

PMP Quality Management

CORRECT ANSWERS ARE MARKED WITH AN *

1. The performance information received by the project manager indicates a trend analysis that is falling below standard for achieving the quality required for a series of tasks (7 data points below the mean). The project manager's next step is to:

- continue to monitor results
- add more time to the project schedule
- assess the amount of management reserves
- *take corrective action

ANSWER: PMBOK® 5th ed., page 238.

2. The project team gathers data at three milestones in the project. The data is analyzed as three separate and unique events. The project manager realizes that the results are connected and a policy needs to be implemented to ensure that the results are also considered as a group. This policy is normally included in:

- *quality assurance
- the risk plan
- a database
- the project management plan

ANSWER: PMBOK® 5th ed., page 242. Section 8.2.

3. One of your suppliers completes a project similar to the one that you are working on. The completed project is very successful and the supplier is willing to share project information. Your project is not performing well so you ask a person on your project team to complete a:

- network diagram
- lesson learned
- root cause analysis
- *benchmarking report

ANSWER: PMBOK® 5th ed. page239.

4. The quality control plan for your project includes:

- collecting data from samples
- creating actions based on test results

- verifying operational compliance
- *all of the above

ANSWER: PMBOK® 5th ed., page 250. Section 8.3.1.

5. The customer will only award the project to you if you have a quality certification. The normal industry standard is:

- all project team members are PMP certified
- *ISO 9000/ISO 9001
- TQM certification
- a written document from the sponsor

ANSWER: PMBOK® 5th ed., page 228 and page 418.

6. You need to ensure that the customer for your project is satisfied with the final result. Your plan is to make sure that the product:

- is delivered on time even if it does not pass all the customer verification tests
- is tested several times during the project
- *meets all the customer requirements and works under operational conditions
- has a comprehensive user manual

ANSWER: PMBOK® 5th ed., page 250.

7. The project team gathers data on the reasons why a specific project task is causing problems and the frequency they occur. There are 20 different reasons and there are not enough resources to address them all. Your best action is to:

- *create a Pareto chart to identify those items with the greatest impact
- find a better way to measure results of the task
- create a cause and effect diagram
- add the data to the lessons learned document

ANSWER: PMBOK® 5th ed., page 237,

8. A sampling plan is implemented to verify compliance to specifications. The project team warns you that a process variation has occurred that might affect the results being tested. As project manager you decide to:

- perform a force field analysis
- *increase the sample size and frequency
- issue a change request
- create a histogram

ANSWER: PMBOK® 5th ed., page 240

9. The project sponsor is upset with costs included for quality management and wants to reduce the budget. Your response is to:

- reduce the quality management budget
- *convince the sponsor that the impact of reducing the budget will result in higher overall costs
- create a change request
- ask the sponsor for a scope reduction

ANSWER: PMBOK® 5th ed., page 229

10. The project manager is concerned that project team members are accidentally missing several product tests because of pressure to meet deadlines. The policies and procedures must be followed to be successful so the project manager implements:

- a risk review meeting
- *a quality audit
- a quality control checklist
- matrix diagrams

ANSWER: PMBOK® 5th ed., page 247.