More Multiple Choice Questions

The questions in this test are multiple-choice with four options for each question.

There is only one correct (best) answer for each question.

Print a copy of the answer sheet to record your answers and check against the answers.

You should aim to answer each question within 30 seconds.
1. **Which is most important in managing costs?**
   a. A Work Breakdown structure
   b. A computerised cost management system
   c. A complete record of cost variances
   d. A change control system

2. **Business as usual would typically focus on:**
   a. defining a new service
   b. new product development
   c. managing an organisation change programme
   d. making products to an existing design

3. **The Project Leader must:**
   a. let the team members find their own level within the team
   b. provide direction and focus by communicating project objectives
   c. delegate all work
   d. use democratic management methods throughout team building and development

4. **Which type of project needs to consider environmental constraints?**
   a. Construction projects only
   b. Construction and petrochemical projects only
   c. All but IT projects
   d. All projects

5. **Who will formally accept the products during handover?**
   a. The project manager
   b. The project sponsor
   c. The users
   d. Corporate management

6. **The purpose of three point estimates is to:**
   a. provide greater estimating certainty
   b. provide greater estimating accuracy
   c. provide greater realism
   d. reduce uncertainty in estimates

7. **The foundation for project quality management may be described as the:**
   a. confidence provided to stakeholders that requirements will be achieved
   b. requirements expressed in measurable terms as acceptance criteria
   c. audits to be performed during the project
   d. definition of quality roles and responsibilities
8. **Requirements definition:**
   a. should emphasise what is required
   b. should emphasise how requirements will be achieved
   c. is carried out initially during the definition phase
   d. is the responsibility of the project manager

9. **Which is the correct statement?**
   a. Corporate governance and project governance are more or less the same thing
   b. Governance of project management is the function of the quality department
   c. Governance of project management ensures projects are aligned to the organisation’s strategic objectives
   d. Project management governance is the sole responsibility of corporate management

10. **Projects are likely to:**
    a. be repetitive
    b. involve routine operations
    c. bring about change
    d. be continuous

11. **Which is a scheduling tool?**
    a. Network diagram
    b. Responsibility matrix
    c. Product breakdown structure
    d. Internal rate of return

12. **Business benefits are:**
    a. produced only by projects
    b. produced only by programmes and projects
    c. produced by BAU
    d. produced by BAU, projects and programmes

13. **Which of the following best describes a project’s context?**
    a. The environment in which the business operates
    b. The geographic location in which the project is undertaken
    c. The external and internal environments including stakeholders’ interests and influences
    d. Industry and business sector practices
14. **Which are the four components of the governance of projects that support the monitoring of performance?**
   
a. Portfolio direction, effective communication, project management, change management  
b. Portfolio direction, project sponsorship, project management, disclosure and reporting  
c. Portfolio direction, project management, BAU management, disclosure and reporting  
d. Strategic direction, portfolio direction, project sponsorship, project management  

15. **Requirements management is the process of:**
   
a. capturing, documenting and implementing the stakeholder needs  
b. capturing the stakeholder needs and defining success criteria  
c. defining the project benefits  
d. capturing, analysing and testing stakeholder and user wants and needs  

16. **Which activity is least likely during quality planning?**
   
a. The trade-off between scope, time, cost, quality and requirements  
b. Identification of appropriate standards and methods  
c. The timing of audits, reviews, tests and trials  
d. Verification to ensure project deliverables conform to specification  

17. **What is earned value analysis?**
   
a. A component of value management  
b. A calculation of potential profits  
c. A method for predicting the eventual time and cost at completion of a project  
d. An analysis of the cost of the project to date against each cost category  

18. **Project Handover involves:**
   
a. disposal of materials no longer required  
b. a review of lessons learnt  
c. transfer of project deliverables to the sponsor and users  
d. review of the business benefits  

19. **Which typically causes a team to move from performing into forming?**
   
a. Change  
b. Risk  
c. Delegation  
d. Monitoring and control
20. **The focus for a successful project is best reflected in the:**
   - a. controls to be used
   - b. defined success criteria
   - c. benefits and stakeholder needs
   - d. stakeholder needs, benefits and success criteria

21. **Project integration involves:**
   - a. bringing people, activities and resources together to perform effectively
   - b. technical aspects of the project
   - c. effective execution of project activities
   - d. team working

22. **Business change may be introduced through projects:**
   - a. as a normal part of BAU activities
   - b. to improve BAU capability
   - c. to enable BAU activities to be consistent and reliable
   - d. to ensure BAU is using the latest methods

23. **Requirements:**
   - a. are a statement of need developed from the business case
   - b. the result of stakeholder analysis
   - c. are a statement of the need that the project has to satisfy
   - d. are defined by the project manager

24. **Quality assurance:**
   - a. is achieved through inspections and tests
   - b. is achieved through inspections, tests and continuous improvement
   - c. validates the consistent use of procedures and standards
   - d. evaluates ideas for improvement
25. Which is the critical path?

![Critical Path Diagram]

a. ADCB  
b. ACF  
c. ABF  
d. ADEF

26. Which of the following is used in earned value management?

a. Criticality index  
b. Schedule performance index  
c. Three point estimates  
d. Free float

27. A project closure report should include:

a. the status of the project against the success criteria  
b. a list of snags  
c. recommendations on improvements  
d. the results from the benefits realisation review

28. The requirements definition should be:

a. comprehensive, clear and structured  
b. traceable and testable  
c. comprehensive, clear, well structured, traceable and testable  
d. comprehensive, clear, traceable and testable

29. Which of the following is true?

a. The critical path is the longest path through the network  
b. The critical path is the shortest path through the network  
c. The critical path will never include tasks with float  
d. The critical path will always include tasks with float

30. A team is best motivated by:

a. satisfactory administrative support  
b. sharing accountability  
c. being recognised for achievement  
d. the direct involvement of the sponsor when things go wrong
31. **Which of the following are important for effective project integration?**
   a. Tight control of the technical parameters of deliverables
   b. Clearly defined benefits to be achieved through the project
   c. Frequent progress reporting
   d. Close monitoring of progress during the integration stage of the project

32. **The project manager’s focus for a successful project is reflected in:**
   a. the achievement of cost requirements
   b. a successful product
   c. the achievement of timescales
   d. the achievement of success criteria as defined in the project management plan

33. **Which activity is least likely in performing quality control?**
   a. Inspections, tests and quality measurements
   b. Monitoring compliance with standards and identifying ways to eliminate cause of unsatisfactory performance
   c. Validating the consistent use procedures and standards
   d. Verification that project deliverables conform to specification

34. **Cost performance index (CPI) is calculated by:**
   a. Earned Value /Actual Cost
   b. Earned Value /Planned Cost
   c. Planned Value /Earned Value
   d. Actual Cost /Planned Cost

35. **Which activity would not be performed during Closeout?**
   a. Performance appraisal of the team
   b. Transfer of responsibility for the deliverables
   c. Finalise project accounts
   d. Closure of contracts and purchase orders

36. **The project management plan:**
   a. shows fully detailed plans for the development and production of project deliverables
   b. defines and documents how the project will be managed
   c. provides the justification for the project authorisation
   d. is owned by the project sponsor

37. **Schedule performance index (SPI) is calculated by:**
   a. Earned Value/Actual Cost
   b. Earned Value/Planned Cost
   c. Planned Value/Earned Value
   d. Actual Cost/Planned Cost
38. **A project would be the best approach for:**
   a. introducing new procedures
   b. maintaining procedures
   c. operating procedures
   d. minor changes to procedures

39. **When managing a project, the project manager:**
   a. must take into consideration the internal and external environments
   b. need only deal with the internal environment since the sponsor will deal with the external environment
   c. should manage the external stakeholders and external environment
   d. must liaise with regulating bodies to ensure requirements include the latest legislation

40. **Which tool shows activities against a calendar?**
   a. Gantt chart
   b. Precedence network
   c. Milestone progress chart
   d. Activity on arrow network

41. **The post project review:**
   a. audits the final status of the project
   b. evaluates the performance of project deliverables
   c. ensure the project deliverables have met their quality criteria
   d. evaluates project performance to support continuous improvement

42. **Which is likely to lead to a failure in leadership?**
   a. Initiating
   b. Informing
   c. Evaluating
   d. Arguing

43. **Primary factors used to structure the content of requirements are:**
   a. value, priority, time and process
   b. value and process
   c. value and priority
   d. value, priority and time

44. **Success criteria should be developed as part of the:**
   a. detailed planning
   b. work breakdown structure
   c. risk management
   d. business case
45. A key objective of the post project review is to:
   a. define operation criteria for the project’s deliverables
   b. capture information to improve future estimating accuracy
   c. decide which stakeholders should not be rewarded
   d. ensure the project files are archived

46. The current status of a project shows: actual cost = £24K; planned cost = £40K; earned value = £30K. What is the forecast duration if the original duration is 18 weeks?
   a. Less than 18 weeks
   b. 22.5 weeks
   c. 24 weeks
   d. 30 weeks

47. In developing a network the first task after listing the activities is to:
   a. define the activity durations
   b. determine the float
   c. determine the logical links between the activities
   d. harmonise the activities to a calendar

48. What is true about project sponsorship?
   a. There can be several project sponsors as long as responsibilities are defined
   b. The project sponsor is the primary risk taker
   c. The project sponsor and steering group share responsibility for project sponsorship
   d. The project sponsor will be assigned once the business case has been approved

49. A key requirement for effective project leadership is:
   a. demonstrating in depth technical knowledge
   b. co-ordination and integration skills
   c. controlling all aspects of the project within tight limits
   d. controlling costs and timescales within the original constraints

50. Project are characterised by:
   a. an indefinite timescale
   b. a definite timescale
   c. unspecified objectives
   d. repeated cycles of work
51. **Which is true?**
   a. An example of a project success factor is good communication throughout the project
   b. Success criteria and success factors are the same thing
   c. Key performance indicators are used primarily to evaluate success factors
   d. The project manager is responsible for achieving the success factors

52. **Which project process or processes support requirements management?**
   a. Configuration management
   b. Change management
   c. Stakeholder management
   d. All three processes

53. **The project management plan is:**
   a. owned by the project manager and sponsor
   b. authorised by the steering group
   c. authorised by the project manager
   d. owned by the project manager

54. **Which is not an aim of a post project review?**
   a. Evaluate the project against the success criteria
   b. Determine what went right and what went wrong
   c. Recognise team and individual performance
   d. Review the benefits achieved

55. **Which method is appropriate for managing conflicts involving important factors?**
   a. Collaborating
   b. Directing
   c. Avoiding
   d. Smoothing

56. **Total float is:**
   a. the sum of all activity floats
   b. the time an activity can be delayed or extended without affecting predecessors
   c. the time an activity can be delayed or extended without affecting any successor activities
   d. the time an activity can be delayed or extended without affecting the overall project duration
57. **The project management plan is:**
   a. developed by the project manager and team  
   b. developed by the project manager and sponsor to ensure the plan provides the most cost effective approach  
   c. developed by the project sponsor and external stakeholders  
   d. directed and reviewed by corporate management

58. **The key purpose of the business case is to:**
   a. minimise the project risk  
   b. ensure that the project stakeholders agree with the baseline plan  
   c. document the outcomes of the definition phase  
   d. obtain management commitment and approval for investment in the project

59. **Which would typically be outside the scope of business as usual activities?**
   a. Risk management  
   b. Business continuity management  
   c. New product development  
   d. Safety management

60. **The current status of a project shows:** actual cost = £24K; planned cost = £40K; earned value = £30K. What is the estimated cost at completion if the Budget at Completion is £100K?
   a. £80K  
   b. £94K  
   c. £125K  
   d. £60K

61. **The role of the steering group is to:**
   a. Audit the performance of the project and in particular the sponsor  
   b. Take decisions on key aspects of the project  
   c. Oversee the project and provide strategic guidance  
   d. Approve the business case

62. **Project success criteria are first determined:**
   a. during the design or development phase  
   b. when the deliverables are demonstrated  
   c. when the business case is defined  
   d. when the contracts are negotiated
63. **What is the estimated cost at completion for a project with a BAC of £150K and a cost variance of -£25K?**
   a. £125K
   b. £150K
   c. £175K
   d. There is insufficient information to calculate the EAC

64. **The project management plan:**
   a. must be produced before the end of the concept phase
   b. is produced after the definition phase
   c. confirms the agreements between the sponsor, project manager and other stakeholders
   d. takes the place of the business case after definition

65. **The project sponsor must:**
   a. stop the project when adverse situations arise
   b. ensure the project remains viable by controlling the project spend tightly
   c. stop the project whenever any adverse external situations arise
   d. stop the project if it is no longer viable

66. **The tolerances and balance between success criteria must be agreed by:**
   a. project steering group and corporate management
   b. sponsor and corporate management
   c. project manager and the sponsor
   d. project manager and corporate management

67. **The status of a project in meeting success criteria can be indicated by:**
   a. using a quality management system
   b. the number of outstanding change requests
   c. the amount of stakeholder attention to the project
   d. the key performance indicators

68. **The business case:**
   a. is owned by corporate management
   b. is owned by the project sponsor
   c. is developed by the project manager and approved by corporate management
   d. is developed by the project manager and approved by the project sponsor
69. **Which is true?**
   a. A project manager should eliminate conflict through strong leadership
   b. All conflict should be avoided
   c. Levels of conflict vary throughout the project life cycle
   d. Levels of conflict are constant throughout the project life cycle

70. **A post project review should be carried out on:**
   a. all projects
   b. technically complex projects
   c. high value projects
   d. failed projects

71. **Free float is:**
   a. when an activity is not dependent on predecessors
   b. the time by which an activity can be delayed or extended without affecting any successor activities
   c. the time an activity can be delayed or extended without affecting the overall project duration
   d. the time an activity that can be delayed without incurring a cost penalty

72. **Forcing is applicable when:**
   a. the project team morale is low
   b. the conflict is limited to two individuals
   c. timely resolution is paramount
   d. the conflict affects teams developing sub-projects that need to be interfaced

73. **The current status of a project shows: actual cost = £35K; planned cost = £42K; earned value = £30K. What is the estimated cost at completion if the Budget at Completion is £120K and the CPI for all future work is expected to be 0.9?**
   a. £105K
   b. £100K
   c. £135K
   d. approximately £139K

74. **How many different constraints apply during resource allocation?**
   a. One
   b. Two
   c. Three
   d. Four
75. **Which is unlikely to be included in the project management plan?**
   a. Why the project is being undertaken
   b. The investment appraisal for the project
   c. How the project is to be undertaken
   d. Who will participate and what roles will be performed

76. **Which is not true for the project justification?**
   a. High risk options should never be considered
   b. Justification must articulate the balance between the benefits sought and the costs and risks of achieving those benefits
   c. The benefits should relate to the level of risk and the cost of the project that the organisation is willing to accept
   d. A high risk project is only worth doing if the benefits are high

77. **Which is an incorrect description for Key Performance Indices?**
   a. They provide triggers to enable escalation of problems and issues to higher authorities
   b. They define only the technical specifications of deliverables
   c. They are measurable indicators that correspond to the project success criteria
   d. They are agreed by the project sponsor and project manager at the beginning of each phase and implementation stage

78. **As a minimum the project office should provide:**
   a. administrative support and assistance to the project managers
   b. collection, analysis and reporting of project information
   c. assurance of project management processes
   d. a, b and c

79. **Key mechanisms for managing projects include:**
   a. people, tools, techniques, equipment and organisation
   b. corporate governance activities and processes
   c. the quality management system including processes
   d. computer planning software tools

80. **Project Management Processes are not likely to include:**
   a. initiating processes
   b. defining processes
   c. business continuity processes
   d. learning processes
81. **What is the main advantage from drawing together project management talent into a project office?**
   a. It allows the organisation to learn, lead, grow and develop its project management potential
   b. It provides a functional home for project staff and enables information to be filed centrally
   c. It provides greater efficiency and better integration
   d. It improves communication and integration

82. **Which review focuses on the performance of deliverables in service?**
   a. Post Project Review
   b. Benefits Realisation Review
   c. Product Design Review
   d. Quality Review

83. **When dealing with resource overloads it is essential to:**
   a. reduce quality constraints
   b. review the project success criteria
   c. increase resource budgets
   d. increase activity timescales

84. **Which of the following is a bargaining tactic?**
   a. Preparation
   b. Silence
   c. Forming
   d. Opening

85. **Project close out involves:**
   a. acceptance of the completed product of the project
   b. updating project management processes and procedures
   c. validating the original business case
   d. disposing of all project documentation

86. **Change control should ensure that :**
   a. anyone outside the project is prevented from requesting changes
   b. changes to the project are assessed
   c. specification changes are prevented
   d. changes that incur cost increases are always rejected

87. **The project management plan should address policies and plans. Which would not normally be included in the PMP?**
   a. Change control
   b. Procurement
   c. Benefits management plan
   d. Project governance
88. **Which is incorrect? The business case:**
   a. provides a framework for informed decision making
   b. supports benefits realisation
   c. is supported by evidence-based evaluation of benefits, costs and risks
   d. is authorised by the steering group

89. **Which is correct?**
   a. The project manager is responsible for achieving the defined benefits
   b. The project manager and sponsor are responsible for achieving the defined benefits
   c. The sponsor is accountable for achieving the defined benefits
   d. The steering group is responsible for achieving the defined benefits

90. **In the opening stage of a negotiation you should:**
   a. schedule further negotiations
   b. state your objectives
   c. present your offer
   d. decide what concessions you are willing to make

91. **Which is not part of a project control process?**
   a. Identifying project changes
   b. Measuring performance against success criteria
   c. Variance analysis
   d. Benefits realisation reviews

92. **A change to the project is likely to affect:**
   a. organisational procedures
   b. planning software
   c. cost, time and quality criteria
   d. standard conditions of a contract

93. **Which must always be included in the business case?**
   a. Detailed project plans
   b. Details of the project organisation and team
   c. Project success criteria
   d. Detailed estimates of project costs

94. **What is true about the project office role?**
   a. All organisations and projects must have a project office
   b. Project managers must undertake the role of the project office if one does not exist
   c. The project office is purely functional without any strategic role
   d. The project office is responsible for keeping records of all project activities
95. **Which is a typical project success factor?**
   - a. Senior management support
   - b. Project budget
   - c. Achieving business benefits
   - d. Producing project deliverables

96. **During implementation the project management plan:**
   - a. must remain unchanged to provide the baseline for measuring overall performance
   - b. provides a baseline for assessing project changes
   - c. is updated to cover any adverse situations arising
   - d. is changed only when authorised by corporate management

97. **A risk management plan:**
   - a. defines the risk management process for the project
   - b. records the project risks and their current status
   - c. defines contingency and response actions for risks
   - d. allocates risk action ownership

98. **Which is the least important benefit from project management?**
   - a. Greater control and co-ordination of change activities
   - b. Prevents scope changes after project initiation
   - c. Facilitates lessons learnt
   - d. Efficient way to manage change

99. **According to APM, the project life cycle covers:**
   - a. Initiating; Planning; Implementation; Closing
   - b. Concept; Definition; Implementation; Handover and Closeout
   - c. Initiating; Planning; Controlling; Closing
   - d. Planning; Definition; Implementation; Closing

100. **Which is incorrect? The benefit from a project or programme is:**
   - a. the monetary value of the project
   - b. the performance of project deliverables in service
   - c. the quantified and measurable improvement in business as usual
   - d. an improvement which is perceived as positive by the stakeholders

101. **Which would be more important to address in the business case?**
   - a. Detailed project plans
   - b. Details of the project organisation and team
   - c. Evaluation of different options
   - d. Detailed estimates of project costs
102. **Scope comprises**:  
   a. the project deliverables  
   b. the work associated with producing the deliverables  
   c. the project requirements  
   d. the project deliverables and the work associated with producing the deliverables

103. **An appropriate strategy for dealing with a high level risk is** through:  
   a. reduction of probability or impact  
   b. smoothing  
   c. assessment of the impacts  
   d. identification of stakeholders

104. **Effective change control will require**:  
   a. fully detailed networks  
   b. frequent project audits and reviews  
   c. effective quality assurance  
   d. a formal process

105. **Which activities are least likely to be included in a project control process?**  
   a. Issue management  
   b. Change control  
   c. Requirements capture  
   d. Risk control

106. **Which is true?**  
   a. Forcing a result during negotiation should never be used.  
   b. The project manager should lead all negotiations to ensure a single point of contact  
   c. The aim is to win the negotiation argument  
   d. The key to good negotiation is preparation

107. **Which is the most important advantage from running related projects as a programme?**  
   a. Projects can be covered by one all-embracing programme plan  
   b. The programme manager can supervise project activities reducing the need for project management  
   c. Interdependencies between projects and between projects and business as usual activities can be managed  
   d. Grouping projects together under a single programme manager saves costs
108. **The project life cycle is divided into phases and stages in order to:**
   a. provide high level control
   b. ensure project management processes are properly maintained
   c. ensure that the work force is certain of their individual roles
   d. provide a means of producing overall project cost estimates

109. **Which is the APM definition for the business benefit provided by a project?**
   a. A measured increase in revenue
   b. The quantified and measured improvement resulting from completion of the project deliverables
   c. Improved BAU efficiency
   d. The quantified and measured output from the project deliverables once in operation

110. **In preparing a business case:**
   a. the project manager defines and agrees the benefits with the project stakeholders
   b. the sponsor defines and agrees the benefits with the project team
   c. the sponsor defines and agrees the benefits with the project stakeholders
   d. corporate management defines the benefits to be achieved

111. **The project scope:**
   a. is first defined in the definition phase
   b. is defined at high level in the business case
   c. is defined in detail in the business case
   d. is unrelated to requirements management

112. **The main purpose of a risk register is to:**
   a. to satisfy the stakeholders needs for risk reporting
   b. to record detailed analysis results from quantitative simulation models
   c. to record risks in sufficient detail to enable them to be understood
   d. to record all identified risks in a standard format

113. **Change control is needed when:**
   a. a project has physical deliverables
   b. the sequence of work is changed
   c. resource allocation is changed
   d. the change could significantly affect the benefits
114. **An issue is:**
   a. a problem
   b. a problem beyond the control of the sponsor
   c. a risk to project objectives
   d. a threat to project objectives that cannot be resolved by the project manager

115. **Which of the following areas is likely to involve formal negotiations?**
   a. Configuration management
   b. Monitoring
   c. Procurement and acquisition
   d. Scheduling

116. **The stages in a risk management process would include identification, assessment, implementing responses and which other stage?**
   a. estimation of the cost of the risk
   b. determining the effect on the project
   c. planning responses to risks
   d. reworking the business case with the Sponsor

117. **Which is correct?**
   a. The requirements for deliverables are defined by the project technical leader
   b. Achievement of project success criteria is the responsibility of the project sponsor
   c. Corporate management must authorise the project management plan
   d. A key component of the business case is a definition of the benefits

118. **Which task should always be carried out in the closing stage of a negotiation?**
   a. Take a record of the contact details of all participants
   b. Record all agreements achieved and commitments made during the negotiation
   c. Arrange a follow up meeting
   d. Review the impact of the negotiations on the project critical success factors
119. **Which is incorrect? A gate review:**
   a. enables a thorough assessment of costs to justify any overspend
   b. allows the team to reflect on performance and consider improvements
   c. enables users and business as usual stakeholders to provide important inputs
   d. provides the sponsor with an appropriate opportunity to assess the project in terms of its continuing viability

120. **A benefits plan:**
   a. is the responsibility of the project manager
   b. is first produced after handover
   c. includes a profile showing when benefits will be realised
   d. is defined by corporate management

121. **The responsibility for monitoring the status of an issue belongs to:**
   a. the sponsor
   b. quality assurance
   c. project office
   d. project manager

122. **Who is responsible for ensuring effective change management throughout the project?**
   a. Project sponsor
   b. Change control board
   c. Project manager
   d. Project support office

123. **Which would not typically form part of scope definition?**
   a. Exclusions and inclusions
   b. Methods and procedures
   c. Deliverables
   d. Risk breakdown structure

124. **Programme Management is the:**
   a. co-ordinated management of unrelated projects which may include business as usual
   b. responsibility of the portfolio manager
   c. co-ordination of activities identified in the project plan
   d. co-ordinated management of related projects which may include business as usual
125. **Which best describes a risk owner?**
   a. Project manager
   b. Person responsible for dealing with the risk and for identifying responses
   c. Person responsible for carrying out actions in response to a risk
   d. Person that identifies the risk

126. **At what point in the project life cycle is the business case produced?**
   a. During the Concept phase
   b. During the Definition phase
   c. Once the project team have been assigned to the project
   d. After detailed designs have been competed

127. **Which is incorrect?**
   a. Projects typically have a well defined scope of work whereas the scope of work for programmes may be less clear
   b. Programme managers are concerned with achieving business benefits
   c. Programme managers are responsible for defining the work to be undertaken by each project
   d. Programme managers are responsible for defining the requirements to be met by each project within a programme

128. **Health and safety training must always be provided:**
   a. to anyone joining a project team
   b. when any change is made
   c. whenever a safety issues arises
   d. routinely on a regular and frequent basis

129. **The product breakdown structure:**
   a. defines the work to be undertaken during the project
   b. identifies the resource requirements for the project
   c. details the order in which the products must be delivered
   d. defines all the products of a project

130. **Which activity is part of configuration management?**
   a. Recording the status of a change
   b. Recording time and cost overruns
   c. Recording the issue status of documents
   d. Recording the time spent by staff on the project

131. **The prime role of a project management information system is to:**
   a. provide any information to the Sponsor
   b. make decisions on control and co-ordination
   c. frequently report on all detailed aspects of the project
   d. support the decision making process
132. **Programme managers are responsible for:**
   a. managing resource priorities and conflicts between projects
   b. conducting lessons learnt reviews for each project in the programme
   c. defining project organisations and their structure
   d. defining the methods appropriate for each project within a programme

133. **Project planning will be necessary?**
   a. During the Concept phase
   b. During the Definition phase
   c. During all phases of the project
   d. From the Definition up to Handover

134. **Which of the following is true?**
   a. A safety policy is only needed for construction, engineering companies and industries with a poor safety history
   b. Safety management plans are not required for IT projects
   c. Sub-contractors safety are not the responsibility of the project manager
   d. Project safety is the responsibility of all team members

135. **Investment appraisal is:**
   a. regular auditing of the project costs
   b. the appraisal of the value of the project
   c. the review of the organisation’s investment portfolio
   d. the evaluation of economic predictions

136. **The work breakdown structure:**
   a. defines the work to be undertaken during the project
   b. defines the project milestones
   c. details the order in which work must be undertaken
   d. defines all the products of a project

137. **Which of the following reports would not normally occur during implementation?**
   a. project closure report
   b. project quality audit report
   c. project status report
   d. risk status report

138. **Which risk assessment technique involves the analysis of both sensitivity and stability?**
   a. Decision trees
   b. Assumptions analysis
   c. Influence diagrams
   d. Monte Carlo analysis
139. **Configuration management:**
   a. ensures that materials are available when required
   b. supports change control
   c. enables accurate estimating
   d. provides a method for defining the work breakdown structure

140. **Which would be the most important management process for the programme manager?**
   a. Schedule planning and control
   b. Benefits management
   c. Cost control
   d. Auditing technical specifications

141. **The project management plan must be authorised:**
   a. by the end of the Concept phase
   b. prior to the Implementation phase
   c. as part of the business case
   d. before the project team is established

142. **A Competent person should:**
   a. submits annual risk assessments to the Health and Safety Executive
   b. knows their own limitations and know where to get help
   c. attends health and safety training at least once a year
   d. is a qualified first aider

143. **Discounted cash flow:**
   a. adjusts future cash flows over the project life to a current value
   b. is the project cash flow after applying supplier discounts
   c. only applies to project options with the same duration and cash flow rates
   d. only applies to costs and excludes profit

144. **The work breakdown structure:**
   a. is fixed for the duration of the project
   b. is reviewed and updated at the end of phases and stages
   c. provides the order in which work must be completed
   d. shows the logic dependencies between work

145. **The main activities in configuration management are:**
   a. change control, scope management, handover, quality assurance
   b. change control, status reporting, risk identification
   c. auditing, control, identification, status accounting
   d. identification, scope management, change control, status accounting
146. **Project reporting is for the benefit of:**
   a. project manager
   b. project sponsor
   c. project management team
   d. project support office

147. **Which of the following is a strategy for mitigating risk?**
   a. Reduction
   b. Smoothing
   c. Assessment
   d. Identification

148. **A Work Package:**
   a. should have a schedule that is integrated with higher level schedules
   b. should always be less than 6 months duration
   c. does not require schedule information
   d. cannot be broken down into lower level tasks

149. **Net Present Value:**
   a. only applies to project options with the same duration and cash flow rates
   b. excludes variations in the value of money over time
   c. enables projects with different returns, durations and cash rates to be compared
   d. enables projects to be compared with bank rates

150. **Which is incorrect? A key aim of the Health and Safety at Work Act, 1974 is to:**
   a. secure health, safety & welfare of people at work
   b. protect the public from risks arising from activities of people at work
   c. prevent the use of all dangerous substances
   d. control emissions into the atmosphere of noxious or offensive substances

151. **Early completion of a project phase or stage should trigger:**
   a. a project audit and end of phase report
   b. a review of baseline plans to see if any future work can be brought forward
   c. a review of the project management plan and the next phase and/or stage plan
   d. a review of project procedures
152. **Which of the following is a significant barrier to effective communications?**
   a. Attitudes, emotions and prejudices
   b. Use of body language
   c. Use of informal communication channels
   d. Formal meetings

153. **Which is incorrect? A portfolio manager would typically:**
   a. co-ordinate common processes across the portfolio to ensure maximum benefit
   b. ensure objectives for projects, programmes and BAU operation are in line with strategic objectives
   c. prioritise allocation of resources to provide maximum benefit for the portfolio
   d. define detailed requirements of each project within a portfolio

154. **A phased/staged project life cycle will:**
   a. enable processes to be audited and improved
   b. ensure that the work force is certain of their individual roles
   c. provide milestones for reviewing the continuing viability of the project
   d. provide a means of producing overall project estimates

155. **Which best describes portfolio management?**
   a. The management of products and BAU activities
   b. The management of groups of projects
   c. The selection and management of all an organisation’s projects, programmes and related business as usual activities
   d. Portfolio management is an alternative method to programme management

156. **An organisation must ensure that:**
   a. actions are carried out to eliminate all health and safety risk
   b. health and safety risk is always reduced to a minimum level
   c. health and safety risk is reduced as low as reasonably practical
   d. health and safety prevents any dangerous activity

157. **The project organisational breakdown structure:**
   a. shows the organisation of products to enable effective decisions
   b. shows the organisation of work to enable planning
   c. shows the functional interrelationships between the project and organisation’s operating structure
   d. shows the management structure, communication routes and reporting links
158. **Internal rate of return:**
   a. establishes the cheapest option  
   b. identifies the most cost effective option  
   c. identifies the break even point  
   d. enables the project financial value to be compared with other forms of financial investment

159. **Which one of the following should be included in a procurement strategy?**
   a. Project quality plan  
   b. Product breakdown structure  
   c. Supplier acquisition plan  
   d. Milestone schedule or plan

160. **When brainstorming to identify risks you must:**
   a. filter out ridiculous suggestions  
   b. limit the meeting to technical specialists  
   c. establish solutions, not just problems  
   d. establish a list of possible risks

161. **Which of the following is not a risk?**
   a. Resources may not be available as and when required  
   b. We have no experience in performing this type of project  
   c. Interest rates may go up  
   d. Equipment may be late in arriving

162. **The responsibility assignment matrix is the combination of the:**
   a. WBS and CBS  
   b. WBS and PBS  
   c. WBS and OBS  
   d. PBS and CBS

163. **A project manager:**
   a. must ensure that actions are taken to eliminate risk  
   b. is expected to ensure that the project management plan includes health and safety management  
   c. all hazards likely to affect the project are identified before commencing any work  
   d. the organisation’s safety expert takes full responsibility for project safety
164. **An advantage of portfolio management is that:**
   a. it provides the focus for achievement of day to day routine activities
   b. it ensures that any programmes and projects undertaken within the portfolio do not impact adversely on BAU activities
   c. it ensures that BAU stakeholders do not interfere with project work
   d. it prevents changes that may affect BAU activities

165. **The steering group will involve:**
   a. project sponsor, project manager, quality assurance
   b. corporate management, project sponsor, quality assurance, project office
   c. sponsor, supplier representative, user representative
   d. sponsor, project manager and senior project team members

166. **Which best defines investment appraisal:**
   a. an appraisal of the benefits against the costs and risks in achieving them
   b. an appraisal of the funding required for the project
   c. an appraisal of the cash flow of a project
   d. an appraisal of funding requirements against project timescales

167. **Which one of the following is part of procurement?**
   a. Benefits management
   b. Development and maintenance of contract documentation
   c. Material purchase only
   d. Milestone planning and material purchase

168. **What is a key role of the Project Sponsor?**
   a. To develop a technical understanding of the project deliverables
   b. To carry out the investment appraisals for each of the business options
   c. To maintain a detailed view of the project through daily meetings with the Project Manager
   d. To ensure the business achieves benefits from the project

169. **Which is incorrect? Portfolio management:**
   a. screens, analyses, and carries out financial appraisal of project and programme characteristics in relation to the organisation’s strategy
   b. prioritises and/or selects projects or programmes within the organisation’s portfolio given the resources available, likely returns and risks
   c. ensures that BAU activities are given the highest priority when assigning resources to minimise cash flow problems
   d. adjusts the portfolio with regard to the constraints, risks and returns anticipated
170. The responsibility for staff in a matrix organisation:
   a. is the full responsibility of the project manager
   b. is shared between the project manager and staff line manager
   c. is shared by the project manager and portfolio manager
   d. is the full responsibility of the staff line manager

171. Scope creep is the result of:
   a. poor schedule performance
   b. poor cost control
   c. poor change control
   d. poor technical performance

172. Which is correct?
   a. The project manager need not be involved in the preparation of the business case but should have an understanding of it
   b. The project manager must be involved in the preparation of the business case to ensure a complete understanding of it
   c. It is the project managers job to define the business case on behalf of the sponsor
   d. The sponsor should always seek corporate management direction before deciding on the alternative options to be included

173. To ensure effective communications, the project manager should:
   a. establish and maintain formal communication processes
   b. establish and maintain formal and informal communication processes
   c. appoint a communications officer to control communications
   d. review communications to avoid misunderstandings

174. Who should take responsibility for implementing agreed risk responses?
   a. The Project Manager
   b. The person who identified the risk
   c. The risk manager
   d. The risk owner

175. Stakeholder management is:
   a. the development of the project communication processes
   b. the implementation of counter-measures to control stakeholders
   c. the systematic identification, analysis and planning of actions to engage stakeholders in the project
   d. carried out by corporate management

176. Project quality management:
   a. ensures that all products are of the highest standards
   b. only applies to the implementation phase of the project
   c. cannot be achieved by control inspections alone
   d. will only be achieved through the implementation of ISO 9000
177. **Which one of the following is an estimating method?**
   a. Comparative
   b. Discounted cash flow
   c. Expected value
   d. Earned value management

178. **Generally, project team conflicts:**
   a. are more likely in a functional organisation
   b. must be resolved by staff line managers
   c. are more likely in a matrix organisation
   d. are less likely in a matrix organisation

179. **Which is incorrect? To manage interdependencies between projects and programmes, a portfolio manager would be mainly concerned with:**
   a. scarce or limited resources
   b. balance between portfolio risks and returns
   c. capacity bottlenecks
   d. ensuring quality targets are currently being achieved in business as usual

180. **What is a key role of the project manager?**
   a. To co-ordinate the development of the project management plan
   b. To conduct benefits realisation reviews
   c. To review progress against success criteria and check that the planned business benefits will be achieved
   d. To authorise any changes to the business case

181. **What is a secondary risk?**
   a. A risk that occurs at a later stage of the project
   b. A risk which may occur if a response to another risk is implemented
   c. A risk that is less important than others
   d. A risk that can be ignored

182. **An advantage of parametric estimating over other methods is:**
   a. speed
   b. accuracy
   c. ability to handle detailed information
   d. independence from historic data

183. **Which pricing terms would be used where technical risks are to be minimised?**
   a. Fixed price
   b. Cost plus
   c. Maximum price
   d. Target price
184. **Which is an example of a public project management methodology?**
   a. BS6079  
   b. ISO 100006  
   c. APM BOK  
   d. PRINCE2

185. **Which project would be easiest in a functional organisation?**
   a. An update to an existing production machine  
   b. The development of a new product  
   c. Building a bridge  
   d. Introducing a new procurement system

186. **The cost of quality is made up of:**
   a. costs for appraisal, failure and prevention activities  
   b. committed, incorporated and actual costs  
   c. costs of assurance and control  
   d. costs of inspections and tests

187. **The main criteria used to analyse project stakeholders is:**
   a. time and cost  
   b. the amount of funding they can provide  
   c. their level of interest and influence on the project  
   d. the degree to which they will be dissatisfied through the project

188. **The least accurate estimates are likely during:**
   a. Definition  
   b. Handover  
   c. Implementation  
   d. Concept

189. **Sunk costs are:**
   a. actual costs incurred to date  
   b. committed costs and actual costs incurred to date  
   c. unavoidable costs that will be incurred even if the project is cancelled  
   d. cost that cannot be recovered from a client

190. **Which method or group of methods is best for analysing the context?**
   a. Investment appraisal  
   b. PESTLE  
   c. SWOT and PESTLE  
   d. SWOT, PESTLE, Stakeholder Analysis
191. What are the four groups of project management methods described in the APM BOK?
   a. Starting or initiating, defining and planning, monitoring and controlling, learning and closing
   b. Initiation, planning, control, people
   c. Initiation, definition, implementation, closing
   d. Starting or initiation, planning and implementing, monitoring and controlling, learning and improving

192. Which project would be more typical for a project organisation?
   a. An update to an existing production machine
   b. The development of a new retail product
   c. Building a bridge
   d. Introducing a new procurement system

193. Stakeholder management is a prerequisite to:
   a. communications planning
   b. risk management
   c. information management
   d. risk, communication and information management

194. Quality management is:
   a. the discipline applied to ensure that project outputs meet industrial standards
   b. the discipline applied to ensure that project outputs and processes meet industrial standards
   c. the discipline applied to ensure that project outputs and processes meet the required needs of stakeholders
   d. ensuring the products of the project are made to the highest standards

195. All breaches of contract should be brought to the attention of the:
   a. corporate management
   b. project manager
   c. procurement department
   d. project sponsor

196. Which is least likely to drive organisational change?
   a. Organisational strategy
   b. Competitive positioning
   c. New legislation
   d. Business processes
197. **For which type of project would the matrix be effective?**
   a. The update of an existing machine
   b. The development of a complex new product within an existing product portfolio
   c. The building of a new international airport terminal
   d. A software upgrade within an existing IT system

198. **Which is incorrect? Quality is:**
   a. fitness for purpose of the deliverables
   b. the degree conformance of the outputs of the process to requirements
   c. achieving the highest standards
   d. a product or service free of deficiencies

199. **Which is incorrect? A benefit from the use of standards and methods is:**
   a. they provide an environment for developing continuous improvement
   b. they ensure that reviews and audits are conducted at the right time
   c. they provide a consistent approach supporting governance of project management
   d. they enable a common understanding of roles within the project team

200. **The primary objective of communication in project management is to:**
   a. gain a common understanding
   b. share information
   c. provide information to stakeholders as quickly as possible
   d. prevent informal communications

201. **Which is a correct description for a principle for project governance?**
   a. The business case is supported by relevant and realistic information provided by the project office
   b. All projects have an approved business case containing authorisation points at which the business case is reviewed
   c. The project sponsor should decided when independent scrutiny of the project is required
   d. Members of delegated authorisation bodies have sufficient representation, competence, authority and resources to enable them to make appropriate decisions
202. **Configuration management:**
   a. comprises the administrative activities concerned with the project configuration
   b. comprises the technical activities concerned with the product
   c. comprises the technical and administrative activities concerned with the creation, maintenance and control of the final deliverable
   d. concerns the management of all activities and products produced during the project

203. **Who must ensure that issues are resolved?**
   a. The project sponsor
   b. Corporate management
   c. The project manager
   d. The project steering group

204. **Teamwork is:**
   a. people working together
   b. people working collaboratively to achieve a common goal
   c. a group of people working in the same department
   d. the same as a working group

205. **Which is incorrect? Resource management ensures:**
   a. efficient utilisation of resources
   b. confidence that the schedule is realistic in terms of required and available resources
   c. resources are always available on time
   d. the early identification of resource capacity bottlenecks and conflicts

206. **Which method is likely to provide the most reliable estimate at the end of the project definition phase?**
   a. Comparative
   b. Bottom-up
   c. Parametric
   d. Weighted average

207. **Who has the overall responsibility for cost control on the project?**
   a. The project finance department
   b. The project sponsor
   c. Everyone
   d. The project manager
208. **What is a project budget?**  
   a. A schedule of the actual costs as incurred  
   b. The amount to be spent at stages in the project  
   c. The cost anticipated at the start of the project excluding any approved changes  
   d. The cost anticipated at the start of the project including any approved changes and approved by the sponsor  

209. **The estimating funnel is:**  
   a. the effect of increasing uncertainty as the project progresses  
   b. the increasing cost as the project progresses  
   c. the effect of reducing uncertainty as the project progresses  
   d. equivalent to scope creep  

210. **Who may be given responsibility for development and maintenance of methods and procedures?**  
   a. The project manager  
   b. Quality assurance  
   c. The project office  
   d. Project team leaders  

211. **Project Handover involves:**  
   a. project closure report  
   b. acceptance of deliverables  
   c. evaluating the business case  
   d. disposing of all project documentation  

212. **Teams are different from groups because they:**  
   a. have the same boss  
   b. carry out similar activities  
   c. share responsibility for the project outcome  
   d. can perform more difficult tasks  

213. **When undertaking projects in a matrix organisation:**  
   a. line managers are responsible for defining the project objectives for their staff  
   b. there are likely to be conflicts between projects for critical resources  
   c. senior management are always responsible for resolving resource conflicts  
   d. project managers take full responsibility for staff career development
214. **Which description fits quality management best?** Quality management is:

a. quality planning, assurance, control and continuous improvement
b. quality planning, assurance and control
c. quality control and assurance
d. quality auditing and continuous improvement

215. **Single or deterministic estimates:**

a. allow for estimating error
b. allow for data inconsistencies
c. do not account for estimating variations
d. allow for human error

216. **Which plan is suggested in the APM BOK as a support tool for stakeholder management?**

a. Information management plan
b. Communication plan
c. Benefits plan
d. Handover plan

217. **Which uses float within time constraints to optimise resource allocations?**

a. Resource levelling
b. Resource aggregation
c. Resource limited scheduling
d. Resource smoothing

218. **Which is incorrect?** Information management:

a. concerns the collection, storage, dissemination, archiving and appropriate destruction of project information
b. is the management of project communications
c. is needed to ensure that accurate, appropriate and timely information is available to stakeholders
d. supports project decision making

219. **Issue resolution is one of the key responsibilities of:**

a. the project manager
b. the project team
c. the project steering group
d. the project office

220. **Which planning tool supports configuration management?**

a. WBS
b. PBS
c. OBS
d. Gantt chart
221. **Which is incorrect? An unlikely outcome from the lack of methods or procedures is:**
   a. project managers will develop and use their own way of working
   b. project management will be practised in an unpredictable manner
   c. it will lead to inefficiencies
   d. the project will be successful

222. **Which is incorrect? Effective governance of project management:**
   a. ensures that projects are closely aligned to business as usual objectives
   b. ensures that the project portfolio is sustainable
   c. ensures that the project portfolio is aligned to strategic objectives
   d. ensures that the project portfolio is delivered efficiently

223. **The purpose of the communication plan is to:**
   a. prevent adverse publicity
   b. ensure stakeholders receive all project correspondence on time
   c. to provide guidance on the way communications will carried out for the project
   d. to ensure that communication systems are cost effective

224. **Which is incorrect? Leadership is the ability to:**
   a. establish vision and direction
   b. influence and align others towards a common purpose
   c. empower and inspire others
   d. maintain a strong and directive approach throughout the project

225. **Which is incorrect?**
   a. Conflict in a project can be constructive
   b. Unresolved conflict increases uncertainty and damages morale
   c. Conflict is always caused through interpersonal problems
   d. Conflict arising from feelings needs to be handled sensitively and with empathy