

1. Which of these is **NOT** a project management process?
 - A. A transfer of operations process.
 - B. A starting or initiating process.
 - C. A monitoring and controlling process.
 - D. A defining and planning process.

2. Which statement best describes a responsibility of the project sponsor?
 - A. Monitoring progress and use of the project resources.
 - B. Analysing the project team's productivity.
 - C. Ensuring the benefits of the project are realised.
 - D. Planning project evaluation reviews for lessons learned.

3. To maintain the planned project end date, resource smoothing should seek to:
 - A. Never exceed pre-determined resource levels.
 - B. Schedule activities within the limits of their float.
 - C. Extend the activity duration.
 - D. Minimise the use of overtime.

4. A project life cycle:
 - A. Consists of a number of distinct phases.
 - B. Always uses the same phases.
 - C. Has phases which are the same size.
 - D. Allows the budget to be more appropriately divided up.

5. The relationship between time, cost and quality is usually illustrated by a:
 - A. Venn diagram.
 - B. Histogram.
 - C. Triangle.
 - D. Mind map.

6. Leadership is about:
 - A. Generating enthusiasm and motivation to achieve.
 - B. Seeing opportunities to the project rather than threats.
 - C. The ability to motivate people for their own gain.
 - D. The delegation of work with no clear objectives.

7. The critical path on a project network is:
 - A. The shortest path in duration through the network.
 - B. The path with the most float.
 - C. The path with the most activities on it.
 - D. The longest path in duration through the network.

8. Which of the following best describes a project's business case?

- A. The definition of why the project is required and the desired benefits.
- B. A statement of what the project will deliver in terms of products/deliverables.
- C. The reason why the project sponsor wants the project to proceed.
- D. A statement as to how the project fits into the long term aims of the project sponsor.

9. Which of the following is the best example of a programme:

- A. Planning, coordinating, monitoring and controlling a change initiative.
- B. Developing a new IT system to be implemented worldwide.
- C. A group of actions to achieve a strategic beneficial change.
- D. Building a nuclear submarine.

10. The primary purpose of a gate review is primarily to:

- A. Decide if the project is on schedule and within budget.
- B. Decide if the project manager and team are performing well.
- C. Decide whether to continue with the project.
- D. Decide if stakeholders are satisfied.

11. Which of the following statements best describes procurement?

- A. The process of negotiating with potential suppliers of goods and services to put suitable contracts in place.
- B. The generic term for placing a contract with a supplier.
- C. The generic term for the delivery of materials to a project site.
- D. The process by which the resources (goods and services) required by a project are acquired.

12. Project context can be defined as:

- A. The needs of influential and powerful project stakeholders.
- B. The technical difficulties of the project being undertaken.
- C. The skills of the project manager.
- D. The environment within which a project is undertaken.

13. The purpose of managing project handover is best described as a mechanism:

- A. To satisfy the project sponsor that there is an audit trail of documentation in place.
- B. To pass on the responsibility for the project to operational managers.
- C. To verify that the project deliverables are fit for purpose.
- D. To control the introduction of the product or service into routine operations.

14. Which of the following statements about the role of project sponsor is false?

- A. A project sponsor is an advocate for the project and the change it brings about.
- B. A project sponsor writes and owns the project management plan.
- C. A project sponsor is able to work across functional boundaries within an organisation.
- D. A project sponsor is prepared to commit sufficient time and effort to support the project.

15. Which of the following processes do NOT form part of quality management?

- A. Continuous improvement.
- B. Quality planning.
- C. Quality accounting.
- D. Quality assurance.

16. Controlling or influencing project success factors will:

- A. Increase the likelihood of a successful project.
- B. Measure progress towards a successful conclusion.
- C. Ensure project completion.
- D. Ensure senior management support.

17. Ensuring the implementation of formal change control is a prime responsibility of:

- A. The project sponsor.
- B. The project manager.
- C. The project team.
- D. Key stakeholders.

18. Estimating by use of a detailed Work Breakdown Structure (WBS) is known as:

- A. Comparative estimating.
- B. Bottom-up estimating.
- C. Strategic estimating.
- D. Parametric estimating.

19. A person or group who has an interest in or is impacted by the project is best described as:

- A. A member of the project board.
- B. A key player.
- C. A stakeholder.
- D. A project team member.

20. Teamwork can be defined as:

- A. A process whereby team members communicate effectively.
- B. A process whereby people work collaboratively towards a common goal.
- C. A process whereby team members' technical competence is utilised effectively.
- D. A process whereby people work independently to complete project tasks.

21. The document that captures the why, what, where, when, how, how much and who for the project is called:

- A. Project schedule.
- B. Project definition and delivery report.
- C. End of feasibility report.
- D. Project management plan.

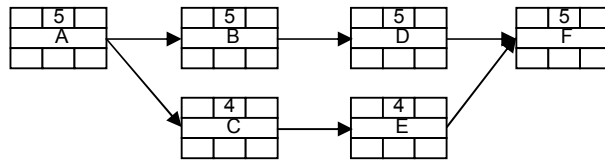
22. Which of the following could be considered as a risk to a project?

- A. We have never done a project of this kind before.
- B. We might not have sufficient people with the right experience to undertake the project.
- C. We always find that design verification takes longer than planned.
- D. We have never worked in that country before.

23. A Product Breakdown Structure (PBS):

- A. Defines all the products that the project will produce.
- B. Defines the structure of the products that the project will produce.
- C. Defines the aim of the products that the project will produce.
- D. Defines the processes for the products that the project will produce.

24.



The total float of activity E in the above diagram is:

- A. 0
- B. 1
- C. 2
- D. 4

25. The business case is owned by:

- A. The project manager.
- B. The managing director/chief executive of the organisation.
- C. The project sponsor.
- D. The project support office manager.

26. Project reporting can be defined as a process that:

- A. Gathers information to be used as the basis of the post project review.
- B. Presents information in an appropriate format and formally communicates it to stakeholders.
- C. Considers the impact of changes in project performance on the business case.
- D. Gathers and issues reports from technical specialists to stakeholders.

27. Which of the following best describes a project issue?

- A. An uncertain event that may or may not occur.
- B. An opportunity that occurs through change control.
- C. A problem that the project manager has to deal with on a day-to-day basis.
- D. A threat to the project which cannot be resolved by the project manager.

28. Portfolio management is particularly concerned with avoiding:

- A. Costly programmes.
- B. Capacity bottlenecks.
- C. Ineffective information management.
- D. Risks on business as usual.

29. The project management plan should be developed by:

- A. The project sponsor.
- B. The project sponsor and the project manager.
- C. The project manager and the project team.
- D. The project planner.

30. The prime purpose of configuration management is to:

- A. Ensure the traceability and integrity of the delivered product or products.
- B. Minimise the impact of changes on the scope of the project.
- C. Ensure that the final product meets the needs of the business as defined by key stakeholders.
- D. Maximise the impact of agreed enhancements to the project deliverables.

Answers

Question Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Answer	A	C	B	A	C	A	D	A	C	C	D	D	D	B	C	A

Question Number	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Answer	B	B	C	B	D	B	A	C	C	B	D	B	C	A