

Module 6 - Quality Management

PMP Exam Questions



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Question 1

A project for a shipping company, has faced major difficulties in the quality of its deliverables. Management now states that quality is the most important project constraint. If another problem with quality were to occur, what would be the BEST thing for the project manager to do?

- A. Allow cost to increase by fixing the root cause of the problem.
- B. Fix the problem as soon as possible.
- C. Allow the schedule to slip by cutting cost.
- D. Allow risk to increase by cutting cost.

Question 2

A manager notices that a project manager is holding a meeting with some of the team and some stakeholders to discuss the quality of the project. The project schedule has been compressed, and the CPI is 1.2. They have worked hard on the project, the team has been rewarded according to the reward system the project manager put in place, and there is a strong sense of team. The manager suggests that the project manager does not have enough time to hold meetings about quality when the schedule is so compressed. Which of the following BEST describes why the manager is wrong?

- A. Improved quality leads to increased productivity, decreased cost effectiveness, and increased cost risk.
- B. Improved quality leads to increased productivity, increased cost effectiveness, and increased cost risk.
- C. Improved quality leads to increased productivity, increased cost effectiveness, and decreased cost risk.
- D. Improved quality leads to increased productivity, decreased cost effectiveness, and decreased cost risk.

Question 3

A number of quality methodologies use histograms when dealing with quality issues in the organization. Pareto diagrams help the project manager:

- A. Focus on stimulating thinking.
- B. Focus on the most critical issues to improve quality
- C. Explore a desired future outcome.
- D. Determine if a process is functioning within set limits.

Question 4

Modern quality management relies on tools that allow to predict if the deliverables of a project have met the desired quality levels. A control chart helps the project manager:

- A. Focus on the most critical issues to improve quality.
- B. Focus on stimulating thinking.
- C. Determine if a process is functioning within set limits.
- D. Explore a desired future outcome.

Question 5

A quality engineer is discussing with the project manager the tools that the project should use to ensure quality. He centered his discussion around a system he used in another department. Standard deviation is a measure of how:

- A. Far the estimate is from the highest estimate.
- B. Correct the sample is.
- C. Far the measurement is from the mean.
- D. Much time remains in the project.

Question 6

Your company has assigned a member of the quality department to your project. This new team member proposes that the project holds regular audits. All of the following results are from quality audits EXCEPT:

- A. Creation of quality metrics.
- B. Determination of whether project activities comply with organizational policies.
- C. Improved processes to increase productivity.
- D. Confirmation of the implementation of approved change requests.

Question 7

The project has set up a control chart to monitor the outputs of all the deliverables. A control chart shows seven data points in a row on one side of the mean. What should be done?

- A. Perform a design of experiments.
- B. Adjust the chart to reflect the new mean.
- C. Nothing. This is the rule of seven and can be ignored.
- D. Find an assignable cause.

Question 8

Your company is required by your customers to be a just in time supplier. You are managing a project in such a system. This will require more attention, because the amount of inventory in such an environment is generally:

- A. 50 percent.
- B. -15 percent.
- C. 0 percent.
- D. 12 percent.

Question 9

At a company that designs and launches satellites for commercial TV stations, there are several executing activities underway on your project. You are beginning to get concerned about the accuracy of the progress reporting your team members are doing. How could you verify whether there is a problem?

- A. Risk quantification reports
- B. Quality audits
- C. Regression analysis
- D. Monte Carlo analysis

Question 10

A project manager and team in an overseas assignment for a firm that designs railroad equipment are tasked to design a machine to load stone onto railroad cars. The design allows for 1.5 percent spillage, amounting to over one and a half tons of spilled rock per day. In which of the following does the project manager document quality control, quality assurance, and quality improvement processes for this project?

- A. Quality policy
- B. Control charts
- C. Quality management plan
- D. Project management plan

Question 11

At a computer manufacturer, during a team meeting, the team adds a specific area of extra work to the project because they have determined it would benefit the customer. What is wrong in this situation?

- A. These efforts shouldn't be done in meetings.
- B. Nothing. This is how to meet and exceed customer expectations.
- C. The team is gold plating.
- D. Nothing. The project manager is in control of the situation.

Question 12

The project team has created a plan for how they will implement the quality policy. It addresses the organizational structure, responsibilities, procedures, and other information about plans for quality. If this plan changes during the project, which of the following will also change?

- A. Quality assurance plan
- B. Quality management plan
- C. Quality control plan
- D. Project management plan

Question 13

At a consumer electronics company, you are a project manager for a major information systems project. Someone from the quality department comes to see you about beginning a quality audit of your project. The team, already under pressure to complete the project as soon as possible, objects to the audit. You should explain to the team that the purpose of a quality audit is:

- A. To identify inefficient and ineffective policies.
- B. To satisfy part of an ISO 9000 investigation.
- C. To check if the customer is following the quality process.
- D. To check the accuracy of costs submitted by the team.

Question 14

A large construction company, you are in the middle of a major new facility construction project. The structural steel is in place and the heating conduits are going into place when a senior manager informs you that he is worried the project will not meet the quality standards. What should you do in this situation?

- A. Form a quality assurance team.
- B. Assure senior management that during the Plan Quality Management process, it was determined that the project would meet the quality standards.
- C. Analogously estimate future results.
- D. Check the results from the last quality management plan.

Question 15

At a software installation project, you are asked to select tools and techniques to implement a quality assurance program to supplement existing quality control activities. Which of the following would not be appropriate for this purpose?

- A. Quality audits
- B. Statistical sampling
- C. Pareto diagrams
- D. Focus groups

Question 16

The new software development project is in progress. The project manager is working with the quality assurance department to improve stakeholders' confidence that the project will satisfy the quality standards. Which of the following must they have before they start this process?

- A. Quality control measurements
- B. Quality problems
- C. Quality improvement
- D. Rework

Question 17

At a real estate development company, a project manager has just taken over the project from another project manager during project executing. The previous project manager created a project budget, determined communications requirements, and went on to complete work packages. What should the new project manager do next?

- A. Identify quality standards.
- B. Coordinate completion of work packages.
- C. Begin the Identify Risks process.
- D. Execute the project management plan.

Question 18

Why does a company that manufactures agricultural products use a tool called Design of experiments:

- A. Identifies which variables will have the most influence on a quality outcome.
- B. Identifies which variables will have the least influence on a quality outcome.
- C. Determines what a quality outcome is.
- D. Determines methods to be used for research and development.

Question 19

At a company that designs software for financial advisors, at the end of a project, a project manager determines the project has added four areas of functionality and three areas of performance. The customer has expressed satisfaction with the project. What does this mean in terms of the success of the project?

- A. The project was an unqualified success.
- B. The project was unsuccessful because it was gold plated.
- C. The project was unsuccessful because the customer being happy means they would have paid more for the work.
- D. The project was successful because the team had a chance to learn new areas of functionality and the customer was satisfied.

Question 20

At a company that designs furniture, during project executing, a project team member informs the project manager that a work package has not met the quality metric, and that she believes it is not possible to meet it. The project manager meets with all concerned parties to analyze the situation. Which part of the quality management process is the project manager involved in?

- A. Perform Quality Assurance
- B. Project Control
- C. Control Quality
- D. Plan Quality Management

Question 21

At an electronics firm, as the project manager, you are preparing your quality management plan. You are looking for a tool that can demonstrate the relationship between events and their resulting effects. You want to use this tool to depict the events that cause a negative effect on quality. Which of the following is the BEST choice for accomplishing your objective?

- A. Histogram
- B. Pareto diagram
- C. Ishikawa diagram
- D. Control chart