



PMI® PMP®/CAPM® Workshop

Introduction

1. A project is:

- a) A set of sequential activities performed in a process or system.
- b) A revenue-generating activity that needs to be accomplished while achieving customer satisfaction.
- c) An ongoing endeavour undertaken to meet customer or market requirements.
- d) A temporary endeavour undertaken to create a unique product, service, or result.



2. Project management is:

- a) The integration of the critical path method and the Earned Value Management system.
- b) The application of knowledge, skills, tools and techniques to project activities to meet project requirements.
- c) The application of knowledge, skills, wisdom, science, and art to organizational activities to achieve operational excellence.
- d) A subset of most engineering and other technical disciplines.



3. Managing a project typically includes:

- a) Balancing the competing project constraints, which include scope, quality, schedule, budget, resources and risks.
- b) Integrating requirements of profitability, low cost, and legal responsibility.
- c) Implementation of software, hardware, and other systems to enhance organizational efficiency.
- d) Supporting human factors, communications, discipline, and performance management .



4. Portfolio management refers to:

- a) Manage various contents of the project file.
- b) Manage the levels of financial authority to facilitate project decision making.
- c) The centralised management of one or more portfolios to achieve strategic objectives.
- d) Applying resource-leveling heuristics across all the organization's projects to achieve the organization's strategic goals.



5. Project success is measured by:

- a) Product and project quality, timeliness, budget compliance, and degree of customer satisfaction.
- b) Degree to which the project satisfies its time and budget objectives.
- c) The triple constraints of schedule, cost, and technical performance.
- d) Degree to which the project satisfies the needs for which it was undertaken and its long-term contribution to aggregate performance of the organization's portfolio.



6. A program is a:

- a) Group of related tasks lasting one year or less.
- b) Group of related projects, subprograms, and program activities managed in a coordinated way.
- c) Project with a cost over \$1 million.
- d) Sequence of steps constituting a project.



7. The types of project management office (PMO) structures in organizations include all of the following EXCEPT:

- a) Supportive PMO's that provide a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects.
- b) Controlling PMOs that provide support and require compliance through various means.
- c) Harmonizing PMOs that strive to reduce conflict and improve harmony among project team members.
- d) Directive PMOs that take control of the projects by directly managing the projects.



8. A primary function of a project management office (PMO) is to support project managers in a variety of ways which may include all of the following EXCEPT:

- a) Delivering specific project objectives and controlling the assigned project resources to best meet objectives of the project.
- b) Managing shared resources across all projects administered by the PMO.
- c) Identifying and developing project management methodology, best practices, and standards.
- d) Coaching, mentoring, training, and oversight.



9. All of the following are true about projects and operations EXCEPT:

- a) Operations are ongoing endeavors that produce repetitive outputs, with resources assigned to do basically the same set of tasks according to the standards institutionalized in a product life cycle, whereas projects are temporary endeavors.
- b) Projects require project management activities and skill sets, whereas operations require business process management, operations management activities, and skill sets.
- c) Projects can intersect with operations at various points during the product life cycle. At each point, deliverable and knowledge are transferred between the project and operations for implementing of the delivered work.
- d) Because of the temporary nature, projects cannot help achieve and organization's long-term goals. Therefore, strategic activities in the organization can be generally addressed within the organization's normal operations.



10. Your job responsibility is to align components (projects, programs, or operations) to the organizational strategy, organized into portfolios or subportfolios to optimize project or program objectives, dependencies, costs, timelines, benefits, resources, and risks. This is known as:

- a) Component management.
- b) Process management.
- c) Program management
- d) Portfolio management.



11. In addition to any area-specific skills and general management proficiencies required for the project, effective project management requires that the project manager possess all of the following competencies EXCEPT:

- a) Knowledge, which refers to what project manager knows about project management.
- b) Manipulation, which refers to how the project manager motivates the project team to work hard on the project while working them out of a job.
- c) Performance, which refers to what the project manager is able to do or accomplish while applying his or her project management knowledge.
- d) Personal, which refers to how the project manager behaves when performing the project or related activity.



12. The *PMBOK*® Guide is the standard for:

- a) Managing all projects all of the time across all industries.
- b) Managing all projects all of the time across some types of industries.
- c) Managing most projects most of the time across many types of industries.
- d) Managing some projects some of the time across some types of industries.

