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1. A project is a temporary endeavor undertaken to create a unique product, service, or result. Which of the following statements best highlights the temporary nature of a project?

   a. Projects have a defined beginning and end, unlike ongoing business operations.
   b. Projects are time-bound and have a specific deadline to meet.
   c. Projects involve a unique set of activities and resources that are not typically part of normal operations.
   d. All the above

2. The objective of a project is to create a specific deliverable or outcome. Which of the following statements best describes the nature of this deliverable?

   a. The deliverable should be uniquely identifiable and measurable.
   b. The deliverable should meet the specified requirements and expectations of the stakeholders.
   c. The deliverable should be consistent with the project's scope and objectives.
   d. All the above

3. Project management involves a series of interconnected processes that guide the project from initiation to completion. Which of the following statements correctly identifies these five project management process groups?

   a. Initiating, Planning, Executing, Monitoring & Controlling, Closing
   b. Identifying, Planning, Executing, Monitoring, Assessing
   c. Starting, Planning, Doing, Checking, Ending
   d. Defining, Scheduling, Resource Allocation, Managing Change, Closure

4. A project is often initiated in response to a business need or opportunity. Which of the following statements best describes the role of a project in addressing business needs?

   a. Projects help organizations achieve their strategic goals and objectives.
   b. Projects just reduce costs.
   c. Projects create new products, services, or processes that enhance business value.
   d. a & c

5. You are managing a project in which task B can't be started until task A is done and they both depend on the same resource. Task A is completed but the resource has been reassigned to another project. What should you do?

   a. Hire a new resource.
   b. Cancel task B.
   c. Negotiate with other project manager for the resource's time on the basis of project priority.
   d. Wait for your resource to finish the other project.

6. Two different project teams in your organization are working on separate projects with similar goals. As a project manager, what is your best move?

   a. Allow both projects to proceed separately without any adjustments.
   b. Organize a joint meeting to identify opportunities for collaboration and reduce duplication.
   c. Merge the two projects without discussing with both teams.
   d. Encourage competition between the two teams to see which completes the goal first.

7. A project manager receives a customer-requested change to the project deliverables. Upon analysis, the change would have a significant impact on the project schedule. What should the project manager do?

   a. Implement the change without seeking approval
   b. Ask the team to work overtime to accommodate the change
   c. Reject the change request due to its impact on the schedule
   d. Present the change request, impact analysis, and schedule implications to the Change Control Board

8. You are a project manager in a software development project. During a review session, the customer insists on adding more functionalities to the project. What is the appropriate response?

   a. Add the new functionalities without any formal request.
   b. Reject the customer's request outright.
   c. Negotiate to add the new functionalities into a change request and get approval from the change control board.
   d. Immediately change the project scope to include the new functionalities.

9. A project manager receives constant requests for updates from multiple stakeholders across several departments. To ensure transparency and manage expectations, which of the following should be done?

   a. Avoid answering stakeholder inquiries
   b. Implement a project status reporting system
   c. Manually update each stakeholder individually
   d. Delegate status reporting to a junior team member

10. In a large project with multiple workstreams, you have noticed significant overlap and inefficiencies between various phases. As the project manager, how can you best address this concern?

    a. Add formal phase closure processes between the overlapping phases
    b. Ignore the overlaps
    c. Ask the project sponsor to intervene
    d. Consult with your legal team

11. What does a project charter document?

    a. The business case, objectives, and high-level requirements of the project
    b. The detailed schedule and resource plan for the project
    c. The testing strategy and quality metrics for the project
    d. The communications plan for the project

12. What is a project?

   a. A routine task
   b. A long-term ongoing process
   c. A temporary endeavor with a unique goal
   d. A continuous operational activity

13. Due to a tight project schedule, a project manager did not document lessons learned all through the project. However, at the end of the project, he finally documented the lessons learned. Your comment on this would be:

   a. This is ok. At a minimum, lessons learned should be documented at the end of the project.
   b. This is not ok. Lessons learned must be documented all through the project as well as at the end of the project.
   c. This is not ok. Lessons learned need to be documented all through the project and must not be done at the end of the project.
   d. This is correct. Lessons learned are intended to be documented only at the end of the project.

14. Which of the following is **not** a characteristic of a project?

   a. Uniqueness
   b. Permanent nature
   c. Defined scope
   d. Temporary

15. What is the main distinction between projects and operations?

   a. Operations involve routine activities, while projects involve unique endeavors.
   b. Operations have a fixed timeline, while projects have an ongoing nature.
   c. Operations are managed by operational managers, while projects are managed by project managers.
   d. Operations have less impact on an organization, while projects have a substantial impact.

16. What is the main purpose of establishing accountability during project initiation?

   a. To assign blame in case of project failure.
   b. To ensure roles and responsibilities are clearly defined.
   c. To fulfill contractual obligations with stakeholders.
   d. To motivate and empower project team members.

17. A project manager encounters resistance from a team member who refuses to take ownership of their assigned tasks. What is the MOST effective approach to address this situation?

   a. Publicly reprimand the team member for neglecting their responsibilities.
   b. Delegate the tasks to another team member without further discussion.
   c. Inform the project sponsor and request their intervention to enforce accountability.
   d. Have a one-on-one conversation to understand the underlying reasons and collaboratively find solutions.

18. A project manager has just been assigned to a new project and has been given the preliminary project scope statement and the project charter. The first thing the project manager must do is:

a. create a project scope statement.
b. confirm that all the stakeholders have contributed to the scope.
c. analyze project risk.
d. begin work on a project management plan.

19. A key project deliverable did not meet the quality standards established in the quality management plan. What should the project manager have done differently?

a. Implemented more quality audits during execution
b. Performed quality control more frequently
c. Allocated more time for quality assurance planning
d. Enforced stricter performance metrics

20. You are the new project manager who has never managed a project before. You have been asked to plan a new project. It would be BEST in this situation to rely on _____ during planning to improve your chance of choices.

a. Your intuition and training.
b. Stakeholder analysis.
c. Historical information.
d. Configuration management.

21. All the following are characteristics of a project, **EXCEPT**:
a. Has a definite beginning and end
b. Temporary
c. Progressively elaborated
d. Ongoing Effort

22. You are the Project Manager for Geothermal Systems. Which of the following must be done FIRST before proceeding with a new project?

a. Create the Project Scope Statement
b. Stakeholder analysis
c. Product analysis
d. Obtain Project Charter approval

23. Which PMBOK principle emphasizes establishing ownership and taking responsibility for outcomes?

a. Focus on outcomes
b. Balance competing demands
c. Promote open communication
d. Accountability

24. Project stakeholders are individuals and organizations that are actively involved in the project or have an interest in it. Which of the following is not a stakeholder?

a. Customer
b. Project Sponsor
c. Competitor
d. Project Manager

25. You are a Project Manager and are nearing the end of your project. You are now required to provide lessons learned documentation on the project. What is the MAIN purpose for preparing lessons learned documentation?

    a. To identify the valued employees who improved efficiencies
    b. To identify the problem employees who reduced efficiencies
    c. To identify instances in which you positively affected the project
    d. To identify improvements for managing similar future projects

26. All the following are Project Manager Competency **EXCEPT**:

    a. Resisting to change
    b. Building trust
    c. Resolving conflict
    d. Active listening

27. While going through a list of candidates to be hired for your project, you find that your cousin is one the 3 short listed candidates. You know that she was desperately looking for job. After reviewing these resumes, you'll be sending them to the electronics engineer for a technical interview. Having a first look at the 3 short listed resumes, you realize that they have similar qualifications and experiences. What should you do?

    a. To avoid conflict of interest, ignore your cousin's resume but forward the other two resumes.
    b. Forward all three resumes.
    c. Call your cousin and conduct an informal interview yourself before forwarding the resumes.
    d. Consult your boss before forwarding the resumes for interview.

28. A project manager is performing a set of processes in the Initiating Process Group. Which of the following is likely to be part of the Initiating Process Group?

    a. Develop Project Management Plan
    b. Define Scope
    c. Develop Project Charter
    d. D. Plan Quality Management

29. A project manager is giving a project update to the key stakeholders. During the meeting, he finds out that most of the stakeholders are busy checking and replying to their emails. Which of the following is the best action that could have eliminated this issue?

    a. A meeting ground rule on active listening
    b. Providing snacks to the stakeholders during the meeting
    c. Including the company's code of conduct in the presentation handouts
    d. Asking sudden unexpected questions outside the scope of the project

30. What does project accountability **NOT** entail according to the PMBOK?

    a. Accepting responsibility for assigned tasks and decisions.
    b. Delegating responsibilities while retaining ultimate ownership for outcomes.
    c. Establishing effective communication channels for reporting progress and issues.
    d. Blaming others for failures or unexpected results.

31. You are the Project Manager of a large IT project. A manager from a company contracted to work on the project offers you free tickets to a local sporting event. The tickets are expensive but your organization has no formal policy regarding gifts. What is the **BEST** way to handle the offer?

   a. Refuse the tickets and report the offer to your employer.
   b. Accept the tickets but notify your employer.
   c. Politely refuse the tickets.
   d. Accept the tickets since there is no policy.

32. 3. How can a project manager demonstrate personal accountability?

   a. By completing assigned tasks within deadlines.
   b. By proactively managing risks and addressing potential problems.
   c. By owning mistakes and taking corrective action when necessary.
   d. All the above.

33. A company is struggling to achieve its strategic goals due to portfolio misalignment. Which PMBOK practice should they prioritize?

   a. Enhance project monitoring and tracking
   b. Implement stricter project controls
   c. Re-evaluate portfolio composition and alignment with strategic objectives
   d. Increase individual project budgets

34. A project team is struggling to learn from past project failures. What KM practice should they prioritize?

   a. Conducting post-project reviews
   b. Improving the accessibility and clarity of lessons learned documentation
   c. Implementing knowledge repositories
   d. Developing a communication plan

35. 2. What is the primary benefit of effective knowledge management in project management? (Choose the best Answer)

   a. Reducing project costs
   b. Increasing project team morale
   c. Improving project performance and reducing risks
   d. Enhancing the organization's public image

36. 2. What is the main purpose of defining deliverables at each project stage? (Choose the best Answer)

   a. To establish detailed planning for every project activity.
   b. To provide stakeholders with a comprehensive overview of the project.
   c. To create measurable checkpoints for assessing progress and managing expectations.
   d. To assign specific tasks and responsibilities to team members.

37. A project manager is facing stakeholder pressure to accelerate the project timeline by skipping a planned stage. What should they emphasize based on the Stages & Deliverables principle?

   a. Meeting stakeholder expectations is the highest priority.
   b. Skipping stages can save time and resources.
   c. Potential impacts on deliverables, quality, and risks should be carefully considered before making changes.
   d. The project manager's decision is final and does not require stakeholder input.

38. A project manager is facing pressure to deliver a feature not included in the original plan. How should they approach this situation based on the Plan principle?

   a. Conduct a formal change management process to assess the impact and update the plan if necessary.
   b. Implement the new feature immediately to avoid disappointing stakeholders.
   c. Ignore the request and stick to the existing plan.
   d. Delegate the decision to the team members working on the feature.

39. How can portfolio managers balance competing project priorities effectively?

   a. By focusing solely on projects with the highest budgets
   b. By employing tools and techniques like scoring models and portfolio optimization
   c. By prioritizing projects based on individual sponsor demands
   d. By delegating prioritization decisions to individual project teams

40. Imagine a project struggling with low motivation and lack of collaboration within the team. Which PMBOK dimension should the project manager primarily focus on to improve this situation?

   a. Cost
   b. Risk
   c. People
   d. Procurement

41. Performing value analysis to improve the value of project deliverables relates to which dimension of project management?

   a. Scope
   b. Schedule
   c. Cost
   d. Quality

42. Which statement BEST describes the relationship between project and program management?

   a. Program management dictates the execution of individual projects in every detail.
   b. Project management operates entirely independently of program considerations.
   c. Program management provides strategic direction and oversight, while project management focuses on tactical execution within program boundaries.
   d. Project and program management are completely separate disciplines with no intersection.

43. A stakeholder expresses concerns that the program's benefits are not tangible enough. How can the program manager address this concern within the framework of program management?

    a. Develop clear program benefits realization plans and metrics to track progress.
    b. Downplay the importance of benefits realization and focus solely on meeting deadlines.
    c. Ignore the stakeholder's concerns and prioritize pleasing the program sponsor.
    d. Delegate the responsibility for communicating benefits to individual project teams.

44. The ability to influence team members to achieve project objectives reflects which project manager competency?

    a. Scope management
    b. Time management
    c. Leadership
    d. Integration management

45. You want to review lessons learned for past projects. Where will you look for them?

    a. Enterprise Environment Factor
    b. Old Contract Document
    c. Project Plan
    d. Organizational Process Assets

Descriptive questions

46. What is the ICB standard?

47. What is the difference between PMBOK and Prince2?

48. Explain the difference between accountability and responsibility?

49. What is the project plan?

50. The seventh principle of project management is leadership and management of special cases. What does this principle mean in project management? Explain.