

MPM-001 : Project Fundamentals and Appraisal

SECTION A

- Question No. 1** Normally, increased complexities in a project will _____ uncertainties:
- (1) Have no link with
 - (2) Reduce
 - (3) Increase
 - (4) Could be both
- Question No. 2** A key advantage of project phasing is:
- (1) To reduce the project's end date
 - (2) To use less resources
 - (3) Break down the project into more manageable blocks
 - (4) Break down the project's costs
- Question No. 3** Project management skills, tools and techniques covers all EXCEPT:
- (1) Engineering skills
 - (2) Hard skills
 - (3) Soft skills
 - (4) Leadership skills
- Question No. 4** Who is responsible for carrying out a stakeholder analysis?
- (1) Project manager
 - (2) Project team members
 - (3) Sponsors
 - (4) Contractors
- Question No. 5** Key contents of the business case generally do NOT include:
- (1) The business need or the justification for taking up the project
 - (2) The financial and non-financial advantages as well as a 'do-nothing' option
 - (3) Who all are the main stakeholders of the project
 - (4) The name of the project manager

SECTION B

**Question
No. 6**

To manage stakeholder expectations in projects all are true EXCEPT:

- (1) The perception of stakeholders is quite significant in managing projects.
- (2) Stakeholders have both transparent and hidden agendas
- (3) Stakeholders must have a good relationship with the senior management
- (4) Stakeholders can exert a negative or positive influence on project

**Question
No. 7**

All are true for Internal Rate of Return (IRR) EXCEPT:

- (1) It is quite common technique to evaluate project feasibility
- (2) The simplest definition of IRR is that it is the discount rate at which an investment of money will return a zero net present value for the project.
- (3) IRR is calculated in an attempt to nullify the impact of time value of money on the proposed project
- (4) Considers only the first 3 years of project cash flows

**Question
No. 8**

All are true for undertaking projects EXCEPT:

- (1) To take into account the dynamic market conditions and take new projects
- (2) To create national wealth
- (3) To improve company's long term profitability
- (4) It is a new fashion to take new projects

SECTION C

Question No. 9

Project A is being appraised for investment. The project details are as follows:

Project duration is 4 years. Initial investment is \$110,000. The Cash Flow for the 4 years is \$20,000, \$30,000, \$50,000 and \$80,000 respectively. The discount rate expected is 8% per annum. The discount factors @ 8% are given below.

Year	Discount Factor
------	-----------------

1	0.926
2	0.857
3	0.794
4	0.735

Which of the following shows the NPV of Project A?

- (1) \$180,000
- (2) \$32,730
- (3) \$142,730
- (4) \$110,000

Question No. 10

The following table shows the status of new needs that emerged in the company.

Company Name	Need Emergence	Need Recognition	Need Articulation
Happy Go	678	234	11
Happy End	180	90	7
Bright Start	60	20	1

Please identify the company with better ratio of converting recognized needs to articulated needs.

- (1) Happy Go
- (2) Happy End
- (3) Bright Start
- (4) None of the above

MPM-002 : Project Planning and Organization

SECTION A

Question No. 1 Why, what, when and how much of the project is shown by the:

- (1) Business case
- (2) Quality plan
- (3) Project management plan
- (4) Scope plan

Question No. 2 Project success criteria should be finalized during the:

- (1) Need assessment
- (2) Time of developing the business case
- (3) When developing the project management plan
- (4) In the implementation phase

Question No. 3 Project network diagrams do NOT include:

- (1) More than one critical path
- (2) Duration of activities
- (3) Logical relationship between activities
- (4) Names of work package owners

Question No. 4 In the network, the critical path will be the:

- (1) Path having only negative floats
- (2) The network's longest path
- (3) The network's shortest path
- (4) Path having the maximum float

Question No. 5 Bar charts are ideal to:

- (1) Show the dependency between the activities
- (2) Show the project progress of all activities
- (3) Show the project progress at a summary level
- (4) Show the resource usage of the project across time

SECTION B

Question No. 6 The duration of activity B is 25 days, the early start is day 20 and the late start is day 30. Activities C, D and H all have a finish to start dependency with this activity. Activity H is a critical activity. This implies that activity B:

- (1) Must be completed by day 45 to avoid delaying H
- (2) Does not lie on the critical path
- (3) Has a float of 25 days
- (4) Is not critical and therefore cannot be connected with activity H

Question No. 7 **Dummy activities are :**

- (1) Networks to show start to finish dependencies
- (2) Used in Activity on Arrow networks
- (3) To show which project milestones could not be met
- (4) Not very intelligent in nature

Question No. 8 **In the arrow diagramming method (ADM), the arrow is used to represent:**

- (1) Logical dependency
- (2) Events
- (3) Activities and dependencies
- (4) Activities requiring resources to be completed

SECTION C

Question No. 9

The Probability and Impact (P-I) grid shown below depicts the relative positions of 12 different risks identified in a project. The risk identification numbers are entered in the grid.

Probability	0.9	5	3		9	11
	0.7					7
	0.5			8		4
	0.3		2		1	
	0.1	12		6		10
		0.2	0.4	0.6	0.8	0.9
		Impact				

List the top four risks in the order of their priority followed by the three lowest risks in ascending order from lowest to highest?

- (1) 11,9,7,4,6,10,1
- (2) 5,3,9,8,12,6,10
- (3) 11,9,7,4,12,6,10
- (4) 4,7,9,11,10,6,12

Question No. 10

A, B, C and D are four sequential activities with a Finish-to-Start (F-S) dependency in a network. The three time estimates for each activity in days is given below.

Activity name	Optimistic	Most Likely	Pessimistic
A	12	18	24
B	11	16	27

C	6	9	18
D	4	5	6

Give the total path duration for these four activities.

- (1) 23
- (2) 48
- (3) 75
- (4) 50

MPM-003 : Project Implementation and Control

SECTION A

Question No. 1 **An attribute that is detrimental to team building is:**

- (1) Tolerant to divergent views
- (2) Blaming others
- (3) Open for discussions
- (4) Logical approach to problem solving

Question No. 2 **Team development involves all EXCEPT:**

- (1) Having only group decisions
- (2) Taking care of team emotions
- (3) Enhancing the ability of team members
- (4) Delegating work

Question No. 3 **Storming stage of team formation is present at the:**

- (1) Formation stage
- (2) Work execution stage
- (3) Close of the project
- (4) None of the above

SECTION B

Question No. 4 **Select one Statement which is False.**

- (1) Issues can only arise at the beginning of a project when the details are being worked out.
- (2) A priority should be assigned to each of the issues so that the issues can be resolved based on this priority.
- (3) Resolving the major issues can result in indirect resolution of some minor issues as well.
- (4) Issue logs is a good method to capture all the Issues that need to be resolved in the project for better efficiency and effectiveness

Question No. 5 **Select one Statement which is False:**

- (1) Information, both in terms of knowledge and actual documents/records is essential to communicate in the project.
- (2) Information is the basic ingredient to good decision making
- (3) There is no distinction between data and information
- (4) Information management is crucial in any project.

Question No. 6 **Identify one element that is NOT a part of Maslow's hierarchy of needs theory.**

- (1) Physiological needs
- (2) Security & safety needs:
- (3) Hygiene needs
- (4) Self esteem needs

Question No. 7 **What is NOT a good listening trait?**

- (1) Tolerance for ambiguous situations
- (2) Arrogance
- (3) Positive intentions
- (4) Openness

Question No. 8 **Successful team building process requires all EXCEPT:**

- (1) Individual interest
- (2) Clear objectives and agreed upon goals
- (3) Openness
- (4) Support & trust

MPM-004 : Project Closeout

SECTION A

- Question No. 1** **Conformance to the plan ensures:**
- (1) Checking the work package deliverables meet
 - (2) Checking the cost incurred till date versus cost estimate
 - (3) Checking the packaging of the work packages
 - (4) Checking the satisfaction level of the stakeholders
- Question No. 2** **What is NOT true regarding acceptance of sub standard work package deliverables?**
- (1) Would create problems at a later stage
 - (2) Will impact time adversely
 - (3) Supplier of the work package can demand compensation
 - (4) In long term, customer satisfaction will go up
- Question No. 3** **Problem solving is the art and science of viewing a given ----- for remedy.**
- (1) Situation
 - (2) Good team building spirit prevailing
 - (3) Positive cash inflow
 - (4) CEO's new appointment

SECTION B

- Question No. 4** **Due to a change in market conditions your project is no longer viable. Your sponsor decides to terminate your project. As the project manager what should you do?**
- (1) Look for another job
 - (2) Close out the project as if it was completed
 - (3) Disband the project team
 - (4) Reduce the scope of the project to recover the sunk costs
- Question No. 5** **In spite of many warnings the contractor is not meeting the schedule nor able to give the required quality. As the buyer what action should you take?**
- (1) Terminate the contract
 - (2) File a lawsuit against the contractor
 - (3) Replace the contractor
 - (4) Continue with same contractor and help him to hire better resources
- Question No. 6** **Contract administration is done to:**
- (1) Ensure the contractor uses his best resources
 - (2) Reduce the contract expenses
 - (3) Ensure the performance of the seller meets contractual obligations
 - (4) Control the contractor's persons working at your site

**Question
No. 7**

A contractor's performance is not up to the mark and the buyer decides to terminate the contractor's services mid way through the contract. You are responsible to close out this contract. What compensation should you pay to the contractor?

- (1) The total costs incurred till date plus a lump sum termination fee
- (2) Pay less than the costs incurred till date as you have to do a lot of rework
- (3) Compensation should be a percentage of the full contract price
- (4) Compensation should be calculated based on the terms of the contract

**Question
No. 8**

You are working in a large multinational company which has a separate procurement department. As the project manager what should be your role in procurement?

- (1) Your role would be to specify what is needed and when it is needed
- (2) Less initially but once contract is signed you will have to monitor the contractor's required performance
- (3) Once the contract has been signed you and the project team will have to ensure the contractor is meeting the timeline
- (4) This will depend on the country in which the work is being done

MPM-001 : Project Fundamentals and Appraisal

Questions	Correct Options
1	3
2	3
3	1
4	1
5	4
6	3
7	4
8	4
9	2
10	2

MPM-002 : Project Planning and Organization

Questions	Correct Options
1	3
2	3
3	4
4	2
5	4
6	2
7	2
8	3
9	3
10	4

MPM-003 : Project Implementation and Control

Questions	Correct Options
1	2
2	1
3	1
4	1
5	3
6	3
7	2
8	1

MPM-004 : Project Closeout

Questions	Correct Options
1	1
2	4
3	1
4	2
5	1
6	3
7	4
8	1