



02/03/2021 10:02

Project Management Fundamentals (40 - Automatic)

**Remarks:**

Multiple Choice

Instructions

1. This is a closed book examination.
2. All 40 questions should be attempted.
3. All answers are to be marked.
4. There is only one correct answer per question.
5. You have 1 hour to complete this paper.
6. You must achieve 24 or more out of a possible 40 marks (60%) to pass this exam.

**IMPORTANT INFORMATION**

Please fill the boxes with the pencil as follows:



Any other form of answers will **NOT** be considered, e.g.:



or



The questionnaires will be automatically corrected by a scanner which detects only correctly marked answers! If you are uncertain about an answer, we recommend that you cautiously mark the question and that you darken the box only once you are sure.



Thank you for your collaboration



1.. In which phase of the project lifecycle is the Communication Management Strategy drafted?  
(1 point, one possible answer)

- Pre-project
- Initiation
- Delivery
- Closure

2.. Which management product aims to define how and when measurable improvements are supposed to be achieved?

(1 point, one possible answer)

- Project Plan
- End Project Report
- Product Description
- Benefits Review Plan

3.. Which is the key purpose of a Project Brief?

(1 point, one possible answer)

- To ensure that the prerequisites for initiating the project are in place
- To draft the risk management approach to be applied to the project
- To confirm the achievement of all the project benefits
- To summarize all the issue management activities

4.. Which is a type of risk?

(1 point, one possible answer)



- Concern
- Opportunity
- Off-specification
- Request for change

5.. What represents the 'S curve'?  
(1 point, one possible answer)

- A type of issue
- The cost baseline
- The list of major risks
- An escalation mechanism

6.. In which phase of the project lifecycle are the scope, time and cost baselines set up?  
(1 point, one possible answer)

- Pre-project
- Initiation
- Delivery
- Closure

7.. Which is a key benefit of the delivery phase?  
(1 point, one possible answer)

- To avoid uncontrolled changes
- To define the solid foundations for the project
- To provide a clear understanding of the project background
- To provide a clear distinction between 'projects' and 'operations'

8.. Which factor should influence the MOST the structuring of the project into management stages?  
(1 point, one possible answer)



- The number of recorded issues
- The amount of risk within the project
- The quality process of the organization
- The availability of the project team members

9.. What is shown in a Product Flow Diagram?  
(1 point, one possible answer)

- The management stages and control points
- The major products that are to be developed
- The resources that are required to develop the products
- The sequence in which the products have to be created

10.. Which is a key activity of the pre-project phase?  
(1 point, one possible answer)

- Drafting a Gantt chart
- Identifying tasks dependencies
- Understanding the organizational culture
- Defining the quality management approach

11.. Which management product records the validation of a completed work package?  
(1 point, one possible answer)

- Issue Register
- Quality Register
- Product Description
- Benefits Review Plan

12.. Which are the external factors in a SWOT analysis?  
(1 point, one possible answer)



- Strengths and Weaknesses
- Strengths and Opportunities
- Opportunities and Threats
- Opportunities and Weaknesses

13.. Which management product aims to understand the detailed nature, purpose, function and appearance of the project deliverables?

*(1 point, one possible answer)*

- Project Plan
- Issue Register
- Business Case
- Product Description

14.. In which phase of the project lifecycle are the End Stage Reports created?

*(1 point, one possible answer)*

- Pre-project
- Initiation
- Delivery
- Closure

15.. Which role has the purpose to coordinate the delivery of a work package?

*(1 point, one possible answer)*

- Team Manager
- Project Manager
- Project Assurance
- Project Support



16.. Which are key project performance criteria to be managed?

*(1 point, one possible answer)*

- Quality, risk and change
- Quality, scope and risk
- Costs, risk and change
- Costs, quality and change

17.. Which is a purpose of the initiation phase?

*(1 point, one possible answer)*

- To define the level of project control
- To report on the status of a work package
- To ensure that the prerequisites are in place
- To ensure that the project is viable and worthwhile

18.. Which management product records a change that has been requested by the customer?

*(1 point, one possible answer)*

- Risk Register
- Issue Register
- Product Description
- Lesson learned

19.. Which is NOT a key activity of the closure phase?

*(1 point, one possible answer)*

- To assess the achieved benefits
- To select the project approach
- To hand over project deliverables
- To evaluate the project performance



20.. Which is NOT a key activity of the initiation phase?

*(1 point, one possible answer)*

- Planning the project
- Drafting the strategies
- Setting up the project controls
- Appointing the project management team

21.. In which phase of the project lifecycle is the Project Product Description created?

*(1 point, one possible answer)*

- Pre-project
- Initiation
- Delivery
- Closure

22.. To whom the project manager escalates an issue that goes beyond his own levels of tolerances?

*(1 point, one possible answer)*

- Corporate
- Project Board
- Team Manager
- Project assurance

23.. Which is NOT a key activity of the delivery phase?

*(1 point, one possible answer)*

- To execute a work package
- To draft the Project Product Description
- To monitor the performance of the stage
- To take a corrective action for an identified issue





24.. Why are projects divided into management stages?  
(1 point, one possible answer)

- To ensure the justification for the project is recorded
- To define the quality requirements of products
- To identify stakeholders' information needs
- To improve the control on the project

25.. Which dependencies are those related with non-project activities that are outside the project team's control?  
(1 point, one possible answer)

- Mandatory
- Discretionary
- Internal
- External

26.. Which is a purpose of the pre-project phase?  
(1 point, one possible answer)

- To draft the project plan
- To assign and coordinate the work to be done
- To assess whether the project objectives have been achieved
- To ensure that the prerequisites for initiating the project are in place

27.. Which is the MOST important management product to enable the hand over of project deliverables?  
(1 point, one possible answer)

- Business Case
- Highlight Report
- Project Product Description
- Communication Management Strategy



28.. Based on the following inputs, which is the critical path for this project?  
(1 point, one possible answer)

Task	Duration	Constraint(s)
A	1 day	-
B	2 days	After A
C	3 days	-
D	1 day	After B
E	1 day	After A
F	2 days	After E
G	2 days	After D
H	3 days	After G

- ABCGH
- ABDGH
- ACEGH
- ADFGH

29.. Which key characteristic of a project means that it involves people with different skills?  
(1 point, one possible answer)

- Change
- Unique
- Cross-functional
- Temporary

30.. Which management product aims to highlight the project background and desired outcome?  
(1 point, one possible answer)

- Product Description
- Project Definition
- Project Approach
- Work Package

31.. Which is a key purpose of the delivery phase?  
(1 point, one possible answer)



- To assign and coordinate the work to be done
- To hand over the project product to the customer
- To appoint the project management team members
- To draft the project approach for the selected option

32.. Which is the first step of the product-based planning technique?  
(1 point, one possible answer)

- Work Package
- Business Case
- Project Product Description
- Product Flow Diagram

33.. Which role is in the 'managing' level of the project management team?  
(1 point, one possible answer)

- Corporate
- Project Board
- Project Support
- Team Manager

34.. Which role sets up the project tolerances for directing the project?  
(1 point, one possible answer)

- Corporate
- Project Board
- Project Manager
- Team Manager

35.. Which represents the amount of work required to complete an activity?  
(1 point, one possible answer)



- Quality
- Scope
- Duration
- Workload

36.. Which role independently ensures that the quality methods to be applied to the project are being followed?  
(1 point, one possible answer)

- Team Member
- Team Manager
- Project Support
- Project Assurance

37.. Which is a key benefit of the initiation phase?  
(1 point, one possible answer)

- To perform an investment appraisal to check the viability of the project
- To confirm the availability of the appointed project management team members
- To provide a fixed point at which the customer acceptance will be confirmed
- To provide a single source of reference defining how the project is being managed

38.. Which management product aims to review the Business Case and team performance?  
(1 point, one possible answer)

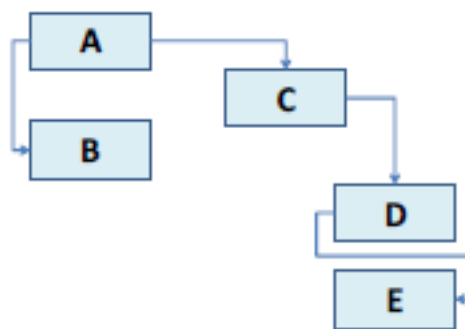
- Issue Report
- Exception Report
- Checkpoint Report
- End Stage Report

39.. Which is a key benefit of the pre-project phase?  
(1 point, one possible answer)



- To define the approaches for managing the project
- To confirm the achievement of all the project benefits
- To schedule in details all the project management activities
- To provide a rationale decision to commission resources on the project

40.. Which type of dependencies is represented between D and E?  
(1 point, one possible answer)



- Finish-to-start (FS)
- Finish-to-finish (FF)
- Start-to-start (SS)
- Start-to-Finish (SF)