



PMChamp.com presents

**PMP Exam
Preparation Questions
On
Quality Management**

Bonus for Subscribing to
PMP Exam Prep Tips Newsletter
by PMChamp.com

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About PMChamp:

Most project managers fear the PMP exam because it has a reputation of being quite tough. And the fact that only about half the people attempting it pass it in their first attempt does not help much.

This clearly shows that there are gaps in the knowledge of practicing Project Managers...

And maybe there are certain things that PMI advocates, which are either not followed in the real life project management, or people are simply not aware of the Best Practices of Project Management.

PMChamp.com was started as a hobby site... to share tips and tricks about the PMP exam – to help you pass the PMP Exam in your first attempt.

After many years, the training methodology, the training material, the tips, tricks, resources have all become much better, after constant fine tuning based on feedback, suggestions and experience.

Today, you can benefit from all this knowledge, and get your PMP certification as quickly as possible.

I have compiled a huge list of resources and study material for you.

In this **FREE BONUS** for you - our Subscribers and PMP Aspirants, I have created 20 tough questions on Quality Management, an area which is often neglected. However it is easy to get all questions correct from this knowledge area once you study the basics of Quality Management properly.

Just follow the reading material, [PMP study tips](#), test your knowledge by [taking Mock PMP Exam Tests](#), and subscribe to the [PMP Daily Questions & Articles on Project Management](#).

In no time you will be ready for the PMP exam. My best wishes are with you.

Cheers,
Vinai Prakash, PMP, MBA, GAP
Founder of [PMChamp.com](#)

PS: If you would like to enrol in our Daily Coaching Lesson, Tips, Mock Questions to Revise and prepare for the PMP Exam, check out the Workshop course contents and schedule, [here](#).

About the PMP Exam:



PMI® – Project Management Institute

PMI® stands for the Project Management Institute. PMI is the world's leading not-for-profit association for the project management profession. It became popular because it administers the **PMP® (Project Management Professional) exam**, and provides the PMP credentials to anyone who has the required minimum experience, and passes the exam.

The Project Management Professional (or PMP) certification has become the de facto certification for project managers. Some companies even demand it in their job specifications. Just having the words "PMP" printed on your business card can have a great effect on your prospects, customers and friends.

Getting a PMP certification is not difficult. It just requires that you follow the right approach, take the right steps, read the right material, and do the PMP exam practice tests. If you follow the regular schedule, you can be ready to **take the PMP test in as little as 60 days**.

The PMP examination is based on your experience as a project manager, your ability to solve problems, and a strong foundation in Project Management.

Once you understand the PMP exam's format, terminology, style, and learn the Project Management fundamental basics, you will be in a on your way to clear the PMP examination quickly, and without hassles.

PMI is an organization that will provide support and educational opportunities for Project Management. Being part of this body of dedicated and learned professionals will greatly assist and support you in your own efforts as a project manager. Be sure to join PMI as a member. You can find more information at <http://www.pmi.org>.

Cheers,
Vinai Prakash, PMP
Founder, PMChamp.com

Quality Management:

Quality Management is an important Knowledge Area in the PMP Examination. It is not very difficult, and you can score marks easily from questions in this knowledge area.

The problem only arises when the project manager does not have any formal education for Quality on projects, or when the project manager has never done any proper planning for Quality on a project.

There are many quality gurus, and quality theories abound.

Simply by understanding some of the key theories and movements behind Quality, you can up the ante, and secure good marks from this knowledge area.

Types of Questions:

Most PMP exam questions from Quality Management fall into these categories

- ❖ 6 Sigma Percentages of Standard Deviation
- ❖ Inputs, Tools and Techniques, Outputs of the three Quality Processes
- ❖ Quality Theories – Juran, Deming, Crosby
- ❖ Ishikawa Diagram, Run Charts, Pareto, and other tools of Quality
- ❖ Situational questions about what should be done in Quality Planning, what should be done during Quality Assurance, and what is a part of Quality Control.
- ❖ Cost of Quality
- ❖ Responsibility of Quality lies on whom?
- ❖ Components of Quality

Practice your skills on questions based on these categories – there are 20 questions to get you started. Let me know your feedback – did it help, what did you learn, what can be improved etc. You can reach me at pmchamp@pmchamp.com.

Mock Exam Questions on Quality Management Knowledge Area:

1. Quality is achieved when ____
 - a. We exceed customer's every expectation.
 - b. We exceed customer's expectation in some way or other.
 - c. The defined requirements of the customers are fulfilled.
 - d. The number of benefits far outweighs the number of defects.

2. Which of the following statements is TRUE regarding Precision and Accuracy?
 - a. Precision and accuracy are the same.
 - b. Precise measurements are not necessarily accurate, but accurate measurements are definitely precise.
 - c. Precision cannot be measured accurately, and accuracy is never precise.
 - d. Accuracy is correctness that the measured value is very close to the true value. Precision is consistency that the value of repeated measurements are clustered and have little scatter.

3. Modern quality management practices promote that:
 - a. Inspection helps to identify problems; therefore it is a method of choice for quality management processes.
 - b. Prevention helps to avoid problems, and reduces the overall costs of correcting them in the long run.
 - c. Inspection and Prevention are both Tools and Techniques of the Quality Planning Process.
 - d. Cost of Conformance will always be lower than the cost of non-conformance.

4. In the end, Quality is the responsibility of
 - a. The Customer
 - b. The Project Manager
 - c. The Team Members
 - d. The Senior Management

5. The Plan-Do-Check-Act cycle was created by:
 - a. Dr Edwards Deming
 - b. Dr Joseph Juran
 - c. Philip Crosby
 - d. Steven Covey

6. Perform Quality Assurance process is:
 - a. Where the customer formally accepts the product.
 - b. Where the customer performs a test of the product of the project to check for correctness of the work product.
 - c. Where any variances are recorded as changes and sent to Change Control Board for review.
 - d. Where it is determined if the standards are being met, work is continuously improved and problem areas are identified and fixed.

7. An Ishikawa diagram is the same as a
 - a. Run Chart
 - b. Fish Bone Diagram
 - c. Pareto Chart
 - d. Delphi Technique Diagram

8. Cost of failure detected internally is really an example of:
- Cost of conformance
 - Quality Audit
 - Cost of Warranty
 - Rework
9. You are the project manager of for the Mind Your Own Music App software development project, and are in the execution phase. Your company's management has recently decided to get the ISO 9001 certification. As a result, you now need to make sure that your project complies and adhere to the additional requirements. An ISO 9001 certification helps in:
- Creating company's own standards for quality procedures.
 - Ensuring that your organization maps its processes to a proven process methodology.
 - Creating a fixed path for the entire company to follow strictly, without any deviations.
 - Ensuring that your project used both quality control and quality assurance and integrates them within the project.
10. Six standard deviations equal to:
- 99.73%
 - 68.26%
 - 99.99985%
 - 95%

11. You are the project manager of a project to send a manned mission to Mars. You are considering the likelihood of being sucked into a Black hole, when a subject matter expert tells you that the likelihood of being sucked into a black hole is statistically independent from the probability of running out of oxygen. Statistical independence means that
- The two events will surely happen at the same time
 - The two events may happen at the same time.
 - The probability of one event happening has no bearing on the probability of the second event happening
 - The likelihood of one event happening will cause the second event to not happen.
12. The customer asks you to provide comparison of the cost of quality on the project, with respect to the return of investment. Which of the following tools will you use:
- Design of Experiments
 - Pareto Chart
 - Cost Benefit Analysis
 - Opportunity cost and sunk cost comparison.
13. You are managing the Breadcrumbs project at the behest of the PMO. While taking over the project from the previous project manager, you realize that three work packages have not been completed to the specifications, and hence are not meeting the quality metrics set by the customers. Not completing the work correctly is an example of which of the following?
- Cost of doing business
 - Cost of non-conformance
 - Cost of customer satisfaction
 - Cost of compliance

14. After visiting your Japan counterparts in the Rising Sun project, you decide to use the Kaizen method in project management. What is proposed by Kaizen?
- Large improvements for large benefits.
 - Small improvement for small benefits carried out for the long term on a continuous basis.
 - Small improvements for large benefits over a relatively short time period.
 - Large improvements for small benefits, which are not really worth the effort.
15. The “Rule of Seven” comes into play when
- 7 points become out of control
 - 7 points breach the standard deviation
 - 7 consecutive points are on one side of the mean, even though they are within the control limits
 - 7 random points that are on any side of the mean, but within or without the control limits.
16. Warranty costs is an example of:
- Appraisal cost
 - Prevention cost
 - Service cost
 - Cost of non-conformance

17. Two team members are discussing project baselines. One insists that a Quality Baseline is required while the other insists that there are only 3 baselines – cost, schedule and scope. A Quality Baseline is created in which process?
- a. Plan Quality
 - b. Perform Quality Assurance
 - c. Perform Quality Control
 - d. None of the above. There is no such thing as a Quality baseline.
18. Which of the following is most TRUE regarding quality?
- a. It is cheaper to build quality into a project.
 - b. Quality is driven by Inspection.
 - c. Quality is driven by Prevention.
 - d. Quality always costs more in the long run.
19. Joyce is a project manager working on the land reclamation project. She wants to compare the amount of work completed on the project each day to the daily rainfall. The tool of choice would be:
- a. Statistical Sampling
 - b. Histogram
 - c. Scatter Diagram
 - d. Pareto Diagram
20. Quality Audits are used in the Perform Quality Assurance Process. They are used as:
- a. Inputs
 - b. Outputs
 - c. Tools & Techniques
 - d. Quality Baseline

Answers to Questions:

1. C. According to PMBOK Guide, Quality is “the degree to which a set of inherent characteristics fulfil requirements”. Giving any extras is like “gold plating”. Exceeding requirements is giving extras that you think will be appreciated by the user, but may not be true. True quality is achieved when the given set of requirements are completed, and delivered to the customer. No more, and no less.
2. D. Precision and Accuracy are not equivalent. Precise measurements are not necessarily accurate and accurate measurements are not necessarily precise. Accuracy is the correctness of a measured value with respect to the true value. Precision is the consistency of repeated values, without having much scatter.
3. B. Prevention over Inspection is always considered the better approach. The cost of preventing mistakes is generally much lesser than the cost of correcting them after the fact (after inspecting and finding problems). C is incorrect as both of these tools and techniques are not used during the Planning Processes. D is not necessarily true.
4. D. The project manager has the ultimate responsibility for “Product Quality” of the project. However the ultimate responsibility for quality in any organization resides on the senior management. They are the ones to drive quality policies and provide support to enforce them.
5. A. The famous PDCA cycle was designed by Dr. Edwards Deming. Get familiar with the theories from other management gurus. This is an easy question if you know the theories.
6. D. Perform Quality Assurance is an Executing Process. The customer’s testing and acceptance is done in the Verify Scope process. Changes are handled through the Integrated Change Control Process. The correct answer is D.

7. B. Ishikawa diagram is the same as a Fish Bone diagram. Delphi technique diagram is a made up term. The Delphi technique is a way to collect anonymous feedback from experts. It is used during Collect Requirements or during the early part of a project.
8. D. Choice B is incorrect because Quality Audit is a cost of conformance. Internal failure costs are a cost of non-conformance. Such costs really add to rework.
9. A. ISO is a system to ensure that a company establishes its own quality standards and procedures, and follows them. It is not a quality management system.
10. C. 6 Sigma or Standard deviations equal 99.99985% or 15 defects per million.
11. C. Statistical independence simply means that the probability of one event happening does not affect the probability of another event happening. They are completely independent of each other, and do not impact each other in any way.
12. C. The cost benefit analysis is the technique to compare the cost (including cost of quality) versus the investment. Pareto chart is used for finding the 20% issues that cause the 80% problems (80-20 Rule). Design of experiments is a tool and technique to identify the factors that influence certain variables of a process or a product.
13. B. Not completing work to the specifications results in cost of non-conformance.
14. B. Kaizen is to make continuous changes. Small changes in an incremental way add to a big, radical change, which makes a big difference in the project. Kaizen originated in Japan, as a way to save

costs and improve quality on a continuously manner.

15. C. The “Rule of Seven” is invoked when there are 7 consecutive data points on any one side of the mean, even if they are within the control limits. This is a breach, and an out of control process should be invoked. The assignable cause should be found and established.
16. D. Warranty cost is an example of the cost of non-conformance. Appraisal costs and Prevention costs are cost of conformance. Service cost is a made up term.
17. D. In PMBOK Version 4, the term “Quality Baseline” was removed. So there is no such thing in the PMBOK guide. Be careful about the changes that have happened in the PMBOK Guide Version 4.
18. C. Quality is a preventive activity and a proactive activity. Quality has to be planned and designed into the process and the product. Not to be inspected later on.
19. C. A Pareto diagram is to show the 80-20 rule in action. Statistical sampling is to choose a sample set, scientifically, and not randomly. A histogram can be used to display the frequency of different variables on a project. A Scatter diagram tracks the relationship between 2 variables. Use a Scatter Diagram to determine if there is correlation between two characteristics.
20. C. Quality Audits are tools and techniques of the Perform Quality Assurance process.

Additional Information for Preparing for the PMP Exam

So how did you fare in this short Mock Test on Quality Management?

If you did not score 15 questions correctly, then you need to study this knowledge area carefully, and bridge your gaps.

Some of the resources you can use are:

- ❖ [Join our Online PMP Exam Prep Coaching Workshop](#) and learn by watching one concept, and practice it. Spend 1 hour a day and be ready for the PMP Exam.
- ❖ Check the [Best Resources for PMP Exam \(Free & Paid\)](#) – on PMchamp.com

In no time you will be ready for the PMP exam. My best wishes are with you.

If you have any comments or feedback regarding this Mock Test, or anything else in general regarding PMChamp.com, feel free to write to me.

Cheers,

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Founder [PMChamp.com](#) &

Master Trainer of [PMP Exam Preparation Coaching Workshop](#)

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