



PMI® Exam Preparation Workshop

Project Quality Management Questions

119. Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives and responsibilities so that:

- a) The project will satisfy the needs for which it was undertaken.
- b) Process capability will be improved.
- c) Product and service results will be controlled.
- d) Project team performance will meet standards.



120. Quality and grade are not the same. A fundamental distinction is that:

- a) Quality as a delivered performance or result is the degree to which a set of inherent characteristics fulfil requirements; grade as a design intent is a category assigned to deliverables having the same functional use but different technical characteristics.
- b) A quality level that fails to meet quality requirements may not be a problem; a low grade is always a problem.
- c) Delivering the required levels of quality is not included in the responsibilities of the project manager and the project team.
- d) Delivering the required levels of grade is not included in the responsibilities of the project manager and the project team.



121. Understanding, evaluating, defining, and managing expectations are essential to satisfying:

- a) Customer expectations.
- b) The scope statement.
- c) Upper management.
- d) Functional requirements.



122. Modern quality management approaches recognize the importance that quality:

- a) Is planned, built, and inspected into the product, service, or result.
- b) Quality does not cost to plan and implement into the project.
- c) Should be planned, designed, and built into - not inspected into - the project's management or the project's deliverables.
- d) Requires constant, vigilant inspection.



123. All of the following are primary benefits of meeting quality requirements EXCEPT:

- a) Less rework.
- b) Higher productivity.
- c) Lower costs.
- d) Fewer change orders.



124. Inputs to quality control include all of the following EXCEPT:

- a) Project management plan.
- b) Quality checklists.
- c) Work performance data.
- d) PERT chart.



125. Design of experiments (DOE) is a statistical method used to:

- a) Determine how various elements of a project interrelate.
- b) Identify which factors may influence specific variables of a product or process under development or in production.
- c) Establish a standard by which to measure project performance.
- d) Compare actual or planned project practices with those of other projects.



126. The quality management plan is a component of the _____ that describes how the organization's quality policies will be implemented.

- a) Project management plan.
- b) WBS.
- c) Project scope.
- d) External project stakeholders' management plan.



127. Perform Quality Assurance is the process of:

- a) Applying planned, systematic quality activities to ensure effective policing and conformance of the project team to approved specifications.
- b) Providing the project team and stakeholders with standards by which the project performance is measured.
- c) Auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.
- d) Assuring the implementation of appropriate specifications which generally reduces the probability of the project being completed on schedule.



128. A _____ is a special form of vertical bar chart used to identify the vital few sources that are responsible for causing most of a problem's effect.

- a) PERT chart.
- b) Bar chart.
- c) Network diagram.
- d) Pareto chart.



129. Cost of quality includes all of the following EXCEPT:

- a) Preventing non-conformance to requirements.
- b) Appraising the product or service for conformance to requirements.
- c) Failing to meet requirements (rework).
- d) Operating computers required for the project.



130. Because of the temporary nature of and the potential benefits that may be derived from reducing the post-project cost of quality, _____ may choose to invest in product quality improvement, especially in the areas of prevention and appraisal:

- a) Sponsoring organizations.
- b) The project management team.
- c) The project executive management team.
- d) The project quality function deployment (QFD) organization.



131. The seven basic quality tools include all of the following EXCEPT:

- a) Flowcharts.
- b) Pareto diagrams.
- c) Control charts.
- d) Quality control tendency charts.

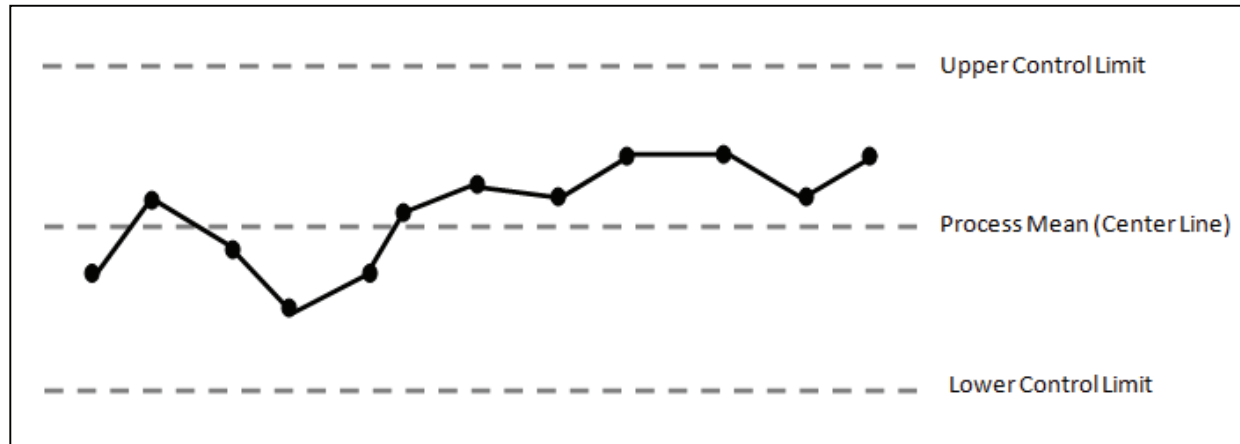


132. Control charts have all of the following characteristics EXCEPT:

- a) They are used to determine whether or not a process is stable or has predictable performance.
- b) They are used to monitor various types of output variables.
- c) They are used to illustrate how various factors might be linked to potential problems or effects.
- d) They are graphical displays of process data over time and against established control limits, which has a centerline that assists in detecting a trend of plotted values toward either control limit.



133. Consider the following control chart for a repetitive process:



Based on this chart you conclude that the process is:

- a) Considered out of control because seven consecutive plot points are above the mean.
- b) Considered in control because no data points exceed the control limits.
- c) Undergoing continuous improvement because it indicates a positive trend.
- d) In an unspecified control status because the upper and lower control limits are different from specification limits, which are based on requirements of the agreement.

134. Perform Quality _____ is the process of auditing the quality requirements and the results from quality control measurements to ensure appropriate quality standards and operational definitions are used.

- a) Planning.
- b) Assurance.
- c) Improvement.
- d) Benchmarking.



135. In using cost-benefit analysis in the Plan Quality Management process it can be noted that:

- a) The primary benefit of meeting quality requirements is the reduced cost associated with project quality management activities.
- b) The primary benefits of meeting quality requirements can include less rework, higher productivity, lower costs, and increased stakeholder satisfaction, and increased profitability.
- c) The primary cost of meeting quality requirements is increased rework to ensure stakeholder satisfaction.
- d) Quality cost cannot be evaluated in relationship to the expected benefit of quality in a given project.



136. Benchmarking involves comparing actual or planned project practices to those of comparable projects with all of the following characteristics EXCEPT:

- a) To identify best practices and generate ideas for improvement.
- b) To provide a basis for measuring performance.
- c) Within the performing organization or outside of it.
- d) Within the same application area but not in a different application area.



137. All of the following are true about Six Sigma and Lean Six Sigma EXCEPT:

- a) It is a quality improvement initiative undertaken by the performing organization.
- b) It should improve the quality of the project's management.
- c) It should improve the quality of the project's product.
- d) It focuses on systematically correcting defects, errors, or mistakes revealed by inspection.



138. The basis for continuous quality improvement is the:

- a) Plan-do-check-act (PDCA) cycle as defined by Shewhart and modified by Deming.
- b) Process decision program chart (PDPC).
- c) Ready-aim-fire (RAF) cycle linked by results.
- d) Conceptualize-design-execute-finish (CDEF) cycle.



139. All of the following are true about affinity diagram EXCEPT:

- a) They are used to identify the key issues and the suitable alternatives to be prioritized as a set of decisions for implementation.
- b) They are similar to mind-mapping techniques.
- c) They are used to generate ideas that can be linked to form organized patterns of thought about a problem.
- d) They can be used in project management to give structure to the decomposition of scope and enhance the creation of the WBS.



140. Which of the following is true regarding precision and accuracy?

- a) Precision is a measure of correctness, whereas accuracy is an assessment of exactness.
- b) Precision is a measure of exactness, whereas accuracy is an assessment of correctness.
- c) Precision and accuracy are essentially the same.
- d) As an example, points clustered tightly in one area of the target but not in the bull's eye are considered to have high accuracy, whereas points that are more spread out but equidistant from the bull's eye are considered to have the same degree of precision.

