Questions on Project Management Fundamentals

1. You are the Project Managers of XYZ consultants. The Project team members are from Finance and HR departments. The team members report to Finance and HR Managers respectively, and you have limited control over them. What type of organizational hierarchy does XYZ consultants follow?
   A. Matrix organization
   B. Projectized organization
   C. Functional organization
   D. None of these.

2. Which of the following is not a project?
   A. Running an election campaign for a political candidate.
   B. Building a bridge over a river.
   C. Pilot aircraft for a United flight.
   D. Writing a book on Project Management.

3. There are two processes in the initiating process group. These are part of which knowledge area?
   A. Project Cost Management
   B. Project Scope Management
   C. Project Time Management
   D. Project Integration Management

4. You are the Project Manager for XYZ project. The scope of the project has been completed. You receive a request for a new module to be developed as part of this project. What should you do next?
   A. You should approach the Project sponsor and ask her for a new module to be developed as part of this project.
   B. You should approach the Senior Management and ask them for a new module to be developed as part of this project.
   C. You should send the request to Change Control Board for approval.
   D. Since the project scope is completed you should inform the customer that this change cannot be done as part of the project.
Questions on Project Communication Management

5. What percentage of Project Manager's time is spent on communicating?
   A. 30
   B. 50
   C. 70
   D. 90

Questions on Project Cost Management

6. A particular project in the domain of civil construction requires that every on-site worker be insured. Which of the following inputs BEST conveys this requirement to the Estimate Costs process so that the insurance cost is estimated and subsequently budgeted:
   A. Enterprise Environmental Factor
   B. Organizational Process Assets
   C. Project Scope Statement
   D. Project Management Plan

7. Which of the following is not done as part of Performance Measurements?
   A. Calculating Planned Value
   B. Calculating Earned Value
   C. Calculating ETC
   D. Calculating Cost Variance

8. Management Contingency Reserve is identified in which process:
   A. Estimate Activity Duration
   B. Estimate Costs
   C. Determine Budget
   D. Estimate Activity Resources

9. Project Cost Management Plan is created as a part of:
   A. Develop Project Management Plan process
   B. Estimate Cost process
   C. Determine Budget process
   D. Control Cost process

   Note that there is no separate process in the Project Cost Estimation knowledge area to develop a cost management plan.
Questions on Project Human Resources Management

10. Building a virtual team for a project will limit the usability of which of the following tools and techniques for Team Development:
   A. Team Building
   B. Establishing Ground Rules
   C. Co-Location
   D. Reward and Recognitions

Questions on Project Risk Management

11. During which stage of Risk planning are modeling techniques used to determine overall effects of risks on project objectives for high probability, high impact risks?
   A. Identify Risks
   B. Plan Risk responses
   C. Perform Qualitative risk analysis
   D. Perform Quantitative risk analysis

12. Andrew is a Project Manager for Green Valley project. A risk management plan has been prepared for the project. Which of the following should Andrew do next?
   A. Perform Qualitative risk analysis
   B. Perform Quantitative risk analysis
   C. Identify Risks
   D. Plan Risk responses

C. Risk identification is performed after performing the risk management plan.

13. Which of the following processes has risk register as the primary output?
   A. Plan Risk Management
   B. Identify Risks
   C. Monitoring and Control Risks
   D. Perform Qualitative Risk Analysis

B. Process of Identify Risks has Risk register as the major output.

14. Five of the processes in Project Risk Management are from which process group?
   A. Initiating
   B. Planning
   C. Executing
   D. Monitoring and Control

B. Five of the six processes in Project Risk Management are part of the Planning process group.
Questions on Project Time / Schedule Management

15. Activity Resource Requirements is an input to which of the following processes:
   A. Estimate Activity Durations
   B. Control Schedule
   C. Estimate Activity Resources
   D. Sequence Activities

A) One of the outputs of Estimate activity resources is Activity Resource Requirements. Sequence Activities establishes logical dependencies between activities. Activity Resource requirements do not play an important role in determining the sequence.

16. Which of the following is NOT an input to the Sequence Activities process:
   A. Project Scope Statement
   B. Activity Attributes
   C. Activity List
   D. Change Requests

D) Approved Change Requests is not a valid input to Sequence Activities process.

17. Reserve Analysis is a technique for:
   A. Define Schedule
   B. Sequence Activities
   C. Estimate Activity Resources
   D. Estimate Activity Durations

18. Resource Leveling is a technique for:
   A. Develop Schedule
   B. Sequence Activities
   C. Estimate Activity Resources
   D. Estimate Activity Durations

19. Critical path method is used in which of the following processes:
   A. Sequence Activities
   B. Define Activities
   C. Develop Schedule
   D. Estimate Activity Durations
20. Identification of Mandatory Dependencies is BEST done during which process:
   A. Sequence Activities  
   B. Develop Schedule  
   C. Define Activities  
   D. Estimate Activity Duration

21. A Project Manager is preparing a Project Schedule network diagram. During the diagram development, she removes a dependency between two tasks that was defined in an earlier stage. After the network diagram is completed, she updates activity attributes for the two tasks. This is an example of:
   A. Define Activities  
   B. Sequence Activities  
   C. Develop Schedule  
   D. Lack of change control

D) The Project manager is preparing the project schedule network diagram which implies she is in the Activity scheduling process. This process can generate changes to the Activity definition and Activity Attributes; however, such changes should go thru the Integrated Change Control and only upon approval should they be made.

Questions on Project Scope Management

22. Validate Scope can be BEST described as the process of:
   A. Validating that the project quality requirements have been met  
   B. Obtaining stakeholder’s formal acceptance of the project deliverables  
   C. Controlling changes to the scope of the project  
   D. Validating that all of the project’s objectives have been met

B) Validate Scope is the process of obtaining the stakeholders’ formal acceptance of the completed project scope and associated deliverables. [PMBOK Pg. 123]

23. Which of the following can be BEST described as a characteristic of Work Package?
   A. May or may not be cost estimated  
   B. Can be scheduled  
   C. Can be further decomposed into work packages  
   D. May be monitored subject to nature of the project

B) Work Package is the lowest level in the WBS, and is the point, at which it can be reliably scheduled, cost estimated, monitored and controlled.
Questions on Project Stakeholder Management

24. Most projects will have a ________ number of stakeholders.
   A. Resistant  
   B. Supportive  
   C. Diverse  
   D. Unknown  
   C) A diverse number of stakeholders. PMBOK® Guide, 5th edition, p. 394

25. The ability of stakeholders to influence the project is typically highest at the ________ stages.
   A. Planning  
   B. Initial  
   C. Executing  
   D. Design  
   B) the initial stages. PMBOK® Guide, 5th edition, p. 406

26. The three 'I's' of stakeholders are...?
   A. Independence, influence and inquiry  
   B. Importance, inquiry and influence  
   C. Interest, influence and importance  
   D. Influence, inquiry and importance  
   C) Interest, influence and importance.

27. A stakeholder is...?
   A. Anyone who is involved in the project  
   B. Anyone positively or negatively impacted by the project  
   C. Anyone who can influence the direction of the project  
   D. Anyone who can impact/be impacted positively or negatively by the project  
   D) Anyone who can impact/be impacted positively or negatively by the project. PMBOK® Guide, 5th edition, p. 391

28. Which of the following best describes Plan Stakeholder Management process?
   A. Creation and maintenance of relationships between the project team and stakeholders  
   B. Preventing negative stakeholders from derailing the project  
   C. Striking a balance between stakeholder needs and project needs  
   D. Focuses on from the creation of the stakeholder management strategy
A - stakeholder management is about the creation and maintenance of relationships between the project team and stakeholders. Under specific circumstances, answers B and C may be partially or. Answer D is incorrect: what is created as the stakeholder management plan, not the stakeholder management strategy. PMBOK® Guide, 5th edition, p. 400

29. Based on the PERT bellow and knowing that the activities A to F use the resources (persons) between brackets: Build the Pert and a diagram showing the resources used through time knowing that all the activities use their Early Start (1,5V)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Predecessors</th>
<th>Duration</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>C</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>B</td>
<td>E</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>C</td>
<td>------</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>D</td>
<td>E</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>E</td>
<td>C</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>F</td>
<td>D,I</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>G</td>
<td>H</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>H</td>
<td>B,I,D</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>I</td>
<td>A</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

![PERT Diagram](image-url)
<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td></td>
<td></td>
<td>10</td>
<td>10</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td>15</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10</td>
<td>10</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

| 15 | 15 | 25 | 20 | 15 | 10 | 20 | 15 | 10 | 10 |

**Nº recursos**

1 2 3 4 5 6 7 8 9 10 (dias)
30. Let us admit that a project represented by the PERT below compulsory finishes on the abstract day 36. With that in mind please fill the table. (1.50v)

<table>
<thead>
<tr>
<th></th>
<th>ES</th>
<th>EF</th>
<th>LS</th>
<th>LF</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4</td>
<td>14</td>
<td>22</td>
<td>32</td>
</tr>
<tr>
<td>B</td>
<td>4</td>
<td>24</td>
<td>4</td>
<td>24</td>
</tr>
<tr>
<td>C</td>
<td>4</td>
<td>8</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>F</td>
<td>24</td>
<td>32</td>
<td>28</td>
<td>36</td>
</tr>
<tr>
<td>G</td>
<td>24</td>
<td>28</td>
<td>26</td>
<td>30</td>
</tr>
</tbody>
</table>
31. A Project is described in the table that follows.

A. built a AOA PERT;

B. Calculate the Total cost of completing the Project in 31 weeks.

Justify, developing the corresponding AOA PERT, identifying all paths and related durations (step by step), and explaining what you do. (1.50v)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Predecessors</th>
<th>Normal Time</th>
<th>Normal Cost/W</th>
<th>Max crash</th>
<th>Crash cost/week</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>-</td>
<td>12</td>
<td>3000</td>
<td>5</td>
<td>400</td>
</tr>
<tr>
<td>B</td>
<td>A</td>
<td>8</td>
<td>2000</td>
<td>3</td>
<td>500</td>
</tr>
<tr>
<td>C</td>
<td>A</td>
<td>4</td>
<td>4000</td>
<td>1</td>
<td>3000</td>
</tr>
<tr>
<td>D</td>
<td>B, C</td>
<td>10</td>
<td>500</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>E</td>
<td>B, C</td>
<td>12</td>
<td>50000</td>
<td>3</td>
<td>7000</td>
</tr>
<tr>
<td>F</td>
<td>D</td>
<td>4</td>
<td>500</td>
<td>3</td>
<td>200</td>
</tr>
<tr>
<td>G</td>
<td>E, F</td>
<td>4</td>
<td>15000</td>
<td>1</td>
<td>7000</td>
</tr>
</tbody>
</table>

Initial Path

<table>
<thead>
<tr>
<th>Activity</th>
<th>Predecessors</th>
<th>Normal Time</th>
<th>Normal Cost/W</th>
<th>Crush</th>
<th>Total crash</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>-</td>
<td>12</td>
<td>3000</td>
<td>2</td>
<td>200</td>
</tr>
<tr>
<td>B</td>
<td>A</td>
<td>8</td>
<td>2000</td>
<td>5</td>
<td>2000</td>
</tr>
<tr>
<td>C</td>
<td>A</td>
<td>4</td>
<td>4000</td>
<td>1</td>
<td>4000</td>
</tr>
<tr>
<td>D</td>
<td>B, C</td>
<td>10</td>
<td>500</td>
<td>4</td>
<td>2000</td>
</tr>
<tr>
<td>E</td>
<td>B, C</td>
<td>12</td>
<td>50000</td>
<td>3</td>
<td>7000</td>
</tr>
<tr>
<td>F</td>
<td>D</td>
<td>4</td>
<td>500</td>
<td>3</td>
<td>200</td>
</tr>
<tr>
<td>G</td>
<td>E, F</td>
<td>4</td>
<td>15000</td>
<td>1</td>
<td>7000</td>
</tr>
</tbody>
</table>

Total cost = 36

Total cost = 75000+200+2000=77200