1. What is the focus of an impact analysis?

- Activities
- Cost and income.
- Timeline
- The effects achieved.
- Budget

2. An accepted deadline for project approaches. However, the project manager realizes only 75% percent of the work has been completed. The project manager then issues a change request. What should the change request authorize?

- Additional resources using the contingency fund
- New employees
- Team overtime to meet schedule
- Corrective action based on causes
- Escalation approval to use contingency funding

3. Which principle is being applied when a project product description is produced?

- Continued business justification
- Learn from experience
- Manage by stages
- Focus on products
- Learn from lessons

4. What is a target in Monitoring and Evaluation?

- Desired objective of the indicator
- Data to measure the factors that make a project successful
- Monitoring and Evaluation plan
- Source of information
- Current situation without intervention

5. What is benefit tolerance area?

- plus or minus amount of planned budget
- plus or minus time of planned completion
- Permitted scope variations
- Permitted benefit variations within a range
- permitted aggregate threat value

6. Which of the following is not true about project objectives?

- Should be achieved during the lifetime of the project
- Focus on change or a new product
- Lower level statements
- Main focus of most of the projects
- High level statement

7. Which of the following is one of three characteristics of good Business Case?

- narrow
- specific
- viable
- risky
- acceptable

8. Which of the following is true for project controlling stage?

- Execution of the plan
- Project Management Plan is adopted
- Stakeholder management
- Product/service delivery
- <mark>Monitoring and assessment of the progress</mark>

9.   Stakeholder analysis includes:

- documenting contractual requirements.
- devising risk mitigation plans
- discovering risk-strategy linkages.
- clarifying product component interactions.
- <mark>identifying communications needs.</mark>

10.   Adherence to contractual requirements is the responsibility of the:

- contracting team member.
- team members
- functional manager.
- Director of Project Management.
- <mark>project manager.</mark>

11.   Gantt charts (bar charts) are generally better than network diagrams for showing:

- resource trade-offs.
- Functionality
- logical relationships.
- <mark>project progress.</mark>
- activity dependencies.

12.   A good listener

- <mark>restates some of the things said to confirm understanding</mark>
- speaks English
- finishes the speaker's sentences to save time
- takes copious notes to demonstrate the importance of what the speaker is saying
- nods frequently to show interest and enthusiasm

13.   Which of the following is NOT a project constraint?

- Rate of return
- Profitability
- <mark>Project Manager</mark>
- Licenses
- Risk

14.   Which of the following is NOT a part of project management?

- implementation
- closing
- <mark>Public benefit</mark>
- monitoring
- initiating

15.   Assembling project team and assigning their responsibilities are done during which phase of a project management?

- Controlling
- Closure
- <mark>Initiation</mark>

- Execution
- Planning

16. When monitoring a project

- you manage activities
- you focus on the budget
- you quantify and document outputs.
- you collect information on the effects of a project after the project is finished.
- you collect data on effects that are easily detected.

17. Which of the following statement is true about a Program?

- Program includes operations
- Program includes portfolios
- Program is a group of unrelated projects
- A Program is a part of a big project
- Program is a group of related projects

18. Which is a purpose of the benefits management approach?

- To provide the reasons for the project, to put into the business case
- To sign off completed work packages
- To summarize project performance to date for the project board to decide what action to take next
- To provide a schedule for measuring the achievement of benefits
- To document the justification for undertaking a project

19. What is the target of the following indicator: The company's market share will reach 30% within two years of the completion of the project.

- 15.00%
- 2 years
- increase market share
- 30.00%
- 2 times

20. What is quality tolerance area?

- Permitted benefit variations within a range
- plus or minus amount of planned budget
- plus or minus time of planned completion
- Permitted scope variations
- Permitted quality variations within a range

21. Which of the following is not a correct part of the SMART tool?

- Actionable
- Relevant
- Time-bound
- Super
- Measurable

22. Which of the following is one of three characteristics of good Business Case?

- acceptable
- narrow
- time-bound
- specific
- achievable

23. Which of the following is true for project initiation stage?

- Monitoring and assessment of the progress
- Project is authorized
- Product/service delivery
- Plan of how to achieve deliverables
- Reporting and documentation of lessons learned

24. What is a project?

- high level plan or direction to achieve broader objectives
- Producing products in large quantities
- management of project, program and operations to achieve strategic objectives
- two or more connected projects jointly managed
- Temporary undertaking to produce a unique result

25. Fixed-price (lump-sum) contracts require that the buyer clearly specify:

- Work Breakdown Structure
- when each detailed work-item should be completed.
- what procedures the seller should use to manage the work.
- who may be used to perform the work.
- what the seller is to provide.

26. "Fast-tracking" is a method for:

- increasing stakeholder participation.
- increasing tasks to teams
- monitoring the state of the network logic.
- linking project communications.
- reducing the project's duration.

27. Which characteristic is generally the most important for a project manager?

- Is profit oriented
- Has supervisory experience
- Is an expert in the product's subject matter area
- Works well with others
- Knows legal system of the country

28. Which of the following is NOT a project constraint?

- Rate of return
- Profitability
- Project Manager
- Time
- Licenses

29. The scope of the work is defined in which phase of the project management?

- monitoring
- planning
- implementation
- initiation
- closing

30. A process that involves continuously improving and detailing a plan as more detail become available is termed as

- initiating

- **progressive elaboration**
- progressive deliberation
- project analysis
- project enhancing

31. Monitoring helps to

- to produce output
- to manage activities
- to reduce cost
- to lower the risk
- **to detect problems at an early stage of the project.**

32. The project manager meets with the project team to review lessons learned from previous projects. In what activity is the team involved?

- **Risk identification**
- Scope identification
- Performance management
- Project team status meeting
- HR management

33. Which is assumed to be the customer's responsibility in the PRINCE2 customer/supplier environment?

- To ensure the technical integrity of a project
- To provide the skills to deliver the desired result
- To document the justification for undertaking a project
- **To specify the desired result**
- To develop the project's products

34. What is the first step in the recommended risk management procedure?

- Assess
- **Identify**
- Implement
- Plan
- Evaluate

35. Why do we need to do monitoring and evaluation?

- It is required by donors
- To plan effectively
- Allows for timely completion of the project
- It is required by stakeholders
- **To measure progress and check that we are on the right track**

36. What is a project activity?

- Monitoring and evaluation methodology
- Temporary undertaking to produce a unique result
- High level statements about what project is set to deliver
- **Intervention necessary to achieve your objectives**
- Method of production

37. Who develops and approves the Business Case?

- Stakeholder
- Quality manager
- Project Manager
- Team lead

- <mark>Executives or project board</mark>

38. Which of the following is true for project initiation stage?

- Detailed design completed
- Budget execution
- <mark>Outline of scope is drafted</mark>
- Execution of the plan
- Stakeholder management

39. What is a program?

- management of project, program and operations to achieve strategic objectives
- Temporary undertaking to produce a unique result
- Producing products in large quantities
- <mark>two or more connected projects jointly managed</mark>
- high level plan or direction to achieve broader objectives

40. Which contract type has the greatest cost risk for the buyer?

- Cost-Plus-Incentive-Fee (CPIF)
- All contracts pose risks
- Fixed-Price-Incentive-Fee (FPIF)
- <mark>Cost-Plus-Fixed-Fee (CPFF)</mark>
- Firm-Fixed-Price (FFP)

41. Under normal circumstances, if an activity is on the critical path, the activity's total float, will be:

- one
- greater than zero.
- <mark>zero</mark>
- unknown.
- less than zero.

42. Which type of behaviour from the project manager is most likely to help produce a successful project?

- Provides negative feedback
- Uses the same leadership style in all situations
- <mark>Shows confidence in team members</mark>
- Blames team members for problems
- Makes decisions independently

43. Which of the following is NOT a project constraint?

- Profitability
- Rate of return
- <mark>Project Manager</mark>
- Scope
- Licenses

44. How the project work will be carried out, monitored, and controlled? These questions are answered in which phase of the project management?

- monitoring
- implementation
- closing
- <mark>Planning</mark>
- <mark>planning</mark>

45. The basic nature of a project is a/an_____one

- long-term
- mid-term
- permanent
- short-term
- <mark>temporary</mark>

46. What are possible disadvantages when conducting an internal evaluation?

- You might lack the necessary professional skills
- It is lengthier process
- Risks are higher
- <mark>You lack distance to the matters you should analyse objectively.</mark>
- It's far more expensive than an external evaluation.

47. If a risk event has a 90 percent chance of occurring, and the consequences will be the US $ 10,000, what does the US $9,000 represent?

- NPV
- Risk value
- Contingency budget
- <mark>Expected monetary value</mark>
- Present value

48. Which is a purpose of the risk management approach?

- To summarize exposure to strategic, programme, project and operational risks
- To develop the project's products
- <mark>To define the techniques to be used when assessing project risks</mark>
- To identify suitable risk owners for each of the project risks
- To recommend responses for each of the project risks

49. Which statements about a project's stakeholders are CORRECT?
1. A stakeholder is anyone who thinks they will be affected by a project.
2. Stakeholders require equal amounts of engagement by the project management team.
3. Stakeholders remain unchanged throughout the project.
4. A stakeholder may be internal or external to the corporate organization

- 2 and 4
- 1 and 2
- <mark>1 and 4</mark>
- 3 and 4
- 2 and 3

50. Which of the followings is not true about monitoring and evaluation?

- <mark>Should be carried out only at the end of the project</mark>
- Integral part of any project
- Informs future activities and stakeholders
- Continues throughout the project
- Should be planned and in writing

51. Which of the followings is true about project activity?

- Carried out during the closing stage
- Part of the stakeholder management plan
- Least risky component of any project
- <mark>Produces an output</mark>
- Main focus of most of the projects

52. Which of the followings is not true about problem statement?

- Refer to reliable sources or data
- Focuses on issues within a scope of the project
- Clearly stated using a simple language
- Concrete and specific
- Discusses general developmental issues

53. Which of the following is true for project initiation stage?

- Stakeholder management
- Making changes to the plan to achieve results more effectively or to account for changing environment
- Reporting and documentation of lessons learned
- Project Manager is hired
- Budget execution

54. What is a portfolio?

- two or more connected projects jointly managed
- high level plan or direction to achieve broader objectives
- Producing products in large quantities
- Temporary undertaking to produce a unique result
- management of project, program and operations to achieve strategic objectives

55. A purchase order represents:

- a commitment.
- an expense.
- a cash outflow.
- a capital investment.
- cost estimation

56. The range of time between an activity's early finish date and its late finish date is called:

- the most likely delay.
- non-productive time.
- expected duration.
- on time
- float or slack.

57. During which stage of team development is the team fully functional?

- Forming
- Performing
- Norming
- Planning
- Storming

58. Which of the following is NOT a project constraint?

- Rate of return
- Profitability
- Licenses
- Cost
- Project Manager

59. The review of the successes and the mistakes is normally held during_____phase

- initiation
- planning
- implementation
- closure

- monitoring

60. A program is usually a group of

- portfolios
- people and work
- unrelated projects
- plans
- related projects

61. Which percentage of the project budget should be attributed to monitoring and evaluation?

- none
- 1.00%
- 5-10%
- at least 50%
- less than 1%

62. all of the following are ALWAYS inputs to the risk management process EXCEPT:

- Work breakdown structure
- Project status reports
- Historical information
- Stakeholder consultation
- Lessons learned

63. Which management product should always be updated when a product fails its quality check?

- Quality register
- Risk Register
- Issue plan
- Lessons log
- issue register

64. Identify the missing word in the following sentence.
A purpose of the [?] theme is to control any unacceptable deviations from the project's objectives.

- change
- risk
- progress
- communication
- plans

65. What is Randomized Controlled Trials?

- Team Management tool
- Globally recognized project management software
- Modern method of project management
- Type of scientific (often medical) experiment that aims to reduce certain sources of bias
- Written communication tool

66. Which of the followings is not true about project activity?

- Usually are connected with other activities
- Intervention necessary to achieve your objectives
- Produces an output
- May continue after the project ends
- Requires inputs

67. Why do we need stakeholder management?

- To work with media effectively
- Projects take place in a context with various actors +
- To reduce cost
- It is required by donors
- To manage government relations

68. Which of the following is true for project initiation stage?

- Budget execution
- Communication strategy
- Stakeholders are identified
- Stakeholder management
- Project Management Plan is adopted

69. What is a policy?

- Producing products in large quantities
- Temporary undertaking to produce a unique result
- high level plan or direction to achieve broader objectives
- management of project, program and operations to achieve strategic objectives
- two or more connected projects jointly managed

70. All of the following are tools or techniques used in choosing a seller except:

- Bidders conference
- cost estimation
- Weighting system
- Contract negotiation
- Independent estimates

71. Resource levelling will often:

- have little or no effect on the overall project duration.
- decrease most likely duration of the project
- have little or no effect on individual activity durations.
- increase the most likely duration of the project.
- increase the most likely project cost.

72. If there is a conflict between two team members, the best thing to do is to:

- wait for the conflict to resolve itself
- release one of the team members from the project
- release both of the team members from the project
- start by talking to each person individually
- try to avoid the two people

73. Which of the following is NOT a project constraint?

- Profitability
- Project Manager
- Licenses
- Quality
- Rate of return

74. The business case and the justification for the project is determined during the _____ phase

- monitoring
- planning

- implementation
- <mark>initiation</mark>
- closing

75. Which from the following statement(s) is/are NOT true?
I Projects have defined objectives
II Programs have a larger scope than projects
III The projects and programs in a portfolio must be directly related

- I only
- I and II only
- II and III only
- II only
- <mark>III only</mark>

76. At what stage of a program should monitoring take place?

- At the end of the project
- When Project Manager decides
- in the beginning of the project
- <mark>Throughout the life of the program</mark>
- After each stage

77. When estimating time for activities, a Project Manager should:

- Use the best guess and estimate all activities since there will be changes as the project progresses and more information becomes available
- Consult with friends
- Search on the internet
- <mark>Involve people who will be doing the work to get estimates</mark>
- Estimate for what the cost will allow and include buffers

78. Which process is used by a team manager to coordinate work on one or more of the project's products?

- Directing a project
- Controlling a stage
- <mark>Managing product delivery</mark>
- Managing a stage boundary
- Initiating a project

79. Which statement about the 'continued business justification' principle is CORRECT

- A formal business case document is mandatory
- It should be approved in the implementation stage
- The justification for compulsory projects does not need approval
- There must be no change to the reasons for a project
- <mark>The chosen option must provide value for money</mark>

80. Which of the followings are not components of Randomized Controlled Trials?

- Treatment group
- Random selection
- Control group
- <mark>Biased sample selection</mark>
- Placebo

81. What is an output?

- Temporary undertaking to produce a unique result
- Change in project plans
- Identification of the problem or opportunity and authorising the start of the project

- Immediate result of the activity which is required to achieve the objective
- Intervention necessary to achieve your objectives

82.   Why stakeholders care about projects?

- Projects improve livelihoods
- They stand to benefit from projects
- Government requirement
- Project brings change which often means there are winners and losers
- Project increase cost of doing business

83.   Which of the following is true for project controlling stage?

- Roles and responsibilities divided
- Budget execution
- Plan of how to achieve deliverables
- Communication strategy
- Making changes to the plan to achieve results more effectively or to account for changing environment

84.   Which of the following is not a project constraint?

- cost
- time
- scope
- customer preference
- quality

85.   Screening (scoring) systems used to evaluate potential sellers typically include all of the following except:

- Qualitative criteria
- Quantitative criteria
- cost estimation
- Range estimates
- Weights for each criterion

86.   Effective schedule management requires:

- team-wide recognition of schedule constraints.
- obtaining sponsor approval for all schedule variances.
- increasing stakeholder participation.
- collecting, analysing, and reporting schedule data.
- regular revisions to the project charter.

87.   In identifying possible solutions to problems, you should do all of the following except:

- Rely as much on intuition as on logic
- Involve only those team members with relevant expertise
- Stimulate as many ideas as possible
- Define metrics to evaluate the merits of ideas
- wait for the problem to resolve itself

88.   Which of the following is NOT a project constraint?

- Project Manager
- Profitability
- Rate of return
- Licenses
- Values

89.   According to Olivier Mesly, the 4 P's critical for the success of a project are:

- plan, processes, people, policy
- plan, processes, potential, policy
- plan, processes, potential, power
- plan, processes, people, power
- plan, processes, people, program

90. Projects management is divided in_____process groups

- 2
- 11
- 4
- 5
- 7

91. Which of the following is not considered monitoring?

- Collecting monthly data on clients served in a clinic
- Counting the number of clients served
- Counting the number of people trained
- Attributing changes in health outcomes to an intervention
- Tracking the number of brochures disseminated

92. Being assigned as a project manager, you noticed during project execution that conflicts arise in the team on both technical and interpersonal levels. What is an appropriate way of handling conflicts?

- You should ignore them and focus on the project
- A conflict should be handled in a meeting so that the entire team can participate in finding a solution.
- You should use your coercive power to quickly resolve conflicts and then focus on goal achievement
- Conflicts should be addressed early and usually in private, using a direct, collaborative approach.
- Conflicts distract the team and disrupt the work rhythm. You should always smooth them when they surface.

93. What is an output?

- The result of the change derived from using the project's products
- A group of low level risks
- A negative outcome
- Any of the project's specialist products
- The measurable improvement resulting from an outcome

94. Which regular report provides the project board with a summary of stage status in Prince2?

- Checkpoint report
- Irregular report
- Lessons report
- Product status account
- Highlight report

95. In which fields Randomized Controlled Trials are often used?

- Banking
- Government
- Law
- Project Management
- Medical and drugs development

96. Which of the following is not true about the principle of manage by exception?

- used by each level in the Project Organization to manage the level below.
- The layer below should only notify the above management layer if there is a big issue that is outside their tolerance

- Frees up the time of senior management.
- Allows them to focus on strategy without becoming overburdened by the daily decisions of a particular project.
- <mark>Allows project manger to be involved in decision making at every level</mark>

97.   Which of the following is true about project stakeholders?

- Always an organization
- Stakeholders are always against the project
- Project team should not engage with stakeholders
- <mark>it can be a person, a group or an organization</mark>
- Stakeholders are always supportive of the project

98.   Which of the following is true for project controlling stage?

- Budget execution
- Roles and responsibilities divided
- <mark>Reporting and documentation of lessons learned</mark>
- Communication strategy
- Detailed design completed

99.   Which of the following is not a project constraint?

- values
- time
- risk
- <mark>local context</mark>
- scope

100.   Project planning includes all of the following except:

- Establishing procedures to support the project
- Deciding how to monitor and control work
- Selecting project approaches or strategies
- <mark>Determining which work-items have been completed</mark>
- defining roles and responsibilities

101.   Which individual or group is most directly responsible for ensuring that the project's results satisfy the customer?

- Sponsors
- The project team as a whole
- Subject matter experts assigned to the project
- Top management of the project manager's organization
- <mark>The project manager</mark>

102.   Negotiation is when two or more parties are trying to reach an agreement that:

- avoids compromises
- exceeds their goals
- <mark>satisfies both their interests, at least to some extent</mark>
- ensures a clear win for one of them
- minimizes project delays

103.   People participated in or affected by project activities are known as

- Executive
- Team
- Project Manager
- <mark>Stakeholder</mark>
- Staff

104.   A project charter does not include_____of the project

- scope
- team
- objectives
- calendar
- time

105.   If any one factor of a project changes,_____other factor(s) is/are likely to be affected

- at least two
- at most one
- all
- at least one
- most of them

106.   Evaluations measure:

- The risk probability of the project
- The timeliness of a program's activities
- How well the program was implemented?
- The outcomes and impact of a program's activities?
- How closely a program kept to its budget.

107.   During which risk management process is a determination to transfer a risk made?

- Identify Risks
- Monitor and Control Risks
- Perform Quantitative Risk Analysis
- Plan Risk Response
- Risk assessment

108.   Which statement describes a threat to a project?

- An event which is not likely to occur
- An uncertain event that could have a favourable impact on objectives
- An event that has occurred resulting in a negative impact on objectives
- An uncertain event that could have a negative impact on objectives
- An event that has occurred resulting in a favourable impact on objectives

109.   Which statement about the project support role is CORRECT?

- It is an optional role for a PRINCE2 project
- It is part of the project board
- It can be combined with the project assurance role
- It can be performed by the project manager
- It produces checkpoint reports for the project manager

110.   Why is the Randomized Controlled Trial an effective Monitoring and Evaluation tool?

- It is very popular among donors
- Can be replicated by others
- It is cost effective
- It is relatively easy to apply
- It allows to measure the impact and attribution

111.   According to the principle of mage by exception, when do you need to escalate the situation to a higher level?

- When stakeholders demand it
- When you would like impress your boss

- When project manager instructs you to do it
- Only when your team fails to meet the team objective
- When tolerance levels breached

112. Which of the following is true about project stakeholders?

- Project team should not engage with stakeholders
- Increases the cost of the project
- Always a person
- have the power to influence the project
- Stakeholders are always supportive of the project

113. Which of the following is not true about project implementation stage?

- Making changes to the plan to achieve results more effectively or to account for changing environment
- Budget execution
- Roles and responsibilities divided
- Execution of the plan
- Product/service delivery

114. Which of the following is not a project constraint?

- risk
- scope
- values
- project team
- time

115. The project baselines include the original project plan:

- less any activities skipped.
- less any rework.
- plus proposed changes.
- plus new costs
- plus approved changes.

116. A change control board is a formally defined group of stakeholders responsible for:

- approving team work assignments.
- changing project timeline
- reviewing the project audit report.
- approving changes to the project baseline.
- minimizing the number of changes.

117. Negotiations are generally most effective when the parties:

- alternate between friendly and hostile
- take a tough stand from the start
- continue without a break until agreement is reached
- are cordial and cooperative
- give up in the beginning

118. A project is:

- A function of operations that focuses on sustaining business that may have a one-time configuration or ongoing processes
- A seemingly insurmountable challenge that when approached in a systematic way makes it appear doable, if only temporarily
- A group of related projects managed in a coordinated way to obtain the benefits and control not available from managing them individually
- An organizational function performing the ongoing execution of activities that produce the same product or provide a repetitive service
- A temporary endeavour was undertaken to create a unique product, service or result

119. The return available by investing the capital elsewhere is known as

- profit rate
- interest rate
- return on investment
- discount rate
- <mark>opportunity cost</mark>

120. Business Value =

- Tangible Elements – Intangible Elements
- Business interests
- Tangible Elements
- <mark>Tangible Elements + Intangible Elements</mark>
- Intangible Elements

121. Project monitoring is sometimes referred to as

- Evaluation
- Outcome assessment
- Performance Evaluation
- Impact Evaluation
- <mark>Process Evaluation</mark>

122. Which is a responsibility of the team manager role?

- To examine and escalate issues, taking necessary corrective actions
- To lead monitoring and evaluation process
- To review the highlight report for the previous reporting period
- To review the tailoring approach and its implications for project controls
- <mark>To accept authorized work packages from the project manager</mark>

123. Which aspect of project performance must be managed in order to have a clear understanding of what the project is to deliver?

- Risk
- Values
- Time
- Cost
- <mark>Scope</mark>

124. Which is a purpose of a project brief?

- To capture lessons from previous projects
- To confirm project assumptions
- To define the quality techniques to be applied during the project
- To confirm that the project is able to deliver the detailed business case
- <mark>To document a common understanding of the starting point for the project</mark>

125. Which of the followings is not part of the revised logical framework approach?

- activities
- output
- input
- <mark>outline</mark>
- outcome

126. Which of the followings is not among tolerance areas of manage by exception principle?

- Quality

- Time
- Cost
- ==Communication==
- Risk

127. Which of the following is true about project stakeholders?

- Only government entities are stakeholders
- Can delay the project but cannot cause a serious obstacle
- ==Can be supportive, against or neutral to the project==
- Project team should not engage with stakeholders
- Stakeholders are always supportive of the project

128. Which of the following is not true about project implementation stage?

- Product/service delivery
- Budget execution
- Roles and responsibilities divided
- Execution of the plan
- ==Project is authorized==

129. Which of the following is not a project constraint?

- scope
- time
- cost
- quality
- ==stakeholders attitude==

130. On most projects, most of the time, the project plan is developed by the:

- customer working alone.
- senior executives.
- accountant
- ==project management team.==
- project manager working alone.

131. A document that is used to clarify roles and responsibilities is called a:

- ==responsibility assignment matrix.==
- responsibility identification chart.
- responsibility clarification table.
- responsibility allocation list.
- project plan

132. Which of the following would be least likely to be managed using a project management approach?

- An undertaking to support a strategic initiative.
- An undertaking with a high degree of interdependence among the activities.
- ==An undertaking that is routine and frequently performed by the organization.==
- An undertaking with an unusually complex scope.
- An undertaking with high risk and new product

133. All of the following would generally be considered to be a characteristic of a project except:

- A definite end
- Interrelated tasks
- Unique product or change
- ==Performed by internal staff==

- An established objective

134. An investment should be accepted if its Net Present Value (NPV) is

- 100.00%
- negative
- positive
- 0
- 20

135. Which from the following is NOT a tangible element?

- Non-fixtures
- Fixtures
- Trademarks
- Stockholder equity
- Monetary assets

136. Which is a step in a recommended approach to planning?

- Evaluate the project at end
- Describe the means of communication for the project
- Baseline the project deliverables
- Identify activities and dependencies
- Implement responses for opportunities

137. How is the 'manage by exception' principle applied?

- By reducing the cost
- By providing lessons so that mistakes made in previous projects do not happen
- By setting controls to warn the higher level of management of potential problems
- By ensuring that the project continues to be desirable, viable and achievable
- By dividing the project into a minimum of two management stages

138. Which is an objective of the 'managing product delivery' process?

- To ensure sound monitoring and evaluation
- To report progress to the project board
- To ensure that work on products is authorized
- To ensure that the business case is kept under review
- To sign off completed work packages

139. Which of the followings is not part of the revised logical framework approach?

- impact
- outcome
- activities
- scope
- output

140. Which of the followings is not among tolerance areas of manage by exception principle?

- Risk
- Scope
- Benefits
- Conflict
- Quality

141. Which of the followings is not among the steps for stakeholder management?

- Mapping
- Implementing
- Devising strategies and plans
- **Budgeting**
- Analysing

142. Which of the followings is not true for closing stage?

- Planning of future steps and actions
- Documentation and final report
- **Outline of scope is drafted**
- Lessons learned finalized
- Results passed to users/sponsors

143. Which of the following is not a project constraint?

- scope
- time
- risk
- **communication**
- values

144. If a project has a 60% chance for a $50,000 profit, and a 40% chance for a $20,000 loss, what is the expected monetary value of the project?

- $8,000
- $122,000
- 30000
- **$22,000**
- 38000

145. Communication planning involves determining the information needs of the:

- potential contractors.
- project planners.
- main customer.
- **key stakeholders.**
- project team

146. The series of steps used to help ensure proper definition of the product-of-the-project is generally referred to as the:

- project implementation cycle.
- project monitoring cycle
- project execution cycle.
- **project life-cycle.**
- project funding cycle.

147. Project management is most appropriate for any group of activities that:

- exceeds 160 hours of effort
- requires specialized scheduling tools
- Performed by internal staff
- requires planning and control
- **is intended to accomplish something new**

148. Suppose an investment of $100 has grown to $110 in one year What is the return on investment?

- 25.00%
- 1.00%

- 10.00%
- 110.00%
- 1.00%

149. Which from the following is NOT an intangible element?

- Good will
- Bad will
- Public benefit
- Brand recognition
- Utility

150. What do you do in the identify process of the risk management?

- Plan steps to prepare the specific response to the threats
- Carry out the planned responses mentioned in the planning step if the risk occurs
- Keep communicating to the stakeholders. Use existing management reports that are created during the project
- Assess the risks in terms of their probability and impact on the project objectives.
- Complete the Risk Management Approach document for the project, and identify the risks (threats and opportunities) that could affect the project

151. What is risk probability?

- The scale of the risk should it occur
- Impact of the risk
- A probable timeframe within which the risk may occur
- The probable effect on the project being able to deliver its objectives
- A measure of the likelihood of the risk occurring

152. What is a risk cause?

- A negative consequence of a threat occurring
- A positive consequence of a threat occurring
- A positive consequence of an exploited opportunity
- An area of uncertainty that could create a problem
- A known situation which creates uncertainty

153. How is the 'learn from experience' principle applied?

- By working in a team
- By delegating responsibilities to a different level of management
- By reviewing the management of previous projects
- By defining cost tolerances for project objectives
- By defining the customer's expectations of the project's products

154. Which of the followings is part of the revised logical framework approach?

- objective
- scope
- outcome
- quality
- risk

155. Which of the followings is one of the tolerance areas of manage by exception principle?

- Activity
- Conflict
- Communication
- Benefits
- Output

156. Which of the following is true about stakeholder management?

- It is the responsibility of team leader
- Only government stakeholders should be included in the management plan
- It is a part of the closing stage
- It should be revisited regularly
- Only includes identification of stakeholders

157. Which of the followings is not true for closing stage?

- Planning of future steps and actions
- Results passed to users/sponsors
- Lessons learned finalized
- Budget execution
- Documentation and final report

158. What happens in the closing stage?

- identification of the problem or opportunity and authorising the start of the project
- monitoring, evaluation and making changes/re-planning
- designing project plans
- final evaluation, documentation, and passing on the product/result
- execution of the plan and delivering products

159. All of the following are approaches to mitigating risks except:

- Obtaining insurance against loss
- Revising scope
- Developing contingency plans
- Identifying project risks
- Transferring risk

160. Primary responsibility for quality in a project rests with the:

- project manager.
- senior project engineer.
- quality department manager.
- main customer.
- executive sponsor.

161. Project objectives should be defined through consultation with the:

- interpreter
- board chair.
- project engineer.
- customer and stakeholders
- senior team lead.

162. Which of the following is most important for most project managers?

- To have good knowledge of banking law
- To know more than one legal system
- To have good knowledge of contract law
- To take care to operate within the law
- To have good knowledge of commercial law

163. SWOT analysis is a strategic planning technique used to identify strengths, weaknesses, opportunities, and

- timing

- temporary
- threats
- totality
- tenure

164. Which from the following represents the correct project cycle?

- Planning→Initiating→Closing
- Planning→Executing→Initiating→Closing
- Initiating→Planning→Executing→Closing
- Planning→Initiating→Executing→Closing
- Initiating→Executing→Planning→Closing

165. What do you do in the communicate process of the risk management?

- Assess the risks in terms of their probability and impact on the project objectives.
- Keep communicating to the stakeholders. Use existing management reports that are created during the project
- Carry out the planned responses mentioned in the planning step if the risk occurs
- Complete the Risk Management Approach document for the project, and identify the risks (threats and opportunities) that could affect the project
- Plan steps to prepare the specific response to the threats

166. Which is a purpose of the business case?

- To establish methods to judge whether the ongoing project is justified
- To lead monitoring and evaluation process
- To accept authorized work packages from the project manager
- To examine and escalate issues, taking necessary corrective actions
- To assess and control uncertain events or situations

167. What does the 'initiating a project' process provide?

- Scope
- Approval from the project board to proceed with the project, if it is worthwhile
- Definition of the suppliers' obligations for controlling the work package delivery
- Information for the project board to decide if the project is aligned to business objectives
- Approval from the project manager for work to be started by delivery teams

168. Which product is a time-driven control?

- Risk report
- Exception report
- Checkpoint report
- End stage report
- Lessons report

169. Which of the followings is not part of the traditional Monitoring and Evaluation Plan?

- Baseline
- Target
- Indicator
- Input
- Source of information/verification

170. What is risk tolerance area?

- plus or minus amount of planned budget
- Permitted benefit variations within a range
- Permitted scope variations
- permitted aggregate threat value

- plus or minus time of planned completion

171. Which of the followings is true about project goal?

- Main focus of most of the projects
- Focus on change or a new product
- Should not be longer than six words
- Should be achieved during the lifetime of the project
- High level statement

172. Which of the following is true for Continued Business Justification?

- Stakeholders decide on justification
- Justification is based on results
- Product delivery is the main focus of the business case
- Justifiable reason for starting the project
- Project Manager approves the Business Case

173. What happens in the controlling stage?

- designing project plans
- final evaluation, documentation, and passing on the product/result
- identification of the problem or opportunity and authorising the start of the project
- monitoring, evaluation and making changes/re-planning
- execution of the plan and delivering products

174. Risks are prioritized in order to:

- test the team's risk tolerance.
- calculate the correct values for risk triggers.
- decide which risks to respond to.
- Obtaining insurance against loss
- assign a risk owner to accepted risks.

175. Estimating the cost of developing a new computer by saying it will cost 10% more than previous models is an example of:

- bottom-up estimating.
- cost estimation
- parametric estimating.
- analogous estimating.
- grassroots estimating.

176. What is the main purpose of a post-project evaluation?

- To measure the performance of the project management team.
- To award bonuses to the project team
- To test the product-of-the-project.
- To determine if the project met its objectives.
- To obtain acceptance of the result from the sponsor.

177. An effective project manager should be able to

- design a career ladder
- speaks English
- write an exciting recruiting ad
- criticize team members without hurting their feelings
- manage conflict

178. Portfolio Management focuses on_____goals

- tangible
- intangible
- targeted
- temporary
- <mark>long-term</mark>

179.　The strategy used to correct resource over-allocations by balancing demand for resources and the available supply is known as

- resource assignment
- resource splitting
- resource scheduling
- <mark>resource levelling</mark>
- resource re-assignment

180.　What do you do in the assess process of the risk management?

- Plan steps to prepare the specific response to the threats
- Keep communicating to the stakeholders. Use existing management reports that are created during the project
- Complete the Risk Management Approach document for the project, and identify the risks (threats and opportunities) that could affect the project
- <mark>Assess the risks in terms of their probability and impact on the project objectives.</mark>
- Carry out the planned responses mentioned in the planning step if the risk occurs

181.　Which theme establishes mechanisms to monitor and compare actual achievements against those planned?

- Plans
- Quality
- Change
- <mark>Progress</mark>
- Costs

182.　When is it confirmed whether a project's objectives have been achieved?

- Implementation stage
- Planning stage
- Initiating stage
- <mark>Closing stage</mark>
- Controlling stage

183.　When should the project board request a decision from corporate, programme management or customer?

- When the stage requires resources
- When risks became too great
- If the senior supplier or senior user needs to be changed
- When any request for change needs to be approved
- <mark>If it is forecast that project level tolerance will be exceeded</mark>

184.　Which of the followings is part of the traditional Monitoring and Evaluation Plan?

- outline
- output
- scope
- <mark>Indicator</mark>
- outcome

185.　What is cost tolerance area?

- Permitted quality variations within a range
- plus or minus time of planned completion
- Permitted scope variations

- **plus or minus amount of planned budget**
- Permitted benefit variations within a range

186. Which of the followings is true about project goal?

- Should be achieved during the lifetime of the project
- Lower level statements
- **Long-term, broad and could be general**
- It is usually short-term
- Should be very specific

187. Which of the following is true for Continued Business Justification?

- Quality controller may alter the business justification
- Justification is based on results
- Project Manager approves the Business Case
- Stakeholders decide on justification
- **Justification is recorded and approved**

188. What happens in the implementation stage?

- **execution of the plan and delivering products**
- monitoring, evaluation and making changes/re-planning
- final evaluation, documentation, and passing on the product/result
- designing project plans
- identification of the problem or opportunity and authorising the start of the project

189. The main difference between a risk and a problem is that:

- risks cause project failures.
- risks cannot be ignored.
- **risks are always in the future.**
- risks cost more to respond to.
- risk are in the past

190. The most frequent reason for changing the cost baseline is:

- new cost implications
- because the current baseline is no longer useful.
- **as the result of an approved scope change.**
- that the original estimating assumptions were incorrect.
- in response to a schedule change.

191. All of the following describe an aspect of product-scope except:

- Characteristics
- Functionality
- Quality
- **Cost**
- Features

192. Which of the following statements about project management success is true?

- It is defined by the project team
- It is equivalent to product success
- requires specialized scheduling tools
- It is defined by the project customer
- **It is possible even if the project is cancelled**

193. Project Management focuses on_____goals

- intangible
- temporary
- long-term
- tangible
- <mark>targeted</mark>

194. A horizontal bar chart that shows project tasks against a calendar is called

- goal
- PERT chart
- milestone
- <mark>Gantt chart</mark>
- objective

195. What do you do in the plan process of the risk management?

- <mark>Complete the Risk Management Approach document for the project, and identify the risks (threats and opportunities) that could affect the project</mark>
- Carry out the planned responses mentioned in the planning step if the risk occurs
- Assess the risks in terms of their probability and impact on the project objectives.
- Plan steps to prepare the specific response to the threats
- Keep communicating to the stakeholders. Use existing management reports that are created during the project

196. Why do managers rely heavily on oral communication?

- To ensure the work will be completed as instructed
- <mark>To check for understanding and get immediate feedback</mark>
- To avoid inconsistencies between oral communication and nonverbal communication
- Written messages are less organized and accurate.
- To convey messages in a clear, concise and accurate manner

197. A project has a 60% chance of a $100,000 profit and a 40 percent of a US $100,000 loss. The Expected Monetary Value for the project is:

- $100,000 profit
- $ 20,000 loss
- <mark>$ 20,000 profit</mark>
- $40,000 profit
- $40,000 loss

198. Which is a reason why the 'defined roles and responsibilities' principle must be applied?

- <mark>Because more than one function may be involved in the project</mark>
- Because stages provide senior management with control points
- It is a good practice
- Because each project will have unique outputs
- Because projects may have duplicated or inconsistent objectives

199. What is an indicator?

- set of activities aimed at Monitoring and Evaluation
- Current situation without intervention
- Desired objective
- <mark>Data to measure the factors that make a project successful</mark>
- Monitoring and Evaluation plan

200. What is time tolerance area?

- Permitted benefit variations within a range
- Permitted quality variations within a range
- plus or minus amount of planned budget
- Permitted scope variations
- plus or minus time of planned completion

201. Which of the followings is true about project goal?

- Set by the leading stakeholder
- Should be achieved during the lifetime of the project
- Lower level statements
- May be achieved after the project ends
- Specific and tangible results

202. Which of the following is true for Continued Business Justification?

- Project Manager approves the Business Case
- Stakeholders decide on justification
- Justification is approved once at the end of the project
- Main justification for a project is financial
- Justification remains valid, and is revalidated, throughout the life of the project

203. What happens in the planning stage?

- identification of the problem or opportunity and authorising the start of the project
- designing project plans
- monitoring, evaluation and making changes/re-planning
- execution of the plan and delivering products
- final evaluation, documentation, and passing on the product/result

204. Project stakeholders:

- have needs that should be identified and considered.
- include family members of project manager
- are interested parties outside the performing organization.
- are limited to the project manager, the customer, and the sponsor.
- all share a common desire to see the project completed successfully.

205. Which of the following is the most likely consequence of failing to properly schedule limited resources?

- Inability to take corrective action
- Breach of contract
- changes to the project baseline
- Activity start-up delays
- Lower Cost Performance Index (CPI)

206. Scope creep is most likely to result from:

- unclear product characteristics.
- unskilled team members.
- highly detailed specifications.
- skilled team members
- too many levels in the WBS.

207. Efficiency means to:

- do the right things
- have fewer meetings in order to have more time for work
- expedite the schedule by working overtime
- do things the right way

- spend at least 10 hours on each task

208. The leadership style where focus is on relationships and community rather than exercising of power, is termed as

- oligarchy
- new leadership
- laissez-faire
- interactional leadership
- <mark>servant leadership</mark>

209. The statistical tool that depicts a project's tasks and the relationships between those tasks is known as

- objective
- PERT chart
- <mark>Gantt chart</mark>
- milestone
- goal

210. What do you do in the implement process of the risk management?

- Assess the risks in terms of their probability and impact on the project objectives.
- Plan steps to prepare the specific response to the threats
- Complete the Risk Management Approach document for the project, and identify the risks (threats and opportunities) that could affect the project
- Keep communicating to the stakeholders. Use existing management reports that are created during the project
- <mark>Carry out the planned responses mentioned in the planning step if the risk occurs</mark>

211. What is the objective of an impact analysis?

- To measure cost effectiveness
- The impact analysis checks for the efficiency of the services provided to enable more output.
- It measures project results and calculates the financial value of a project.
- <mark>It can be used to determine the outcomes and impacts of a project.</mark>
- To measure project outcome

212. If a risk has a 20 percent chance of happening in a given month, and the project is expected to last five months, what is the probability that the risk event will occur during the fourth month of the project?

- 80.00%
- 35.00%
- 5.00%
- Less than 1%
- <mark>20.00%</mark>

213. Which process is triggered by the project manager's request to initiate a project?

- Directing a project
- Product delivery
- Managing the project
- <mark>Initiating a project</mark>
- Managing a stage boundary

214. What is a baseline in Monitoring and Evaluation?

- Desired objective of the indicator
- Data to measure the factors that make a project successful
- Monitoring and Evaluation plan
- Source of information
- <mark>Current situation without intervention</mark>

215. What is scope tolerance area?

- plus or minus time of planned completion
- permitted aggregate threat value
- plus or minus amount of planned budget
- Permitted scope variations
- Permitted benefit variations within a range

216. Which of the following is true about project objectives?

- Cannot be measured
- High level statement
- Long-term, broad and could be general
- Specific and tangible results
- May be achieved after the project ends

217. Which of the following is one of three characteristics of good Business Case?

- timely
- broad
- less expensive
- desirable
- suitable

218. What happens in the initiation stage?

- final evaluation, documentation, and passing on the product/result
- designing project plans
- execution of the plan and delivering products
- identification of the problem or opportunity and authorising the start of the project
- monitoring, evaluation and making changes/re-planning

219. Which of the following stakeholders is least likely to influence a project?

- Project funder
- Corporate Executive
- Local NGO leader
- Customer representative
- Project manager

220. Which of the following documents would be most useful in determining when project team members will be available to work on other projects?

- Work breakdown structure
- Cost structure
- Product requirements
- Project schedule
- Communications plan

221. Out-of-scope work refers to:

- project management assignments.
- project progress reporting.
- highly detailed specifications.
- changes which reduce benefits realized.
- activities not included the project.

222. Project managers use written correspondence (i.e., delivered on paper or via email rather than spoken) to ensure their message is:

- grammatically correct

- respected
- delivered promptly
- **documented and clearly delivered**
- memorable

223. In the project management theory, balancing scope, schedule, and cost goals is often termed as

- portfolio review
- triangular dilemma
- fundamental trade-off
- **triple constraint**
- project portfolio management

224. Which of the following statement(s) is/are true about a Project?
I It brings change
II It has risk
III The outcome is certain

- I, II, and III
- I and III only
- II only
- **I and II only**
- I only

225. Which of the followings is not one of the risk response measures?

- Avoid
- Reduce
- **Estimate**
- Transfer
- Accept