**Review Workshop Mock Question – V2.0**

1.Mary is managing a data migration project. The project is in execution. The project's current total Earned Value (EV) is 25,000 and the current Schedule Variance (SV) is 5,000. What is the project's current Schedule Performance Index (SPI)?
A.   1
B.   1.25
C.   0.83
D.   0.2

2. Nancy is currently managing a manufacturing process improvement project. The following table displays the five major phases in her project with their planned start and finish dates. The respective phase budgets and the actual incurred costs are also displayed.

| | A | B | C | D | E |
|---|---|---|---|---|---|
| 1 | Task | Planned Start Date | Planned Finish Date | PV | AC |
| 2 | Define | 1-Jan-11 | 31-Jan-11 | $1,000 | $1,200 |
| 3 | Measure | 1-Feb-11 | 28-Feb-11 | $3,000 | $2,900 |
| 4 | Analyse | 1-Mar-11 | 31-Mar-11 | $5,000 | $5,100 |
| 5 | Improve | 1-Apr-11 | 30-Apr-11 | $9,000 | |
| 6 | Control | 1-May-11 | 31-May-11 | $2,000 | |

If 50% of the project has been completed on April 1st, what would be the project's total earned value?
A.   10,000
B.   20,000
C.   9,000
D.   9,200

3. You are working in a weak matrix organization. You are having problems acquiring the project human resources you were promised earlier during the planning phase of the project. The substitute resources being offered to you do not have the skills required to perform the project work. What should you do to resolve this problem?
A.   You should issue a change request
B.   You should use your legitimate power to obtain the required resources
C.   You should convince your project sponsor to release the necessary resources
D.   You should negotiate with the functional manager

4. You are an experienced project manager and you have already successfully completed several road construction projects for your company. Your company's CEO is very happy with your performance and has rewarded you with a salary increase. He has also designated you as the project manager for the new building construction project your company will soon be undertaking. You are very happy with this appreciation but you are a bit concerned since you don't have building construction management experience. What should you do?
A.   You should not accept this assignment immediately
B.   You should immediately start exploring your company's lessons learned knowledge base for all of their past building construction projects
C.   You should thank your CEO for his appreciation in a formal letter
D.   You should resign from the company

5. You have just been appointed as a project manager for a long-term project, which is in its execution phase. You discover that the project team is not motivated and is not performing to the standards required. After further investigation, you learn that your company has been hiring team members on a short-term, contractual basis. As a result, the project team members are not developing a long-term commitment towards the project. You have decided to motivate the team members by offering them long-term positions. Your strategy works and your team members become motivated. Your motivational strategy is an example of which of the following theories?
A.   Theory X
B.   Theory Y
C.   Theory Z
D.   Theory A

6.   Which of the following statements regarding the Close Project or Phase process is correct?
A.   The Close Project or Phase process is used only for successful projects
B.   The Close Project or Phase process is always the last process that is performed during the project
C.   The Close Project or Phase process is performed prior to the administrative closure
D.   The Close Project or Phase process completes all procurements

7.   You are managing a construction project. You are required to build 50 bridges in a metropolitan city. Due to the complexity of the project, it is divided into 10 sequential phases, with each phase requiring construction of five bridges. You have just finished the first phase of your project and you are about to kick off your second phase. Which PMBOK Guide process should you start to kick off the second phase of the project?
A.   Develop Project Charter
B.   Develop Project Management Plan
C.   Direct and Manage Project Work
D.   Monitor and Control Project Work

8. You are managing a hotel construction project. You are doing great in terms of the project schedule but you have a gut feeling that you might be over budget. You ask your project team to calculate the current project performance measurements. Your project TCPI based on BAC is 0.9. Which of the following is true regarding your project's current situation reflected by this TCPI value?

A.   You are within your budget
B.   You are over budget
C.   You are behind schedule
D.   You are ahead of schedule

9. You are currently determining the budget for your project. You have used the Bottom-Up and PERT Three-Point cost estimation techniques to estimate the costs of your project work packages. You have rolled up the costs of these work packages into a total cost of 50 Million. Your management has approved a 5 Million contingency reserve and a 3 Million management reserve for this project. What is your project cost baseline?

A.   50 Million
B.   53 Million
C.   55 Million
D.   58 Million

10. You are managing a telecommunications project, and 10 telecom engineers report to you. Due to a change in scope requested by your customer, you need to add more team members, and you decide to hire two more engineers. How many communication channels will be added by hiring these engineers?

A.   21
B.   23
C.   66
D.   78

11. You are managing a feasibility study project, investigating the feasibility of constructing a dam in your country. The project needs to be analyzed from technical, economical, and social points of view. You have created the project charter on behalf of the project sponsor, and it is now approved. What should your next step be?

A.   Develop Project Management Plan
B.   Identify Risks
C.   Identify Stakeholders
D.   Create WBS

12. You are managing a process improvement project for your organization. During the Perform Quantitative Risk Analysis process you identified that there are some risk categories missing in your Risk Breakdown Structure (RBS). You need to document these new risk categories in your RBS. What is the best way to do this?

A.   Revisit the Plan Risk Management process to update the RBS
B.   Revisit the Identify Risks process to update the RBS
C.   Revisit the Perform Qualitative Risk Analysis process to update the RBS
D.   Update the RBS in the Perform Quantitative Risk Analysis process

13. You are currently performing quality assurance on your project by conducting a Quality Audit. Which of the following is not an objective of a Quality Audit?

A.   Share the good practices introduced or implemented in similar projects in the organization and/or industry
B.   Document the effectiveness of the Risk Management process
C.   Identify all the good/best practices being implemented
D.   Identify all the gaps/shortcomings

14. You are a project manager working for a fast moving consumer goods company. You are currently managing a process improvement project for your organization. You have just obtained approval for a change request for a defect repair you have issued. What should be your next step?

A.   Perform the defect repair in the Direct and Manage Project Work process
B.   Perform the defect repair in the Monitor and Control Project Work process
C.   Document the approval in the change log
D.   Document the approval in the issue log

15. Who has the authority to issue a change request on a project?

A.   Project Manager
B.   Project Sponsor
C.   Project Team
D.   Any Stakeholder

16. According to the Herzberg's Motivation Hygiene Theory, which of the following is a hygiene factor?

A.   Achievement
B.   Good Working Conditions
C.   Recognition
D.   Career Advancement

17. You are the project manager of a process improvement project for a factory operation. Which of the following activities will not be performed during the Monitor and Control Project Work process of your project?
A.   Comparing actual project performance against the Project Management Plan
B.   Identifying new risks and analyzing, tracking and monitoring existing project risks
C.   Analyzing change requests and either approving or rejecting them
D.   Monitoring implementation of approved changes as they occur

18. Which of the following statements is correct regarding the Close Procurements and the Close Project or Phase processes?
A.   Procurement closure involves verification that all work and deliverables are acceptable, where Close Project or Phase does not
B.   Close Project or Phase is only a subset of Close Procurements
C.   Procurement closure means verifying that the procured work is complete or terminated. Close Project or Phase is the process of tying up and closing all of the activites for every project management process group
D.   Procurement closure is performed by the seller. Close Project or Phase is performed by the buyer

19. One of the project managers at your company has resigned and you have been assigned as the new project manger for his old project. You call a team meeting to get a rundown on the project activities completed to date. The project team tells you that the project is in its planning stage. The team also tells you that after creating the Project Charter and the Stakeholder Register, they finished creating the Requirements Management Plan, the Requirements Documentation, and the Requirements Traceability Matrix. They are now working on the project Work Breakdown Structure (WBS). What has the project team forgotten to do?
A.   Create the Scope Statement before creating the WBS
B.   Create the Project Management Plan before creating the Requirements Management Plan
C.   Create the project Statement of Work before creating the Project Charter
D.   Create the project templates before starting the Planning processes

20. You are managing a construction project. You have just finished a project deliverable and you are now planning to have your customer and your sponsor inspect the deliverable for acceptance. Which PMBOK Guide process facilitates this activity?
A.   Validate Scope
B.   Control Scope
C.   Perform Quality Assurance
D.   Perform Quality Control

21. You have just been assigned as the project manager for a research project that your company has been awarded. As part of the execution of this project for your customer, you will be carrying out major statistical research in all of the major cities in your country. Your project sponsor, who is also the CEO of your company, has asked you to prepare the Project Charter and get it signed by him. However, you discover that the project Statement of Work (SOW) does not exist in a formal, documented form. This is a very important input to the Develop Project Charter process. Where can you get the formal, documented project Statement of Work?

A. You should create the project Statement of Work yourself since you are the project manager
B. You should look for the project Statement of Work in your organizational process assets
C. You should ask your project sponsor to provide you the project Statement of Work
D. You should ask your customer to provide you the project Statement of Work

22. You are managing a construction project and currently directing and managing the project execution. You have found that there are defects in some of the civil work your team has performed. Your project will be rejected by your customer if these defects are not corrected before an upcoming inspection. What should be your first step?

A. Fix the defects right away
B. Obtain the customer's approval for the defect repair
C. Issue a defect repair change request
D. Update the Project Management Plan

23. You have just been hired as the operations manager for a telecommunications company. You are tasked with improving the company's services and operations and a team of 20 engineers report to you. During your first week at this company, you found that the engineers spend at least 80% of their time responding to unexpected requests for information from different stakeholders. Because of this, your engineers cannot focus on the operations, which is resulting in frequent network outages. As the project manager, what should you do first to resolve this problem?

A. Tell the engineers to stop responding to unexpected requests since they are not covered in the Communications Management Plan
B. Push the engineers to respond to all the requests faster so that they are able to perform their regular duties
C. Perform all project communications yourself and let the engineers focus on the operations
D. Analyze the stakeholder requirements and review the Communications Management Plan

24. You are the project manager on the construction of a new sewage treatment plant. Part of the work for this project is ensuring that an effective waste water disposal plan is also created and executed. Since you don't have the internal expertise to develop and execute the activities required to dispose of the waste water, you hold a bidder conference to outsource this work. One of the stipulations for consideration of a potential vendor for this work is that they have no EPA violations, and you communicate this to all the potential vendors. You are about to award the contract to a vendor but determine through your own research that this vendor was cited five years ago by the EPA for illegal dumping of waste water. However, this vendor did not communicate this information to you during the procurement process. What is your best course of action in this scenario?

A. Don't award the contract because of the possible effect of illegal dumping of waste water by them in the future.
B. Award the contract because the illegal dumping of waste water happened five years ago.
C. Don't award the contract because the vendor did not follow the stipulations given during the bidding process.
D. Ask your project sponsor to decide whether or not to award the contract to this potential vendor.

25. You are managing a software development project. You are currently carrying out a monitoring and controlling project activity and you have discovered that some of the project work has not been carried out according to plan. If these issues are not fixed before the next customer inspection visit, your project might be cancelled. You have analyzed the situation and you know what corrective actions are required. What should you do first?

A. Implement the corrective actions
B. Issue a change request
C. Consult the project sponsor
D. Reschedule the customer inspection visit

26. You are managing a construction project. You have just finished defining your activities and you are now estimating their durations. Obtaining government permits is one of the project activities that is critical to the success of your project. You obtain expert opinion regarding time requirements for this activity, and you have determined that the duration will most likely be 15 days. It would be very optimistic to expect to obtain the permits in 10 days. In addition, taking the current environmental factors into consideration, it may take up to 30 days to obtain the permits. What estimate should you use for this activity if you want to put more weight on the most likely duration with a further 10 percent contingency reserve? (Round to the nearest day.)

A. 17 Days
B. 18 Days
C. 20 Days
D. 33 Days

27 You are managing an educational research project and three separate project teams work for you. Each team consists of four engineers and a team lead. There is no need for cross-team communications because every person only needs to communicate within his own team. Only the team leads report directly to you and when information needs to be distributed from one team to another, this also goes through you. What is the total number of communications channels used on your project?

A. 36
B. 30
C. 33
D. 120

28. You managed a website development project for a customer in the past and you signed an agreement with that customer. According to the agreement, you cannot undertake a similar project for any competitor for three years without the formal written approval of your past customer. Two years have passed and you have received an offer from a competitor to do a similar project for them. When you tried to obtain the approval from your previous customer regarding this, you discovered that your previous customer had closed his business and moved to another country. What should you do now?

A. Accept the offer as your previous customer has closed his business and moved to another country
B. Refuse the offer as you are still bound not to undertake such projects for one more year
C. Disclose this information to your new potential customer and seek his approval
D. Speak to legal counsel for guidance

29. You are managing a software development project. Your project sponsor has a great deal of authority regarding project decisions. However, you learned recently that he doesn't have much interest in your project. To complete the project successfully, you need your project sponsor's continuous support. What should be your stakeholder management strategy with regard to your project sponsor?

A. Keep the sponsor satisfied
B. Manage the sponsor closely
C. Monitor the sponsor's actions
D. Keep the sponsor informed

30. Linda's project contains six tasks. These are displayed in the table below, along with their individual planned budgets. Today, Linda has finished her third task and is now planning to start her fourth task. The actual costs incurred during the first three tasks are also displayed. If Linda continues to perform at the current cost performance rate, what would be the cost forecast for the Estimate at Completion?

| | A | B | C |
|---|---|---|---|
| 1 | Task | PV | AC |
| 2 | A | $5,000 | $5,500 |
| 3 | B | $7,000 | $6,700 |
| 4 | C | $5,000 | $4,600 |
| 5 | D | $2,000 | |
| 6 | E | $6,000 | |
| 7 | F | $3,000 | |

A. $27,000
B. $27,670
C. $28,000
D. $28,333

31. You are preparing business cases for two telecommunications projects that your company is considering. The first of these is a $50 Million GSM technology-based project, while the second one is a $45 Million CDMA technology-based project. Both projects could be very lucrative and rewarding. However, your financial controller has told you that your company can only invest in one of these projects. If you choose to execute the GSM project, what will be your opportunity cost?

A. $95 Million
B. $50 Million
C. $45 Million
D. $5 Million

32. You are managing a factory setup project and it was decided earlier that you will outsource all the civil construction works to qualified vendors. Your project planning is complete and you are ready to invite, shortlist, and select a couple of vendors for this job. You have prepared the procurements scope of work document that will help all of the interested parties understand the scope in order to place an accurate bid. Which of the following procurement techniques should you use to make sure that all the vendors understand the scope of work properly before they place a bid?

A. Proposal Evaluation Techniques
B. Independent Estimates
C. Advertising
D. Bidder Conference

33. You have just taken over from a project manager who was managing a construction project. According to the previous project manager, the project team is in the performing stage and smoothly carrying out the project activities. During your first week on the job you determine that the project team is actually in serious conflict. Every team member approaches you with a conflict and a suggestion to resolve that conflict. Almost everyone believes that the approved Project Management Plan needs to be updated in order to successfully carry out the project. What is the potential reason for this team behavior and why is it in conflict with the previous project manager's statement?

A.  The previous project manager lied about the team's performance
B.  The approved Project Management Plan is faulty
C.  You do not have expert power to motivate your project team
D.   The replacement of the project manager has moved the project team back to the storming stage

34. You are managing a construction project. Your civil supervisor is responsible for inspecting daily operations and communicating his observations to your documentation officer, who then produces a daily work status report and distributes it to the project stakeholders. Today your documentation officer is on leave, and you ask your civil supervisor to prepare the status report. Your civil supervisor does not like your documentation officer and does not want to perform any of the documentation officer's tasks for him. However, you ask him do this as a favor to you and in return he can submit one of his own reports that is due today by the end of the week. Which conflict resolution strategy you have used?

A.  Withdrawing
B.  Compromising
C.   Forcing
D.   Confronting

35. You are managing a software development project. All of your project deliverables are complete and you are ready to start your Close Project or Phase process. Which of the following activities will not be performed during this phase?

A.   Making sure that all exit criteria have been met
B.   Obtaining formal acceptance of all deliverables from all stakeholders
C.   Moving the project's deliverables to the next phase or into production
D.   Documenting lessons learned

36. You are a project manager in a strong matrix organization. A team member on the project is consistently delivering her work packages late and below the required quality standards. The issue has been discussed with her several times already but no improvement has been visible. As the project manager you decide that it is time to employ coercive power. What measure will you implement?

A. You punish her by removing the privilege to work from home for two days per week
B. You bargain with her to give her better assignments if she performs
C. You discuss the situation with her line manager
D. You ask the Human Resources Department to step in

37. You are at a critical stage on your project. Unfortunately your senior technician and the solutions manager from your vendor are not getting along. What is the best thing to do?

A. Ignore the situation as it is just a personal conflict
B. Ask the vendor to replace the solutions manager
C. Talk to each of them and tell them that it is clearly the other one's fault
D. Bring the two together to solve the problem

38. You are speaking with the department manager of the quality assurance group. He tells you that in his experience all people are lazy and without constant supervision nothing would ever get done. He also mentions that the only reason that people take any responsibility at your company is because there is such a good incentive program. What theory best describes this manager?

A. Theory X
B. Theory Y
C. Theory Z
D. Theory P

39. Which of the following is not part of the Risk Register?

A. Root causes of the identified risks
B. Management reserve amount
C. List of identified risks
D. List of potential responses

40. You are setting aside 15% of your baseline hardware cost to counteract the risk of hardware cost increases and technological advances. What is this called?
A. Reserve Analysis
B. Residual Risk
C. Contingency Reserve
D. Budgeted Cost of Work Scheduled

41. You are on a team that has five members including you. How many communication channels do you personally have?

A. 5
B. 4
C. 10
D. 12

42. You work in a strong matrix organization. Which of the following is not part of your responsibilities as a project manager?

A. Lead the weekly team meetings
B. Participate in scope definition
C. Respond to questions from your sponsor (The Board of Directors)
D. Leading the annual performance review of your project team members

43. When it comes to changes, the project manager's attention is BEST spent on:
   A. Making changes.
   B. Tracking and recording changes.
   C. Informing the sponsor of changes.
   D. Preventing unnecessary changes.

44. You're the project manager at a telecommunications company. You recently had stakeholders approach you with changes. You figure out that the changes would cost additional time and money. The stakeholder agreed, you were given additional time and budget, and the changes were approved. Now you have to incorporate the change into the project. What do you do next?
   A. Modify the preliminary scope statement to include the change
   B. Use the work authorization system to make sure the work is performed
   C. Make sure to track your changes against the project's baseline so you know how much they eventually cost
   D. Incorporate the change into the baseline so you can track the project properly

45. You are a project manager on a software project. When you planned the project, your Enterprise Environmental Factors included a policy that all changes that cost over 2% of the budget need to be approved by the CFO, but smaller changes could be paid for by a management contingency fund. One of your stakeholders submitted a change request that requires a 3% increase in the budget. Your company has an outsourcing effort, and you believe that a small change to the way that the change is requested could allow you to take advantage of it and cut your costs in half. What is the BEST way to handle this situation?

A. Work with the stakeholder to figure out how to reduce the cost of the change by a third
B. Request approval from the CFO
C. Refuse the change because it is over 2% of the budget
D. Document the change request, since all change must be documented

46. One of your team members has discovered a defect in a deliverable and has recommended that it be repaired. Which of the following is NOT true:

A. The project charter has authorized you to perform the work
B. Your project is in Monitor and Control Project Work
C. The defect repair must be approved before the deliverable can be repaired
D. You must update the project management plan to document the defect

47. You are a project manager on a software project. There are several changes that need to be made, and you need to decide how to apply project resources in order to implement them. What do you do?

A. Decide the priority of the changes and announce them to the team
B. You should call a team meeting and invite the stakeholders, so that everyone can reach a consensus on the priority.
C. Deny the change because they will delay the project.
D. Consult the Change Prioritization Plan for guidance on prioritizing new changes

48. You are managing a software project, when you find out that a programming team who you were supposed to have access to have been reassigned to another project. What is the first thing that you should do?

A. Figure out the impact that this will have on your project
B. Bring a copy of your project's charter to the other manager, and explain that you need that team for your own project
C. Go to your sponsor and demand the team
D. Figure out a way to compress the project schedule so that you can work with the team if they become available

49. The client demands changes to the product specification that will add only two weeks to the critical path. Which of the following is the best thing for the project manager to do?

A. Compress the schedule to recover the two weeks.
B. Cut scope to recover the two weeks.
C. Consult with the sponsor before taking any action.
D. Advise the client of the impact of the change.

50. Which of the following examples is established project baseline ?

A. Approved product requirements
B. Estimated project cost and schedule
C. Actual project cost and schedule
D. Revised project cost and schedule

51. Which of the following events would result in a baseline update?

A. Your project is behind schedule and you want your baseline to reflect estimated actual completion.
B. Your customer has approved a change request broadening the project scope and increasing the budget.
C. One of the risks identified in the Risk Management Plan occurs, resulting in a schedule delay.
D. One of your key project team resources has left your team and no replacement is available.

52. A schedule compression technique to determine how to obtain the greatest amount of compression for the least incremental cost is called:
A. Crashing.
B. PERT.
C. Forward and backward pass to determine the critical path.
D. Fast tracking.

53. You found the following Earned Value Analysis information for a recently closed out project :
SPI = 0.7, CPI = 1.0
A. The project has been cancelled while it was executed. At that time the project was behind schedule and on budget.
B. The project's deliverables have all been finished. The project came in behind schedule but on budget.
C. The project's deliverables have all been finished. The project came in ahead of schedule but on budget.
D. The project's deliverables have all been finished. The project came in on schedule but over budget.

54. You are the project manager of a construction company planning to build a water treatment plant close to a residential locality. The project owner and sponsor have obtained all the legal clearances for the project. Some of the residents of the locality have approached you with concerns on the probable impact of the project on the environment. In this case, you must

A. Go ahead as planned, because all the statutory approvals have been obtained
B. Try to fairly resolve issues among the stakeholders
C. Communicate this issue to the senior management of the company and ask them to take necessary steps
D. Give a high priority to the interests of your company while trying to resolve conflicts with local residents

55. You have a portfolio architect in your project, who has been with the company for 30 years. She commands a lot of respect and recognition from others and is very self-confident. From a Maslow`s hierarchy of needs perspective, she has reached the phase of:

A. Self-actualization
B. Social
C. Physiological
D. Self-esteem

56. The procurement audit has all of the following characteristics EXCEPT:

A. It maintains a complete file of contract-related records.
B. It is a structured review of the procurement process.
C. It is a review of various processes from Plan Procurement and Conduct Procurement through Contract Administration.
D. Its objective is to identify successes and failures that warrant recognition.

57. A project management team has subcontracted work to a service company. Which of the following tools is the best choice to assure that this company will be able to meet the quality requirements of the project?

A. Deliverable inspection
B. Fixed price contract
C. Service level agreement
D. Quality audit

58. According to the project plan, a contractor is scheduled to deliver some software components today afternoon. A regular payment is due to be made to this contractor tomorrow. You and your project team received a note this morning informing you that the software delivery will be delayed by 2 weeks.

A. You should delay the payment also for 2 weeks.
B. You must immediately find a different contractor.
C. You should conduct a meeting with the contractor to resolve the delivery issues before making the payment.
D. You should make the payment and reschedule the project plan

59. You are assigned as the project manager in the middle of the project. The project is within the baselines, but the customer is not happy with the performance of the project. What is the FIRST thing you should do?

A. Discuss it with the project team.
B. Recalculate baselines.
C. Renegotiate the contract.
D. Meet with the customer.

60. Your company has been awarded an engineering, procurement and construction (EPC) contract to build a combined-cycle gas turbine (CCGT) plant. You have been assigned to manage this project, but your expertise as a project manager is in the field of information technology. In this context, what should you do?

A. Explain to your senior management about your knowledge and experience.
B. Ask for adequate training in your new area of operation.
C. Accept the responsibility and put in your best efforts.
D. Reject the assignment stating that it is beyond your capabilities and experience.