



**CERTIFICATE IN PROJECT MANAGEMENT  
REVIEWER**

1. What is the "halo effect"?
  - A. The tendency to promote people who are good at technical jobs into managerial positions
  - B. When a technical person does such a good job that no one can find fault with them
  - C. When a project manager is good, the team is good, too
  - D. When a project manager picks a star on the team and always rewards that person
2. Which of the following is NOT one of the top sources of conflict on projects?
  - A. Technical opinions
  - B. Salaries
  - C. Resources
  - D. Priorities
3. What is the output of Direct and Manage Execution?
  - A. Forecasts
  - B. Deliverables
  - C. Project management processes
  - D. Approved change requests
4. Which of the following BEST describes risk audits?
  - A. An external auditor reviews the risk response strategies for each risk
  - B. A senior manager audits your work and decides whether you're doing a good job
  - C. An external auditor reviews the project work to make sure the team isn't introducing new risk
  - D. The project manager reviews each risk on the risk register with the team
5. Stakeholders can be identified in which project management process groups?
  - A. Initiating, planning, executing, and monitoring and controlling.
  - B. Initiating and planning
  - C. Planning and monitoring and controlling
  - D. Monitoring and controlling and closing
6. You are the project manager for Xylophone Phonics. It produces children's software programs that teach basic reading and math skills. You're performing cost estimates for your project and don't have a lot of details yet. Which of the following techniques should you use?
  - A. Bottom-up estimating techniques, because this is a form of expert judgment that uses historical information from similar projects.
  - B. Parametric modeling, because this is a form of simulation used to determine estimates
  - C. Analogous estimating techniques, because this is a form of expert judgment that uses historical information from similar projects.
  - D. Monte Carlo analysis, because this is a modeling technique that uses simulation to determine estimates.



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7. What's the correct order of the Time Management planning processes?
  - A. Define Activities, Sequence Activities, Estimate Activity Resources, Estimate Activity Durations, Develop Schedule
  - B. Develop Schedule, Define Activities, Sequence Activities, Estimate Activity Resources, Estimate, Activity Durations
  - C. Define Activities, Sequence Activities, Develop Schedule, Estimate Activity Resources, Estimate Activity Durations
  - D. Sequence Activities, Define Activities, Estimate Activity Resources, Estimate Activity Durations, Develop Schedule
8. What is one of the most important skills a project manager can have?
  - A. Problem-solving skills
  - B. Influencing skills
  - C. Negotiation skills
  - D. Communication skills
9. Which of the following is NOT an input to the Plan Communications process?
  - A. Information gathering techniques
  - B. Project scope statement
  - C. Organizational process assets
  - D. Enterprise environmental factors
10. Which of the following is an example of noise?
  - A. An email that's sent to the wrong person
  - B. Garbled text and smudges that make a fax of a photocopy hard to read
  - C. A project manager who doesn't notice an important clause in a contract
  - D. When the team is not paying attention during a status meeting
11. You've just received a change request. This means:
  - A. The project charter is complete, but the work cannot begin yet because you need to make a change to the scope baseline
  - B. There is a defect in a deliverable that must be repaired
  - C. You are in the Direct and Manage Execution process, and you can implement the change now
  - D. The change needs to be approved before it can be implemented
12. Which of the following is NOT a tool or technique used in Estimate Activity Durations?
  - A. Analogous Estimation
  - B. Three-Point Estimation
  - C. Parametric Estimation
  - D. SWAG Estimation
13. Which of the following is NOT an output of Direct and Manage Project Execution?
  - A. Implemented change requests.
  - B. Deliverables
  - C. Forecasts.
  - D. Work performance information
14. Which of the following is NOT true about overlapping phases?
  - A. There's an increased risk of delays when a later phase can't start until an earlier one ends
  - B. There's an increased risk to the project due to potential for rework
  - C. Every phase must go through all five process groups
  - D. Each phase is typically done by a separate team



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15. Which process group contains the Develop Project Charter process and the Identify Stakeholders process?
  - A. Monitoring and Controlling
  - B. Closing
  - C. Executing
  - D. Initiating
16. Which communication process is in the Monitoring & Controlling process group?
  - A. Distribute Information
  - B. Report Performance
  - C. Plan Communications
  - D. Manage Stakeholder Expectations
17. Which of the following statements is true regarding the Project Management Knowledge Areas?
  - A. They consist of five processes that bring together phases of projects that have things in common.
  - B. They include Planning, Executing, and Monitoring and Controlling processes because these three processes are commonly interlinked.
  - C. They include Initiation, Planning, Executing, Monitoring and Controlling, and Closing
  - D. They consist of nine areas that bring together processes that have things in common.
18. You're a project manager working in a weak matrix organization. Which of the following is NOT true?
  - A. Functional managers make decisions that can affect your projects
  - B. You have sole responsibility for the success or failure of the project
  - C. You are not in directly charge of resources
  - D. Your team members report to functional managers
19. Project managers spend what percentage of their time in communicating?
  - A. 90
  - B. 85
  - C. 75
  - D. 50
20. What are decision models?
  - A. Project selection criteria
  - B. Project resource and budget selection methods
  - C. Project selection methods
  - D. Project selection committees
21. Which risk analysis tool is used to model your risks by running simulations that calculate random outcomes and probabilities?
  - A. Sensitivity analysis
  - B. Delphi technique
  - C. Monte Carlo analysis
  - D. EMV analysis



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22. Which performance measurement tells you the cost of the work that has been authorized and budgeted for a WBS component?
- A. EV
  - B. BCWP
  - C. PV
  - D. AC
23. You are managing a software project. Your QA manager tells you that you need to plan to have her team start their test planning activity so that it finishes just before testing begins. But other than that, she says it can start as late in the project as necessary. What's the relationship between the test planning activity and the testing activity?
- A. Finish-to-Finish (FF)
  - B. Start-to-finish (SF)
  - C. Start-to-Start (SS)
  - D. Finish-to-Start (FS)
24. You're on the project selection committee. You're reviewing a document that describes the strategic value of a potential project and its benefits to the company. What's this document called?
- A. Project Charter
  - B. Business Case
  - C. Benefit measurement method
  - D. Contract
25. You are working on a project with a PV of \$56,733 and an SPI of 1.2. What's the Earned Value of your project?
- A. \$68,733
  - B. \$68,079.60
  - C. 47,277.50
  - D. 72
26. A project manager is having trouble securing programmers for her project. Every time she asks the programming manager for resources for her project, he says they're all assigned to other work. So she is constantly having to go over his head to overrule him. Which type of organization is she working for?
- A. Projectized
  - B. Strong Matrix
  - C. Functional
  - D. Weak Matrix
27. Risks that are caused by the response to another risk are called
- A. Residual risks
  - B. Secondary risks
  - C. Mitigated risks
  - D. Cumulative risks
28. You are using an RBS to manage your risk categories. What process are you performing?
- A. Identify Risks
  - B. Plan Risk Management
  - C. Perform Quantitative Risk Analysis
  - D. Perform Qualitative Risk Analysis



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29. Which is NOT an output of a scope management process?
- A. Business Case
  - B. WBS Dictionary
  - C. Accepted deliverables
  - D. Requested changes
30. You want to know specifically which business goal a group of projects and programs are going to accomplish, which is the best place to look for this information?
- A. Project Charter
  - B. Project Plan
  - C. Portfolio Charter
  - D. Program Charter
31. What's the difference between management reserves and contingency reserves?
- A. Management reserves are used to handle low-priority risks, while contingency reserves are used to handle high-priority risks
  - B. Management reserves are used to handle known unknowns, while contingency reserves are used to handle unknown unknowns
  - C. Management reserves are used to handle unknown unknowns, while contingency reserves are used to handle known unknowns
  - D. Management reserves are used to handle high-priority risks, while contingency reserves are used to handle low-priority risks
32. You're managing a project to remodel a kitchen. You use earned value calculations to figure out that you're going to run \$500 over budget if your project continues at the current rate. Which of the following core characteristics of a project manager are you using to find the problem?
- A. Personal
  - B. Knowledge
  - C. There is no correct answer.
  - D. Performance
33. What's the difference between Quality Control and Verify Scope?
- A. Quality Control is performed by the project manager, while Verify Scope is done by the sponsor
  - B. Quality Control is done at the end of the project, while Verify Scope is done throughout the project
  - C. Quality Control means looking for defects in deliverables, while Verify Scope means verifying that the product is acceptable to the stakeholders
  - D. Quality Control is performed by the sponsor, while Verify Scope is done by the project manager
34. Which of the following is NOT a part of quality?
- A. Fitness for use
  - B. Customer satisfaction
  - C. Value to the sponsor
  - D. Conformance to requirements
35. You're a project manager for a construction project. You've just finished creating a list of all of the people who will be directly affected by the project. What process group are you in?
- A. Initiating
  - B. Executing
  - C. Planning
  - D. Monitoring & Controlling