Question 1: Your team is confused because they use terminology and words in project communications that appear to have interchangeable meanings, but other teams treat these terms as though they have specific, unique meanings. How can your team find out what the terms mean?B

A: The best way to differentiate between similar project terms is to ask the project sponsor.

B: Direct your team to a defined and standardized glossary such as the PMBOK® Guide.

C: Have your project team vote on what definitions they would like to use for common terms.

D: Project management terms have different meanings in different countries, so consult your nearest PMI community.

Question 2: You are delivering an introduction to a project management training session to new team members. One team member appears confused about the exact definition of a project. What is the BEST definition of a project?A

A: A temporary endeavor undertaken to create a unique product, service, or result.

B: A body of work constrained by finances and time.

C: An organized effort of work by a team managed by a

project manager.

D: The ongoing management of a business enterprise to achieve profitability.

Question 3: Your team seems confused about whether the work they are doing meets the definition of a project. To help them understand the difference between projectized and operational work you give them the following examples. Which of the following is not an example of a project?C

A: Designing a new software solution.

B: Building a new house.

C: Regularly achieving 3% growth on last year’s sales figures.

D: Implementing a new business process or procedure.

Question 4: You are planning to sit the PMP® examination and as part of your study are referring to the PMBOK® Guide for help in defining the project process groups. Which of the following is not one of the five process groups in the PMBOK® Guide?B

A: Closing B: Checking C: Initiating D: Executing

Question 5: You are the project manager on a project to develop a new piece of customer management software for an external client. Through your approved change control process you are considering a request to alter the scope of the project. While considering the impact of the request on the project scope, you must also consider the impact on other areas of the project such as quality, schedule, budget, and risk. These other areas that you are considering represent what to the project?B

A: Opportunities B: Constraints C: Constrictions D: Risks

Question 6: The process of continuously updating, improving, and detailing a project management plan, or parts of a project management plan, as more specific information becomes available is known as what?D

A: Iterative expectation management

B: Project life cycle

C: Continuous improvement

D: Progressive elaboration

Question 7: While delivering a presentation to senior management on the ways in which portfolio management can help your organization achieve strategic success, you realize that not everyone in the room understands what portfolio management is. Portfolio management is BEST defined as what?B

A: A group of projects managed by a project director.

B: A collection of projects grouped together to take advantage

of effective management to meet strategic business objectives.

C: A group of related projects managed in a coordinated way.

D: A collection of projects relating to a single business unit within an organization.

Question 8: A group of projects that must be managed in a coordinated manner to ensure that common goals and potential resource conflicts are managed effectively is known as what?A

A: Program

B: Portfolio

C: PMO

D: Life cycle

Question 9: The CEO of your organization is considering the strategic reasons the company has for approving your project proposal. At times he seems confused about the definition of strategic consideration. Which of the following is not a strategic consideration for authorizing a project?B

A: Strategic opportunity

B: Return on investment (ROI)

C: Customer demand

D: Market demand

Question 10: The team, or function, assigned responsibility for the centralized and

coordinated management of projects within an organization is known as what? C

A: Project headquarters

B: Program management office

C: Project management office

D: War room

Question 11: Your organization has employed a person to head the PMO. During your first meeting with her, you discuss the extent of her roles and responsibilities to fully explain what tasks she will be responsible for and those she won’t be responsible for. Which of the following is not a primary function of a project management office?A

A: Providing a project manager with daily progress reports on a specific project.

B: Managing shared resources across several projects.

C: Identifying and developing project management

methodologies, best practices, and standards.

D: Coordinating communication across projects.

Question 12: All of the following are points where projects can intersect with

operational activity during the product life cycle except? B

A: During development of a new product.

B: While monitoring and controlling.

C: During improvements in operations.

D: In closeout phases.

Question 13: What is the best description of the relationship between project management and organizational strategy?D

A: Organizational strategy ensures that projects are delivered successfully due to the way in which it appoints a qualified project manager.

B: Organizational strategy enables a project manager to provide appropriate governance to the entire project life cycle.

C: Organizational strategy and project management don’t interact because one is operational in nature and the other is project based.

D: Organizational strategy should provide guidance and direction to project management, and project management should deliver organizational strategy by successful project delivery.

Question 14: Your team seems confused about roles and responsibilities in the project that you are leading. They are particularly confused about your role as project manager. How would you explain the primary purpose of your role?C

A: The person responsible for budget control.

B: The person responsible for delivery of technical tasks.

C: The person assigned by the performing organization to achieve the project objectives.

D: The person responsible for sharing resources among projects.

Question 15: While using the PMBOK® Guide to help you define and carry out processes on your project, you notice that a very common input into nearly all the processes is enterprise environmental factors. Which of the following examples would not be considered an enterprise environmental factor?C

A: Government or industry standards or regulations B: Political climate

C: Net present value of investment

D: Project management information systems

Question 16: You have volunteered your time to help your organization’s PMO carry out an assessment of your organization using the OPM3 tool. What does OPM3 measure?D

A: The interdependency of projects within a program of work.

B: The level of variance between project management best

practice and the actual application.

C: The ability of a project manager to successfully deliver a project.

D: An organization’s project management maturity level.

Question 17: The internal and external environmental factors that surround and

influence, and sometimes constrain, a project are known as what? D

A: Enterprise organizational assets

B: Environmental process assets

C: Environmental enterprise constraints

D: Enterprise environmental factors

Question 18: The collection of generally sequential and sometimes overlapping

project phases differentiated by a distinct work focus is known as what? D

A: Project management information systems

B: Project management methodology

C: Project management office

D: Project life cycle

Question 19: All of the following are basic characteristics of the project life cycle except?B

A: Closing the project.

B: Checking the project work.

C: Starting the project.

D: Carrying out the project work.

Question 20: Divisions within a project where extra control is needed to effectively manage the completion of a major deliverable are commonly known as what?A

A: Phases

B: Stage gates

C: Decision trees D: Sub-projects

Question 21: You are explaining to your project sponsor that the best approach to managing your project is a phase-to-phase relationship. Which of the following is not an example of a phase-to-phase relationship?D

A: Sequential

B: Overlapping

C: Iterative

D: Progressive

Question 22: You are the project manager working in an organization where the functional manager, to whom some of your staff answer when not working on your project, controls the project budget and resource availability. This type of organization is commonly referred to as what?D

A: Projectized

B: Strong matrix

C: Functional

D: Weak matrix

Question 23: You work in an organization where staff members are grouped according to their specialty, such as production, engineering, and accounting, and projects are generally undertaken within these respective groupings. What is this type of organizational structure known as?D

A: Projectized

B: Weak matrix

C: Strong matrix

D: Functional

Question 24: All of the following are examples of Organizational Process Assets that can assist your project except?A

A: Government regulations

B: Lessons learned from previous projects

C: A template for a work breakdown structure

D: Configuration management knowledge bases

Question 25: The process of determining which of the PMBOK® Guide processes are appropriate to use on your project and the appropriate degree of rigor to be applied in any given project is known as what?C

A: Customizing

B: Prudency

C: Tailoring

D: Standardization

Question 26: The process group consisting of those processes performed to define a new project, or a new phase of an existing project, by obtaining authorization to start the project or phase is known as what?C

A: Closing B: Executing C: Initiating D: Planning

Question 27: You are completing the work defined in the project management plan to satisfy the project specifications. Which process group would your activities fall under?D

A: Monitoring and Controlling

B: Planning

C: Initiating

D: Executing

Question 28: Your team members are not aware of the differences between a framework, such as the PMBOK® Guide, and a methodology, such as Kanban or Lean. How would you best explain this?A

A: A framework is a toolbox containing a series of structured best practices used across a profession; it is not prescriptive. A methodology prescribes how a project should be delivered, using certain procedures and techniques.

B: A framework prescribes how a project should be delivered, using certain procedures and techniques. A methodology is a toolbox containing a series of structured best practices used across a profession; it is not prescriptive.

C: A framework is used during the planning phase of a project, whereas a methodology is used during the execution phase of a project.

D: There is no difference. They are both concepts used to manage the delivery of a project.

Question 29: You have been asked to lead a project to improve the operations of a major company. The sponsor has requested you to apply Lean principles to facilitate the improvement program. Which of the following is not a principle of Lean?D

A: Seek Perfection.

B: Identify the value-add.

C: Eliminate waste.

D: Reduce team size.

Question 30: What does eliminating waste refer to under the practice of applying Lean?D

A: Not having project meetings because it is more important for staff to be working on delivery.

B: Avoiding project documentation where appropriate because it consumes unnecessary time.

C: Keeping a clear work area to avoid risks associated with health and safety.

D: Assessing a process to understand if value can still be achieved without the inclusion of certain components.

Question 31: You are working through the planning phase for a project that will improve the production output of your employer’s automotive factory by 7.5%. As part of your approach to managing the engagement of your stakeholders, you are educating them on the benefits of Lean. What are the key benefits realized from applying Lean practices?A

A: Reduced duration, minimized costs.

B: Increased duration, minimized costs.

C: Increased duration, maximized costs.

D: Reduced duration, maximized costs.

Question 32: Delays, duplication, over-production, and errors are all forms of what? B

A: WIP

B: Waste

C: Risks

D: Issues