	Question from module 1				
Q	The project takes shape during the ---------- phase		M		1
A	implementation			1	1
A	planning			0	2
A	initiation			0	3
A	closure			0	4
Q	A project can only be successful when there is no conflict between the …… and the local populace.		M		1
A	sponsor			0	1
A	workers			0	2
A	manager			0	3
A	management			1	4
Q	Senior members of the project team must be		M		1
A	politically sensitive			1	1
A	active			0	2
A	dynamic			0	3

	decision makers				
A				0	4
	Members of the project team need a strong				
Q			M		1
	boss				
A				0	1
	problem orientation				
A				0	2
	manager				
A				1	3
	leader				
A				0	4
	Team members need a strong				
Q			M		1
	goal orientation				
A				1	1
	coordination				
A				0	2
	leader				
A				0	3
	task orientation				
A				0	4
	Project workers need high				
Q			M		1
	intention				
A				0	1
	self-esteem				
A				1	2

	goal				
A				0	3
	attitude				
A				0	4
	Project Management Team must be				
Q			M		1
	intellectual				
A				0	1
	prudent				
A				0	2
	dynamic				
A				0	3
	physically competent				
A				1	4
	It is important to maintain the momentum in				
Q			M		1
	implementation phase				
A				1	1
	planninig phase				
A				0	2
	initiation phase				
A				0	3
	closure phase				
A				0	4
	The Project Management Institute (PMI) was founded in				
Q			M		1
	1889				
A				0	1

	1990				
A				0	2
	1989				
A				1	3
	2001				
A				0	4
	A secondary effect of using multidisciplinary teams to deal with complex problems is				
Q			M		1
	conflict				
A				1	1
	tie up				
A				0	2
	agreement				
A				0	3
	failure				
A				0	4
	Question from module 2				
	Models that are easily altered to accommodate changes in the environment or				
Q	managerial policy, are		M		1
	Profitability models				
A				0	1
	Scoring models				
A				1	2
	Numeric models				
A				0	3
	Nonnumeric models				
A				0	4

Q	Pareto Chart helps you find:		M		1
A	Minor sources creating the majority of problems			1	1
A	Majority of causes creating the minority of problems			0	2
A	Cause of variation			0	3
A	Cause of deviation			0	4
Q	Which is an example of Triple Constraint?		M		1
A	Scope, Human Resource, Time			0	1
A	Quality, Scope, Human Resource			0	2
A	Cost, Human Resource, Time			0	3
A	Scope, Cost, Time			1	4
Q	When a firm chooses a project selection model, the following criteria, based on Souder(1973), are most important.		M		1
A	Realism, capability, flexibility			1	1
A	b scope, cost			0	2
A	c Quality,flexiblity			0	3

A	d cost			0	4
Q	Follwing is Numeric models		M		1
A	The Sacred Cow			0	1
A	Profitability			1	2
A	Competitive necessity			0	3
A	Product line extension			0	4
Q	The payback period for a project		M		1
A	is the initial fixed investment in the project divided by the estimated annual net cash inflows from the project.			1	1
A	is the discounted cash flow method determines the net present value of all cash flows by discounting them by the required rate of return			0	2
A	Also known as the benefit–cost ratio			0	3
A	the internal rate of return is the discount rate that equates the present values of the two sets of flows.			0	4
Q	You have created the project charter but could not get it approved by senior management. Your manager and his boss have asked you to begin the project anyway. Which of the following actions is the best thing to do?		M		1
A	Focus on other projects that have a signed charter.			0	1

	Start work on critical path tasks.				
A				0	2
	Update your Project Risk Log.				
A				0	3
	Show your manager the impact of proceeding without approval.				
A				1	4
	The project charter should be issued by whom?				
Q			M		1
	One or more functional managers				
A				0	1
	The head of the performing organization				
A				0	2
	A manager external to the project				
A				1	3
	The CFO				
A				0	4
	Stakeholder identification should be performed at what point in a project?				
Q			M		1
	Only during the planning phase				
A				0	1
	Only during project initiation				
A				0	2
	At the end of the project				
A				0	3
	Continuously throughout the project				
A				1	4
	Which of the following is not true about project charter?				
Q			M		1

A	Project charter is written by the Project Manager.			1	1
A	Project charter defines the purpose of the project			0	2
A	Identify and authorizes the Project Manager			0	3
A	Project charter is authorized by Executive Management			0	4
Q	Develop project charter is part of which process group?		M		1
A	Initiation			1	1
A	Planning			0	2
A	Executing			0	3
A	Monitoring and Control			0	4
Q	What is a statement of work?		M		1
A	A narrative description of the deliverables of a project			1	1
A	A final bill for a project			0	2
A	A project employee's timesheet			0	3
A	Proof that an employee can perform the duties required by a project			0	4

Q	Models that are easily altered to accommodate changes in the environment or managerial policy, are		M		1
A	Profitability models			0	1
A	Scoring models			1	2
A	Numeric models			0	3
A	Nonnumeric models			0	4
Q	The models designed to overcome some of the disadvantages of profitability model is known as		M		1
A	Scoring models			1	1
A	Factoring models			0	2
A	Evaluation models			0	3
A	Gradation models			0	4
Q	The Delphi technique was developed by the Rand Corporation in		M		1
A	1989			0	1
A	1978			0	2
A	1969			1	3

	1990				
A				0	4
Q	In profitability models, the variation falls into general category of		M		1
A	2 types			0	1
A	3 types			1	2
A	4 types			0	3
A	6 types			0	4
Q	Why is payback method often considered inferior to discounted cash flow in capital investment appraisal.		M		1
A	It is more difficult to calculate			0	1
A	It does not calculate how long it will take recoup the money invested			0	2
A	It only takes into account the future income of a project.			0	3
A	it does not take account of the time value of money			1	4
Q	The amount of time required to recover the initial investment that the sponsors inject in the project.		M		1
A	Payback period			1	1
A	Net present value			0	2

A	Internal Rate of Return			0	3
A	Return on Investment			0	4
Q	A project would normally be undertaken if its Net Present Value (NPV) is		M		1
A	Exactly the same as the NPV of the existing project			0	1
A	negative			0	2
A	positive			1	3
A	Zero			0	4
Q	Advantage of Profitability model is		M		1
A	Models that do not include discounting ignore the timing of the cash flows and the time–value of money.			0	1
A	Payback-type models ignore cash flows beyond the payback perio			0	2
A	All use readily available accounting data to determine the cash flows.			1	3
A	All are sensitive to errors in the input data for the early years of the project.			0	4
	Question from module 3				
Q	Earliest expected time of completion for an activity is found using		M		

A	Expected time calculation			0
A	Forward Pass method			1
A	Backword Pass Method			0
A	Crashing			0
Q	Latest starting date for an activity is estimated using		M	
A	Resource leveling			0
A	Backword Pass Method			1
A	Forward Pass method			0
A	Crashing			0
Q	Select the correct statement from the following		M	
A	Slack or float of dummy activity is always equal to zero			0
A	There is always only one critical path in the network			0
A	A path is called a critical path if it is the longest path in a project network			1
A	Crashing cost linearly increases with no of days crashed			0

Q	Why does activities on critical path of a CPM network are called critical		M	
A	They represent maximum project completion time			0
A	They cannot tolerate any delay in completion			1
A	They consume maximum rresources			0
A	These are most cpmplex activities on project			0
Q	If an activity with free slack time of 2 weeks is delayed by 1 week		M	
A	the project will be delayed by 1 week.			0
A	the slack time of all activities that follow this activity is reduced by 1 week.			0
A	no other activity in the project is affected.			1
A	the probability of completing the project on time decreases.			0
Q	When many activities are planned to start at the same time in project schedule, the project is likely to be following		M	
A	Goldratt's Critical Chain			0
A	Concurrent Engineering			1
A	Research and Development Project			0

A	laddering approach			0
Q	A projeect has three independent critical paths A (Having maximum no. of activities), B(Using maximum rsources) and C(Having maximum crashing cost). To reduce the project length, we have to crash		M	
A	Activities on Path A			0
A	Activities on Path B			0
A	Activities on Path C			0
A	Activities on Paths A, B and C simultaneously			1
Q	In PERT, if the pessimistic time were 14 weeks, the optimistic time were 8 weeks, and the most likely time were 11 weeks,		M	
A	the variance would be 1 week.			1
A	the variance would be 11 weeks.			0
A	the expected time would be 6 weeks.			0
A	the expected time would be 5.5 weeks.			0
Q	Project Manager is looking at a document that outlines the specific tasks and subtasks required to complete the writing of program for accounting system. The document is most likely the …….		M	
A	Responsibility matrix			0

A	Organization breakdown structure			0
A	Work breakdown structure			1
A	Priority matrix			0
Q	The lowest element in the hierarchical breakdown of the WBS is		M	
A	Deliverable			0
A	Work package			1
A	Responsibility matrix			0
A	Bottoms up budget			0
Q	Cost accountant is forecasting how much money her department needs to support a new project. She estimates that two people and Rs.2.5 lakhs in expenses will cover her needs. Since usually management insists on reducing forecasts by 20 percent, she increases her estimates to allow for that reduction. This is example of..		M	
A	Padding of estimates			1
A	Planning horizon			0
A	People behaviour			0
A	Organization culture			0

Q	Which of the following is a good condition for top-down estimating?		M	
A	Tight Cost and time deadlines			0
A	Internal, small project			1
A	Fixed price contract			0
A	Customer wants details of estimates			0
Q	Information to develop a project network is collected from the		M	
A	Work breakdown structure			1
A	Budget			0
A	Project proposal			0
A	Responsibility matrix			0
Q	Part of a project is to 'Develop Product Specifications'. This is best classified as a(an)		M	
A	Event			0
A	Path			0
A	Activity			1

A	Milestone			0
Q	A critical path of a projeect has four independent activities A(5,1.666), B(15,1.666), D(4,0.444) and E(5,0). The bracketed terms are (expected time, standard deviation) The expected duration of critical path is …… and variance of critical path is …….		M	
A	29 , 2.39			0
A	29 , 5.75			1
A	29 , 3.77			0
A	24 , 3.77			0
Q	A project has following activities with their duration in brackets. 1-2(6), 1-3(5), 3-4(5), 2-4(5), 2-5(8) and 4-5(2). What is the duration of the project?		M	
A	12			0
A	16			0
A	14			1
A	13			0

Q	A critical path of a projeect has three independent activities A(5,1), B(3,1) and D(4,2). The bracketed terms are (expected time, standard deviation) The expected duration of critical path is ..... and probability of completing it in that duration is....		M	
A	12, 50%			1
A	12, 98%			0
A	8, 50%			0
A	9, 98%			0
Q	An activity considered for PERT scheduling has estimated durations as, optimistic 5 days, pessimistic 10 days, and most likely 6 days. What is the expected time duration for this activity?		M	
A	6.5 days			1
A	9 days			0
A	8.5 days			0
A	5.5 days			0

Q	An activity on the CPM network has Early start on 8th day, Early Finish is 14th day, Late start is 10th day and Late finish is 16th day. What is the float available for this activity?		M	
A	6 days			0
A	8 days			0
A	1 day			0
A	2 days			1
Q	The project has critical path duration of 21 weeks and the variance of critical path is 3.44. What is completion time corresponding to 98% probability if Z value is 2.06 for 98% probability?		M	
A	21 weeks			0
A	25 weeks			1
A	28 weeks			0
A	20 weeks			0

	Question from module 4				
Q	The percentage of likelihood of every risk is -		M		1
A	100%			1	1
A	75%			0	2
A	50%			0	3
A	25%			0	4
Q	Risk management is responsibility of the -		M		1
A	Customer			0	1
A	Investor			0	2
A	Developer			0	3
A	Project team			1	4
Q	Which of the following technique will ensure that impact of risk will be less?		M		1
A	Risk avoidance technique			0	1
A	Risk Mitigation technique			0	2

	Risk contingency technique				
A				1	3
	Risk monotoring technique				
A				0	4
	What is associated with product risk?				
Q			M		1
	Control of test item				
A				0	1
	Negative consequences				
A				0	2
	non-availability of test environment				
A				0	3
	Test object				
A				1	4
	What is risk?				
Q			M		1
	Negative consequence that could occur				
A				1	1
	Negative consequence that will occur				
A				0	2
	Negative consequence that must occur				
A				0	3
	Negative consequence that shall occur				
A				0	4
	A document you use to capture all known risks is called				
Q			M		1
	Risk Log				
A				0	1

	Risk Register				
A				1	2
	Risk List				
A				0	3
	Risk Diary				
A				0	4
Q	A process that involves prioritizing risks for further action or analysis by assessing the impact and the probability of occurrence is called-		M		1
	Qualitative Risk Analysis				
A				1	1
	Risk Brainstorming				
A				0	2
	Quantitative Risk Analysis				
A				0	3
	Risk Retrospective				
A				0	4
	When do you perform Risk Identification?				
Q			M		1
	At the beginning of a project.				
A				0	1
	During project planning.				
A				0	2
	During the whole lifetime of a project.				
A				1	3
	During project execution.				
A				0	4
	What is the correct option in which terms the Risk is expressed ?				
Q			M		1

	probability and impact.				
A				1	1
	probability and cost				
A				0	2
	probability and time				
A				0	3
	probability and data				
A				0	4
Q	What assess the risk and your plans for risk mitigation and revise these when you learn more about the risk?		M		1
	Risk monitoring				
A				1	1
	Risk planning				
A				0	2
	Risk analysis				
A				0	3
	Risk identification				
A				0	4
Q	Risk should be analysed and evalauted considering the		M		1
	Likelihood and cost				
A				0	1
	Likelihood and Level of impact				
A				1	2
	Likelihood and time				
A				0	3
	Likelihood and data				
A				0	4

Q	Which method is not used for Qualitative risk analysis ?		M		1
A	delphi method			0	1
A	SWIFT analysis			0	2
A	Decision Tree Analysis			0	3
A	Backtracking method			1	4
Q	Which method is not used for Quantitative risk analysis ?		M		1
A	Three point estimation			0	1
A	Decision Tree Analysis			0	2
A	SWIFT analysis			1	3
A	Expected Monetery Value(EMV)			0	4
Q	A risk is known as Positive risk or opportunity if-		M		1
A	Impact is positive which you may want to actualize			1	1
A	Impact is negative which you want to lesson its impact			0	2
A	Impact is positive which you want to lesson its impact			0	3

	Impact is negative which you may want to actualize				
A				0	4
	Strategy to deal with negative risk are-				
Q			M		1
	Escalate, mitigate, transfer, avoid, accept				
A				1	1
	costing				
A				0	2
	listing				
A				0	3
	exploit				
A				0	4
	Question from module 5				
Q	Of the following baselines which is not a part of the Project Management Plan ?		M		1
A	Scope Baseline			0	1
A	Quality Baseline			1	2
A	Cost Baseline			0	3
A	Schedule Baseline			0	4

Q	A project is overbudget when		M		1
A	CPI > 1			0	1
A	SPI > 1			0	2
A	CPI and SPI > 1			0	3
A	CPI less than 1			1	4
Q	You are the project manager and have decided to outsource a part of the project to a vendor. You have offered a bonus to the vendor if the work is completed in two months. This is an example of _____.		M		1
A	project incentive			1	1
A	project goal			0	2
A	fixed price contract			0	3
A	Time and Material			0	4
Q	You are responsible for a project with high risks particularly during the early phases - your sponsor has asked for performance reports on a monthly basis. At the end of the first month you report a CPI greater than 1 and also the SPI greater than 1. What would this mean ?		M		1
A	The project is behind schedule and over budget			1	1
A	The project is ahead of schedule and under budget			0	2

A	The project is ahead of schedule but over budget			0	3
A	The project is behind schedule but under budget			0	4
Q	As a part of the Executive Management team - you have a number of project managers reporting into you. One of the project managers has reported data for her project that has got you worried regarding health of the project. EV = 300000 USD , PV = 550000 USD , AC = 200000 USD You are worried since as per your calculations the project is behind schedule. However the Project Manager disagrees and she feels the project is ahead of schedule - what is the correct interpretation of the data ?		M		1
A	Both are incorrect - the health of the project cannot be determined from this information			1	1
A	Both are correct as interpretation is very subjective			0	2
A	You are correct - the project is behind schedule			0	3
A	Your Project Manager is correct - the project is ahead of schedule			0	4
Q	As a manager on a project you have identified and created the WBS and WBS Dictionary.You also plan to ensure that each deliverable gets the blessings of your stakeholders and sponsors.Which process are you planning to perform?		M		1
A	Scope Verification			1	1
A	Perform Quality Control			0	2
A	Control Scope			0	3

A	Define Scope			0	4
Q	If the planned value (PV) is $275,000 and the earned value (EV) is $300,000, the schedule variance (SV) is:		M		1
A	25,000 USD			1	1
A	Negative 25000 USD			0	2
A	125,000 USD			0	3
A	575,000 USD			0	4
Q	You have been given 100,000 USD to complete the project. 60,000 USD has been spent, though as per the schedule, 55,000 USD should have been spent to complete the same work. What is the Budget at Completion (BAC)?		M		1
A	55,000 USD			0	1
A	100,000 USD			1	2
A	60,000 USD			0	3
A	105,000 USD			0	4

Q	You have been given 100,000 USD to complete the project. 60,000 USD has been spent, though as per the schedule, 55,000 USD should have been spent to complete the same work. What is the Actual Cost (AC)?		M		1
A	55,000 USD			0	1
A	100,000 USD			0	2
A	60,000 USD			1	3
A	105,000 USD			0	4
Q	You have been given 100,000 USD to complete the project. 60,000 USD has been spent, though as per the schedule, 55,000 USD should have been spent to complete the same work. What is the Planned Value (PV)?		M		1
A	55,000 USD			1	1
A	100,000 USD			0	2
A	60,000 USD			0	3
A	105,000 USD			0	4

Q	You are in charge of a project and to ensure things go well - you have had monthly meetings with the stakeholders.The project is running on schedule and budget.You are in your fourth month of execution - but the stakeholder indicates dissatisfaction with the deliverables.To make changes in the deliverables would mean a delay in the schedule.What would have been the most important process that could have prevented this situation?		M		1
A	Scope Planning			1	1
A	Scope Control			0	2
A	Schedule Control			0	3
A	Risk Monitoring and Control			0	4
Q	The project that you are in charge has been successfully completed.The last of the deliverables have been formally accepted by the client.You had several contractors with whom contracts were prepared.With the project done you decide to communicate the completion details and closure of contracts.Which is the best form of communication?		M		1
A	Formal written			1	1
A	Formal verbal			0	2
A	Informal verbal			0	3
A	Informal written			0	4

Q	You are in charge of a software project and you are almost 40% complete.The project stakeholders want a performance report to date.You had planned to use Earned Value Management methodology.You come up with the following numbers: EV = 100 AC = 300 PV = 150 BAC = 600 You and your team have faced numerous issues till now . However you choose to ignore the current work performance and decide to go with what was originally planned. Based on this information what would be the EAC for the project ?		M		1
A	800			1	1
A	200			0	2
A	600			0	3
A	1800			0	4
Q	As a manager on a project your key outlook is to ensure that the project delivers within the scheduled timelines with minimal rework and customer delight.For some time now the project work is proceeding smoothly with a CPI and SPI a perfect 1.One of your team members approaches you and indicates that she might possibly need a long vacation on personal grounds.She indicates this could possibly occur in two months from now.You look up the schedule and as luck would have it - this team member happens to be scheduled to execute activities which are on the critical path - and her absence in two months time would cause a delay in schedule.You decide to take some action and reschedule task allocation to ensure that this team member is not planned to work on any of the critical path activities.What did you just do ?		M		1
A	Mitigate the risk			0	1
A	Avoid the risk			1	2

A	Transfer the risk			0	3
A	Exploit the risk			0	4
Q	You are in charge of building a shopping portal.You are fairly confident as you have a team experienced in doing such work.As per the agreement at the end of the first month you organize a demonstration of the software.You invite the sponsor and key stakeholders.Later the sponsor informs you that she is not very happy with the progress indicating that one of the clients who would be using this software is not satisfied as her needs are not being met.To satisfy this client's needs would mean some radical changes with an impact to both cost and schedule.What could be the root cause of this issue?		M		1
A	Deliverables were not as per requirement			0	1
A	The stakeholder is making unrealistic demands			0	2
A	The scope statement was ambiguous leading to this			0	3
A	All the stakeholders were not identified			1	4
Q	You are in your third month of project execution which is expected to continue for a duration of 14 calendar months. Your sponsor has asked for a performance report. You decide to create a S curve. Based on the S curve you report your Actual Cost which is		M		1
A	The project is over budget and behind schedule			1	1
A	The project is on schedule and on budget			0	2
A	The project is over budget but on schedule			0	3

A	The project is on budget but behind schedule			0	4
Q	Your company has been tasked with providing estimates for a road construction project. You have data available related to costs per square feet. You now need to provide an estimate of the cost of the project based on this data - what estimation technique is most applicable in such a scenario ?		M		1
A	Top Down estimates			0	1
A	Parametric Estimating technique			1	2
A	Bottom Up Estimating			0	3
A	Analogous Estimation			0	4
Q	You have successfully completed a project.You have now been assigned a project which is midway into its execution.You have had to take this project due to non availability of the current project manager due to health.This is a complex project involving multiple contractors and teams at various geographical locations.You decide to look up the requirements of the types of reports and frequency of sending them.Where would you find this information?		M		1
A	Project Management Plan			0	1
A	Scope Management Plan			0	2
A	Communication Management Plan			1	3
A	Stakeholder Analysis			0	4

Q	Midway through the project as a Manager you are performing Earned Value Methodology to report performance. Based on your calculations you realize that the initial plan is no longer valid.However you still need to provide an EAC - what is the best course of action ?		M		1
A	Calculate EAC as EAC = BAC / CPI			0	1
A	Calculate EAC as EAC = AC + BAC - EV			0	2
A	Calculate EAC as EAC = AC + (BAC - EV/(CPI * SPI)			0	3
A	Calculate EAC as EAC = AC + Bottom up Estimate			1	4
Q	Which of the following statement is true regarding Procurement Documents		M		1
A	These are the response documents provided by Seller to the Buyer.			0	1
A	It is the formal agreed contract between the buyer and seller			0	2
A	It is used to solicit proposals from sellers and contains details of expected services or work to be done			1	3
A	Describes how product or services will be acquired externally and type of contract to be administered			0	4

	Questions from module 6			
	Professional ethics is to followed only in			
Q			M	1
	at Work place			
A			0	1
	at home			
A			0	2
	in service			
A			0	3
	at work, in home and in service			
A			1	4
	Professional ethics will come to rescue when we are			
Q			M	1
	ask to compromise on our integrity or on value			
A			1	1
	ask to compromise on our technical cability			
A			0	2
	ask to compromise on our technical capacity			
A			0	3
	ask to compromise in our efforts			
A			0	4

Q	Most important 4 values identified by PMI are responsibility, respect, fairness, and		M		1
A	sincere			0	1
A	dishonesty			0	2
A	Honesty			1	3
A	workoholic			0	4
Q	Which conduct is subject to disciplinary action		M		1
A	Aspirational conduct			0	1
A	Mandatory conduct			1	2
A	Organisational conduct			0	3
A	Personal conduct			0	4
Q	As practitioner we make decision and take action based on the best interests of society, public safety, and		M		1
A	Self			0	1
A	Family			0	2
A	Organisation			0	3

	environment				
A				1	4
Q	We should accept only those assignments that are consistent with our background, experience, skills, and		M		1
	qualification				
A				1	1
	exposure				
A				0	2
	familiarity				
A				0	3
	knowledge				
A				0	4
	When we make errors or ommision				
Q			M		1
	we take ownership and make no correction				
A				0	1
	we take ownership and make necessary correction				
A				1	2
	we do not take ownership and make necessary correction				
A				0	3
	we do not take ownership and make no necessary correction				
A				0	4
	We listen to others point of view, seeking to understand them is				
Q			M		1
	Respect				
A				1	1
	Responsibility				
A				0	2

	Conduct				
A				0	3
	Fairness				
A				0	4
	When our conduct is free from self interest , prejudice, and favaritism is				
Q			M		1
	Respect				
A				0	1
	Responsibility				
A				0	2
	Conduct				
A				0	3
	Fairness				
A				1	4
	PMI followed processes laid by _____ in formulating ethics				
Q			M		1
	ACM				
A				0	1
	ANSI				
A				1	2
	IEEE				
A				0	3
	IETE				
A				0	4