
C Project management plan
D Quality checklist

99 **The concept of quality management based on a repeated plan-do-check-act cycle was first advocated by**
A Kaoru Ishikawa
B Joseph Juran
C W. Edwards Deming
D Walter Stewarts

100 **One of the fundamental tenets of quality management is:**
A Quality is planned, designed, and build-in. It is not inspected in.
B Quality is planned and inspected in.
C Quality incurs cost and management must think before committing
D Quality requires constant inspection.

101 **You are in charge of developing a new Call Center response system for an Insurance Company (who is your Client) . The Client company CEO wants the response time to their customers to be better than nearest competitor. He also wants the response systems should continuously evolve to become better over time. Which of the following tools the Project Manager can best use in this context?**

A Decision Trees and Sampling techniques
B TQM and VOC
C Pareto and Fishbone diagrams
D VOC and Benchmarking

102 **You are in charge of a Project to construct a bridge. Your Finance department has a specific financial cap (upper limit) for the Project. In which process, you would first come to know, if this financial cap is adequate or otherwise?**
A Collect Requirements
B Plan Cost Management
C Estimate Costs
D Determine Budget

103 **Which of the following statements is incorrect?**
A If an Activity A has Free Float as zero, it will be in the Critical path
B All Critical Path activities have Free Floats as Zero.
C The Total float of an activity could be negative
D 'Must Start on' constraint is stronger than 'Must Finish by' constraint

104 **A Project Manager is managing a Project having distributed team structure in different geographical locations. The Project progress is updated in the PMIS centrally located. The Project Manager is trying to use EVMS to track Project progress. Which of the following information can be best used by him to estimate the EV for ongoing activities?**
A EAC

B Schedule Variance

C Remaining duration/ efforts of ongoing activities

D VAC

105 **You are a CAPM Certified Project Manager. Your organization has submitted bid for a potential contract (which stipulates only a PMP to be assigned as the Project Manager). You come to know that there is a good chance of the Contract getting awarded to your Organisation and you would be assigned as the Project Manager. What is the best course of action for you to take in this context?**

A Withdraw your candidature from the Project Management of the Contract work

B Inform your organisation to facilitate your PMP Certification before the Project commences (assuming you are otherwise eligible for taking the PMP Certification)

C Go ahead and enroll for PMP examination

D Do nothing

106 **A publicly listed company has missed its forecasted earnings successively for three quarters. An Equity rating agency has considered this as an Early Warning system in its Risk assessment process and commissions Root cause Analysis. As an outcome of which process, the Root cause analysis is documented?**

A Monitor Risks

B Perform Quantitative Risk Analysis

C Identify Risks

D Plan Risk Responses

107 **Requested and Unapproved Contract changes are a part of which document?**

A Procurement documentation

B Requested changes

C Procurement audit reports

D Work performance information

108 **A Project has finished with less than expected performance. Which one of the following is a key responsibility of the Project Manager in this context?**

A Undertake Procurement closure

B Inform the Sponsor of the Project results

C Conduct Lessons learned sessions with key stakeholders

D Write Performance appraisals of all team members

109 **Which one of the following is the most appropriate statement regarding Project Stakeholders?**

A Stakeholders having the maximum power are also those who influence the Project progress the most.

B Project Manager can leave Stakeholder identification responsibility to the Project Sponsor

C In a project there could be some positive stakeholders while certain others could be negative

D A Project manager will always be able to identify all the major Project stakeholders during the Project commencement

110 **A Project is experiencing lots of Change requests. The Project manager wants to monitor if all the approved change requests are being implemented. Which of the following will facilitate the most, in this context?**

A Baseline updates

B Work Performance Information

C Integrated Change control systems

D Quality Audits

111 **The scheduling of a Construction Project involves application of Lags between many activities. Which of the following concerning the Lags is most appropriate?**

A Activities following the Lags can usually start after a predetermined elapsed duration, irrespective of which customized Project calendar is used.

B The Project manager would be able to reduce the lags by crashing the activities following the Lags

C Incorporation of Lags induces additional Risks in the Project

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D   Application of Lags may lead to Resource leveling

112   **XYZ Corporation is considering building a new Product and launching it. The Marketing and Finance teams of the Corporation are evaluating this opportunity. The Marketing team has come out projections of expected Net cashflows by launching the Product in the market. The finance team assesses that it may have to seek funding at a Cost of Capital of 11%, during the product lifecycle of the Project. Which of the following represents the most appropriate relationship between NPV and IRR, in this context?**

A   Whenever NPV is > 0, the IRR will be more than 0
B   Whenever IRR > 0, NPV will also be more than 0
C   Whenever IRR > 11%, NPV is expected to be more than 0
D   When IRR > NPV, the Project is financially viable

113   **Two New Product companies X and Y are about to merge as Company Y. It is known that Company X has an aggressive marketing style for its products and Company Y is more restrained in marketing. Which of the following is the most appropriate statement - in so far as merged Company Y is concerned (for execution of its Projects)?**
A   Organisational Process Assets of Company Y may remain same
B   The merged company may follow the PMISs of either of the Company
C   Company Y may retain its Configuration management systems
D   Some Enterprise Environmental factors of Y may undergo a change.

114   **You are the Project Manager for the Sparc Project to develop a new signaling device. One of the key team members is known to be consistently defying the Ground rules set by you. What is the best course of Action for you?**
A   Escalate the issue to the Project Sponsor
B   Develop Plans to substitute the concerned Team member and present the issue to the sponsor for resolution

C   Continue as it is – in the interests of the Project
D   Ignore the concerned Team member's deliverables and try to manage the Project without his involvement

115   **A Team member is interested to know which are the deliverables preceding the deliverable he is developing and who are all the team members in charge of the Preceding deliverable. Which document can appropriately document this information?**
A   Scope Baseline
B   WBS Dictionary
C   Project Schedule Network diagram
D   Staffing Management Plan

116   **A Software product development Company has recently started. Its CEO has envisaged that the Company should try to attain and retain highest levels of maturity in Delivery quality, from beginning. Which one of the following concepts is most appropriate from Quality perspective in this context?**

A   The Company has not developed any Benchmarking metrics so far
B   The Company has not yet done Cost-Benefit analysis regarding Quality
C   Attainment of a specific Quality is generally facilitated through Continuous Process Improvement
D   Participation by all members in the Company is needed to achieve the Quality

117   **The Project Manager is about to close a Project and has ensured the deliverables are according the client's requirements. Which one of the following activities needs mandatorily to be done before the Project closure?**
A   Analyse the Project success or failure
B   Update the EVMS reports in PMIS
C   Ensure the team members are staffed in a succeeding Project
D   Validate all the assumptions made during the Project initiation

118   **Which one of the following statements regarding Conflict Management is most appropriate?**

A Conflicts are generally harmful and affect the team morale
B When managed properly, Conflicts can lead to better decision making
C Project manager should address all conflicts between two members as soon as they arise
D Institution of Reward and Recognition systems can reduce conflicts in a Team

119 **A large Project for an Oil refinery is being executed. The Project involves a large scale of Procurement- for which a Procurement Manager has also been appointed, to assist the Project Manager. Which one of the following is generally an incorrect statement in this context?**
A The Project Manager can handle the Contract Change requests directly with the vendors
B The Procurement manager can assist in redefining the payment terms if needed
C The Procurement Manager may directly coordinate with the Accounts Payable system of the Performing organisation for payment to vendors
D The Procurement Manager can handle all aspects of the contract without having to refer to the Project Manager

120 **A Project Manager is developing the WBS and the Project schedule. One of the WBS components is Gearbox system – which is critical to the Product under development. The Top Management is anxious to make sure that the development of Gearbox system is progressing as per schedule. The Project Manager however is not fully sure how to go about developing the Gearbox system – as he is awaiting some external inputs to this. Which one of the following represents the situation best?**

A The Project manager can delay reporting on the progress of the Gearbox systems awaiting the inputs from the External systems
B The Project Manager can report the progress of Gearbox systems depending on available information
C The Project Manager should take external inputs as soon as possible to clarify how the Gearbox system gets developed
D The Project Manager needs to inform Top Management of the situation and ask their advice on reporting.

121 **What is a major objective of the Project manager establishing Issue Logs?**
A Issue logs enable Stakeholders to record the Project progress
B Issue logs foster constructive working relationships amongst the stakeholders
C Issue Logs record major milestones in the Project
D Issue logs are a part of grapevine in the organization

122 **A Project is underway to construct a toll way. Vendor A has given a proposal for a work component relating to this Project and the Project management team is evaluating all proposals. Due to emerging resource constraints, the Vendor A now has felt it cannot meet the delivery deadlines indicated in the proposal. What is the best course of Action for the vendor?**
A There is no provision for changing the proposal, in general.
B Vendor A can raise a Contract change request accordingly
C The Project Management team needs to reject any alternate proposals
D Vendor A can raise an alternate proposal, superseding the earlier one, before the vendor finalization

123 **How best Configuration Management (CM) system is useful in Scope Management?**
A CM can enable better Alternatives generation in Scope definition
B A good CM system enables proper Scope Change control system
C WBS dictionary is linked to CM structure of a product
D A good CM system can enable robust Scope Management planning

124 **You are performing the process of 'Plan Quality Management' in your project. Which of the following will you not be doing as part of this process?**
A Decide what quality control methods to adopt in the project
B Benchmark practices to a recently completed successful project
C Confirm compliance to processes defined for the project
D Identify quality standards applicable to the project

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125 **A Project Manager is identifying the Performance metrics for a Team member, who is keen on acquiring expertise in a new emerging Technology. The technology is seen to be useful to the future functions of the Company. Which is a best way to assign Performance metrics in this context?**

A Institute Rewards and recognition system
B Enhance Motivators (as per Herzberg's classification)
C Use McClellend's Need based Motivation theory principles.
D Use Theory Y techniques

126 **Continuous Probability distributions can be best used in which process of Risk Management?**
A Perform Qualitative Risk Management
B Perform Quantitative Risk Management
C Plan Risk responses
D Plan Risk Management

127 **During Project scheduling, which of the following calendars usually get the highest priority? (in the sense – it can supersede other calendars if need be?)**
A Project Calendar
B Resource calendar
C Base calendar
D All of above get equal priority

128 **A Project manager is in charge of manufacturing of a car- which has a warranty period of 10 years. A team member is suggesting putting a brake lining system which has a warranty of 12 years. The Project manager is not favoring this suggestion. What can be most appropriate theme behind this reasoning?**

A Alternatives generation
B WBS decomposition
C Value Engineering
D Benefits analysis

129 **The Project Manager is consulting the existing approved Vendors list prepared by the Procurement department, during Procurement. Which of the processes is being performed by him?**

A Plan Procurement Management
B Conduct Procurements
C Identify Stakeholders
D Control Procurements

130 **A Project Manager is examining the Requirements to understand which one of them he should address early. Which one of the documents will be useful in this?**
A Stakeholder Register
B Work Performance Information
C Requirements Traceability Matrix
D Requirements Management Plan

131 **A Project Manager typically likes to adopt authoritarian style in most of the Project dealings. In which of the PM structures, he could be most challenged?**
A Projectized
B Informal
C Balanced Matrix
D Strong Matrix

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132
A Project Manager prepares two cost baselines – for the components of Procurement of Capital items (Cost baseline A) and for procuring Services (Cost baseline B). During the commencement of Second Phase, these two cost baselines intersect. Which of the following statements appropriately represent the situation regarding the procurement of Capital items and Services (at the point of intersection)?

A The cumulative PVs of both these baselines are same.
B The Actual costs for procurement of these are same.
C The EVs of procurements of these Baselines are same.
D The BACs for procurements of these are same.

133
Sharon is in charge of managing a Project to develop a new CAD/CAM software. The software product has been having too many defects and she is undertaking a Root cause analysis to understand the reasons thereof. Which of the Processes is she performing?

A Quality Assessment
B Perform Quality Control
C Report Performance
D Monitor and Control Risks

134
The Project for building a subway is three quarters complete. However, many of the stakeholders have an issue that they have not been communicated the Project progress properly. The Project Manager is having a relook at the communication channels and discovers that some of the communication linkages need to be improved. Which of the following process is being performed by the Project Manager?

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

135
Which of the following actions would not be conforming to the Code of Conduct?
A The Project Manager requests information on the progress of work done from the Team members on a daily basis.
B The Project Manager distributes the Project progress information to the selected stakeholders of his choice
C The Project manager declines to write a proposal for an RFP, for which his company does not possess the requisite qualification to respond to.
D The Project manager escalates the abusive behavior of his immediate superior

136
An investment in a Project has the following predicted incomes and Expenditures. What is the NPV for this investment? (Assume the cost of capital to be 10%)

Year	Expected income ('000 $)	Expected Expenditure ('000 $)
0	-	80
1	60	30
2	50	10
3	30	-

A 20.2
B 5.5
C – 4.7
D 2.9

137
Having trade union representatives in the Company Board illustrates which of the following most appropriately?
A Theory Z
B Theory Y
C Theory X
D Maslow's Needs based Hierarchy Theory

138 **Your company has won a bid to construct a road in South Africa but your company has no prior experience building road in South Africa. Your sponsor is suspicious of your estimates provided as the climate and soil conditions are quite different in South Africa than your native country. Which of the following could be of help to you to prepare an accurate estimate in this scenario:**
   A Use Analogous estimating
   B Use Parametric estimating
   C Use Published Estimating Data
   D Refuse to take up the project

139 **Which of the following factors can be least sensitive to noise – when you are communicating with a client located in a different country speaking a different first language?**
   A Teleconferences
   B Video Conferencing
   C Email communications
   D Grapevine

140 **In which of the following situations, the Project Charter is most likely to undergo a modification?**
   A The Project Schedule gets changed
   B A new Project Manager is assigned in between the Project
   C The Cost baseline gets changed
   D A new stakeholder is identified

141 **Which of the following techniques is most useful in determining the Cost Contingency buffers for the Project?**
   A ROI Analysis
   B NPV Analysis
   C EVMS analysis
   D Simulation

142 **A Widgets manufacturer incurs both Fixed and variable costs while manufacturing Widgets. When he produced 500 widgets, the total cost of manufacture was $ 5100, which increased to $ 5600, when he produced 550 widgets. How much total cost is incurred for producing 450 widgets?**
   A $4,200
   B $4,600
   C $4,500
   D $4,300

143 **Which one of the following will most likely lead to Cost re-baselining in a Project?**
   A The subcontractor has instituted a new PMIS
   B The Project stakeholders are getting added
   C The Project management team had to consider a Contractor's major cost change request
   D   The Project manager had to use Contingencies for a 'Known Unknown' cause

144 **The major function of Integrated Change control includes all except:**
   A Skill upgradations of team members
   B Consideration of all activities needed to define, combine, unify the various processes within Project Management process groups
   C Making choices on where to concentrate resources during a Project
   D   Managing the tradeoffs amongst competing objectives and alternatives

145 **The CCB has approved a major Scope change request. This could have been possibly necessitated by all of the following – except:**
   A Any change to the approved Scope baseline
   B A change in the Work authorization system of the Performing organization
   C Integrated change control activities performed by the Project manager to emerging risks
   D   A subcontractor expressing inability to supply a critical item required for completion of the Project

146 **Which one of the following best represents the Critical Chain Management approach?**
   A Buffer Management, Critical Path management
   B Buffer management, Resource leveling to account of key resources' involvement
   C Crashing and better Risk management
   D Management of uncertainties and conditional loops in Activity networks

147 **In which of the following types of Contracts, the Seller has to plan aggressively for estimating the likely impact of 'Known Unknown' Risks before giving a bid?**
   A Cost Plus Fixed fee
   B Time and material
   C Unit Price
   D Firm Fixed Price

148 **The Project manager is in charge of construction of a bridge across a river. A database seller says he has authentic daily records of waterflows in the river across few years. The Project manager is examining the robustness of the data, before using it for bridge construction. Which one of the following processes is primarily being performed?**
   A Plan Risk responses
   B Identify Risks
   C Perform Qualitative Risk Analysis
   D Perform Quantitative Risk Analysis

149 **You are interested in determining the performance of your project over a period of time. Which of the following tools could be useful:**
   A Gantt Chart
   B Control Chart
   C Trend Chart
   D Ishikawa Diagram

150 **Which one of the following usually takes on a 'Goal oriented approach' towards maximizing the Enterprisewide benefits?**
   A Portfolio Management
   B Stakeholder management
   C Risk Management
   D Process management

151 **Which of the following combinations enable robust Resource usage accounting against their planned values?**
   A Colocation and RACI matrix
   B Analysis of Resource histograms and Baselines
   C Work authorization systems and Staffing management plans
   D Monte-Carlo analysis and Risk Monitoring/ Controlling techniques

152 **John is the Project manager for implementation of a specialized CAD/CAM Tool system, for which the implementation tool needs to be procured from key vendors. John is concerned that the source code of the Tool is handed over by the vendor, to take care of any customization needs from future business changes. In which of the following processes, he can address this concern first?**

   A Plan Procurement Management
   B Conduct Procurements
   C Control Procurements
   D Plan Communication Management

153 A **After an analysis of Risk audit reports, the Project manager decides to add more review of the Product. This will most likely result in changes in:**
   A Procurement Management Plan
   B Cost baseline

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C Risk management Plan

D Process Improvement Plan

154 **You are doing a Project in a country, where almost all of the transactions happen by Verbal communications. In between this Project, you get a telephonic Change request from a key stakeholder (who is authorized to raise this Change request). What could be the best way for you to handle this situation?**

A Document the Change Request and send a formal note to the Key stakeholder for information incorporating the Change request and asking for a response if necessitated.

B Ask the Stakeholder to go through CCB

C Accept the Change request and replan the Project as needed,

D Do nothing

155 **Which one of the following best represents the concept of 'Rolling wave' planning?**

A The Project management plan gets continuously revised during Project execution

B The staff members keep moving in and moving out of Project across multiple Phases

C The Work to be done in the next phase is detailed without extensive Planning components and is consistent with overall Project objectives

D   Multiple versions of the Project Management Plan are kept and used as per Risk occurrence waves

156 **John is a Project manager for a Systems integration Project – having teams operating in two different countries – A and B , of team sizes of 8 and 10 members respectively- all reporting to John and interacting amongst themselves . Otherwise these two teams do not interact formally with each other. How many lines of formal communication channels exist in the Project?**

A 91

B 20

C 153

D 73

157

You are the Project Manager for constructing a new Cement manufacturing plant. The Project may require moving a part of workforce from location A to location B and redefining their employee contracts. During which of the following processes, you will be concerned while dealing with this aspect first?

A Develop Team

B Plan Human Resource Management

C Acquire Team

D Manage Team

158 **The Project Manager is performing 'Control Scope' process. Which one of the following is not an output of this Process?**

A Updates to Project Management Plan

B Change Requests

C Forecasting

D Work Performance Information

159 **A combination of Analysis of Control charts, Ishikawa diagrams and the RACI matrix is most useful in which of the following context?**

A Which WBS elements are overrunning their planned schedule and why?

B Which activities are in the Critical path and who is responsible for completing them?

C Who is responsible for completing the key deliverables in the Project?

D Who are the Key stakeholders responsible for missing Project deadlines and Why?

160 **You are the Project Manager for assembling and marketing new PCs for a Global company. As a part of the Project, you consider whether it is cost effective to procure required sub-components from your local country or move it from the warehouse of your company in a different country. Which of the processes you are performing?**

A Plan Procurement Management

B Conduct Procurements

C Estimate Costs

D Determine Budget

161 **You and your friends have researched on new techniques for application of Earned Value Management Tools for Outsourced IT Projects. You have prepared a White paper, summarizing your findings and send it to PMI® for their perusal and possible inclusion in the PMI® Website. Which one of the following gets addressed by this development first?**

A Development of Standards and regulations

B Enhancement of the Knowledge set

C Augmentation to PMBOK®

D References in PMBOK® Guide

162 **A Project Manager has put up a Change Request for addition of more resources. The CCB however is not able to accept this Request because of Resource constraints in the Performing organisation. What is the next option for the Project Manager?**

A Perform Integrated Change control to uncover more options

B Undertake Monitor and Control Project Work process to work out more options

C Direct and Manage the ongoing Project Work without the Resource addition

D Review the Project Scope Management Plan

163 **The Project Manager has identified the Project Product price as a key factor in attainment of the business objectives set in the Charter. The product Price is determined by costs of inputs A, B and C. The Project manager is trying to understand the implications on the Product cost, by varying inputs in different combinations. Which of the following best represents this?**

A Decision Trees

B Cause and Effect Analysis

C Sensitivity Analysis

D Application of Pareto Analysis

164 **Smith is in charge of a Project to manufacture Toy cars. During prototyping of the Toy car, a defect has been found in the assembly. The defect has been rectified by the concerned Team. Which one of the following processes needs to be done most appropriately, first?**

A Perform Quality Assurance

B Perform Quality Control

C Validate Scope

D Report Performance

165 **The Project Manager is deciding how the Cost Accruals will be treated in the Project- such as Costs accounted in the beginning of usage of a Resource etc. Which of the following documents will capture this process the best?**

A Cost baseline

B Cost change control systems

C Cost Management Plan

D Earned Value Management systems

166 **All of the following are Tools in the 'Control Procurements' process, except:**

A Contract Change Control System

B Procurement Audits

C Payment Systems

D Inspections and Audits

167 **The Project Manager understands the current status of various deliverables during Scope Management. Which of the processes in Scope Management is most likely being performed?**

A Control Scope

B Collect Requirements

C Define Scope

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D Validate Scope

168 **The Project Manager decided to outsource some of the work as a Risk transfer strategy and entered into an Agreement. Which of the following processes will be impacted the most, next?**
A Conduct Procurements
B Control Procurements
C Determine Budget
D Plan Risk Responses

169 **A team member is using a previous version of communication 'Chat' software, which is not compatible with the current prescribed version for communication amongst the Project team. Which one of the following aspects the Project manager should look into?**
A Sender Receiver Models
B Organizational Process Assets
C Communications Management Plan
D Manage Communications

170 **A company ABC is submitting a proposal for a bid for Systems integration. It is stated in the proposal that the Company has 5 PMPs on rolls. As such, as of date, only 4 PMPs are on rolls and one PMP recruit is about to join in. Which one of the following is a right statement?**
A There is no Ethical conflict involved as the Company has put the factual information in the proposal.
B Unless the Company qualifies, the statement given by Company can be violative of the PMI's Professional Code of Ethics
C The Company can give a supplementary information after the new PMP joins in
D The statement made by the Company hardly matters in Proposal evaluation and can be ignored.

171 **In a Network diagram, activity C is preceded by Activities A, and B. During execution, it is estimated that the Probability of Activity A finishing within its planned time is 0.9 and similar probability for B is estimated as 0.8. What is the probability that Activity C gets delayed from its planned schedule?**
A 0.9
B 0.8
C 0.1
D 0.28

172 **A Project manager has prepared a Schedule baseline with assumption set A   (on resource availabilities etc). He is also asked to consider Assumption Set B and present one more scenario on Schedule. Which of the following documents will be impacted the most in this scenario (from the Schedule perspective)?**
A Activity durations
B Schedule data
C Schedule Management Plan
D Activity Sequencing

173 **Smith is the Project Manager for the 'Project Red', as per the Project Charter issued. During initial Planning, some other team members are joining in the team. Which of the document will reflect this- first?**
A RACI Matrix
B WBS dictionary
C Project Scope statement
D Resource Histogram

174 **Smith is the Project Manager to construct a large Hotel. He is considering a Risk that should be addressed in first Phase of a Project. Smith is preparing the Project RBS. In which of the processes is this prepared?**
A Plan Risk Management
B Identify Risks
C Perform Quantitative Risk Analysis

D Perform Qualitative Risk Analysis

175 **Which is a most significant advantage of Sampling for the Project Quality Management?**
A Appropriate Sampling techniques can reduce the Cost of Quality
B Adoption of bad sampling scheme will decrease Cost of Poor quality
C The sample size can impact the accuracy of interpretations drawn.
D Project manager should prefer 100% inspection over sampling, as it always gives better results

176 **When Optimal Quality is deemed to have been achieved in a Project environment?**
A When there are minimal defects in the product of the Project
B When the incremental costs for quality equal the incremental benefits
C When the Cost of Quality is Maximum
D When the Quality Audits report full compliance to Quality processes

177 **Which one of the following are best be put under Configuration Management control?**
A Key Product and Project management deliverables
B Only key Project management deliverables
C Only key Product deliverables
D The Project manager can decide with the Sponsor as to which deliverables can be selected for the above

178 **A Project Manager has been designated to manage a Project for a Defence Organisation, where the Team members need to have Security clearance. In which of the documents, this requirement will be first documented?**
A RACI Matrix
B Resource Histogram
C Human Resource Management Plan
D Project team directory

179 **Which one of the following is not usually covered as a part of Manage Communications process (Least Important to cover)?**
A Project Status, Progress and Forecast reports
B Success of Change control management procedures adopted
C Earned Value Analysis reports
D Risks managed and Project Risk profile

180 **Which one of the following statements is incorrect regarding a PMO?**
A Project Managers could have a line reporting structure to the PMO
B The PMO may be responsible for setting up Organisationwide Configuration management systems for products developed
C The PMO needs to set up proper communication channels to abstract the 'Lessons learned' from various Projects
D PMOs may not exist in a Organisations performing Projects in a Functional mode.

181 **Which of the following tools represents the frequency of occurrence of number of defects per category?**
A Control Chart
B Histogram
C Scatter Diagram
D Trend Chart

182 **A Project has Material and Staff procurement needs and the Project Manager prepares two cost baselines to cover these. The Project gets intermittent funding from a Finance company. Which of the following, the Project manager needs to ensure for smooth conduct of the Project?**
A The cumulative funding should be more than the sum of the two cost baselines, across the Project Lifecycle

B The Project funding should be more than the maximum of the baselines at any time during the Project lifecycle

C The Project Manager can invoke Management reserves if he runs out of funds during the Project lifecycle

D The contingency reserves can be used to take care of temporary shortfalls in funding

183 **You want to sign up a Fixed Price contract to develop an inventory system with a vendor. Which of the following is not a reason why you would opt for a fixed price contract?**
A You will have no uncertainty in the total cost required to develop the inventory system
B All cost related risk is going to be borne by the vendor
C You will have to put in less effort in managing the contract
D You need to put in up front effort on plans, selections and specifications to ensure accuracy at the time of freezing the contract

184 **The new PMI 'Code of Ethics and Professional conduct' is applicable to all of the following except:**
A Current PMI members , but who are not PMPs
B Current PMPs, but who are not current PMI members
C All Project stakeholders
D Volunteers for a PMI Chapter

185 **A Project manager is considering a Lease or Rent decision for a Crane for the Project.**
Rental charges: USD 1000 as Fixed Rental costs and usage costs of USD 100/ day. (The Crane is required for 50 working days). All other charges are borne by the Company providing the Crane for Rent.
Lease Charges: USD 5500+ Repair charges in case of Crane breakdown.
From Historical information, it is known that the probability of the Crane breaking down is 0.2 in a span of 50 days and the Repair charges are estimated at USD 1500.
What is the best decision for the Project Manager to take regarding the Crane?

A Rent
B Lease
C Either of them
D Buy

186 **Which one of the following refers to Life cycle costing?**
A Performing Value Analysis to identify less costlier ways of achieving the same objective
B Not developing cost lowering strategies so as to keep the development costs lower thereby increasing the post development costs of the product
C Computing Cost of Quality and incorporating it in the budget
D All of the above.

187 **You are in charge of a construction Project where some of the activities involve risks. Which scheduling method you will use to incorporate the logic in this context?**
A Crashing
B Decision Tree
C AON
D PERT

188 **A construction Project was started and was ongoing for three months, when it was stopped due to paucity of funds. You have taken over as the Project manager recently after a gap of Six months. The prices of steel and cement had gone up in the meanwhile. The Project sponsor is more concerned about completing the Project. What is the best course of action for you to take?**
A Rework Project network diagram totally and get approval of all concerned.
B Continue from where the Project got stopped
C Change all the contractors and have a review of the Procurement Management plans
D Rework the Project baselines and go forward

189 **Why workarounds are created in a Project?**

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A The Project manager might not have anticipated all the risks during Risk Planning

B Few 'shortcuts' are inevitable during Project environment

C It is a form of risk response planning mechanism

D   They are created when the team is not able to address a problem technically

190   **You are production in charge and you get a feeling that the diameter of washers produced keeps increasing over the shifts during a day. To prove your hypothesis, you select a sample of washers produced in first, second and third shifts. Which of the following techniques can most appropriately used now?**

A Cause and effect analysis

B Pareto diagram

C Trend Analysis

D   Design of Experiments

191
   What is the major advantage of using the Affinity diagrams and Nominal Group techniques in a Project?

A They enable generation of positive as well as negative ideas

B They enable consideration of ideas in multiple hierarchies of levels

C They enable the Project Manager to perform Quality Planning rapidly

D   Vendors could be coopted in some of these meetings

192   **An activity A has the EF of 6 weeks. It is succeeded by three activities - B with ES of 12 weeks, C with ES of 10 weeks and D with ES of 9 weeks. What is the free float of A?**

A 3 weeks

B 1 week

C 5 weeks

D   Activity A has no free float

193   **In which of the situations, the Communications Management Plan need not be revised?**

A A new stakeholder emerges

B A team member gets shifted to a remote Project site and has no access to emails, which otherwise he was receiving in the normal Project location

C The Project Office implements a new technology for Communications

D   The Schedule baseline for the Project has got changed.

194   **You are the Project Manager to develop a 100 MW power transformer. You have completed the development. What is the next process the client has to do?**

A Close Project or Phase

B Manage Communications

C Validate Scope

D Quality Control

195   **What is the most important use pertaining to EVM?**

A How much time we have spent on the Project?

B How much cost we have spent on the Project?

C How much more (time or cost) is likely to be incurred to close the Project?

D   Which are the risks successfully managed so far?

196   **Which of the following is a Tools and technique used for Plan Risk management?**

A Meetings

B Checklists analysis

C Probability and Impact matrix

D Assumptions analysis

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197 **A Project manager is faced with the issue of making a decision for lease or rent of equipment from a contractor. For rentals, there is a fixed initial charge of $ 120 and a daily rent of $4. (The firm works for 300 days in a year)**

For lease, the annual charge is $ 1220. The equipment is needed for one year for the Project. Any equipment repair charges in the rental scheme are borne by the contractor, whereas such charges have to be borne by the Project Manager in the leasing scheme.

The Project manager, based on his past experience, estimates that the equipment will incur a repair cost of $100 with a probability of 0.8 and $200 with a probability of 0.2 during the year.
Which one is a better option for the Project Manager?

A Rent
B Lease
C Information given is insufficient to come to a decision
D Both the options are equally attractive

198 **The current time estimate shows that your Project will be completed only in 50 weeks, whereas the management wants it to be over in 40 weeks. Which are the activities you would look to crash first by putting in additional resources?**
A Those having the longest duration
B Those which are having the highest degree of risk
C Those whose duration can be reduced the maximum
D Those in the critical path, giving the maximum duration reduction per dollar spent

199 **You are considering a Project to manufacture CDs. The initial investment of the Project is $2000. The manufacturing cost of a CD is $2.50. You can sell the CD at $3.00 in the market. What is the break even quantity of production required to make a profit?**
A 4000
B 2000
C 10000
D 3500

200 **Which one the following feature of the control chart plots indicates a problem?**
A Continuous fluctuations around the mean
B Run
C Randomly distributed around mean
D Measurements keeping closer to the mean