

Project Management - LPU - CSEB442

MCQs – Project Management

Module 1: Introduction to Project Management

Q1. Which of the following is **NOT** a characteristic of a project?

- a) Temporary in nature
- b) Unique output
- c) Continuous operations
- d) Defined start and end dates

Answer: c) Continuous operations

Q2. The primary role of a project manager is to:

- a) Approve project funding
- b) Manage day-to-day tasks and deliver results
- c) Set company goals
- d) Audit project performance only

Answer: b) Manage day-to-day tasks and deliver results

Q3. Which methodology is best suited for projects with **changing requirements**?

- a) Traditional (Waterfall)
- b) Agile
- c) Hybrid
- d) Functional

Answer: b) Agile

Q4. A PMO (Project Management Office) mainly:

- a) Provides coffee to team members
- b) Standardizes project management processes
- c) Executes project tasks directly
- d) Monitors financial accounts only

Answer: b) Standardizes project management processes

Q5. The five process groups in project management are:

- a) Initiating, Planning, Executing, Monitoring & Controlling, Closing
- b) Initiating, Planning, Testing, Reporting, Closing
- c) Define, Analyze, Design, Build, Test
- d) Planning, Designing, Building, Implementing, Monitoring

Answer: a) Initiating, Planning, Executing, Monitoring & Controlling, Closing

Q6. Which knowledge area is about ensuring the project meets objectives on time?

- a) Scope Management

- b) Schedule Management
- c) Risk Management
- d) Procurement Management

Answer: b) Schedule Management

Q7. In Agile methodology, work is divided into short cycles called:

- a) Milestones
- b) Phases
- c) Sprints
- d) Waves

Answer: c) Sprints

Q8. A hybrid methodology combines:

- a) Agile + Traditional
- b) Agile + Scrum
- c) Traditional + Kanban
- d) Agile + Lean only

Answer: a) Agile + Traditional

Q9. A project differs from operations because:

- a) Projects are repetitive
- b) Operations are temporary
- c) Projects are unique and temporary
- d) Operations have no defined output

Answer: c) Projects are unique and temporary

Q10. Who certifies Project Management Professionals (PMP)?

- a) Harvard University
- b) Project Management Institute (PMI)
- c) Scrum Alliance
- d) IEEE

Answer: b) Project Management Institute (PMI)

Q11. The Triple Constraint includes:

- a) Cost, Quality, Time
- b) Time, Scope, Cost
- c) Risk, Time, Scope
- d) Scope, Procurement, HR

Answer: b) Time, Scope, Cost

Q12. The responsibility for **resource allocation** lies primarily with:

- a) CEO
- b) Functional Manager
- c) Project Manager

d) PMO only

Answer: c) Project Manager

Q13. Agile methodology focuses on:

- a) Flexibility and customer collaboration
- b) Rigid planning and documentation
- c) Fixed deadlines only
- d) Resource management only

Answer: a) Flexibility and customer collaboration

Q14. A project manager must balance competing demands of:

- a) Time, Cost, Scope, and Quality
- b) HR, Finance, IT, and Marketing
- c) CEO, Customers, Team, and PMO
- d) Suppliers, Clients, Media, and Government

Answer: a) Time, Cost, Scope, and Quality

Q15. The **primary success factor** of a project is:

- a) Delivering within budget and schedule while meeting requirements
- b) Maximum documentation
- c) Maximum use of resources
- d) Maximum meetings

Answer: a) Delivering within budget and schedule while meeting requirements

Module 2: Project Charter & Scope

Q16. A Project Charter is created during which process group?

- a) Planning
- b) Initiating
- c) Executing
- d) Closing

Answer: b) Initiating

Q17. Which of the following is NOT included in a project charter?

- a) Project objectives
- b) Stakeholder list
- c) Detailed schedule
- d) High-level scope

Answer: c) Detailed schedule

Q18. A Project Management Plan is developed in which phase?

- a) Initiating
- b) Planning

c) Executing

d) Monitoring

Answer: b) Planning

Q19. Which document formally authorizes a project?

a) Project Scope Statement

b) Project Charter

c) Work Breakdown Structure

d) Project Management Plan

Answer: b) Project Charter

Q20. Project Scope defines:

a) The detailed work required to deliver project outcomes

b) Only the team members

c) Only project risks

d) Only financial resources

Answer: a) The detailed work required to deliver project outcomes

Q21. Scope creep refers to:

a) Sudden project cancellation

b) Uncontrolled expansion of project scope without approval

c) Adding more resources

d) Shortening deadlines

Answer: b) Uncontrolled expansion of project scope without approval

Q22. The WBS (Work Breakdown Structure) breaks down project work into:

a) Resources

b) Work packages

c) Risks

d) Stakeholders

Answer: b) Work packages

Q23. Requirements gathering happens during:

a) Planning phase

b) Execution phase

c) Closing phase

d) Initiation phase

Answer: a) Planning phase

Q24. Which is an example of a project deliverable?

a) Project schedule

b) Final product/service/result

c) Risk log

d) Stakeholder list

Answer: b) Final product/service/result

Q25. A project scope statement mainly includes:

- a) Deliverables, assumptions, and constraints
- b) Budget details
- c) Detailed team list
- d) Procurement details only

Answer: a) Deliverables, assumptions, and constraints

Q26. Work Breakdown Structure helps in:

- a) Estimating project costs
- b) Organizing project tasks
- c) Tracking risks only
- d) Hiring resources

Answer: b) Organizing project tasks

Q27. A Project Management Plan integrates:

- a) All subsidiary plans like scope, schedule, cost, quality, risk, etc.
- b) Only cost management plan
- c) Only resource plan
- d) Only communication plan

Answer: a) All subsidiary plans like scope, schedule, cost, quality, risk, etc.

Q28. Who signs off the project charter?

- a) Project Manager
- b) Sponsor/Client
- c) PMO
- d) Functional Manager

Answer: b) Sponsor/Client

Q29. Project requirements refer to:

- a) Needs and expectations of stakeholders
- b) Detailed HR policies
- c) PM's career goals
- d) PMO guidelines only

Answer: a) Needs and expectations of stakeholders

Q30. Which tool is most useful for defining scope?

- a) WBS
- b) RACI Matrix
- c) SWOT Analysis
- d) Monte Carlo simulation

Answer: a) WBS

**Module 3: Stakeholders & Communication

Q31. Stakeholder analysis helps in:

- a) Identifying people impacted by the project
- b) Hiring new employees
- c) Testing software
- d) Preparing WBS

Answer: a) Identifying people impacted by the project

Q32. Which of the following is a common barrier to communication?

- a) Clear message
- b) Active listening
- c) Language differences
- d) Proper feedback

Answer: c) Language differences

Q33. The communication channels formula is:

- a) $n + 2$
- b) $n(n - 1)/2$
- c) n^2
- d) $n \times 2$

Answer: b) $n(n - 1)/2$

Q34. Which type of communication is **most effective** for resolving conflicts?

- a) Email
- b) Instant messaging
- c) Face-to-face
- d) Newsletter

Answer: c) Face-to-face

Q35. Formal communication includes:

- a) Memos, reports, presentations
- b) Gossip
- c) Informal chats
- d) Personal calls

Answer: a) Memos, reports, presentations

Q36. Which document provides communication guidelines in a project?

- a) Communication Management Plan
- b) Stakeholder Register
- c) Project Charter
- d) WBS

Answer: a) Communication Management Plan

Q37. Stakeholders with high power and high interest should be:

- a) Monitored
- b) Kept satisfied

c) Managed closely

d) Ignored

Answer: c) Managed closely

Q38. Which is NOT a stakeholder?

a) Project sponsor

b) End users

c) Competitors

d) Functional manager

Answer: c) Competitors

Q39. Informal communication is useful because:

a) It spreads rumors

b) It builds relationships and trust

c) It avoids documentation

d) It replaces meetings

Answer: b) It builds relationships and trust

Q40. Active listening in communication means:

a) Interrupting frequently

b) Understanding and clarifying

c) Speaking more

d) Taking notes only

Answer: b) Understanding and clarifying

Q41. Project reports, dashboards, and minutes are examples of:

a) Informal communication

b) Formal communication

c) Vertical communication

d) Personal communication

Answer: b) Formal communication

Q42. Stakeholder register includes:

a) Names, roles, interests, influence of stakeholders

b) WBS details

c) Budget details

d) Procurement info

Answer: a) Names, roles, interests, influence of stakeholders

Q43. Which channel is most useful for urgent project communication?

a) Weekly newsletter

b) Team meeting

c) Email

d) Dashboard

Answer: b) Team meeting

Q44. The main purpose of project communication management is to:

- a) Minimize meetings
- b) Ensure timely and appropriate information distribution
- c) Reduce budget
- d) Eliminate stakeholders

Answer: b) Ensure timely and appropriate information distribution

Q45. Stakeholder engagement is critical because:

- a) It increases scope creep
- b) It reduces risk of resistance and conflict
- c) It delays the project
- d) It reduces team motivation

Answer: b) It reduces risk of resistance and conflict

Module 4: Resources & Team Management

Q46. Resource management includes:

- a) Planning, acquiring, and managing resources
- b) Only team hiring
- c) Only equipment buying
- d) Only budget planning

Answer: a) Planning, acquiring, and managing resources

Q47. RBS (Resource Breakdown Structure) organizes resources by:

- a) Category and type
- b) Deliverables
- c) Risk levels
- d) Activities

Answer: a) Category and type

Q48. Which leadership style is best for Agile teams?

- a) Autocratic
- b) Servant leadership
- c) Transactional
- d) Bureaucratic

Answer: b) Servant leadership

Q49. Which type of power comes from **formal position authority**?

- a) Expert power
- b) Referent power
- c) Legitimate power
- d) Reward power

Answer: c) Legitimate power

Q50. Maslow's theory focuses on:

- a) Hierarchy of needs
- b) Expectancy
- c) Hygiene factors
- d) Equity theory

Answer: a) Hierarchy of needs

Q51. Emotional intelligence includes:

- a) Self-awareness, self-regulation, motivation, empathy, social skills
- b) Strict discipline
- c) Technical skills only
- d) Knowledge of PMBOK

Answer: a) Self-awareness, self-regulation, motivation, empathy, social skills

Q52. Team development stages include:

- a) Forming, Storming, Norming, Performing, Adjourning
- b) Planning, Doing, Reviewing, Closing
- c) Hiring, Training, Assigning, Reporting
- d) Initiating, Planning, Executing, Closing

Answer: a) Forming, Storming, Norming, Performing, Adjourning

Q53. A RACI matrix defines:

- a) Roles and responsibilities (Responsible, Accountable, Consulted, Informed)
- b) Budget plan
- c) Risk categories
- d) Project scope

Answer: a) Roles and responsibilities (Responsible, Accountable, Consulted, Informed)

Q54. Which type of power is based on respect and admiration?

- a) Coercive power
- b) Expert power
- c) Referent power
- d) Legitimate power

Answer: c) Referent power

Q55. Motivation theory stating “rewards drive behavior” is:

- a) Maslow's Theory
- b) Herzberg's Theory
- c) Expectancy Theory
- d) Equity Theory

Answer: c) Expectancy Theory

Q56. A high-performing team shows:

- a) Lack of trust
- b) Strong collaboration and accountability

- c) Frequent conflicts
- d) No communication

Answer: b) Strong collaboration and accountability

Q57. Which factor is critical in negotiating resources?

- a) Interpersonal skills
- b) Cost-cutting only
- c) Strict authority
- d) Ignoring stakeholders

Answer: a) Interpersonal skills

Q58. Which appraisal is conducted to assess team performance?

- a) SWOT
- b) 360-degree feedback
- c) WBS analysis
- d) Risk review

Answer: b) 360-degree feedback

Q59. Innovative teams are usually:

- a) Diverse and collaborative
- b) Uniform and rigid
- c) Top-down controlled
- d) Discouraged in PM

Answer: a) Diverse and collaborative

Q60. Global megatrends in project management focus on:

- a) Sustainability, digital transformation, and global collaboration
- b) Only local projects
- c) Avoiding innovation
- d) Cost-cutting only

Answer: a) Sustainability, digital transformation, and global collaboration

Project Schedule Management & Estimating

Q61. What is the primary purpose of a project schedule?

- a) Define project budget
- b) Track project activities and deadlines
- c) Identify stakeholders
- d) Approve resources

Answer: b) Track project activities and deadlines

Q62. Which estimating technique uses historical information from similar projects?

- a) Parametric

- b) Bottom-up
- c) Analogous
- d) Three-point

Answer: c) Analogous

Q63. Parametric estimating uses:

- a) Detailed WBS only
- b) Historical data and statistical relationships
- c) Expert judgment only
- d) Random assumptions

Answer: b) Historical data and statistical relationships

Q64. Bottom-up estimating involves:

- a) Estimating each activity and summing up
- b) Using previous project data
- c) Guessing durations
- d) Ignoring risks

Answer: a) Estimating each activity and summing up

Q65. Three-Point Estimating in PERT involves:

- a) Optimistic, Most Likely, Pessimistic
- b) Start, Middle, End
- c) Cost, Time, Scope
- d) Plan, Execute, Control

Answer: a) Optimistic, Most Likely, Pessimistic

Q66. Sequence activities before scheduling because:

- a) Dependencies determine order and timing
- b) Budget is unknown
- c) Stakeholders are not identified
- d) Team is not formed

Answer: a) Dependencies determine order and timing

Q67. Leads in scheduling:

- a) Delay the successor activity
- b) Allow successor to start before predecessor finishes
- c) Add resources
- d) Reduce quality

Answer: b) Allow successor to start before predecessor finishes

Q68. Lags in scheduling:

- a) Delay the successor activity
- b) Allow successor to start immediately
- c) Reduce resources

d) Extend project scope

Answer: a) Delay the successor activity

Q69. Network diagrams are used to:

- a) Visualize activity dependencies and critical path
- b) Track costs only
- c) Manage quality
- d) Identify stakeholders

Answer: a) Visualize activity dependencies and critical path

Q70. A Gantt chart shows:

- a) Budget trends
- b) Activities along a timeline
- c) Risk analysis
- d) Procurement details

Answer: b) Activities along a timeline

Q71. Schedule compression techniques include:

- a) Crashing and Fast Tracking
- b) Analogous estimating
- c) PERT analysis
- d) Risk avoidance

Answer: a) Crashing and Fast Tracking

Q72. Fast tracking involves:

- a) Performing activities in parallel
- b) Adding more resources
- c) Ignoring quality
- d) Reducing scope

Answer: a) Performing activities in parallel

Q73. Crashing involves:

- a) Adding resources to shorten duration
- b) Delaying activities
- c) Ignoring dependencies
- d) Removing tasks

Answer: a) Adding resources to shorten duration

Q74. Schedule baseline is used for:

- a) Tracking actual vs planned performance
- b) Budget approval only
- c) Risk management
- d) Vendor selection

Answer: a) Tracking actual vs planned performance

Q75. Which schedule constraint affects timing?

- a) Resource availability
- b) Cost
- c) Quality
- d) Stakeholder interest

Answer: a) Resource availability

Q76. Estimating duration should consider:

- a) Resource availability and task complexity
- b) Only stakeholder preference
- c) Only cost
- d) Only procurement

Answer: a) Resource availability and task complexity

Q77. Critical Path Method (CPM) determines:

- a) Longest path of dependent activities
- b) Budget allocation
- c) Stakeholder power
- d) Risk impact

Answer: a) Longest path of dependent activities

Q78. Free Float is:

- a) Time an activity can be delayed without delaying successor
- b) Time beyond project completion
- c) Budget buffer
- d) Resource surplus

Answer: a) Time an activity can be delayed without delaying successor

Q79. Total Float is:

- a) Time an activity can be delayed without delaying project finish
- b) Cost contingency
- c) Risk margin
- d) Resource availability

Answer: a) Time an activity can be delayed without delaying project finish

Q80. The main output of activity definition is:

- a) WBS and activity list
- b) Risk register
- c) Budget
- d) Procurement plan

Answer: a) WBS and activity list

Q81. Project cost management includes:

- a) Planning, estimating, budgeting, and controlling costs
- b) Only estimating costs
- c) Only HR management
- d) Only quality assurance

Answer: a) Planning, estimating, budgeting, and controlling costs

Q82. The main purpose of earned value management (EVM) is:

- a) Integrate scope, schedule, and cost performance
- b) Track procurement
- c) Monitor quality only
- d) Identify stakeholders

Answer: a) Integrate scope, schedule, and cost performance

Q83. Cost estimating techniques include all EXCEPT:

- a) Analogous
- b) Parametric
- c) Bottom-up
- d) PDCA

Answer: d) PDCA

Q84. Budget determination considers:

- a) Cost baseline, contingency reserves, management reserves
- b) Only WBS
- c) Only schedule
- d) Only risks

Answer: a) Cost baseline, contingency reserves, management reserves

Q85. Make-or-buy decisions are part of:

- a) Procurement management
- b) Schedule management
- c) Quality management
- d) Risk management

Answer: a) Procurement management

Q86. Key procurement documents include:

- a) RFP, RFQ, contracts, purchase orders
- b) WBS only
- c) Gantt charts only
- d) Risk register only

Answer: a) RFP, RFQ, contracts, purchase orders

Q87. Vendor evaluation should consider:

- a) Price, quality, reliability, delivery time
- b) Only cost

- c) Only proximity
- d) Only communication style

Answer: a) Price, quality, reliability, delivery time

Q88. Contract types in projects include:

- a) Fixed-price, Cost-reimbursable, Time & Material
- b) WBS, Gantt, CPM
- c) Float, Lead, Lag
- d) SWOT, PERT, CPM

Answer: a) Fixed-price, Cost-reimbursable, Time & Material

Q89. Supplier relationship management helps in:

- a) Ensuring timely delivery and quality
- b) Avoiding schedule planning
- c) Ignoring risks
- d) Reducing budget only

Answer: a) Ensuring timely delivery and quality

Q90. Procurement management includes monitoring:

- a) Supplier performance
- b) Only project scope
- c) Only internal resources
- d) Only schedule

Answer: a) Supplier performance

Q91. EVM formulas include:

- a) $CV = EV - AC$, $SV = EV - PV$, $CPI = EV/AC$, $SPI = EV/PV$
- b) $CV = PV - EV$, $SV = AC - EV$
- c) $CPI = AC/PV$, $SPI = AC/EV$
- d) None of the above

Answer: a) $CV = EV - AC$, $SV = EV - PV$, $CPI = EV/AC$, $SPI = EV/PV$

Q92. Planned Value (PV) represents:

- a) Budgeted cost for work scheduled
- b) Actual cost of work done
- c) Earned cost of work done
- d) Schedule variance

Answer: a) Budgeted cost for work scheduled

Q93. Actual Cost (AC) represents:

- a) Cost incurred for work performed
- b) Budgeted cost
- c) Schedule baseline
- d) Quality measurement

Answer: a) Cost incurred for work performed

Q94. Earned Value (EV) represents:

- a) Budgeted cost of work actually completed
- b) Actual cost
- c) Schedule variance
- d) Float

Answer: a) Budgeted cost of work actually completed

Q95. Cost Variance (CV) is:

- a) EV – AC
- b) AC – EV
- c) PV – EV
- d) EV – PV

Answer: a) EV – AC

Q96. Schedule Variance (SV) is:

- a) EV – PV
- b) PV – EV
- c) AC – EV
- d) EV – AC

Answer: a) EV – PV

Q97. Cost Performance Index (CPI) >1 indicates:

- a) Under budget
- b) Over budget
- c) On budget
- d) Schedule delayed

Answer: a) Under budget

Q98. Schedule Performance Index (SPI) <1 indicates:

- a) Behind schedule
- b) Ahead of schedule
- c) On schedule
- d) Over budget

Answer: a) Behind schedule

Q99. Risk reserves in budget planning are used for:

- a) Unforeseen events
- b) Planned activities only
- c) Team salaries
- d) Procurement only

Answer: a) Unforeseen events

Q100. Cost of quality (CoQ) includes:

- a) Prevention, appraisal, and failure costs
- b) Only procurement cost

- c) Only salary cost
- d) Only material cost

Answer: a) Prevention, appraisal, and failure costs

Project Risk Management

Q101. The first step in risk management is:

- a) Risk response planning
- b) Risk identification
- c) Risk monitoring
- d) Risk reporting

Answer: b) Risk identification

Q102. A Risk Register typically includes:

- a) Risk description, probability, impact, owner, response
- b) Only risk name
- c) WBS details
- d) Schedule baseline

Answer: a) Risk description, probability, impact, owner, response

Q103. Qualitative risk analysis focuses on:

- a) Probability and impact of risks
- b) Exact cost of risks
- c) Schedule changes only
- d) Procurement options

Answer: a) Probability and impact of risks

Q104. Quantitative risk analysis focuses on:

- a) Numerically analyzing impact on cost and schedule
- b) Identifying stakeholders
- c) Planning communication
- d) Resource allocation

Answer: a) Numerically analyzing impact on cost and schedule

Q105. Common risk response strategies include:

- a) Avoid, Transfer, Mitigate, Accept
- b) Ignore, Delay, Reduce, Cancel
- c) Plan, Execute, Monitor, Close
- d) Fast-track, Crash, Float, Lead

Answer: a) Avoid, Transfer, Mitigate, Accept

Q106. Transferring a risk means:

- a) Shifting responsibility to a third party

- b) Eliminating the risk
- c) Ignoring the risk
- d) Reducing project scope

Answer: a) Shifting responsibility to a third party

Q107. Mitigating a risk means:

- a) Reducing the probability or impact
- b) Accepting it
- c) Ignoring it
- d) Delaying project start

Answer: a) Reducing the probability or impact

Q108. Accepting a risk means:

- a) Acknowledging it and planning a contingency if needed
- b) Avoiding the project
- c) Transferring it to a vendor
- d) Crashing the schedule

Answer: a) Acknowledging it and planning a contingency if needed

Q109. Monitoring risks involves:

- a) Tracking identified risks and evaluating new risks
- b) Approving budgets
- c) Scheduling resources
- d) Closing project

Answer: a) Tracking identified risks and evaluating new risks

Q110. The Risk Report is mainly used for:

- a) Communication with stakeholders about risk status
- b) Defining project scope
- c) Scheduling resources
- d) Closing the project

Answer: a) Communication with stakeholders about risk status

Project Quality Management

Q111. Project quality management ensures:

- a) Project meets requirements and customer satisfaction
- b) Only cost control
- c) Only schedule adherence
- d) Only risk avoidance

Answer: a) Project meets requirements and customer satisfaction

Q112. The PDCA cycle stands for:

- a) Plan, Do, Check, Act
- b) Prepare, Deploy, Control, Audit
- c) Plan, Develop, Control, Adjust
- d) Prepare, Do, Confirm, Act

Answer: a) Plan, Do, Check, Act

Q113. Cost of Quality (CoQ) includes:

- a) Prevention, appraisal, internal and external failure costs
- b) Only labor costs
- c) Only material costs
- d) Only procurement costs

Answer: a) Prevention, appraisal, internal and external failure costs

Q114. Quality Assurance focuses on:

- a) Process and compliance to standards
- b) Only final product testing
- c) Cost reduction
- d) Risk mitigation

Answer: a) Process and compliance to standards

Q115. Quality Control focuses on:

- a) Detecting defects in deliverables
- b) Budget planning
- c) Risk transfer
- d) Schedule compression

Answer: a) Detecting defects in deliverables

Project Closing & Change Control

Q116. The primary purpose of project closing is:

- a) Finalize all activities, release resources, and document lessons learned
- b) Start new tasks
- c) Approve new vendors
- d) Only pay invoices

Answer: a) Finalize all activities, release resources, and document lessons learned

Q117. A Post-Mortem report includes:

- a) Lessons learned, successes, failures, recommendations
- b) Only cost report
- c) Only schedule report
- d) Only risk list

Answer: a) Lessons learned, successes, failures, recommendations

Q118. An Issue Log is used to:

- a) Track problems, their status, and resolutions
- b) Track quality defects only
- c) Track vendor payments
- d) Track resource availability

Answer: a) Track problems, their status, and resolutions

Q119. Change control ensures:

- a) Any project changes are formally reviewed, approved, and documented
- b) All tasks are ignored
- c) Budget increases automatically
- d) Schedule always remains fixed

Answer: a) Any project changes are formally reviewed, approved, and documented

Q120. Knowledge management in project closing helps:

- a) Preserve lessons for future projects
- b) Avoid risk documentation
- c) Reduce schedule duration
- d) Increase float

Answer: a) Preserve lessons for future projects

Agile Project Management

Q121. Agile project management focuses on:

- a) Flexibility, iterative delivery, and customer collaboration
- b) Strict adherence to initial plan
- c) Single delivery at project end
- d) Ignoring stakeholder feedback

Answer: a) Flexibility, iterative delivery, and customer collaboration

Q122. The Agile Manifesto emphasizes:

- a) Individuals and interactions over processes and tools
- b) Processes and tools over people
- c) Contract negotiation over customer collaboration
- d) Following a strict plan over responding to change

Answer: a) Individuals and interactions over processes and tools

Q123. Which of the following is NOT an Agile value?

- a) Responding to change over following a plan
- b) Working software over comprehensive documentation
- c) Customer collaboration over contract negotiation
- d) Ignoring team input over communication

Answer: d) Ignoring team input over communication

Q124. Agile differs from Waterfall in that it:

- a) Delivers work iteratively and incrementally
- b) Follows a linear sequence
- c) Requires no testing
- d) Ignores customer feedback

Answer: a) Delivers work iteratively and incrementally

Q125. Hybrid project management combines:

- a) Agile flexibility with predictive planning
- b) Only Agile methodology
- c) Only Waterfall methodology
- d) Only Kanban boards

Answer: a) Agile flexibility with predictive planning

Q126. Scrum is a framework that uses:

- a) Sprints, roles, and ceremonies to manage work
- b) Only a Gantt chart
- c) Fixed cost contracts
- d) Linear phases without iterations

Answer: a) Sprints, roles, and ceremonies to manage work

Q127. Lean Agile focuses on:

- a) Reducing waste and improving value delivery
- b) Increasing bureaucracy
- c) Ignoring customer feedback
- d) Only documenting processes

Answer: a) Reducing waste and improving value delivery

Q128. Kanban emphasizes:

- a) Visual workflow management and limiting work in progress
- b) Strict time-boxed sprints only
- c) Ignoring bottlenecks
- d) Working without priorities

Answer: a) Visual workflow management and limiting work in progress

Q129. Extreme Programming (XP) focuses on:

- a) Technical practices like pair programming and test-driven development
- b) Only project scheduling
- c) Only procurement
- d) Ignoring stakeholder feedback

Answer: a) Technical practices like pair programming and test-driven development

Q130. Agile frameworks can be represented in a:

- a) Venn diagram to show overlapping practices
- b) Bar chart of budgets

c) Critical path network

d) Issue log

Answer: a) Venn diagram to show overlapping practices

Scrum & Sprints

Q131. A Sprint is:

a) A time-boxed iteration of work in Scrum

b) The project budget approval phase

c) A milestone in Waterfall

d) A procurement cycle

Answer: a) A time-boxed iteration of work in Scrum

Q132. Key roles in Scrum include:

a) Scrum Master, Product Owner, Development Team

b) Project Manager only

c) Stakeholder and Sponsor only

d) Vendor and Client only

Answer: a) Scrum Master, Product Owner, Development Team

Q133. The Product Backlog contains:

a) Prioritized list of features, enhancements, and fixes

b) Detailed Gantt chart

c) Project budget

d) Risk register

Answer: a) Prioritized list of features, enhancements, and fixes

Q134. Backlog Refinement involves:

a) Reviewing, updating, and prioritizing backlog items

b) Writing project reports only

c) Scheduling procurement

d) Closing project

Answer: a) Reviewing, updating, and prioritizing backlog items

Q135. User stories are:

a) Short, simple descriptions of a feature from an end-user perspective

b) Detailed risk assessments

c) Budget approvals

d) Procurement contracts

Answer: a) Short, simple descriptions of a feature from an end-user perspective

Q136. Daily Standup is:

a) A short meeting to discuss progress, plans, and impediments

- b) Monthly budget review
- c) Risk analysis session
- d) Contract negotiation

Answer: a) A short meeting to discuss progress, plans, and impediments

Q137. Sprint Review is conducted to:

- a) Demonstrate completed work to stakeholders and gather feedback
- b) Plan the next project only
- c) Close the project
- d) Approve procurement

Answer: a) Demonstrate completed work to stakeholders and gather feedback

Q138. Sprint Retrospective focuses on:

- a) Improving team processes and performance for the next sprint
- b) Cost baseline
- c) Project schedule baseline
- d) Vendor evaluation

Answer: a) Improving team processes and performance for the next sprint

Q139. Burn Down Chart shows:

- a) Remaining work over time in a sprint or project
- b) Total cost spent
- c) Stakeholder communication
- d) Vendor performance

Answer: a) Remaining work over time in a sprint or project

Q140. Burn Up Chart shows:

- a) Work completed over time
- b) Budget variance
- c) Risk probability
- d) Procurement schedule

Answer: a) Work completed over time

Agile Organizations & Leadership

Q141. Five trademarks of Agile organizations include:

- a) Collaboration, transparency, adaptability, alignment, empowerment
- b) Strict hierarchy and fixed plans
- c) Only cost control
- d) Ignoring technology

Answer: a) Collaboration, transparency, adaptability, alignment, empowerment

Q142. Agile strategic vision emphasizes:

- a) Alignment of teams with business objectives and flexibility to adapt
- b) Ignoring stakeholders
- c) Only strict planning
- d) Cost-cutting measures

Answer: a) Alignment of teams with business objectives and flexibility to adapt

Q143. Being Agile vs Practicing Agile means:

- a) Agile mindset vs just following Agile rituals
- b) Only using Gantt charts
- c) Only scheduling resources
- d) Ignoring team performance

Answer: a) Agile mindset vs just following Agile rituals

Q144. Servant leadership in Agile focuses on:

- a) Supporting the team, removing impediments, enabling success
- b) Controlling all decisions centrally
- c) Ignoring team feedback
- d) Only monitoring budgets

Answer: a) Supporting the team, removing impediments, enabling success

Q145. Distributed Agile teams require:

- a) Communication tools, clear processes, and trust among members
- b) Ignoring time zones
- c) Only physical meetings
- d) Fixed roles with no flexibility

Answer: a) Communication tools, clear processes, and trust among members

Q146. Agile organizational structure is typically:

- a) Flat, cross-functional, and self-organizing
- b) Strictly hierarchical
- c) Departmental with isolated silos
- d) Focused only on finance

Answer: a) Flat, cross-functional, and self-organizing

Q147. Agile encourages embracing technology to:

- a) Enable collaboration, automation, and faster delivery
- b) Replace human decision-making entirely
- c) Ignore team feedback
- d) Only for reporting budgets

Answer: a) Enable collaboration, automation, and faster delivery

Q148. Key principles of Agile include:

- a) Customer satisfaction, responding to change, frequent delivery, sustainable pace
- b) Ignore stakeholders, fixed scope, long cycles

- c) Budget only, cost reduction, procurement focus
- d) Fixed roles, slow delivery, minimal interaction

Answer: a) Customer satisfaction, responding to change, frequent delivery, sustainable pace

Q149. Team velocity in Agile measures:

- a) Amount of work completed in a sprint
- b) Number of stakeholders
- c) Budget spent
- d) Number of contracts signed

Answer: a) Amount of work completed in a sprint

Q150. User Story Points are used to:

- a) Estimate relative effort or complexity of backlog items
- b) Track budget only
- c) Track risks only
- d) Schedule procurement

Answer: a) Estimate relative effort or complexity of backlog items
