

IIB COUNCIL

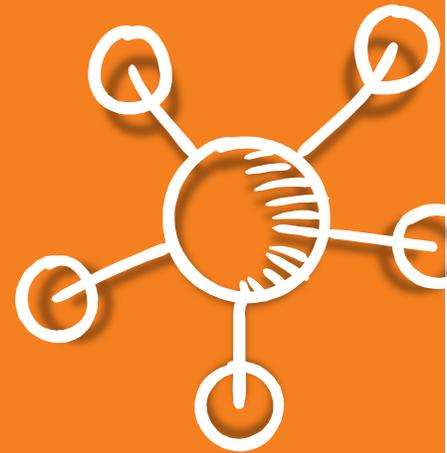


C | PM

EXAM



PRACTICE QUESTIONS



1. Where does Portfolio Management focus on?

- Doing the right programs and projects to achieve a strategic objective
- Executing projects in the right way
- Questioning the strategic objectives
- A and B
- B and C

2. When should the adaptive life cycle approach be used?

- When the project requirements are not clear in the early phase
- When project scope, time and cost can be easily determined in the early phase
- When there is no need to adapt to changes
- A and C
- B and C

3. Which is better, Agile or Waterfall methodology?

- It depends on the nature of the project
- Agile methodology
- Waterfall methodology
- Generally, predictive approaches are better
- Generally, adaptive approaches are better

4. What is the objective of the daily meeting in kanban methodology?

- Identify problems
- Time management
- Team Building
- To produce documentation
- None of the above

5. What is the objective of the Benefits Realization methodology?

- To manage the quality of the project
- To ensure the delivery of the desirable benefit to the client
- To ensure the delivery of a product on time and within budget
- All of the above
- None of the above

6. In Scrum, the time of each sprint is fixed or it depends on the size of the scope?

- The time is fixed for each iteration
- It depends on the size of the project
- Sometimes fixed, and sometimes not
- Each iteration the team decides
- None of the above

7. Which of the following is recommended in order to improve the process of scope changes?

- The need to involve beneficiaries when proposition of scope changes are being carried out
- To reduce the processes of scope control and accept any change requested
- It depends on the project schedule, if there is a free time slot then accept any change requirements
- All of the above
- None of the above

8. What is the Planning Poker technique?

- A technique that helps the team define the sprint goal
- A tool to prioritize the user stories in the product backlog
- It is a technique used to help scrum team to estimate user stories
- All of the above
- None of the above

9. What is the feature you will need to create the project schedule in traditional approach?

- Gantt-chart
- Task Management
- Smart Search
- All of the above
- None of the above

10. Concerning project cost estimates, which of the following statements is correct?

- Budgetary cost, for a certain project, is a phase that can be skipped
- Rom cost should always be accurate
- Cost accuracy increases while progressing through project phases
- Definitive cost is usually higher than Budgetary one
- All of the above

11. What is the feature you will need to add dependency between tasks in a project schedule?

- Task dependency
- Collaborative tool
- Notification
- All of the above
- None of the above

12. Concerning cost methodology, which of the following statements is correct?

- Costs are usually fixed
- Costs should be planned during the estimation phase
- Costs might change frequently and therefore a cost control methodology should be in place
- Costs change during the execution phase of a project
- None of the above

13. When estimating each activity, which of the following statements is correct?

- Project level of uncertainty might require a project to buffer certain estimates
- Risk contingency is usually linked to a specific activity
- Duration, while estimating the number of hours needed to complete every single activity, should be considered
- Project managers should not buffer activity estimates due to a certain level of uncertainty
- None of the above

14. Which of the following statements on cost tracker is NOT correct?

- A cost tracker based on product breakdown can help project managers capture additional costs
- A cost tracker based on product breakdown can help project managers review costs
- A cost tracker based on product breakdown can help project managers summarize costs
- A cost tracker based on product breakdown can help project managers prevent project risks
- None of the above

15. What is NOT one of the targets of sourcing management practices?

- To maximize use of goods
- To support the proliferation of sustainable products
- To reduce project manager's effort
- To encourage supply chain innovation
- None of the above

16. Which of the following statements about vendor management is NOT correct?

- Vendors are at the heart of many processes and activities of the business
- It is important to select the right partners and effectively manage them throughout the entire project life cycle
- Poor vendor management can impact a project in each of its phases
- Vendors are never responsible for executing and delivering different tasks within a project
- None of the above

17. Which of the following statements about outsourcing is NOT correct?

- Outsourcing is also referred to as "contracting in"
- Outsourcing is a business practice used by companies to reduce costs or improve efficiency
- Outsourcing means shifting tasks, operations, jobs or processes to an external contracted third party for a significant period of time
- The term Offshoring is mostly related to labor cost saving operations
- None of the above

18. Concerning Procurement Management Plan, which of the following statements is correct?

- The Procurement Management Plan sets the procurement framework for the project
- The Procurement Management Plan serves as a guide for managing risks throughout the life of the project
- The Procurement Management Plan identifies and defines the items to be procured but not the contracts to be used
- The Procurement Management Plan does not include procurement risks and procurement risk management considerations
- All of the above

19. Which of the following statements on procurement management risks is correct?

- Procurement risks is a section of the Procurement Management plan intended to identify any potential risks associated with procurement for the project
- Potential procurement-related risks don't usually require more detailed planning and mitigation strategies
- The standard risk management process is not relevant for procurement-related risks
- This section of Procurement Management Plan describes what items will be procured and under what conditions
- None of the above

20. What is the traditional approach quality management concept?

- It is the Accepted Quality Level
- Total Quality Management
- Get it right first time.
- All of the above
- None of the above

21. What is the objective of the concept of Quality Loss function?

- The designer can focus in reducing variation on the important factors
- Factors not important have negligible impact on the product performance and can be ignored
- The Quality Loss Function gives a financial value when the product performance goes below the desired target performance

- All of the above
- None of the above

22. Which of the following is NOT part of the seven Quality Management Principles (QMPs)?

- Emotional Intelligence
- Leadership
- Customer focus
- All of the above
- None of the above

23. What is the traditional approach quality management concept?

- It is the Accepted Quality Level
- Total Quality Management
- Get it right first time.
- All of the above
- None of the above

24. What does Lean stand for?

- The core idea is to maximize customer value while minimizing waste
- It is based on a statistical concept where a process only produces 20 defects per million opportunities
- It is a quality program that strives for near perfection
- All of the above
- None of the above

25. What are Information Radiators used for?

- To show the amount of value delivered in each sprint
- To inform stakeholders about the project's status
- The number of resources per sprint
- All of the above
- None of the above

26. Which of the following processes is in the top 5 to be automated?

- Exception handling
- Setting a marketing budget
- Customer Relationship Management

- All of the above
- None of the above

27. What is NOT true for Value Realization Process (VRP) and Systems Development Life-cycle (SDLC)?

- As part of VRP, project requestors need to evaluate the business case
- VRP is the program which manages the value of IT investments
- VPR provides guidelines for allocating funds among IT projects
- VPR and SDLC are both methodologies
- All the above

28. What is a stakeholder analysis matrix?

- It is a document that has the list of project stakeholders, categorized by their impact and level of interest to contribute in the project
- It is a document that has a list of stakeholders, categorized by project requirement
- It is a document that has a list of stakeholders, categorized by the return on investment
- All of the above

29. Which of the following could be used as a quality measurable objective?

- Cost baseline
- Number of defects in test cases
- Project schedule plan
- All of the above
- None of the above

30. Regarding the advantages, challenges and balances of product portfolio management, which of the following statements is NOT correct?

- One of the advantages of product portfolio management is communication priorities
- One of the challenges of product portfolio management is potentially the inefficiency in ranking and prioritizing projects
- One of the balances of product portfolio management is risk versus return
- One of the advantages of product portfolio management is to define project lessons learned
- All the above

ANSWER KEY

1. Doing the right programs and projects to achieve a strategic objective
2. When the project requirements are not clear in the early phase
3. It depends on the nature of the project
4. Identify problems
5. To ensure the delivery of the desirable benefit to the client
6. The time is fixed for each iteration
7. The need to involve beneficiaries when proposition of scope changes are being carried out
8. It is a technique used to help scrum team to estimate user stories
9. Gantt-chart
10. Cost accuracy increases while progressing through project phases
11. Task dependency
12. Costs might change frequently and therefore a cost control methodology should be in place
13. Project level of uncertainty might require a project to buffer certain estimates
14. A cost tracker based on product breakdown can help project managers prevent project risks
15. To reduce project manager's effort
16. Vendors are never responsible for executing and delivering different tasks within a project
17. Outsourcing is also referred to as "contracting in"
18. The Procurement Management Plan sets the procurement framework for the project

19. Procurement risks is a section of the Procurement Management plan intended to identify any potential risks associated with procurement for the project
20. It is the Accepted Quality Level
21. All of the above
22. Emotional Intelligence
23. It is the Accepted Quality Level
24. The core idea is to maximize customer value while minimizing waste
25. To inform stakeholders about the project's status
26. Customer Relationship Management
27. VPR and SDLC are both methodologies
28. It is a document that has the list of project stakeholders, categorized by their impact and level of interest to contribute in the project
29. Number of defects in test cases
30. One of the advantages of product portfolio management is to define project lessons learned