Question 33: You are in the process of developing your project closure checklist and selecting those items and actions that need to be completed to ensure your project is closed properly. A team member asks to help you do this work and asks how you know a project can be closed. A project can be considered finished under all of the following conditions except?A

A: When the project manager resigns.

B: When the project objectives have been achieved.

C: When the project is terminated because its objectives will not or cannot be met.

D: When the need for the project no longer exists.

Question 34: During the preparation of the business case for your project you outline and document several different compelling reasons why your project should proceed. These reasons include the high ROI, delivering strategic value, and an increase in business value. What is the BEST definition of business value?C

A: The value of company’s tangible assets, which can be liquidated to provide working capital.

B: The value added to the business by projects that are completed successfully.

C: The value of the total sum of all tangible and intangible elements of the business.

D: The value of all of the projects that the company is currently completing.

Question 35: You are explaining to your team that all changes on your project must be documented and assessed in relation to any extra costs incurred. This is particularly important at what point in a project’s timeline?B

A: At the beginning of the project.

B: Towards the end of the project.

C: During the project execution.

D: It is equal throughout a project.

Question 36: While studying towards the PMP® examination, you memorize the processes in the PMBOK® Guide. How many processes are there in the Project Integration Management knowledge area in the PMBOK® Guide?D

A:7 B:5 C:4 D:6

Question 37: You are involved in making choices about resource allocation on your project, making trade-offs among competing objectives and alternatives, and managing the interdependencies among the different project management knowledge areas.

Of which of the PMBOK® Guide knowledge areas will it be most useful to have an in-depth understanding?B

A: Develop Project Management Plan B: Project Integration Management

C: Project Risk Management

D: Perform Integrated Change Control

Question 38: One of your team members has recently discovered the PMBOK® Guide and is intent on doing a project using each and every process, tool, and technique. You take this team member aside and explain to her that the knowledge and processes described in the PMBOK® Guide should be applied in what way?A

A: You should apply the project management knowledge, skills, and required processes in whatever order is appropriate and with varying degrees of rigor to achieve the desired project performance.

B: Rigorously and exactly as shown in the PMBOK® Guide.

C: The PMBOK® Guide is only a guide, and you should only

apply the parts you understand fully.

D: You should apply all the different knowledge areas and processes to your project at the level required to achieve project success.

Question 39: You are newly appointed to a project and are currently reading the project charter to gain an understanding of what is known about the project at this point. The project charter should contain enough information to do all of the following except?A

A: Complete the WBS.

B: Initiate the project.

C: Describe the high-level project scope.

D: Appoint the project manager.

Question 40: You have been called in to evaluate a project that is experiencing some performance challenges. The team seems disorganized, and when you ask to meet the project sponsor, the project manager replies that she doesn’t know who the sponsor is. She also shares with you that the planned value (PV) is $20,000, earned value (EV) is $14,500, and the actual cost (AC) is $36,000. You decide that you should really go back

to the beginning and figure out how this project got started. What document should you request?B

A: The project plan

B: The project charter

C: The cost performance analysis and report

D: The project authorization memo

Question 41: You and your team are currently developing the project charter and are looking for valuable inputs you can use to complete it. All of the following are inputs in the Develop Project Charter process except?B

A: Business case

B: Project management plan

C: Enterprise environmental factors

D: Project statement of work

Question 42: You have completed a business case and project charter for your project and are presenting it to senior management for consideration and approval. Which of the following have you included in this document?D

A: The project management plan

B: A copy of the stakeholder register

C: Any blank templates your organization has to assist in completing the project charter

D: A description of the expected market demand for the product of the project

Question 43: There are many ways to describe the work to be done on a project. What is the high-level, narrative description of products or services to be delivered by the project more commonly referred to as?A

A: Project statement of work

B: Project scope statement

C: Project scope

D: Product scope description

Question 44: Which of the following is not a method you would expect to see used in a business case to justify a project on financial grounds?A

A: External rate of investment (ERI)

B: Return on investment (ROI)

C: Net present value (NPV)

D: Internal rate of return (IRR)

Question 45: You are a project manager working for an organization and have been asked to help evaluate some potential projects and draft the statement of work (SOW)

to be given to potential solution providers. One of the projects has an expected value of $50,000 in three years. Another project has an expected value of $60,000 in four years. The discount rate is 8.2%. You will want to make sure your statement of work indicates all the following except?A

A: Staffing plan

B: Business need

C: High-level project scope description

D: Strategic plan

Question 46: You are in the process of developing a project charter for your project. Which of the following is a tool or technique that you would find useful to complete this work?B

A: Delphi technique

B: Expert judgment

C: Analytical techniques

D: Business case preparation

Question 47: You have just taken over a project that has been underway for 10 months. The previous project manager left the project for health reasons. The project is performing well but you would like to become familiar with the way in which this particular project is being executed, monitored and controlled, and closed. What document will help you in this instance?D

A: Quality management plan

B: Project statement of work

C: Project charter

D: Project management plan

Question 48: You and your team are carrying out the development of the project management plan for your project. You are unsure about which inputs are best to use to develop it. All of the following may be of assistance to you except?D

A: Communications management plan

B: Project charter

C: Process improvement plan

D: Work performance information

Question 49: After completing most of your project management plan, your project sponsor is so impressed that she comments, "With this level of planning and detail,

we know exactly where the project will be nine months from now." What is the BEST response you should give to the sponsor?A

A: “Projects seldom run exactly according to the project management plan, which is why we have the integrated change control process.”

B: “Projects that are planned and scheduled using the critical chain method will completely eliminate any possible changes.”

C: “That’s correct. Good planning gives us precise knowledge about how our project will perform.”

D: “These are exactly the type of results that are achieved through professional project management as defined in the PMBOK® Guide.”

Question 50: Which of the following would your project sponsor not expect to see in

your project management plan?B

A: The project management plan can be either summary or detailed.

B: The project management plan sets out the business case for the project, the project manager, and approval from the project sponsor.

C: The project management plan describes how work will be executed to accomplish the project objectives.

D: The project management plan integrates and consolidates all of the subsidiary management plans.

Question 51: You and your project team are busy putting together a first iteration of your project management plan. One of your team members seems confused about what exactly a project management plan is. Which of the following answers would be your best response to this team member?C

A: The project management plan includes the actions necessary to define, integrate, and coordinate all subsidiary plans into a project management plan. This is a deliverable that is rarely used in real practice.

B: The project management plan includes the actions necessary to define, integrate, and coordinate all subsidiary plans into a project management plan. The content will be very similar regardless of the complexity of the project.

C: The project management plan includes the actions necessary to define, integrate, and coordinate all subsidiary plans into a project management plan. The content will vary depending on the complexity of the project.

D: The project management plan includes the actions necessary to define, integrate, and coordinate all subsidiary plans into a project management plan. The content will be very high level and further refined in the project charter.

Question 52: Which of the following tools or techniques would you find useful when developing your project management plan?C

A: Project scope analysis

B: Project management information systems C: Expert judgment

D: Business case preparation

Question 53: Your project management plan describes your performance measurement baseline against which you will measure project performance in several interrelated areas. This baseline is most commonly a combination of what other baselines?D

A: Procurement, scope, and cost baselines

B: Schedule, cost, and risk baselines

C: Communications, cost, and schedule baselines D: Scope, schedule, and cost baselines

Question 54: You and your project team are implementing a variety of approved changes to your project. Which of the following would not be a type of approved change?A

A: Lessons learned

B: Preventative action C: Corrective action D: Defect repair

Question 55: The activities involved in performing the work defined in the project management plan to achieve the project’s objectives include all of the following except?D

A: Issue change requests and adapt approved changes into the project’s scope, plan, and environment.

B: Manage risks and implement risk response activities.

C: Staff, train, and manage the team members assigned to the

project.

D: Complete the business case and use it as an input into the development of the project charter.

Question 56: You are in the process of directing and managing the work to be done on the project. Which of the following would not be of use to you during this process?B

A: Project management plan

B: Work performance data

C: Approved change requests

D: Enterprise environmental factors

Question 57: You are in the process of directing and managing the work to be done on the project. Which of the following would not be a useful type of Organizational Process Asset to use during this process?C

A: Issue and defect management procedures

B: Process measurement database

C: Stakeholder risk tolerances

D: Standardized guidelines and work instructions

Question 58: You are the sponsor on a time-constrained project that must deliver the expected output by a defined date or your organization will face severe financial penalties. You meet with the project manager 20 days after the kick-off of the project and ask to have an update on schedule progress, schedule activities that have been started, and the extent to which quality standards are being met. The project manager looks at you somewhat uncomfortably and tells you that he doesn’t have any of that information. What output from Direct and Manage Project Work process is the project manager missing?D

A: Change requests

B: Project management plan updates C: Deliverables

D: Work performance data

Question 59: The process of tracking, reviewing, and regulating the progress of your project to meet the performance objectives defined in the project management plan is known as what?C

A: Perform Integrated Change Control process

B: Direct and Manage Project Work process

C: Monitor and Control Project Work process

D: Develop Project Management Plan process

Question 60: You and your team are completing work to monitor and control project work. Which of the following tools or techniques would not be of use to you to complete this work?B

A: Expert judgment

B: Delphi technique

C: Analytical techniques

D: Meetings

Question 61: You and your team are completing work to monitor and control project work. As part of this effort you are producing a variety of outputs. Which of the following is not one of these outputs?B

A: Project management plan updates

B: Work performance information

C: Change requests

D: Project documents updates

Question 62: You and your team are considering making an early change to a part of the project management plan when one of your team members says that it is too early to be considering any changes. At what points in the project would you perform integrated change control?B

A: During project execution

B: From project inception to completion

C: During project monitoring and control

D: From project execution through to project closure

Question 63: Your client has requested a change to the project and as a result you are preparing a change request according to the approved change control process that your project management methodology prescribes. A project administrator on your project asks to assist in the preparation and assessment of the change request but seems confused about the key characteristics of a change request. You explain that all of the following are characteristics of a change request except?B

A: Every documented change request must be approved or rejected.

B: All change requests should be considered by the change control board.

C: They may be initiated verbally.

D: They may involve assessing impacts on several

knowledge areas.

Question 64: You have developed a formal documented system and set of processes to assist with technical and administrative direction, control, and iteration management of project documents, records, accountability, physical characteristics, and required materials. What is this system called?D

A: A work authorization system

B: A risk management system

C: A project management information system (PMIS)

D: A configuration management system

Question 65: You are carrying out project-wide application of the configuration management system in order to accomplish three main objectives. Which of the following is not one of these objectives?B

A: Establishing an evolutionary method to consistently identify and request changes to established baselines.

B: Providing a documented process to enable the assessment of requested changes to the project.

C: Providing opportunities to continuously validate and improve the project by considering the impact of each change.

D: Providing a mechanism for the project management team to consistently communicate all approved and rejected changes to the stakeholders.

Question 66: The configuration management system is a collection of formal documented procedures. Which of the following is not an objective of configuration management? A

A: Prevent any changes to functional characteristics.

B: Record and report each change to the functionalcharacteristics.

C: Identify and document the functional characteristics of a product.

D: Support the audit of the products to verify conformance to requirements.

Question 67: You are in the process of documenting, assessing, and making a decision on a requested change to your project. Which of the following configuration management activities would you not find useful at this time?A

A: Configuration control and assessment

B: Configuration identification

C: Configuration status accounting

D: Configuration validation and audit

Question 68: As an experienced project manager, you have been asked to review a project with an SPI of 0.86 and a CPI of 0.83. You quickly identify a number of changes that are required to fix defects and meet some critical customer needs. Which of the following PMBOK® Guide processes will you need to perform first?A

A: Perform Integrated Change Control B: Direct and Manage Project Work

C: Monitor and Control Project Work D: Develop Project Management Plan

Question 69: You are carrying out work to document and assess requested changes to your project. Which of the following would you find least helpful to you as an input as you complete this work?C

A: Organizational Process Assets

B: Change requests

C: Project documents updates

D: Work performance reports

Question 70: Your client has requested a change that is considered feasible but is outside of the already approved project scope, and your project is already significantly advanced. What should occur if the change is approved?C

A: The project sponsor should be consulted.

B: The request should not be approved.

C: The relevant baseline will require changing.

D: The person making the change request should be removed from the project to avoid conflict of interest.

Question 71: You and your project team are carrying out the work described in the Close Project or Phase process in the PMBOK® guide. You want your team to understand the exact characteristics of this work, so you tell them that the process includes all of the following except?C

A: Establishing the procedures to investigate and document the reasons for actions taken if a project is terminated before completion.

B: Finalizing all activities across all of the project management process groups.

C: Closing and finalizing any contracts for providing goods or services.

D: It includes all of the activities necessary for administrative closure of the project or phase.

Question 72: While carrying out the work to close the design phase of your project you are using a variety of useful inputs. Which of the following is not a useful input to you?C

A: Organizational Process Assets

B: Accepted deliverables

C: Work performance information

D: Project management plan

Question 73: You are a project manager and you have just been informed that due to budget cuts your project has been cancelled and your team should cease work immediately. The project was doing very well and will likely be restarted at a later time when organizational finances are better. What is the BEST action to take next?A

A: Formally document why the project was terminated and set up the procedures to transfer finished and unfinished deliverables to others.

B: Ignore the request since your charter has been approved and it commits organizational resources to your project.

C: Release your team to the functional organization, shred most of your documents, and ask for a new project.

D: See if more money is available from another project.

Question 74: You are just about to complete administrative closure of your project and are updating the relevant Organizational Process Assets for your company. Which of the following is not an example of an Organizational Process Asset that you would update? C

A: Project closure documents

B: Project files

C: Stakeholder risk tolerance register

D: Historical information

Question 75: Your project is reporting a CPI of 1.02 and a SPI of 1.1. The project you are delivering is for a customer who is notoriously difficult to please. Your team comes up with a way to deliver more functionality in the project than the customer is expecting, at a lower cost, and the change will result in improvements to the schedule. What is your BEST course of action? B

A: Do not do the extra work because it is not included in the project scope.

B: Contact the customer and explain the situation to them. C: Carry out the work and surprise the customer.

D: Do not do the extra work because the customer will not appreciate it.

Question 76: You are a project manager that is involved with the preparation of a business case to justify whether a particular project should go ahead. You are using net present value as a key financial filter. Your project will spend $100,000 in the first year, and then it will generate revenue of $33,000 in the first year, $62,000 in the second year, and $85,000 in the third year. Assuming a discount rate of 10%, what is the net present value?B

A: $100,000 B: $45,101 C: $80,000 D: $280,000

Question 77: You are choosing between two potential projects that your organization could undertake. The first project, Project Eagle, will cost $500,000 and will have a NPV

of $50,000. The second project, Project Falcon, will cost $420,000 and will have a NPV of $48,000. Which of the two projects should you do? C

A: Do not have enough information to answer this question.

B: Project Falcon.

C: Project Eagle.

D: Neither project meets NPV criteria.

Question 78: After measuring expected project benefits, your project management office has four projects from which to choose. Project A has a NPV of $160,000 and will cost $10,000. Project B has a NPV of $470,000 and will cost $220,000. Project C has a NPV of $265,000 and will cost $33,000. Project D has a NPV of $335,000 and will cost $57,000. Which project would be BEST? C

A: Project C B: Project A C: Project B D: Project D

Question 79: You are assisting your portfolio manager in making a decision about which of two possible projects should be given approval to proceed. Project A would generate $75,000 in benefit. Project B would generate $225,000 in benefit. Unfortunately, due to limited resources, your company can only perform one project, and they choose Project B because of the higher benefit. What is the opportunity cost of performing Project B? B

A: $225,000 B: $75,000 C: $300,000 D: $150,000