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1-) Which of the following is NOT true for a project?

- A-) Projects are constrained by limited resources
- B-) Projects are planned, executed, and controlled
- C-) Projects create a unique product or service
- D-) Projects are ongoing and repetitive

2-) 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.

3-) 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

4-) 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

5-) 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

6-) 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

7-) All of the following are hygiene factors according to Herzberg's Theory EXCEPT:

- A-) Salary
- B-) Professional Growth
- C-) Security
- D-) Relationships at work

8-) 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

9-) 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

10-) Portfolio managers are responsible of managing:

- A-) Dependency of different projects
- B-) Operational projects only
- C-) Projects, programs and operations
- D-) Functional work and projects

11-) 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

12-) 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

13-) 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

14-) 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.

15-) 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

16-) 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

17-) 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

18-) All of the following are tools and techniques that can be used in Identify Stakeholders process EXCEPT:

- A-) Expert Judgment
- B-) Stakeholder Register
- C-) Meetings
- D-) Stakeholder Analysis

19-) 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

20-) 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

21-) 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.

22-) 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

23-) 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

24-) 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

25-) 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

26-) 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

27-) 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.

28-) 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.

29-) 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.

30-) A schedule performance index, SPI, of 0.75 means:

- A-) Project is over budget.
- B-) Project is ahead of schedule.
- C-) Project is progressing at 75% of the rate originally planned
- D-) Project is progressing at 25% of the rate originally planned

31-) 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

32-) 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

33-) 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

34-) Conflict resolution techniques that may be used on a project include confronting, smoothing, forcing, and:

- A-) Withdrawing
- B-) Directing
- C-) Organizing
- D-) Controlling

35-) All of the following about communication models is true EXCEPT:

- A-) Sender encodes his thoughts and sends to receiver.
- B-) Information is sent by the sender to receiver with the assistance of medium.
- C-) Receiver acknowledges if he agrees with the information he received.
- D-) Message is decoded by the receiver into thoughts.

36-) 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

37-) 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

38-) 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

39-) 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

40-) 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

[Check answers and rationales of the first 20 questions \(1-20\)](#)

[Check answers and rationales of the last 20 questions \(21-40\)](#)

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Andrew Di Piero, Business Operations Manager
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“Instructor teaches theoretical concepts of project management in an easier and very understandable manner! He gives real-world project examples and enables you to understand concepts clearly. Questions and solutions of the questions at the end of each section completes the concepts covered in the section.

Vasilisa Ivchenko, Project Engineer
Works at Gazprom, Russia



“Definitely I would recommend Master of Project Academy to friend & colleagues. It is very good value for money compared to other online training resources. You have flexibility to complete your course at your own pace. Course material & tools help you to prepare yourself in very short time span for the exam.

Rahul Kamble, Assistant Manager
Works at Pall Corporation, India