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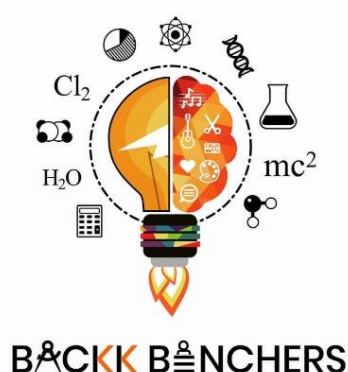
Why Topper's Solutions:

❖   Point wise answers which are easy to understand & remember.

❖   Diagrammatic representation for better understanding.

❖   Additional important questions from university exams point of view.

❖   Covers almost every important question.

❖   In search of another topper.

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It takes lot of efforts for searching out each & every question and transforming it into Short & Simple Language. Entire Community is working out for betterment of students, do help us.

Thanks for Purchasing & Best Luck for Exams

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BACKK BENCHERS

If you don't have **BIG DREAMS** and **GOALS**, you'll end up working for someone who does.

---- Anonymous.

Syllabus:

#	Module	Details Contents
1.	Project Management Foundation	Definition of a project, Project Vs Operations, Necessity of project management, Triple constraints, Project life cycles (typical & atypical) Project phases and stage gate process. Role of project manager, Negotiations and resolving conflicts, Project management in various organization structures, PM knowledge areas as per Project Management Institute (PMI)
2.	Initiating Projects	How to get a project started, Selecting project strategically, Project selection models (Numeric /Scoring Models and Non-numeric models), Project portfolio process, Project sponsor and creating charter; Project proposal. Effective project team, Stages of team development & growth (forming, storming, norming &performing), team dynamics.
3.	Project Planning and Scheduling	Work Breakdown structure (WBS) and linear responsibility chart, Interface Co-ordination and concurrent engineering, Project cost estimation and budgeting, Top down and bottoms up budgeting, Networking and Scheduling techniques. PERT, CPM, GANTT chart, Introduction to Project Management Information System (PMIS).
4.	Planning Projects	Crashing project time, Resource loading and levelling, Goldratt's critical chain, Project Stakeholders and Communication plan Risk Management in projects: Risk management planning, Risk identification and risk register, Qualitative and quantitative risk assessment, Probability and impact matrix. Risk response strategies for positive and negative risks.
5.	Executing, Monitoring and Controlling Projects & Project Contracting	1. Executing Projects: Planning monitoring and controlling cycle, Information needs and reporting, engaging with all stakeholders of the projects, Team management, communication and project meetings 2. Monitoring and Controlling Projects: Earned Value Management techniques for measuring value of work completed; Using milestones for measurement; change requests and scope creep, Project audit 3. Project Contracting: Project procurement management, contracting and outsourcing
6.	Project Leadership, Ethics and Closure	1. Project Leadership and Ethics: Introduction to project leadership, ethics in projects, Multicultural and virtual projects. 2. Closing the Project: Customer acceptance; Reasons of project termination, Various types of project terminations (Extinction, Addition, Integration, Starvation), Process of project termination, completing a final report; doing a lessons learned analysis; acknowledging successes and failures; Project management templates and other resources; Managing without authority; Areas of further study.

Note: We have tried to cover almost every important question(s) listed in syllabus. If you feel any other question is important and it is not cover in this solution then do mail the question on Support@BackkBenchers.com or Whatsapp us on +91-9930038388 / +91-7507531198

Multiple Choice Questions (MCQ)

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

    a. **Initiation**
    b. Planning
    c. Execution
    d. Closure

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

    a. project analysis
    b. project enhancing
    c. progressive deliberation
    d. progressive elaboration

3. 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

    (A) I only
    (B) II only
    (C) III only
    (D) II and III only

4. Projects management is divided in _____ process groups.

    a. 5
    b. 7
    c. 9
    d. 11

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

    a. all
    b. one
    c. **at least one**
    d. at most one

6. Business Value =

    a. Tangible Elements
    b. Intangible Elements

c.   Tangible Elements – Intangible Elements

d.   Tangible Elements + Intangible Elements

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

a.   Fixtures

b.   **Trademarks**

c.   Monetary assets

d.   Stockholder equity

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

a.   Planning→Initiating→Executing→Closing

b.   Planning→Executing→Initiating→Closing

c.   **Initiating→Planning→Executing→Closing**

d.   Initiating→Executing→Planning→Closing

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

a.   resource assignment

b.   **resource leveling**

c.   resource splitting

d.   resource scheduling

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

a.   Utility

b.   Public benefit

c.   Brand recognition

d.   Good will

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

a.   milestone

b.   goal

c.   **Gantt chart**

d.   PERT chart

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

a.   milestone

b.   goal

c.   Gantt chart

d.   **PERT chart**

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

    a. **Initiating**
    b. Planning
    c. Executing
    d. Closing

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

    a. Initiating
    b. **Planning**
    c. Executing
    d. Closing

15. The review of the successes and the mistakes is normally held during _____ phase.

    a. initiation
    b. planning
    c. execution
    d. **closure**

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

    a. **initiation**
    b. planning
    c. execution
    d. closure

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

    a. plan, processes, people, policy
    b. **plan, processes, people, power**
    c. plan, processes, potential, policy
    d. plan, processes, potential, power

18. Which of these is not one of the constraints of a project?

    a. Scope
    b. Resources
    c. **Team**
    d. Budget

19. Which of the following is not correct about initial phase of a project?

    a. **The cost associated at the beginning of the project is highest.**
    b. Stakeholders have maximum influence during this phase
    c. The highest uncertainty is at this stage of the project.

    d.   High-level decisions are made regarding why a project is needed

20.   The project you are managing has nine stakeholders. How many channel of communications are there between these stakeholders?
    a.   9
    b.   8
    c.   45
    d.   36

21.   Which of the following is not an example of formal communication?
    a.   Contract
    b.   email
    c.   Project status report
    d.   Status meeting

22.   A Project with a total funding of $100,000 finished with a BAC value of $95,000. What term can BEST describe the difference of $5,000?
    a.   Cost Variance
    b.   Management Overhead
    c.   Management Contingency Reserve
    d.   Schedule Variance

23.   If the Earned Value is equal to Actual Cost, it means:
    a.   Project is on budget and on schedule
    b.   Schedule Variance Index is 1
    c.   There is no schedule variance
    d.   There is no cost variance

24.   Which of the following is the most important element of Project Management Plan that is useful in HR Planning process:
    a.   Risk Management activities
    b.   Quality Assurance activities
    c.   Activity Resource requirements
    d.   Budget Control activities

25.   This of the following types of Organizational Charts can be BEST used to track project costs:
    a.   Hierarchical-type Organizational Chart
    b.   Organizational Breakdown Structure
    c.   Resource Breakdown Structure
    d.   Responsibility Assignment Matrix

26. Which of the following is not true for a Responsibility Assignment Matrix (RAM):
    a. Defines what project team is responsible for each WBS
    b. Component
    c. Defines what project member is responsible for each activity
    d. Text description of roles, responsibilities, authorities
    e. Defines all people associated with each activity

27. Process Analysis is a function of:
    a. Performance Analysis
    b. Quality Metrics
    c. Process Improvement Plan
    d. Quality Improvement Plan

28. Root Cause Analysis relates to:
    a. Process Analysis
    b. Quality Audits
    c. Quality Control Measurements
    d. Performance Measurements

29. A planning phase for an engineering component generated 80 Engineering drawings. The QA team randomly selected 8 drawings for Inspection. This exercise can BEST be described as example of:
    a. Inspection
    b. Statistical Sampling
    c. Flowcharting
    d. Control Charting

30. Andrew has joined as the Project Manager of a project. One of the Project documents available to Andrew lists down all the risks in a Hierarchical fashion. What is this document called?
    a. Risk Management Plan.
    b. List of risks.
    c. Monte Carlo diagram.
    d. Risk Breakdown Structure

31. During which stage of Risk planning are risks prioritized based on Probability and impact?
    a. Identify Risks
    b. Plan Risk responses
    c. Perform Qualitative risk analysis
    d. Perform Quantitative risk analysis

32. Activity Definition is typically performed by which of the following:
    a. Project Manager who created the WBS

b. **Project Team Members responsible for the work package**

c. Project Officer

d. Project Stakeholder

33. Which of the following does NOT generate changes to the Project Documents:

a. **Define Activities**

b. Sequence Activities

c. Estimate Activity Resources

d. Estimate Activity Durations

34. Which of the following may generate a milestone list:

a. **Define Activities**

b. Sequence Activities

c. Estimate Activity Resources

d. Estimate Activity Durations

35. A schedule activity may begin 10 days before the predecessor activity finishes. This is an example of:

a. **Finish-to-Start**

b. Start-to-Finish

c. Start-to-Start

d. Finish-to-Finish

36. Alice is a Project Manager. She is coordinating a bidder conference to allow vendors to get clarification on the work that needs to be performed. Which phase of Project Management is in progress.

a. **Conduct Procurements**

b. Plan Procurements

c. Control Procurements

d. Close Procurements

37. The process of Control Procurements falls under which process group

a. Planning

b. Closing

c. **Monitoring and Control**

d. Executing

38. A ____ is a set of activities which are networked in an order and aimed towards achieving the goals of a project.

a. **Project**

b. Process

c. Project management

d. Project cycle

39. A professional organization for project management specialists is the

   a. PMI
   b. AMA
   c. MIS
   d. IPM
   e. PMBOK

40. The advent of project management has been most profound in

   a. Automobile manufacturing
   b. Construction
   c. Information technology
   d. The U.S. Department of Defense
   e. Film making

41. A professional organization for project management specialists is the

   a. PMI
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   c. MIS
   d. IPM
   e. PMBOK

42. Which of the following is not considered to be a characteristic of a project?

   a. An established objective
   b. A clear beginning and end
   c. Complex tasks
   d. Only for internal use
   e. Never been done before

43. Which of the following activities is not considered a project?

   a. Developing a new software program
   b. Designing a space station
   c. Preparing the site for the Olympic Games
   d. Production of automobile tires
   e. Developing a new advertising program

44. From among the following activities, which is the best example of a project?

   a. Processing insurance claims
   b. Producing automobiles
   c. Writing a term paper

d. Completing a college degree

e. All of these are good examples of projects

45. Which of the following constraints is not typically found in managing projects?

a. Time

b. **People**

c. Cost

d. Performance

46. Which of the following choices is not one of the stages of a project life cycle?

a. **Conceptualizing**

b. Defining

c. Planning

d. Executing

e. Delivering

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

a. Conceptualizing

b. **Defining**

c. Planning

d. Executing

e. Delivering

48. In which of the following stages is a major portion of the physical and mental project work performed?

a. Conceptualizing

b. Defining

c. Planning

d. **Executing**

e. Delivering

49. In which of the following stages are you more likely to find status reports, many changes, and the creation of forecasts?

a. Conceptualizing

b. Defining

c. Planning

d. **Executing**

e. Delivering

50. Which of the following characteristics is not typical of a project manager?
    a. Managing a temporary activity
    b. **Possesses in-depth technical knowledge**
    c. Managing a non-repetitive activity
    d. Manages independently of the formal organization
    e. Provides a direct link to the customer

51. Which of the following choices is not one of the driving forces behind the increasing demand for project management?
    a. Compression of the product life cycle
    b. Knowledge explosion
    c. Development of third world and closed economies
    d. **More emphasis on the product and less on the customer**
    e. Corporate downsizing

52. Project management is ideally suited for a business environment requiring all of the following except
    a. Accountability
    b. Flexibility
    c. Innovation
    d. Speed
    e. **Repeatability**

53. The decision to request an increase the resources for a project is the responsibility of the:
    a. Functional manager
    b. **Project manager**
    c. Director of project management
    d. Customer

54. In which of the following project phases is the project schedule developed?
    a. Conceptual
    b. **Planning**
    c. Implementation
    d. Design

55. To crash a schedule you should:
    a. Increase the time allowed on those tasks that have float.
    b. Try to increase expenditures of time only those tasks that are behind schedule.
    c. Replace those worker that are not performing up to par with the busy.
    d. **Increase work efforts on those tasks that are on the critical path.**

56. The project scope statement furnishes the basis for:
    a. **The project scope statement furnishes the basis for:**
    b. Provides links to the clients functional management groups
    c. Allowing the project to move to the next phase
    d. A way to provide updated information to the accounting department

57. Which of the following is NOT one of the primary needs for good project scheduling?
    a. Cutting costs and reducing time
    b. Decreasing the time required for decision making
    c. Eliminating idle time
    d. **Developing better trouble shooting procedures.**

58. The time necessary to complete a project is referred to as:
    a. Implementation time
    b. **Life cycle**
    c. Operations cycle
    d. Production cycle

59. The successful project managers spend most of their time:
    a. Planning with their personnel
    b. Planning with the top management
    c. **Communication with the project team**
    d. Studying project results.

60. Resource leveling attempts to:
    a. **Reduce resource requirements by smoothing out period-to period resource assignments.**
    b. Ensure that the budget abnormalities are overcome.
    c. Reduce the amount of resources so that they can be shared with on other endeavors.
    d. Increase the amount of the project manager's authority so that budget dollars can be appropriated.

61. A prerequisite of effective time management is:
    a. **Knowing the dictated project completion date**
    b. Having the most advanced software package for project planning, scheduling and control
    c. Having a good project WBS which identifies the major project deliverables and tasks, and the person responsible for each of them
    d. Having a well-staffed scheduling department

62. Which type of project cost estimate is the most accurate?
    a. Preliminary
    b. **Definitive**

    c.   Order of magnitude

    d.   Conceptual

63.   To assist in budget control, it is suggested that the estimate occur at the ____ ___ _____ level of the WBS

    a.   Highest

    b.   Lowest

    c.   Major work effort

    d.   Third

64.   Cost Variance (CV) is which of the following equations?

    a.   CV = BCWP - BCWS

    b.   CV = BCWP - ACWP

    c.   CV = SV / BCWS

    d.   CV=SV

65.   Cost budgeting can be best described by which of the following?

    a.   The process of developing the future trends along with the assessment of probabilities, uncertainties, and inflation that could occur during the project

    b.   The process of assembling and predicting costs of a project over its life cycle

    c.   The process of establishing budgets, standards, and a monitoring system by which the investment cost of the project can be measured and managed

    d.   The process of gathering, accumulating, analyzing, reporting, and managing the costs on an on-going basis

66.   Project initiation is the ____ phase of the project management life cycle

    a.   First

    b.   Second

    c.   Third

    d.   Four

67.   Project sponsor is a ___ or ___ that is in charge of driving the project towards directions that will bring the project to successful realization of expected benefits

    a.   Person,organization.

    b.   People,product

    c.   Product,company

    d.   Company,doctor

68. What does a Work Breakdown Structure (WBS) "break down?"
    a. **Project deliverables are broken down into tasks and activities.**
    b. Project costs are broken down into the departments where they are charged.
    c. The structural elements of the project facility and equipment are broken down for inventory and tracking purposes.
    d. Projects broke into windows.

69. Why would a project manager choose to change a Work Breakdown Structure (WBS) from the standard template provided within the project management methodology?
    a. The project manager should not alter the WBS structure.
    b. The project manager would change the WBS to facilitate the use of new project management software.
    c. **The project manager wants to organize the WBS based upon the approach that he or she will be using to manage and track the work of the project.**
    d. The project manager should not delete the WBS structure.

70. What is the principle to be used when deciding how many levels deep a Work Breakdown Structure (WBS) should be "broken down" to?
    a. Use the WBS breakdown provided with the WBS template in the project management methodology. That is the correct level for each task.
    b. **Break down tasks and activities in the WBS to the level at which the project core team will be managing and reporting on during project meetings.**
    c. Break down all tasks and activities within the WBS to tasks of no more than 8 hours of duration so that a task or activity will have a status update every day.
    d. Breakdown all windows and schedule in WBS to the template.

71. The probability of completing the project can be estimated based upon the _____ .
    a. Uniform distribution curve
    b. **Normal distribution curve.**
    c. U-shaped distribution curve
    d. None of the above

72. In the initial stage of the project the probability of completing the project is ___ .
    a. Zero
    b. High
    c. **Low**
    d. Medium

73. The entire process of a project may be considered to be made up on number of sub process placed in different stage called the
    a. Technical key resources

b. Work key structure

c. Work Breakdown Structure (WBS).

d. Time Structure

74. Tool used for comparison of the proposed project to complete projects of a similar nature whose costs are known.

a. Algorithmic model

b. Expert judgment

c. Top down

d. Analogy

75. Each component of the software product is separately estimated and the results aggregated to produce an estimate for the overall job.

a. Algorithmic model

b. Expert judgment

c. Bottom-up

d. Top down

76. Following are the characteristics of Project Mindset.

a. Time, Responsiveness, Information sharing, Processes, structured planning

b. Time, Project management, Information sharing, Processes, structured planning

c. Time, Responsiveness, Information sharing, capability, structured planning

d. Time, Responsiveness, Information sharing, Processes, project planning

77. Devising and maintaining a workable scheme to accomplish the business need is

a. Initiating process

b. Planning process

c. Executing process

d. Controlling process

78. In the time-cost optimization, using CPM method for network analysis, the crashing of the activities along the critical path is done starting with the activity having

a. Longest duration

b. Highest cost slope

c. Least cost slope

d. Shortest duration

79. The optimum duration is the
     a. the summation of normal-durations of each activity in the project
     b. summation of the normal-duration of activities on critical path
     c. <u>one, which gives the minimum total cost for completing the project</u>
     d. summation of crash-time of activities on critical path

80. Which one of the following is the correct sequence to analyse a project for implementation?
     a. Time-cost study, Network, WBS, Scheduling with resource allocation
     b. Network, Time-cost study, Scheduling with resource allocation, WBS,
     c. <u>WBS, Network, Scheduling with resource allocation, Time-cost study</u>
     d. WBS, Time-cost study, Network, Scheduling with resource allocation

81. Which one of the following is the objective in crashing?
     a. <u>Reduction in duration</u>
     b. Reduction in resources
     c. Reduction in cost
     d. Reduction in project size

82. In a construction project, the cost-slope of an activity is an indication of
     a. Extra-time needed
     b. <u>Extra cost needed</u>
     c. Reduction of duration of critical activity
     d. Crashing of an activity

83. In resource levelling _____
     a. Total duration of project is reduced
     b. <u>Total duration of project is increased</u>
     c. Uniform demand of resources is achieved
     d. Cost of project is controlled

84. What is the process of incorporating changes and rescheduling or replanning called?
     a. Resource allocation
     b. Resource smoothing
     c. Resource levelling
     d. <u>Updating</u>

85. Cost estimation is the process of estimating all of the costs associated with completing a project within ____ and according to its timeline.
     a. <u>Scope</u>
     b. Object
     c. Keyword

d. Function

86. Which of the option is not a notable challenge while scheduling a project?

a. Deadlines exist.

b. <u>Independent activities.</u>

c. Too many workers may be required.

d. Costly delay

87. The particular task performance in CPM is known

a. Dummy

b. Event

c. <u>Activity</u>

d. Contract.

88. The earliest start time rule

a. Compares the activities starting time for an activity successor.

b. <u>Compares the activities end time for an activity predecessor.</u>

c. Directs when a project can start.

d. Regulates when a project must begin.

89. The critical path

a. Is a path that operates from the starting node to the end node

b. Is a mixture of all paths.

c. <u>Is the longest path</u>

d. Is the shortest path

90. Activities A, B, and C are the immediate predecessors for Y activity. If the earliest finish times for the three activities are 12, 15, and 10, then the earliest start time for Y will be

a. 10

b. <u>15</u>

c. 12

d. 13

91. Activities P, Q and R instantly follow activity M, and their current start times are 12, 19, and 10. Therefore, the latest finish time for activity M is

a. <u>11</u>

b. 10

c. 18

d. 15

92. Which of the following is not a phase of project management?

    a. Project planning

    b. Project scheduling

    c. Project controlling

    d. Project being

93. Who introduced the bar charts?

    a. Williams henry

    b. **Henry Gantt**

    c. Jane Gantt

    d. Joseph henry

94. The full form of PERT is _____

    a. Program Evaluation and Rate Technology

    b. Program Evaluation and Robot Technique

    c. Program Evaluation and Robot Technology

    d. **Program Evaluation and Review Technique**

95. The full form of CPM is _____

    a. **Critical Path Method**

    b. Control Path Method

    c. Critical Plan Management

    d. Control Path Management

96. In bar charts, which color is used to show the actual progress?

    a. Red

    b. Black

    c. Blue

    d. **Green**

97. _____ are used to represent activity in a network diagram.

    a. Circles

    b. Squares

    c. Rectangles

    d. **Arrow**

98. The shortest possible time in which an activity can be achieved under ideal

    Circumstances is known as _____

    a. Pessimistic time estimate

    b. **Optimistic time estimate**

    c. Expected time estimate

d.   The most likely time estimate

99.   According to the time estimates made by the PERT planners, the maximum time that would be needed to complete an activity is called as _____

a.   The most likely time estimate

b.   Optimistic time estimate

c.   **Pessimistic time estimate**

d.   Expected time estimate

100.   The difference between the maximum time available and the actual time needed to perform an activity is known as _____

a.   Free float

b.   Independent float

c.   **Total float**

d.   Half float

101.   Gantt charts are used for

a.   Forecasting sales

b.   **Production schedule**

c.   Scheduling and routing

d.   Linear programming

102.   What is a PMIS?

a.   Primary Management Incentive System

b.   Property Management Information System

c.   **Project Management Information System**

d.   Project Management Incentive System

103.   Which of the following is not project management goal?

a.   Keeping overall costs within budget

b.   Delivering the software to the customer at the agreed time

c.   Maintaining a happy and well-functioning development team

d.   **Avoiding customer complaints**

104.   Which of the following is not considered as a risk in project management?

a.   Specification delays

b.   Product competition

c.   **Testing**

d.   Staff turnover

105. The process each manager follows during the life of a project is known as
     a. Project Management
     b. Manager life cycle
     c. Project Management Life Cycle
     d. Process Life cycle

106. A 66.6% risk is considered as
     a. very low
     b. low
     c. moderate
     d. high

107. Quality planning is the process of developing a quality plan for
     a. team
     b. project
     c. customers
     d. project manager

108. Which of the following is incorrect activity for the configuration management of a software system?
     a. Internship management
     b. Change management
     c. Version management
     d. System management

109. Interface coordination is the task of _____ work across multiple groups.
     a. Managing
     b. Planning
     c. Coordinating
     d. Analyzing

110. The objective of the interface management process is to guarantee the proper functioning of a system composed of many interfacing _____.
     a. Small system
     b. Big system
     c. System
     d. sub-systems

111. Project scheduling is a mechanism to _____what tasks need to get done and which organizational resources will be _____ to complete those tasks in what timeframe.
     a. Communicate, allocated
     b. Managing,allocating

c. Analyzing,Allocataed

d. Monitoring,allocated

112. A linear responsibility chart establishes a clear structure that _____ and _____ track of who is doing what.

    a. Allocate,delete

    b. Analyze,update

    c. Assigns, keeps

    d. Assign,clear

113. Which stakeholder as given here is external to an organisation?

    a. Procurement

    b. Data owner

    c. Supplier

    d. Service desk

114. Which stakeholder as given here has the minimum interest in the project?

    a. Antagonist

    b. Neutral

    c. Champion

    d. Stoic

115. If an organisation has to send an escalation message about a project, which document will you refer?

    a. Stakeholder management plan

    b. Communications management plan

    c. Stakeholder register

    d. Risk register

116. 4. Which of the following is not an input to manage stakeholder engagement process?

    a. Issue log

    b. Stakeholder management plan

    c. Organizational process assets

    d. Communications management plan

117. A stakeholder with high power and high urgency is:

    a. Dependent

    b. Dominant

    c. Demanding

    d. Dangerous

118.   While auditing stakeholder analysis, auditors look for:
   a.   Migration channels
   b.   Job-enrichment channels
   c.   Communication channels
   d.   Reporting channels

119.   There are four quadrants in the power-interest grid. The   minimum   engagement effort should be applied to which stakeholders?
   a.   Stakeholders in the bottom-left quadrant
   b.   Stakeholders in the top-left quadrant
   c.   Stakeholders in the bottom-right quadrant
   d.   Stakeholders in the top-right quadrant

120.   A stakeholder with a high urgency:
   a.   Can impose his will on project decisions
   b.   Is authorized to release the budget
   c.   Will naturally be considered as an authorized party by the project team
   d.   Will expect an immediate response to his change request

121.   Of the following stakeholders, which group's concerns will a company address first on priority?
   a.   Demanding stakeholders
   b.   Dormant stakeholders
   c.   Dependent stakeholders
   d.   Discretionary stakeholders

122.   Which communication method is best for discussing a project issue with a core stakeholder?
   a.   Face to face meeting
   b.   Email
   c.   Website news
   d.   Memo on business letter head

123.   What do you look for while auditing stakeholder analysis?
   a.   Types of communication channels
   b.   Representation of stakeholders in engagement channels
   c.   Existing stakeholder challenges
   d.   Collection of stakeholder information

124.   What are the five levels of a stakeholder in the stakeholder engagement matrix?
   a.   Unaware, resistant, neutral, supportive, leading
   b.   Ignorant, antagonistic, stoic, supportive, aggressive

c.   Dormant, dangerous, neutral, dependent, dominant

d.   Oblivious, resilient, impartial, loyal, leading

125.   Which of the following is the key input in the control stakeholder engagement process?

   a.   <u>Work performance data</u>

   b.   Work breakdown structure

   c.   Risk management plan

   d.   Change log

126.   A senior manager who owns and secures the finance of the project is known as:

   a.   <u>Project sponsor</u>

   b.   Project auditor

   c.   Project manager

   d.   Government body

127.   Which of the following components is not part of the project scope baseline?

   a.   <u>Scope management plan</u>

   b.   Scope statement

   c.   WBS

   d.   WBSdictionary

128.   You want to find out how a project deliverable will fulfill a particular requirement. Which field should you look up in the RTM?

   a.   <u>WBS</u>

   b.   ID

   c.   AssociateID

   d.   Project objectives

129.   _____ parameter refer to the actual project work completed till date.

   a.   Planned Value

   b.   <u>Earned Value</u>

   c.   Actual Cost

   d.   Schedule Variance

130.   The Requirement Traceability Matrix (RTM) is used to _____ each requirement over the project life cycle from the project initiation to testing.

   a.   <u>trace</u>

   b.   define

   c.   manage

   d.   detect

131.   _____ process must be enforced for controlling the scope changes.

   a.   Scope validation

   b.   Scope measurement

   c.   Scope verification

   d.   Scope mitigation

132.   The act of spontaneously increasing the quality level of a project deliverable more than the initially

   agreed level is called _____.

   a.   gold-plating

   b.   quality scope change

   c.   silver-plating

   d.   initial quality revision

133.   What do you need to measure the completion of project scope?

   a.   Project management plan

   b.   Scope management plan

   c.   WBS and WBS dictionary

   d.   Business case

134.   Which of the following is not an input to control the scope process?

   a.   Project charter

   b.   Project management plan

   c.   Requirements documentation

   d.   Requirements traceability matrix

135.   23. Work performance information is an output of which of the following processes?

   a.   Define scope process

   b.   Create scope process

   c.   Validate scope process

   d.   Control scope process

136.   To control project scope, what should the project manager use?

   a.   Inspection

   b.   Expert judgment

   c.   Variance analysis

   d.   Delphi analysis

137.   After the second release of project deliverables, some clients and stakeholders complain that certain

   features of the deliverables do not provide any business value. How will you confirm to your

   customers that the features of the deliverables are directly related to their specifically expressed

   requirements?

a. Requirements documentation

b. <u>Requirements traceability matrix</u>

c. Project scope statement

d. Scope management plan

138. Which of the following is not an output of the control scope process?

a. Work performance information

b. Project documents update

c. <u>Accepted deliverables</u>

d. Change requests

139. If the CPI is greater than 1, then the project is stated to be:

a. Behind schedule

b. Ahead of schedule

c. Over-budget

d. <u>Under-budget</u>

140. Which parameters do you use to calculate SPI?

a. Earned value and actual cost

b. <u>Earned value and planned value</u>

c. Schedule variance and actual cost

d. Actual cost only

141. Which technique is used to evaluate the difference between an estimated amount and the actual amount?

a. <u>Variance analysis</u>

b. Activity-based costing

c. Master budgeting

d. Cost performance index

142. Which of the following may cause a variance in project performance?

a. Maintained project scope

b. <u>Market factors</u>

c. Adequate resources

d. Accurate estimates

143. The first part of project communication is _____.

a. <u>to plan communication management</u>

b. to verify the depth of necessity of communication management

c. principles and rules of communication management

d. people required to develop the communication plan.

144. Which of the below statements is true about project communication?

     a. Develops and maintains inconsistency between reality and perception.

     b. Cannot include jargons, if every stakeholder understands them.

     c. It is an alternative to status meetings.

     d. It is an amalgam of individual languages related to multi-disciplines

145. You are handling a complex project that involves multiple stakeholders. You want that anyone reading your PCM plan is able to understand clearly what needs to be done in what situation. Which element below will help you in that?

     a. Communication flowchart

     b. Communication channel

     c. Communication technology

     d. Project directory

146. The items that are not in the meeting agenda, but those that merit further discussion later are placed in _____.

     a. parking area

     b. parking lot

     c. TBD items

     d. TBD lot

147. If you are handling a team of 23 people, then how many communication channels should you provide for the project?

     a. 23

     b. 265

     c. 20

     d. 253

148. A requirement about the project has changed its scope. You want to know inputs from your team members on how you can meet the bigger scope in the same deadline. You are particularly interested in knowing the viewpoints of fresh members of your team. Which communication tool should you use?

     a. Email

     b. Discussion board

     c. Chat tool

     d. Project board

149. Which of the following is an input to the communication control process?

     a. Project management update plans

     b. Change requests

  c. **Project communication**

  d. Work performance information

150. What can be a challenge in project communication?

  a. Your client wants the project to be delivered in time, and your vendor is interested in completing his part earlier so that he can work on another project.

  b. Your project sponsor and you have the same idea about the project communication goals.

  c. **Some specialists that are engaged in troubleshooting are based in the East Coast time zone, USA, whereas the rest of the time is working in Delhi.**

  d. You are a soft-spoken, but a precise and empathetic communicator.

151. You have taken over a new project. You want to understand the meeting reporting format and timelines, and who should be invited in which meeting. From which document will you get this information?

  a. Stakeholder register

  b. Meeting management plan

  c. Stakeholder management plan

  d. **Communication management plan**

152. 40. Which among the following contains information regarding means & frequency of communication to the parties both inside and outside the project?

  a. **Communication management approach**

  b. Stakeholder register

  c. Meeting management plan

  d. None of these

153. You are having a problem with a team member to get the work done on time. How should you address this problem initially?

  a. **Informal chat in person**

  b. Formal warning in person

  c. Informal chat message written

  d. Formal email sent

154. To improve PCM, you must do all the following except:

  a. Use outside experts to provide inputs on communication management

  b. Increase communication tools as the size of the time increases

  c. Use templates to prepare formal communication documents

  d. **Over-communicate with stakeholders**

155. Your _____ can be a challenge in communicating effectively to your project team. Choose the correct answer out of the following options:
    a. Role
    b. Style
    c. Stakeholder
    d. Project

156. Which of the following is an output of communication control?
    a. Information management system
    b. Change request
    c. Project communication
    d. Work performance data

157. You have taken over a new project and want to find about the regular progress of the project done so far. Which among the following communication tolls should you use?
    a. Weekly status reports
    b. Emails
    c. Discussion board
    d. Document depository

158. Technical design meetings should ideally be conducted:
    a. In weekly conference call
    b. Face-to-face once in a month
    c. Video calls daily
    d. Face-to-face as required

159. 47. Their role is to accept the final deliverable of the project. Therefore, they must be regularly consulted during prototype review, design approval, implementation, and acceptance of final deliverable stages. Whose role has been discussed here?
    a. Customer
    b. Project manager
    c. Project sponsor
    d. Steering committee

160. Which is the last step of the project communication process?
    a. Planning communication management
    b. Tracking communication
    c. Managing communication
    d. Directing communication

161. In controlling project costs, managers compare the actual costs of work performed against which among the following options?

   a. Project management plan

   b. Scope baseline

   c. Cost baseline

   d. Stakeholder management plan

162. Which of the following processes belongs to the monitoring and controlling process group?

   a. Control costs

   b. Plan cost management

   c. Estimate costs

   d. Develop budget

163. What is (% completed work) × (Budget at completion)?

   a. Planned value

   b. Earned value

   c. Actual cost

   d. Cost variance

164. All the following are outputs of the cost control process except:

   a. Work performance data

   b. Work performance information

   c. Cost forecasts

   d. Change requests

165. Which of the following metric represents the cost forecasts?

   a. BAC

   b. SPI

   c. CV

   d. EAC

166. The main parameters of the EVM technique are all of the following except:

   a. Quality value

   b. Earned value

   c. Planned value

   d. Actual cost

167. A reason for performing the control costs process in your project is to:

a. Find funding sources

b. Increase consumption

c. Allow budget overrun

d. Prevent fraud

168. What input is used in the control costs process? Choose the correct option.

a. Schedule baseline

b. Scope baseline

c. Work performance data

d. Schedule management plan

169. Which of the following methods is not used for controlling project costs?

a. Reserve analysis

b. Iteration burn down chart

c. Performance reviews

d. Project Management Software

170. All of the following cost management processes belong to the planning process group except:

a. Control cost

b. Determine budget

c. Estimate costs

d. Plan cost management

171. Which among the following is an output from the plan cost management process and used as an input of the control costs process?

a. Cost baseline

b. Project funding requirements

c. Work performance data

d. Cost management plan

172. If the CPI of a project is 0, then the project is:

a. To the budget

b. Under the budget

c. Over the budget

d. It cannot be 0

173. What EVM parameter from the option will complete the following equation? ETC = EAC – ?

    a. PV

    b. <u>AC</u>

    c. EV

    d. TCPI

174. The budget of a 1-year project is $10,000. After 6 months, $4,000 is spent on the project, but 50% of the work is completed. What is the value earned on the work completed so far?

    a. $10,000

    b. $4000

    c. <u>$2000</u>

    d. $1800

175. If the CV of the project is more than 0, then the project is _____. Choose the correct option

    a. to the budget

    b. <u>under the budget</u>

    c. over the budget

    d. It cannot be 0

176. Which among the following is the future performance of the project that a manger must meet to complete the project within the approved budget?

    a. CPI

    b. PV

    c. <u>TPCI</u>

    d. EV

177. The TCPI indicates which of the following?

    a. <u>The future performance of the project</u>

    b. The past performance of the project

    c. The current performance of the project

    d. No relation with the project performance

178. If the TCPI of a project is 1.25, then what does it mean?

    a. You must consider recalculating the TCPI.

    b. You can continue with the same cost performance.

    c. You are in a comfortable position with respect to the project cost performance.

    d. <u>You must improve the cost performance.</u>

179. Which among the following document is not updated as a result of the control costs process?

    a. **Assumption log**

    b. Cost management plan

    c. Cost baseline

    d. Change request

180. Budget at Completion – Estimate at Completion = ? Tick the correct option.

    a. Estimate to Complete

    b. **Variance at Completion**

    c. TCPI based on BAC

    d. TCPI based on EAC

181. Which among the following is the smallest unit of work to which a project activity is decomposed?

    a. Cost management plan

    b. Cost baseline

    c. **Work packages**

    d. Change requests

182. You are preparing for a major exam. To plan for the risk of falling ill during exam preparation, you take vaccination for the most contagious diseases and avoid eating from outside. However, you can still be exposed to other less common diseases. What is this risk called?

    a. Primary risk

    b. Unknown risk

    c. **Residual risk**

    d. Secondary risk

183. A vaccine that you have taken causes a side effect of fatigue. You have to consult your doctor to remove that. What is this risk called?

    a. Known risk

    b. **Secondary risk**

    c. Residual risk

    d. Primary risk

184. All of the following are inputs of the risk monitoring process, except:

    a. Risk management plan

    b. Risk register

    c. Issue log

    d. **Enterprise environmental factors**

185. Which method is used for risk monitoring?
    a. **Risk review meetings**
    b. SWOT analysis
    c. Delphi technique
    d. Checklist analysis

186. All of the following inputs are needed to perform risk control. However, which input is mandatory as without it the process cannot happen at all?
    a. Project management plan
    b. Work performance data
    c. Work performance data
    d. **Risk register**

187. If managers are unable to handle a threat on their own, then they:
    a. Avoid it
    b. Accept it
    c. **Escalate it**
    d. Enhance it

188. If an opportunity is too important to miss, managers:
    a. **Exploit it**
    b. Escalate it
    c. Share it
    d. Accept it

189. There is a chance that one of your team members may go on leave during the peak time of your project. To manage this risk, you plan to bring in another identified personnel in your project. What type of risk is this?
    a. Known risk
    b. Unknown risk
    c. **Residual risk**
    d. Secondary risk

190. Managers are allowed to spend a maximum of $10,000 to manage risks in project. Anything more than that is not acceptable. This budget is called:
    a. Estimated cost
    b. Cost overruns
    c. **Contingency reserve**
    d. Planned value

191.   Movement of clouds can be a _____ for rainfall.
   a.   Risk threshold
   b.   Risk trigger
   c.   Residual risk
   d.   Risk tolerance

192.   You are constructing a building. For security purpose, you have installed an electrical wire at the top of the boundary wall. However, if someone accidentally touches the electrical wire, then that person will get an electric shock. This is an example of:
   a.   Known risk
   b.   Unidentified risk
   c.   Secondary risk
   d.   Residual risk

193.   You have planned for a critical meeting during the monsoon season in Mumbai. However, due to heavy rainfall, you end up meeting remotely. This is an example of:
   a.   Residual risk
   b.   Secondary risk
   c.   New risk
   d.   Actual risk

194.   Which of the following is an output of monitoring risk process?
   a.   Stakeholder management plan
   b.   Work performance data
   c.   Work performance information
   d.   Work performance reports

195.   Which project document must you always update after implementing a risk response to control the risk?
   a.   Assumptions log
   b.   Risk register
   c.   Issues log
   d.   Work performance report

196.   All the following methods are used for monitoring risks except:
   a.   Reserve analysis
   b.   Technical performance analysis
   c.   Risk audits
   d.   Risk reassessment

197. You see an opportunity in your project that is too good to miss. You leave no stone unturned to make sure that it does happen. Here, you are:

    a. Accepting the opportunity

    b. Mitigating the opportunity

    c. **Exploiting the opportunity**

    d. Enhancing the opportunity

198. A strategic alliance with another company to capture a new market is which type of risk response?

    a. **Enhance**

    b. Exploit

    c. Escalate

    d. Accept

199. If managers want to reduce the severity of a negative risk if it occurs, then which response should they choose?

    a. Accept

    b. Avoid

    c. Mitigate

    d. **Share**

200. Which method ensures the quality of the risk management process?

    a. **Risk audit**

    b. Risk ressessment

    c. Trend analysis

    d. Variance analysis

201. Which among the following requires a set of activities networked in an order and aimed towards accomplishing the goals of a project?

    a. **Project**

    b. Process

    c. Project management

    d. Project cycle

202. The process of initiating a technology comes under which one?

    a. Process

    b. Project

    c. **Scope**

    d. Execution

203. The major issue faced by project management is _____.

    a.   to manage the constraints of time

    b.   to achieve all the project objectives

    c.   to produce a unique product

    d.   to bring about a beneficial change

204. The minutes of the meeting help _____ on the accountability and identify the follow-up action plan for the project. Choose the correct option.

    a.   Plan

    b.   Manage

    c.   Summarise

    d.   Implement

205. Which of the following methods consists of the application of knowledge, skills, tools and techniques to project activities to achieve project requirements?

    a.   Planning

    b.   Time management

    c.   Project management

    d.   Marketing management

206. How should a project manager ensure clear boundaries for project completion?

    a.   Scope verification

    b.   Risk management plan

    c.   Scope definition

    d.   Completing the scope statement

207. How can the project manager ensure that the total work in the project is included?

    a.   Create a risk management plan

    b.   Create a contingency plan

    c.   Create a Work Breakdown Structure

    d.   Create a scope statement

208. The main goal of project delivery management is to complete the project _____. Choose the correct option.

    a.   with the data provided

    b.   on time

    c.   with risk management plan

    d.   for the project delivery

209. The success of the project is mainly dependent on the _____ who are working to execute it. Which among the following is correct?
   a. managers
   b. stakeholders
   c. clients
   d. people

210. The validity of assessing the benefits is using the method of _____ which would comply with the benefits with parameters. Which among the following is correct?
   a. Cost benefit analysis
   b. SMART test
   c. Brainstorming
   d. Mapping

211. In which of the following are the benefits an important aspect of the initiation phase of the project life cycle?
   a. Identifying
   b. Implementing
   c. Utilising
   d. Mapping

212. Who is responsible for the process of implementing the changes and realisation of benefits? Choose the correct option.
   a. Sponsor
   b. Stakeholder
   c. Client
   d. Project manager

213.   Project Risk Management includes all of the following processes except:
   a. Risk Monitoring and Control
   b. Risk Identification
   c. Risk Avoidance
   d. Risk Response Planning
   e. Risk Management Planning

214. Using the PMBOK definition of contingency reserve, which of the following statements about contingency reserves is false?
   a. A contingency reserve is a separately planned quantity used to allow for future situations which may be planned for only in part.
   b. Contingency reserves may be set aside for known unknowns
   c. Contingency reserves may be set aside for unknown unknowns

d.   Contingency reserves are normally included in the project's cost and schedule baselines

215. Which of the following is not a tool or technique used during the Risk Quantification Process?

a.   Expected monetary value

b.   <u>Contingency planning</u>

c.   Decision Trees

d.   Statistical sums

e.   All of the above are tools and techniques of Risk Quantification

216. Which of the following is true about pure risk?

a.   The risk can be deflected or transferred to another party through a contract or insurance policy

b.   Pure risks involve the chance of both a profit and a loss

c.   No opportunities are associated with pure risk, only losses

d.   <u>a and c</u>

e.   a and b

217. A contingency plan is

a.   **<u>A planned response that defines the steps to be taken if an identified risk event should occur</u>**

b.   A workaround

c.   A reserve used to allow for future situations which may be planned for only in part

d.   a and c

e.   a and b

218. The normal risk of doing business that carries opportunities for both gain and loss is called:

a.   favorable risk

b.   opportunity risk

c.   pure risk

d.   <u>business risk</u>

219. A risk response which involves eliminating a threat is called:

a.   Mitigation

b.   Deflection

c.   <u>Avoidance</u>

d.   Transfer

e.   b and d

220. Deflection or transfer of a risk to another party is part of which of the following risk response categories?

a.   <u>Mitigation</u>

b.   Acceptance

c.   Avoidance

d. Analysis

221. When should risk identification be performed? (select best answer)

a. During Concept Phase

b. During Development Phase

c. During Implementation Phase

d. **Risk identification should be performed on a regular basis throughout the project**

222. Which of the following statements is false?

a. Uncertainty and risk are greatest at the start of the project and lowest at the end

b. **The amount at stake is lowest at the end of the project and greatest at the start**

c. Expected monetary value can be expressed as the product of the risk event probability and the risk event value

d. Opportunities are positive outcomes of risk

223. A contingency plan is executed when:

a. A risk is identified

b. **An identified risk occurs**

c. When a workaround is needed

d. All of the above

e. b and c

224. Management reserves are used to handle which type of risk?

a. **Known unknowns**

b. Unknown unknowns

c. business risks

d. pure risks

225. Which of the following techniques accounts for path convergence and generally estimates project durations more accurately?

a. CPM

b. PERT

c. **Schedule simulation**

d. Path convergence method

226. When should a risk be avoided?

a. When the risk event has a low probability of occurrence and low impact

b. **When the risk event is unacceptable -- generally one with a very high probability of occurrence and high impact**

c. When it can be transferred by purchasing insurance

d. A risk event can never be avoided

227. Risk management is responsibility of the:
    a. Customer
    b. Investor
    c. Developer
    d. <u>Project team</u>
    e. Production team

228. The independence of two events in which the occurrence of one is not related to the occurrence of the other is called:
    a. event phenomenon
    b. independent probability
    c. <u>statistical independence</u>
    d. statistical probability

229. The one document that should always be used to help identify risk is the:
    a. Risk Management Plan
    b. <u>WBS</u>
    c. Scope Statement
    d. Project Charter
    e. Contingency Plan

230. Risks are accepted when:
    a. You develop a contingency plan to execute should the risk event occur
    b. You accept the consequences of the risk
    c. You transfer the risk to another party
    d. You reduce the probability of the risk event occurring
    e. <u>a and b</u>

231. An example of risk mitigation is:
    a. Using proven technology in the development of a product to lessen the probability that the product will not work
    b. Purchasing insurance
    c. Eliminating the cause of a risk
    d. Accepting a lower profit if costs overrun
    e. <u>a and b</u>

232. A process that is not part of Project Risk Management is
    a. Identification
    b. <u>Solicitation</u>
    c. Qualitative and Quantitative Analysis
    d. Response Development

e. Monitoring and Control

233. A response to negative risk event is known as a:
   a. Work item
   b. Work package
   c. <u>Workaround</u>
   d. Work breakdown structure

234. Who is responsible for risk identification, risk quantification, risk response development, risk response control?
   a. Project Communications Management
   b. Project Human Resource Management
   c. Project Procurement Management
   d. <u>Project Risk Management</u>
   e. None of the above

235. RE represents what?
   a. Risk Expense
   b. Related Expense
   c. <u>Risk Exposure</u>
   d. Risk Evaluation

236. When summing the probability distributions if the distributions are skewed to the _____, the project mean will always be significantly higher than the sum of the most likely estimates.
   a. Right
   b. <u>Left</u>
   c. Middle
   d. Not skewed

237. By using Project Risk Management techniques project managers can develop strategies that do all but which of the following:
   a. Significantly reduce project risks
   b. <u>Eliminate project risks</u>
   c. Provide a rational basis for better decision making
   d. Identifying risks, their impact(s), and any appropriate responses

238. Which phase of the project life cycle typically has the highest uncertainty and risk associated with it?
   a. <u>Concept</u>
   b. Development
   c. Execution

d. Conclusion

239. Risks classified as unknown (i.e., those which cannot be identified or evaluated):

a. Should be deflected to the contracting officer

b. <u>Should be handled via contingency allowances</u>

c. Should be ignored since they cannot be identified

d. Should be ignored, since they are not covered in the Project Risk Assessment

240. Risks can be divided into two basic types: business risk and pure (or insurable risk). Of the following, which one(s) fall(s) under business risk?

a. Liability Loss

b. Direct property loss

c. <u>Profit loss</u>

d. Personnel-related loss

241. Deflection involves the transfer of risk by such means as:

a. <u>Contracting out to another party</u>

b. Developing schedule alternatives

c. Developing discrete organizational functions under the project manager to handle risk events

d. Disaster planning and responses

242. Risk mitigation involves all but which of the following:

a. Developing system standards (policies, procedures, responsibility standards)

b. Obtaining insurance against loss

c. <u>Identification of project risks</u>

d. Performing contingent planning

e. Developing planning alternatives

243. Risk event probability is determined as:

a. <u>The total number of possible events divided into the expectation or frequency of the risk event</u>

b. The number of times the risk event may occur

c. The fraction of the total project tasks which may be affected by the risk event

d. The total number of possible events divided into the consequences of the risk event

244. In performing an impact analysis the most effective tool to ensure all risks are identified on large projects is the:

a. <u>Work breakdown structure</u>

b. Milestone review and schedule technique

c. Cost / schedule Control system

d. Planning programming budget system

245. During which phase of the project life cycle is the amount at stake lowest?

   a. **<u>Concept</u>**

   b. Development

   c. Execution

   d. Conclusion

246. The single point standard deviations are 3, 5, 10, and 3 for the critical path. What is the standard deviation for the entire path?

   a. 21

   b. **<u>12</u>**

   c. 143

   d. 5.5

   e. impossible to determine without optimistic and pessimistic estimates

247. Mitigating risk could involve

   a. **<u>identifying risks, obtaining insurance and developing alternatives</u>**

   b. contracting and quality assurance

   c. developing standards, buying insurance, and planning for contingencies and alternatives

   d. re-scoping the project and reassessing requirements

248. Final risk quantification and modeling normally considers the impacts of all risks except possibly those due to

   a. producibility

   b. reliability

   c. affordability

   d. **<u>acceptability</u>**

   e. operability

249. Risk management is defined as the art and science of _____ risk factors throughout the life cycle of a project.

   a. researching, reviewing, and acting on

   b. **<u>identifying, analyzing, and responding to</u>**

   c. reviewing, monitoring, and managing

   d. identifying, reviewing, and avoiding

   e. analyzing, changing, and suppressing

250. Project risk is defined as the cumulative effect of the chances of _____ that will adversely affect project objectives.

   a. likely events

   b. complex activities

   c. complex schedules

  d. **uncertain occurrences**

  e. new work

251. The three factors that characterize project risk are _____.

  a. severity of impact, duration of impact, and cost of impact

  b. identification, type of risk category, and probability of impact

  c. **risk event, risk probability, and the amount at stake**

  d. occurrence, frequency, and cost

  e. cost, schedule, and quality

252. Risk event is the precise description of what might happen to the _____ of the project.

  a. manager

  b. **detriment**

  c. schedule

  d. budget

  e. length

253. In the risk management context, mitigation and deflection are moth means of _____ the risk to the _____ objectives.

  a. improving; client's

  b. increasing; project's

  c. decreasing; sponsor's

  d. **decreasing; project's**

  e. decreasing; corporation's

254. Contingency planning is a means to _____ risks to the project through a formal process and provide the resources to meet the risk events.

  a. **address**

  b. classify

  c. assign

  d. resolve

  e. eliminate

255. As a tester which of the following will come under product risk if you are testing an e-commerce website?

  a. Shortage of testers

  b. Many changes in SRS that caused changes in test cases

  c. Delay in fixing defects by development team

  d. **Failure to transfer a user to secure gateway while paying**

256. What is associated with product risk?
    a.   Control of test item
    b.   Negative consequences
    c.   Non-availability of test environment
    d.   Test object

257. After deployment of a system, a software is incorrectly performing one of its major functionality. Who is going to determine how badly it will hamper the organization?
    a.   QA personnel
    b.   Developer
    c.   Technical people
    d.   Business analyst

258. What is risk?
    a.   Negative consequence that could occur
    b.   Negative consequence that will occur
    c.   Negative consequence that must occur
    d.   Negative consequence that shall occur

259. What is the process of incorporating changes and rescheduling or replanning called?
    a.   Resource allocation
    b.   Resource smoothing
    c.   Resource levelling
    d.   Updating

260. In resources levelling
    a.   Total duration of project is reduced
    b.   Total duration of project is increased
    c.   Uniform demand of resources is achieved
    d.   Cost of project is controlled

261. The critical path method has a few inherent drawbacks:
    a.   Unlimited Resources
    b.   Float Misuse
    c.   Activity Completion Gain/Loss
    d.   Student Syndrome

262. Critical chain management has three buffers. These buffers are:
    a.   Project Buffer, Feeding Buffer, Resource Buffer
    b.   Project Buffer, Function Buffer, Resource Buffer
    c.   Problem Buffer, Feeding Buffer, Random Buffer

     d.   Project Buffer, Feeding Buffer, Random Buffer

263. Which of the option is not a notable challenge while scheduling a project?

     a.   Deadlines exist.

     b.   Independent activities.

     c.   Too many workers may be required.

     d.   Costly delay

264. The particular task performance in CPM is known

     a.   Dummy

     b.   Event

     c.   Activity

     d.   Contract

265. The earliest start time rule

     a.   Compares the activities starting time for an activity successor.

     b.   Compares the activities end time for an activity predecessor.

     c.   Directs when a project can start.

     d.   Regulates when a project must begin.

266. The critical path

     a.   Is a path that operates from the starting node to the end node

     b.   Is a mixture of all paths.

     c.   Is the longest path

     d.   Is the shortest path

267. Which of the following are items to consider during stakeholder management:

     a.   Over deliver on expectations

     b.   Communicate the same to every stakeholder

     c.   Identify the needs of all stakeholders

     d.   Avoid challenging stakeholders

268. An important input to planning stakeholder management is:

     a.   The risk management plan

     b.   The stakeholder register

     c.   The stakeholder analysis

     d.   The WBS

269. The most important part of stakeholder management is:

     a.   Ensuring all stakeholders are communicated with the same

     b.   Good relationships are established with all stakeholders

c. Challenging stakeholders are avoided and added to the risk register

d. Changes are made to the project schedule

270. A stakeholder's ability to affect the project is known as?

a. Power

b. Engagement

c. Risk

d. Influence

271. The project manager is responsible for all of the following during stakeholder management except:

a. Communication

b. Hand selecting the stakeholders

c. Determining stakeholders unique requirements

d. Establishing relationships with stakeholders

272. Which of the following process would apply if you had to communicate with the project team members to understand their expectations from the outcome of their project?

a. Manage Communications

b. Plan Stakeholder Management

c. Manage Stakeholder Engagement

d. Control Stakeholder Engagement

273. What is the correct classification of engagement levels according to the Stakeholders engagement assessment matrix?

a. Neutral, Resistant, Unaware, Supportive, Leading

b. Unaware, Neutral, Resistant, Supportive, Leading

c. Unaware, Resistant, Neutral, Supportive, Leading

d. Leading, Supportive, Neutral, Resistant, Unaware

274. Which of the following knowledge area deals with identifying people, groups or organizations that could impact or be impacted by a project that required building a 3-mile long bridge connecting two island cities of a country?

a. Project Communications Management

b. Project Stakeholder Management

c. Project Integration Management

d. Communication Plan

275. Which one of the following is the best way to manage stakeholders?

a. Ensuring they don't get to meet outside of work

b. Meeting all of them when a milestone is ready

c. Keeping them informed throughout the project

d. Sending them gifts

276. In an analytical process, what could be a sign that indicates the need of some actions or communications directed to manage a stakeholder's engagement level?

    a. The stakeholder talks less

    b. The stakeholder's current engagement level varies from the desired level

    c. The stakeholder is remotely located

    d. The stakeholder is external

277. When is the stakeholders ability to influence a project very high?

    a. In the early stages

    b. Half-way through

    c. Depends on their role and position

    d. Just before final delivery

278. Which of the following must be included in a stakeholder register?

    a. Stakeholders family history

    b. Stakeholders hobbies

    c. Expectations from the project

    d. Communication skills

279. Which of the following is not a stakeholder?

    a. Supplier

    b. Customer

    c. PMO

    d. Competitor

280. Work Performance Information is an output of:

    a. Plan Stakeholder Engagement

    b. Manage Stakeholder Engagement

    c. Control Stakeholder Engagement

    d. Stakeholder Management Plan

281. The stakeholder engagement level where the stakeholder is actively engaged in ensuring the project success is known as:

    a. Leading

    b. Supportive

    c. Active

    d. Neutral

282. Which of the following is/are not a technique used to manage stakeholder engagement?

    a. **<u>Delphi Technique</u>**

    b. Management Skills

    c. Interpersonal Skills

    d. Communication Methods

283. Identify stakeholders is a part of:

    a. Project Communications Management

    b. **<u>Project Stakeholder Management</u>**

    c. Project Human Resource Management

    d. Project Integration Management

284. Stakeholder classification should never be based on the following category/group:

    a. Internal/External

    b. Aware/Unaware

    c. **<u>Optimistic/Pessimistic</u>**

    d. Supportive/Resistant

285. Stakeholder Management Plan includes all except one of the following:

    a. Scope and impact of change to stakeholders

    b. Engagement levels of stakeholders

    c. Stakeholders influence on project

    d. **<u>Stakeholders Compensation and Remunerations</u>**

286. Which of the following is/are not required for manage stakeholder engagement process?

    a. **<u>Change management plan</u>**

    b. Communications management plan

    c. Stakeholder management plan

    d. Change log

287. What is the objective of crashing a project?

    a. To save on the project cost

    b. To reduce the project scope

    c. **<u>To shorten the project schedule</u>**

    d. To decrease your budget

288. Which of the following is not a notable challenge while scheduling the project

    a. Deadlines exist

    b. **<u>Independent activities</u>**

    c. Too many workers may be required

    d. Costly delay

289. The particular task performance in CPM is known as
   a. Dummy
   b. Event
   c. <u>Activity</u>
   d. Contract

290. Planning tasks associated with job scheduling, machine loading, and dispatching typically falls under
   a. long-range plans
   b. intermediate-range plans
   c. <u>short-range plans</u>
   d. mission-related planning
   e. strategic planning

291. Dependence on an external source of supply is found in which of the following aggregate planning strategies?
   a. varying production rates through overtime or idle time
   b. using part-time workers
   c. back ordering during high demand periods
   d. <u>subcontracting</u>
   e. hiring and laying off

292. In level scheduling, what is kept uniform from month to month?
   a. product mix
   b. inventory levels
   c. demand levels
   d. <u>production/workforce levels</u>
   e. sub-contracting levels

293. Which of the following is true regarding forward scheduling? Forward scheduling is the scheduling of:
   a. the end items or finished products
   b. the start items or component parts
   c. the final operation first beginning with the due date
   d. <u>jobs as soon as the requirements are known</u>
   e. jobs according to their profit contributions

294. Cross-cultural literacy involves openness to:
   a. <u>change and flexibility</u>
   b. tolerance
   c. reason

    d. logic

295. _____ are usually not a manifestation of unique organizational cultures and styles.

    a. Shared visions, values, norms, beliefs, and expectations

    b. <u>Individual traits and attitudes of co-workers</u>

    c. Views of authority relationships

    d. Policies, methods, and procedures

296. A WBS dictionary is a document which:

    a. describes technical terms used for scope management

    b. <u>describes the details for each component in the WBS</u>

    c. translates essential WBS terms for global project teams

    d. helps translate functional into technical requirements

297. As a project manager, when should you especially consider cultural differences?

    a. When you break down scope to create a work breakdown structure (WBS)

    b. When you assign a human resources to do the work in a schedule activity

    c. When you develop acceptance criteria for work results to be achieved by the team members

    d. <u>When you decide upon recognition and awards during team development.</u>

298. You recently took over the assignment for a project. The project charter has been developed. What is an appropriate next step for you?

    a. Develop the risk register

    b. Develop the project milestone schedule

    c. Develop management plans

    d. <u>Get approval for the project management plan</u>

299. A project charter is a document that:

    a. describes both the project scope and the product scope at detail level

    b. authorizes the project and the use of organizational resources to meet project requirements

    c. down the project scope over several steps to describe the project on work package level

    d. describes all activities which are necessary to create the project deliverables

300. Which statement describes best the meaning of leadership

    a. Ensuring predictability in an uncertain environment

    b. Sustaining an ongoing business over a long period of time

    c. Adhering to publicized standards and procedures

    d. <u>Developing a vision and strategy and motivating people</u>

301. As a project manager, you must demonstrate transparency regarding
    a. confidential information
    b. proprietary information
    c. distribution of unproven information and gossip
    d. **your decision-making processes**

302. There are _____ types of Work breakdown structures
    a. Four
    b. Three
    c. **Two**
    d. One

303. WBS in project deals with:
    a. Designing
    b. Project Reviews
    c. **Division of work into tasks**
    d. Manage Task

304. The managers use the acronym SMART while goal setting. What does SMART stand for:
    a. Spectacular, measurable, actionable, resourced, timely
    b. **Specific, measurable, achievable, relevant, timely**
    c. Suitable, measurable, actionable, relevant, timely
    d. Standardized, measurable, actionable, relevant, timely

305. A document called _____ is created by decomposing the project scope into smaller, more manageable elements.
    a. Scope Statement
    b. Network logic diagram
    c. **Work breakdown structure**
    d. Request change

306. _____ also sometimes referred to as 'termination by murder'
    a. Addition
    b. Integration
    c. Starvation
    d. **Extinction**

307. _____ is also known as withdrawal of "life support"
    a. Addition
    b. Integration
    c. **Starvation**

d.   Extinction

308. Bringing the project activities in the organization and distributing them among existing functions is the process at:

    a.   <u>Termination by Integration</u>

    b.   Termination by extinction

    c.   Termination by starvation

    d.   Termination by addition

309. The lessons learned process involves 5 steps with activities that will capture and use lessons learned. The steps are:

    a.   <u>Identify, Document, Analyze, Store, Retrieve</u>

    b.   Initiate, Document, Analyze, Store, Retrieve

    c.   Identify, Document, Analyze, sample, rotate

    d.   Identify, Document, Analyze, Supervise, Retrieve

310. _____ can be defined as the achievement of something desired, planned or attempted

    a.   <u>Project Success</u>

    b.   Project Failure

    c.   Project Termination

    d.   Project End

311. _____ can be defined as a "project that fails to perform a duty or an expected action, non-occurrence or non-performance"

    a.   Project Success

    b.   <u>Project Failure</u>

    c.   Project Termination

    d.   Project End

312. What does PLCM stands for:

    a.   <u>Plan, Lead, Communicate, Manage</u>

    b.   Plan, Lead, Communicate, Monitor

    c.   Plan, Learn, Communicate, Manage

    d.   Plan, Learn, Communicate, Monitor

313. Project Manager spends -----% of time communicating

    a.   10

    b.   30

    c.   40

    d.   <u>90</u>

314. Project managers have the highest level of authority and the most power in which type of organizational structure?

     a. **Projectized**

     b. Strong Matrix

     c. Functional

     d. Balanced Matrix

315. What is one of the most important skills a project manager can have?

     a. Negotiation skills

     b. Influencing skill

     c. **Communication skills**

     d. Problem Solving skills

316. Which of the following contracts should you use for projects that have a degree of uncertainty and require a large investment early in the project life cycle?

     a. Fixed Price

     b. **Cost Reimbursable**

     c. lump Sum

     d. Unit Price

317. A Project manager would find team development the most difficult in which form of organization

     a. **Weak Matrix Organization**

     b. Balanced Matrix Organization

     c. Projectized Organization

     d. Tight Matrix Organization

318. A narrative description of products or services to be supplied under contract is called

     a. The project plan

     b. **A statement of work**

     c. An exception report

     d. Pareto analysis

319. All of the following are contract types except:

     a. Unit Price

     b. **Make or Buy**

     c. Cost Reimbursable

     d. lump Sum

320. Which type of leadership is best suited for optimizing team performance in projects?
    a. Democratic leadership
    b. Participative leadership
    c. Autocratic leadership
    d. Authoritative leadership

321. What are the 4 stages of team development?
    a. Forming, Storming, Norming, Performing
    b. Enthusiasm, Hope, Panic, Solution
    c. Forming, Solutioning, Normalizing, Communicating
    d. Direction, Motivation, Cooperation, Collaboration

322. Your IT Company is responsible for making software virus programs. You are responsible for managing both individual product releases and co-ordination of multiple released over time. Your role is that of:
    a. Project Manager
    b. Program Manager
    c. Functional Manager
    d. Operations Manager

323. Which of the following is not a feature of a project?
    a. Constrained by limited resources
    b. Planned, executed and controlled
    c. Creates unique product or service
    d. May be ongoing and repetitive

324. Code of ethics and professional conduct applies to
    a. only PMI members
    b. Nonmembers who serve PMI in volunteer capacity
    c. PMI members and PMI chapter members only
    d. Only those who are certified PMPs

325. Which of the following is not true?
    a. Every project is unique
    b. A project gives some output
    c. Projects are not repetitive
    d. Car manufacturing is an example of a project

326. What is the duration of the Milestone?

    a. **Zero**

    b. one

    c. Duration of the project

    d. Two

327. Money spent during a specific time period is known as:

    a. Budgeted Cost

    b. **Actual Cost**

    c. Earned Value

    d. Planned Value

328. Which of the following statement is true about the Project Charter?

    a. **It authorizes the existence of a project**

    b. It is a bidding document

    c. It is used to rank the risks

    d. None

329. Which of the following is not a component of the Scope Baseline?

    a. Project Scope Statement

    b. WBS

    c. WBS Dictionary

    d. **Risk Register**

330. Who contributes, develops, and updates the Lessons Learned document?

    a. Client

    b. **Project Management Team**

    c. Functional Manager

    d. Management

331. You are developing the project management plan for your project. What will be your main emphasis during this process?

    a. Hide it from team members until it is completed

    b. **To take input from team members**

    c. Not to inform management until it is ready

    d. Hide it from everyone

332. When should you update lessons learned?

    a. At the beginning of the project

    b. At the middle of the project

    c. **Throughout the project**

d.   At the end of the project

333. Which document is created by breaking the project scope into smaller and manageable elements?

a.   Scope Baseline

b. WBS

c.   OBS

d.   Breakdown structure

334. The client inspects the deliverables with you and finds that it meets the acceptance criteria. He signed off and formally approves the deliverables. Which process is this?

a.   Control Quality

b.   Control Scope

c. Validate Scope

d.   Close Project

335. Which is an example of Triple Constraint?

a.   Scope, Human Resource, Time

b.   Quality, Scope, Human Resource

c.   Cost, Human Resource, Time

d. Scope, Cost, Time

336. You are developing project charter, with management, for a new project. You are going to be the project manager. Who will sign the project charter?

a.   Project Manager

b.   Operational Manager

c.   Functional Manager

d. Someone from top management

337. The successor activity cannot be finished until the predecessor activity starts. This is an example of which kind of relationship:

a.   Finish to Start (FS)

b.   Finish to Finish (FF)

c.   Start To Start (SS)

d. Start to Finish (SF)

338. A (n) _____ determines how tasks and resources assigned to these tasks are scheduled.

a. Schedule

b.   Exception plan

c.   Calendar

d.   Resource pool

339. A ____ is a set of activities which are networked in an order and aimed towards achieving the goals of a project.

   a. **<u>Project</u>**

   b. Process

   c. Project management

   d. Project cycle

340. Developing a technology is an example of

   a. Process

   b. **<u>Project</u>**

   c. Scope

   d. Object

341. Following are the phases of Project Management Life Cycle. Arrange them in correct order
       1. Design, 2. Marketing, 3. Analysis and evaluation, 4. Inspection, testing and delivery

   a. **<u>3-2-1-4</u>**

   b. 1-2-3-4

   c. 2-3-1-4

   d. 4-3-2-1

342. Five dimensions that must be managed on a project

   a. Constraint, Quality, Cost, Schedule, Staff

   b. **<u>Features, Quality, Cost, Schedule, Staff</u>**

   c. Features, priority, Cost, Schedule, Staff

   d. Features, Quality, Cost, Schedule, customer

343.   Resource requirement in project becomes constant while the project is in its _____ progress stage.

   a. 40 to 55%

   b. 55 to 70%

   c. 70 to 80%

   d. **<u>80 to 95%</u>**

344. The probability of completing the project can be estimated based upon the ____

   a. Uniform distribution curve

   b. **Normal distribution curve.**

   c. U-shaped distribution curve

   d. V-shaped distribution curve

345. In the initial stage of the project the probability of completing the project is ___ .
    a. Zero
    b. High
    c. Low
    d. Any of the above

346. The entire process of a project may be made up on number of sub process placed in different stage called the
    a. Technical key resources
    b. Work key structure
    c. Work Breakdown Structure (WBS)
    d. Small structure

347. Tool used for comparison of the proposed project to complete projects of a similar nature whose costs are known.
    a. Algorithmic model
    b. Expert judgment
    c. Top down
    d. Analogy

348. Each component of the software product is separately estimated and the results aggregated to produce an estimate for the overall job.
    a. Algorithmic model
    b. Expert judgment
    c. Bottom-up
    d. Top down

349. Following are the characteristics of Project Mindset.
    a. Time, Responsiveness, Information sharing, Processes, structured planning
    b. Time, Project management, Information sharing, Processes, structured planning
    c. Time, Responsiveness, Information sharing, capability, structured planning
    d. Time, Responsiveness, Information sharing, Processes, project planning

350. "Devising and maintaining a workable scheme to accomplish the business need" is
    a. Initiating process
    b. Planning process
    c. Executing process
    d. Controlling process

351. The process each manager follows during the life of a project is known as
    a. Project Management

b. Manager life cycle

c. Project Management Life Cycle

d. All of the mentioned

352. Identify the sub-process of process improvement

a. Process introduction

b. Process analysis

c. De-processification

d. Process distribution

353. RUP stands for_____ created by a division of _____.

a. Rational Unified Program, IBM

b. Rational Unified Process, Infosys

c. Rational Unified Process, Microsoft

d. Rational Unified Process, IBM

354. Six Sigma methodology defines three core steps.

a. define, measure, control

b. define, measure, analyze

c. analyze, improve, control

d. analyze, design, verify

355. The waterfall model of software development is

a. The best approach to use for projects with large development teams

b. A good approach when a working program is required quickly

c. An old fashioned model that is not used any more

d. A reasonable approach when requirements are well defined

356. Which of the following is not one of the commonly heard comments of project managers?

a. How can all these projects be first priority?

b. Where are we going to get the resources to do this project?

c. Why is this project so strongly linked to the strategic plan?

d. Why are we doing this project?

357. Which of the following is NOT a main element of the project management activities?

a. Estimate

b. Monitor

c. Design

d. Schedule

358. In which type of organization Project manager has little authority

   a. Product Organization

   b. Strong Matrix

   c. Balanced Matrix

   d. Weak Matrix

359. What are Requirements refined and analyzed to assess their clarity, completeness, and_____

   a. Consistency

   b. Correctness

   c. Concurrency

   d. Compatibility

360. What is the abbreviation of PM-CMM

   a. product management capability maturity model

   b. process management capability maturity model

   c. people management capability maturity model

   d. project management capability maturity model

361. Which of the following activity is undertaken immediately after feasibility study and before the requirement analysis and specification phase?

   a. Project Planning

   b. Project Monitoring

   c. Project Control

   d. Project Scheduling

362. Once project planning is complete, project managers document their plan in

   a. SPMP document

   b. SRS document

   c. Detailed Design document

   d. Excel Sheet

363. What should a project manager do or follow to ensure clear boundaries for project completion?

   a. Scope verification

   b. Completing a scope statement

   c. scope definition

   d. Risk management plan

364. That is the objective of project manager behind the study of the work processes on a project.

   a. Quality control

   b. Quality planning

   c. Checking adherence to processes

d. **Quality assurance**

365. What describes the data and control to be processed
    a. Planning process
    b. Software scope
    c. External hardware
    d. Project complexity

366. Software systems are likely to be subject to a high degree of _____.
    a. performance
    b. change
    c. time
    d. strength

367. Projects may be distinguished by whether their aim is to produce a _____ or meet certain _____.
    a. product, objective
    b. product, tasks
    c. tasks, objective
    d. tasks and null objects

368. Project planning is an _____ process.
    a. continuous.
    b. iterative.
    c. time consuming.
    d. conventional

369. What is PFD?
    a. Process Flow Diagram.
    b. Product Flow Diagram.
    c. Project Flow Diagram.
    d. Procurement Flow Diagram.

370. PERT is _____.
    a. Process Evaluation and Review Technique.
    b. Product Evaluation and Review Technique.
    c. Program Evaluation and Review Technique
    d. Project Evaluation and Review Technique

371. Check points of a project plan must be _____
    a. regular
    b. irregular

c.   random

d.   fixed

372.   The actual work of the project should be done _____ the meeting.

   a.   <u>Outside</u>

   b.   Inside

   c.   Home

   d.   Office

373.   Meeting documentation should be _____and to the point.

   a.   High

   b.   <u>Brief</u>

   c.   Short

   d.   Low

374.   Keep the group focused on the _____ , _____ and _____ .

   a.   <u>purpose, objectives, agenda</u>

   b.   goal,scope,presentation.

   c.   Definition,purpose,achievement.

   d.   Creativity,motivating,self-forced

375.   A Project Meeting is a regular event that involves everyone, who shares or is interested in the _____

   a.   <u>project</u>

   b.   Money

   c.   Scope

   d.   Investment

376.   Project meetings refer to an effective method to distribute .... and .... with the team and stakeholders

   a.   Information, money

   b.   <u>Information, communicate</u>

   c.   Work, money

   d.   Time, money

377.   A project communication plan is a simple tool that enables you to _____ effectively on a project with your client, team, and other stakeholders

   a.   Distribute

   b.   Clarify

   c.   <u>Communicate</u>

   d.   Understand

378. The Earned Value Method method is also known as _____.

    a. EVC

    b. EVM

    c. **EVA**

    d. ECS

379. The project manager is therefore able to predict the total _____ of a project and its completion date.

    a. Cost

    b. Value

    c. **Scope**

    d. Data

380. The WBS is a proper list of all _____, a hierarchical decomposition which focuses on the deliverable of the project.

    a. Project scope

    b. **project activities**

    c. money

    d. time

381. Completing a complex project successfully requires good _____ among team members

    a. **Communication**

    b. Behavior

    c. Seriousness

    d. Idea

382. Synchronous and _____ is a type of communication.

    a. Systematic

    b. Synthesizer

    c. **Asynchronous**

    d. Asystematic

383. The project management plan contains the communications management plan and _____ management plan which identify the stakeholders who need project communications

    a. **Stakeholder**

    b. Engineering

    c. Developer

    d. Communication

384. Procurements are first identified during the _____ phase of the project

    a. Executing

    b. Controlling

c. Monitoring

d. Planning

385. The project _____ is involved with procurement

   a. Manager

   b. Engineer

   c. Developers

   d. Analyst

386. Goldratt has developed several interesting ideas about _____.

   a. Project scope

   b. Project data

   c. Project management

   d. Project value

387. Controversial ideas of goldratt's is his theory of _____.

   a. Critical motion

   b. Critical chains

   c. Critical movement

   d. Critical

388. Project risk management is the process of _____ , _____ and then responding to any risk

   a. Identifying, analyzing

   b. Identifying, resolving

   c. Monitoring, analyzing

   d. identifying, resolving

389. A _____ is a tool in risk management and project management.

   a. Risk

   b. Critical chain

   c. internet

   d. risk register

390. A risk register is a document used as a _____ tool

   a. risk management

   b. project management

   c. smart

   d. cost management

391. A _____ risk analysis prioritizes the identified project risks using a pre-defined rating scale
   a. quantitative
   b. <u>qualitative</u>
   c. project
   d. cost

392. A _____ analysis is a further analysis of the highest priority risks during a which a numerical or quantitative rating is assigned in order to develop a probabilistic analysis of the project.
   a. <u>quantitative risk</u>
   b. qualitative risk
   c. project risk
   d. cost risk

393. The process that precedes risk identification is risk management _____.
   a. <u>Planning</u>
   b. Initiation
   c. Execution
   d. Controlling

394. The probability of it occurring can range anywhere from just above _____ percent to just below _____ percent
   a. 50.90
   b. 0,50
   c. 50,0
   d. <u>0,100</u>

395. Probability and Impact Matrix is a tool for the project team to aid in _____ risks
   a. <u>Prioritizing</u>
   b. Assigning
   c. Aligning
   d. Avoiding

396. _____ uses the combination of probability and impact scores of individual risks and ranks/ prioritizes them for easy handling of the risks
   a. Project Management
   b. Risk Management
   c. Cost Analysis
   d. <u>Probability and Impact Matrix</u>

397. and are the two main components of Risk analysis

    a. **Impact, probability**

    b. Impact, cost

    c. Impact, value

    d. Cost, time

398. The successful completion of a project usually depends on how the _____ view it.

    a. Members

    b. Project manager

    c. people

    d. **stakeholders**

399. Stakeholders are individuals or groups with an interest in the project, _____ or portfolio because they are involved in the work or affected by the outcomes

    a. **Programme**

    b. Scope

    c. Object

    d. Cost

400. EVM full form is _____

    a. Earned Value Management

    b. Ethics Value method

    c. Engage Value management

    d. **Earned Value Method**

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