



النموذج الثالث

يجب تسليم ورقة الاسئلة مع ورقة الاجابة

يجب كتابة رقم النموذج علي ورقة الاجابه (الامتحان في 8 صفحات مختلفه بعدد 50 سؤال)

اختر الإجابة الصحيحة

- 1- Which of the following processes belong to the planning process group?
A. Identify Stakeholders
B. Manage Stakeholder Engagement
C. Plan Stakeholder Engagement
D. Monitor Stakeholder Engagement
- 2- You are planning a storage device migration in a data center. During this phase of the project, who should control the project?
A. Project Manager
B. SMEs
C. Sponsor
D. Management
- 3- Which of the following techniques can ensure that the stakeholders are engaged at appropriate project phases and to obtain or confirm their continued commitment to the success of the project?
A. Performance audits
B. Setting ground rules
C. Stage gate meetings
D. Managing project team
- 4- Which of the following is an incorrect classification of a feasibility study?
A. A feasibility study may be considered a stand-alone project
B. A feasibility study may be considered pre-project work
C. A feasibility study may be considered the first phase of a project
D. A feasibility study may be considered a program
- 5- Which of the following statement is incorrect?
A. A project can create a capability to perform a service
B. A project cannot be terminated before the deadline
C. A project can involve a single resource
D. Project work can be outsourced



6- The two key processes that happen early in the project life cycle are:

- A. Define Scope and Identify Stakeholders
- B. Define Scope and Manage Stakeholder Engagement
- C. Develop Project Charter and Plan Communication Management
- D. Develop Project Charter and identify Stakeholders

7- What BEST describes the role of the project team members?

- A. To perform the project's work
- B. To approve the change requests
- C. To accept ultimate responsibility for the project's success
- D. To authorize the project

8- During the execution of a project, a large number of defects were discovered. The project manager ensured that the issues, defect resolution, and action item results were logged into a defects database. What would the defect database be considered a part of?

- A. Expert Judgement
- B. Deliverables
- C. Change Requests
- D. Organizational Process Assets

9- A project manager is performing a set of processes in the initiating Process Group. Which of the following is likely to be part of the Initiating Process Group?

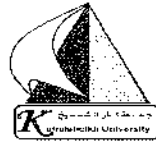
- A. Develop Project Management Plan
- B. Define Scope
- C. Develop Project Charter
- D. Plan Quality Management

10- The organization's safety and health policy, ethics policy, project policy, and quality policy can be used by a project to influence its success. All these policies are a part of:

- A. Organizational process assets
- B. The project management plan
- C. Enterprise environmental Factors
- D. Historical databases

11- Which of the following scenarios is likely to occur in a project?

- A. Cost and staffing levels are low at the start of the project.
- B. Stakeholders' influence on the project is lowest at the start of the project
- C. Risk and uncertainty are lowest at the start of the project.
- D. Cost of changes are the highest at the start of the project



12-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 endeavor undertaken to meet customer or market requirements.
- D. A temporary endeavor undertaken to create a unique product, service, or result.

13-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 the 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.

14-A program is a:

- A. Group of related tasks lasting one year or less.
- B. Group of related projects, subsidiary programs, and program activities managed in a coordinated manner.
- C. Large projects with significant cost and resource requirements.
- D. Sequence of activities constituting a major project. 3

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

- A. Components management.
- B. Process management.
- C. Program management.
- D. Portfolio management.

16-The collection of generally sequential and sometimes overlapping project phases, whose name and number are determined by the management and control needs of the organization or organizations involved in the project, is known as the:

- A. Project waterfall.
- B. Project life cycle.
- C. Project life stages.
- D. Project Management Process Groups.

17-You are managing a project in which you intend to respond to high levels of change and ongoing stakeholder involvement. The most suitable project life cycle for your project is the:

- A. Predictive life cycle.
- B. Adaptive life cycle.
- C. Waterfall life cycle.
- D. Configuration management life cycle.



18-For a project to be successful, the project should generally achieve all of the following EXCEPT:

- A. Achieving stakeholder satisfaction.
- B. Striving to obtain acceptable customer/end-user adoption.
- C. Applying knowledge, skills, and processes within the Project Management Process Groups uniformly to meet the project objectives.
- D. Fulfilling other agreed-upon success measures or criteria.

19-The key elements of the benefits management plan are all of the following EXCEPT:

- A. Work Breakdown Structure.
- B. Benefits owner.
- C. Assumptions.
- D. Strategic alignment.

20-A significant amount of data is collected and analyzed throughout the project. All of the following are examples of project data and information EXCEPT:

- A. Work performance data.
- B. Work performance analysis.
- C. Work performance information.
- D. Work performance reports

21-All of the following are external environmental factors EXCEPT:

- A. Legal restrictions.
- B. Organizational values and principles.
- C. Competitive movements.
- D. Economic conditions.

22-The organization's processes and procedures for conducting project work during project initiation and planning include all of the following EXCEPT:

- A. Preapproved supplier list.
- B. Traceability matrices.
- C. Tailoring guidelines for project management processes and procedures.
- D. Product and project life cycles, and methods and procedures. 8

23-The organization's processes and procedures for conducting project work during Executing, Monitoring, and Controlling include all of the following EXCEPT:

- A. Change control procedure.
- B. Issue and defect management procedures.
- C. Resource availability control and assignment management.
- D. Project closing guidelines.

24-Governance is the framework within which authority is exercised in organizations. This framework includes all of the following components EXCEPT:

- A. Rules.
- B. Policies.
- C. Techniques.
- D. Relationships.



25- All of the following are components of culture EXCEPT:

- A. Values. B. Norms.
C. Intelligence. D. Beliefs.

26- Performing integration is a cornerstone skill for all project managers; the following describe the three different levels of performing integration EXCEPT:

- A. Cognitive level. B. Process level.
C. Complexity level. D. Context level.

27- Complexity within projects is a result of many different organizational behaviors; the dimensions of complexity include all of the following EXCEPT:

- A. System behavior. B. Human behavior.
C. Ambiguity. D. Process behavior.

28- Which of the following is least likely to be a project manager's role?

- A. Evaluation and analysis of project-related activities prior to project initiation.
B. Consulting with business leaders on advancing strategic objectives.
C. Assisting in business analysis, business case development, and aspects of portfolio management for a project.
D. Ensuring that organizations are operating efficiently.

29- Which of the following is least likely to be within the project manager's sphere of influence?

- A. Government. B. Project team.
C. Sponsors. D. Customers.

30- The following are all key competencies of a project manager EXCEPT:

- A. Technical project management. B. Operational management.
C. Leadership. D. Strategic management.

31- A project manager scheduled a review at the end of a phase, with the objective of obtaining authorization to close the current project phase and initiate the next phase. Which of the following is an incorrect way of describing this review?

- A. Phase gate B. Phase planning
C. Kill point D. Stage gate



32-Which of the following processes are usually performed once or at predefined points in the project:

- A. "Develop Project Charter" and "Close Project or Phase"
- B. "Develop Project Charter" and "Develop Project Management Plan"
- C. "Develop Project Management Plan" and "Direct and Manage Project Work"
- D. "Direct and Manage Project Work" and "Monitor and Control Project Work"

33-The objective of a transformation project is to move an organization from one to another state. The desired result of the change driven by the project is described as the :

- A. Good state
- B. Future state
- C. Happy state
- D. Transition state

34-Which of the following statements is correct?

- A. A collection of unrelated programs can constitute a portfolio
- B. The scope of a portfolio is typically smaller than that of a program
- C. A program is a group of unrelated projects
- D. A program need not consist of projects

35-Which of the following statements is correct:

- A. Project lifecycles and product lifecycles are interdependent
- B. Project lifecycles are independent of product lifecycles
- C. A product lifecycle is the same as a project lifecycle
- D. The last lifecycle for a project is generally the product's retirement

36-A ----- is a collection of projects or programs grouped together for strategic business needs

- A. Portfolio
- B. Management System
- C. Enterprise
- D. Array

37-Which of the following is the correct logical sequence of the five process group?

- A. Planning, Monitoring and Controlling, Initiating, Executing, Closing
- B. Planning, Initiating, Executing, Monitoring and Controlling, Executing, Closing
- C. Initiating, Monitoring and Controlling, Planning, Executing, Closing
- D. Initiating, Planning, Executing, Monitoring and Controlling, Closing



38-Linda is currently drafting her project stakeholder management plan. Since she is a new hire, she is not aware of the company's policies and procedures. If she wants to know more about the company's general issues management procedures, where must she look?

- A. Project charter
- B. Scope statement
- C. Organizational Process Assets
- D. Issue register

39- Which of the following is least likely to be a project?

- A. Regular updates of the company website
- B. Responding to a contract solicitation
- C. Running a campaign for a political office
- D. An endeavor that lasts for 10 years

40- Which of the following can NOT be used to measure business value?

- A. Customer satisfaction
- B. Revenue growth
- C. Market share
- D. Expected monetary value

41- When a project is executed under contract, the contractual provisions will generally be considered as ----- for the project.

- A. Constraints
- B. Exclusions
- C. Deliverable
- D. Provisions

42- The Manage Team process is part of what process group

- A. Planning
- B. Executing
- C. Monitoring and Controlling
- D. Closing

43- You have recently become the project manager for a construction project. You are a new hire in your company and are unaware of the organizational project management standards. Which of the following can help you get a head start on your project?

- A. Communicate with other project managers in your organization
- B. Review the PMBOK guide thoroughly
- C. Develop the project charter and get it approved
- D. Consult the lessons learned from your previous similar projects

44- Which of the following statement is not accurate about the initial phase of a project?

- A. The highest uncertainty is at this stage of the project
- B. The cost associated at the beginning of the project is highest



C. Stakeholders have maximum influence during this phase

D. Staffing levels are the lowest at this stage

45- In your weekly status reports, you report the earned value for the project. This information is essential for you and the stakeholders to gauge the progress of the project. What process group is the cost and schedule control part of?

A. Closing

B. Planning

C. Executing

D. Monitoring and Controlling

46- PMBOK recognizes five process groups typical of nearly all projects. Which of the following is not one of them?

A. Executing

B. Monitoring and Controlling

C. Planning

D. Pre-Inception

47- The objective of a transformation project is to move an organization from one state to another state. Before the project begins, the organization is commonly referred to as being in the:

A. Hot State

B. Ready State

C. Historic State

D. Current State

48- Collect Requirements, Develop Schedule, and Perform Qualitative Risk Analysis are all part of what process group?

A. Planning

B. Scope Planning

C. Monitoring and Controlling

D. Executing

49- The business case to justify a project typically contains:

A. The project's BAC and ETC

B. Identification of alternatives

C. Project WBS

D. Variance Analysis

50- The work Breakdown Structure (WBS) is a deliverable-oriented hierarchical decomposition of the work the project team will execute to accomplish the project objectives and create required deliverables. The Create WBS process falls under which knowledge area?

A. Project Schedule Management

B. Project Integration Management

C. Project Scope Management

D. Project Cost Management