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1-) A manager and the head of engineering discuss a change to a major work package. After the meeting, the manager contacts you and tells you to complete the paperwork to make the change. This is an example of:

A-) Management attention to scope management.

B-) Management planning.

C-) A project expediter position.

D-) A change control system.

2-) During a team meeting, a team member asks about the measurements that will be used on the project to judge performance. The team member feels that some of the measures related to activities assigned him are not valid measurements. The project is BEST considered in what part of the project management process?

A-) Initiating

B-) Executing

C-) Monitoring & Controlling

D-) Closing

3-) Your company just won a major new project. It will begin in three months and is valued at 2m USD. You are the project manager for an existing project. What is the FIRST thing you should do once you hear of the new project?

A-) Ask management how the new project will use resources

B-) Resource level your project

C-) Crash your project

D-) Ask management how the new project will affect your project

4-) You are a new project manager who has never managed a project before. It would be BEST in this situation to rely on _____ during planning in order to improve your chance of success.

A-) Your intuition and training

B-) Stakeholder analysis

C-) Historical information

D-) Configuration management

5-) During project executing, a team member comes to the project manager because he is not sure of what work he needs to accomplish on the project. Which of the following documents contain detailed descriptions of work packages?

A-) WBS Dictionary

B-) Activity List

C-) Project scope statement

D-) Scope management plan

6-) During a meeting with some of the project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denied funding for the scope mentioned by these stakeholders. The BEST thing for the project manager to do is to:

A-) Let the sponsor know of the stakeholders' request.

B-) Evaluate the impact of adding the scope.

C-) Tell the stakeholders the scope cannot be added.

D-) Add the work if there is time available in the project schedule

7-) Your project management plan results in a project schedule that is too long If the project network diagram cannot change but you have extra personnel resources, what is the BEST thing to do?

A-) Fast track the project.

B-) Level the resources.

C-) Crash the project.

D-) Monte Carlo analysis.

8-) An activity has an early start (ES) of day 3, a late start (LS) of day 13, an early finish (EF) of day 9, and a late finish (LF) of day 19. The activity:

A-) Is on the critical path.

B-) Has a lag.

C-) Is progressing well.

D-) Is not on the critical path.

9-) Early in the life of your project, you are having a discussion with the sponsor about what estimating techniques should be used. You want a form of expert judgment, but the sponsor argues for analogous estimating. It would be BEST to:

A-) Agree to analogous estimating, as it is a form of expert judgment

B-) Suggest life cycle costing

C-) Determine why the sponsor wants such an accurate estimate

D-) Try to convince the sponsor to allow expert judgment because it is typically more accurate.

10-) Sue is working as a Scrum Master in a Scrum Team. There are five developers in the team. Rick is one of the developers in the team and Sue noticed that Rick is applying a different approach to complete Sprint tasks faster. Which one is the best course of action to do for Sue?

A-) Call the entire team immediately for a meeting and tell them that Rick has a new approach to complete tasks faster.

B-) Ask Rick to stop his task, and prepare a detailed guide regarding how to apply this approach. Then, distribute to the team.

C-) During the retrospective, ask Rick to share his approach with the team and ask the team if it is applicable for every developer.

D-) Ask Rick in the next daily standup meeting why he did not share this approach with the team.

11-) You are the program level manager with several project activities underway. In the executing process group, you begin to become concerned about the accuracy of progress reports from the projects. What would BEST support your opinion that there is a problem?

A-) Quality Audits

B-) Risk Quantification Reports

C-) Regression Analysis

D-) Monte Carlo Analysis

12-) You are a project manager for a major information systems project. Someone from the quality department comes to see you about beginning a quality audit of your project. The team, already under pressure to complete the project as soon as possible, objects to the audit. You should explain to the team that the purpose of a quality audit is:

A-) Part of an ISO 9000 investigation

B-) To check if the customer is following its quality process

C-) To identify inefficient and ineffective policies

D-) To check the accuracy of costs submitted by the team

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13-) During every project team meeting, the project manager asks each team member to describe the work he or she is doing, and the project manager assigns new activities to team members. The length of these meetings has increased because there are many different activities to assign. This could be happening for all the following reasons EXCEPT:

A-) Lack of a WBS

B-) Lack of a responsibility assignment matrix

C-) Lack of resource leveling

D-) Lack of team involvement in project planning

14-) Amy, your friend, works as a software developer at an E-commerce company. When you are chatting with Amy about her project, she told that their project management approach relies on three practices. 1- Visualize what you do today, 2- Limit the amount of work in progress, 3- Enhance flow. Which of the following agile methodology is used in Amy's project?

A-) Kanban

B-) Lean

C-) Scrum

D-) Extreme Programming

15-) You are working at Smart Heart Co as a Project Manager. Smart Heart is a company producing healthcare products. You are continuously monitoring the business environment if any changes are affecting your project. You are using the PESTEL analysis for environmental scanning. Which of the following does not belong to PESTEL categories?

A-) You are working in the US market, and the FDA launched a new regulation for healthcare products.

B-) There has been a political tension with one of the countries and they banned the use of Smart Heart's products in their country.

C-) Vital Pro, a competitor of the Smart Heart, has launched a new technological product that can be a game-changer in the market. One of the project team members in your project has just resigned, and you heard rumors that he will be working at Smart Heart's competitor.

D-) One of the project team members in your project has just resigned, and you heard rumors that he will be working at Smart Heart's competitor.

16-) A project manager is quantifying risk for her project. She needs expert opinion in this process and related experts are spread over to different geographical locations. How can she continue?

A-) Using Monte Carlo analysis online

B-) Applying the critical path method

C-) Determine options for recommended corrective action

D-) Applying the Delphi Technique

17-) During risk management activities, 236 risks have been identified which are caused by 13 root causes. You could eliminate the 234 risks by your risk management activities. For remaining 2 risks, you, together with your team, could not find a way to mitigate or insure the risks. Also, these 2 risks cannot be outsourced or removed from project scope. What is the best solution?

A-) Accept the risk

B-) Mitigate the risk

C-) Avoid the risk

D-) Transfer the risk

18-) The project team is arguing about the prospective sellers who have submitted proposals. One team member argues for a certain seller while another team member wants the project to be awarded to a different seller. The BEST thing the project manager should remind the team to focus on in order to make a selection is the:

A-) Procurement documents

B-) Procurement audits

C-) Evaluation criteria

D-) Procurement management plan

19-) A project manager is in the middle of creating a request for proposal (RFP). What part of the procurement process is she in?

A-) Conduct procurements

B-) Plan Procurements

C-) Control Procurements

D-) Close Procurements

20-) You want to group your project stakeholders based on their authority and involvement in the project. Which of the following is appropriate model for this?

A-) Power/Interest Grid

B-) Power/Influence Grid

C-) Influence/Impact Grid

D-) Salience Model

21-) Karen is working at Consult Master, which is a consulting company. One of the clients of the Consult Master asked the company to prepare a project management approach fitting to their organization. Karen has worked on this project and found that agile methods will be a good fit for the company. Which of the following does NOT fit into the values of the agile manifesto?

A-) Individuals and interactions

B-) Comprehensive Documentation

C-) Customer collaboration

D-) Responding to change over following a plan

22-) In the context of a desirable model of communication between a sender and a receiver, all the following statements are correct EXCEPT:

A-) Noise should be at minimum level.

B-) Receiver must reply the message after decoding the message.

C-) Receiver should acknowledge first and then agree with the message sent by the sender.

D-) Receiver should send a feedback message to the sender.

23-) John is a project manager of a complicated project. When he started creating a work breakdown structure for his project, he realized that it is too complex to complete work breakdown structure on a single sheet. You, as a colleague of John, recommend using a work breakdown structure numbering system to John to:

A-) Determine the complexity of the project

B-) Help in automating the WBS using appropriate software

C-) Provide a hierarchical structure for each WBS element

D-) Present risks of the project

24-) You are trying to establish a cost performance baseline for your project in Determine Budget Process. You can use the following tool and techniques EXCEPT:

A-) Cost aggregation

B-) Bottom-up estimating

C-) Expert judgment

D-) Historical relationships

25-) Which of the following techniques includes measuring, examining and validating whether work and deliverables meet requirements and product acceptance criteria?

A-) Workshops

B-) Surveys

C-) Expert Judgment

D-) Inspection

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26-) You are a project manager in a bicycle manufacturing company. Rubber for brake mechanism for your bicycles supplied by RuBrake Inc could not reach due to flood affected the transportation routes. This was a risk you thought it could happen since it happens each year on same season. So, as per your risk response plan, you started to use rubbers delivered one year ago. However, this response brought another risk –old rubbers have higher breaking risk during implementation to the brake system. This new risk can also be called:

A-) Secondary risk

B-) Residual risk

C-) Contingency plan

D-) Unmanageable risks

27-) Tom is working as a Project Manager at StateEx which is a nationwide logistics company. Tom is managing a project which will be optimizing the vehicles' location, pickup points, and routes for effective and efficient delivery. Victoria, one of the project team members emails you that she did not understand her tasks clearly. What should you do next?

A-) Response via email that he should read the project scope document again.

B-) Call Victoria's functional manager and confirm again if she is qualified to work on the project

C-) Arrange a one-on-one meeting with Victoria and try to understand what is not clear to her

D-) Raise this issue in the next team meeting and ask the team to clarify the tasks for Victoria

28-) You are expected to manage stakeholder's expectations as a project manager. All of the following are interpersonal skills that you should apply EXCEPT:

A-) Building trust

B-) Resolving conflict

C-) Risk taking

D-) Active listening

29-) There has been several changes in your project and this affected your cost and schedule estimates. This has invalidated the original estimating assumptions. What is the estimate at completion (EAC) for your project based on following parameters?

BAC = $ 360,000

AC = $ 120,000

EV = $ 180,000

CPI = 1.2

ETC = $ 145,000

A-) $ 300.000

B-) $ 265.000

C-) $ 325.000

D-) $ 360.000

30-) Scott is working in a manufacturing company which is producing parts for automobiles. The company has adapted Lean methodology as a project management methodology. When Scott and the team were working on the project, a new requirement has been requested. David, another team member of Scott's team, tells that it is too late to accept new requirements. David's behavior is against _____ .

A-) Agile Values

B-) Lean Manifesto

C-) Agile Manifesto

D-) Requirement Driven Development

31-) Your Company has entered into a joint venture with Service Company to develop a software program. Which of the following should be cooperatively prepared by both the buyer and the seller during teaming agreement process?

A-) Contract

B-) Contract, Procurement statement of work

C-) Request for proposal

D-) Human Resource Plan

32-) There are three projects that are possible to be executed in your company:

Project A: Payback period= 6 years & NPV =$ 3,000,000

Project B: Payback period=4 years & NPV =$ 2,000,000

Project C: Payback period=2 years &NPV =$ 1,000,000

Based on Net Present Value (NPV) criterion, which project should be selected?

A-) Project A

B-) Project B

C-) Project C

D-) None of them, they all have equal value

33-) You are trying to gather ideas related to project and product requirements. Which technique is appropriate for this?

A-) Brainstorming

B-) Nominal Group Technique

C-) Affinity Diagram

D-) Multi-criteria Decision Analysis

34-) Your colleague Wayne, a project manager, completed a mp3 player development project. While he was telling his experiences from his project, he mentioned that they delivered "adjustable screen timeout duration" feature, without a deviation from the plan, although the customer did not require and was not in scope of the project. He added that customer was very surprised and happy when they saw this additional feature at the end of the project. Which of the following is correct about this story?

A-) Gold plating was done in the project

B-) Customer satisfaction increased with an additional feature which they did not expect

C-) Change request has been delivered successfully

D-) Unnecessary risk has been taken by adding a new feature to product.

35-) You have documented all possible risks that can affect your project with appropriate risk responses when they occur in your risk management plan. All other remaining risks are called as:

A-) Risk Triggers

B-) Unmanageable Risks

C-) Residual Risks

D-) Accepted Risks

36-) You are working as a project manager in a company. You have the highest degree of authority, you are working full-time for your project and you manage the budget of the project. What is the organization structure in your company?

A-) Strong Matrix

B-) Projectized

C-) Functional

D-) Balanced Matrix

37-) You are the project manager of a software project team consisting of 2 analysts, 4 software developers and 3 test engineers. One new test engineer will join the team in two weeks. What will be the number of communication channels after new test engineer joins the team?

A-) 55

B-) 50

C-) 45

D-) 36

38-) Jason is working at Meat King, a fast-food company. After several complaints about the drive-thru process, Meat King initiated a project for process improvement. Jason completed the project and the following are the tracked benefits after project completion. Which of the following is an intangible benefit?

A-) Drive-Thru customers increased by 7% after the project completion.

B-) Complaints about the Drive-Thru service decreased by 88%.

C-) Based on a survey, brand perception of the company increased by 9% related to Drive-Thru

D-) The average service cost per Drive-Thru customer has decreased by 17% after project completion.

39-) The seller`s project is undertaken on contract and you are an employee of the seller. Since you earlier worked with XYZ Factory, the buyer, you happen to be aware of the evaluation criteria used in XYZ Factory to select sellers. You understand that this could be a potential conflict of interest situation. How do you propose to act?

A-) Do nothing and continue to work as before

B-) Take appropriate person in XYZ Factory into confidence and discuss this issue with her

C-) Disclose the evaluation criteria to your (seller) organization and help their business growth

D-) Remove yourself from the project

40-) During project planning phase, which of the following steps come latest compared to others?

A-) Hold kick-off meeting

B-) Gain formal approval of the plan
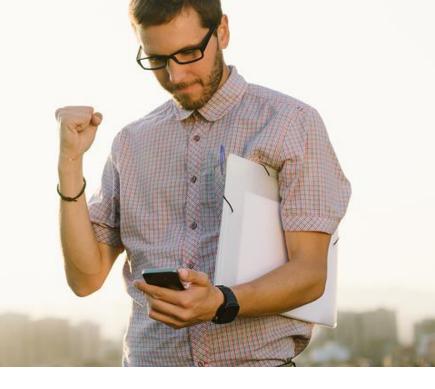
C-) Develop Budget

D-) Develop Schedule

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