



PMP® Certification Training

Lesson 01: Introduction

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Quiz



1. Which of the following is NOT a characteristic of a project?

- A ▶ Repeats every week
- B ▶ Temporary
- C ▶ Definite beginning and end
- D ▶ Interrelated activities



The correct answer is: **A**

Characteristics of a project are based on the project definition. Except for option a, the other options are part of the project definition.

Quiz



2.

As a project manager, you have started a new project. Several stakeholders raise concerns about the quality of the new project management software provided by the PMO and the way project changes would be logged. As a project manager, what should you do?

- A** ➤ Provide training material on the new project management software.
- B** ➤ Inform the project management office about the stakeholders' concerns.
- C** ➤ Conduct an informal training session.
- D** ➤ Assure the stakeholders that you will keep them engaged in the project and that the new software will in no way negatively impact them.



The correct answer is: **B**

Although all the options look correct, informing the PMO is the best choice. The PMO controls the project management procedures and tools. PMI would like a mature organization to have a dedicated PMO, and deferring to the PMO for this would be the right option.

Quiz



3. Identify the least important stakeholder from the given options.

- A ➤ The project manager who is responsible for building the project
- B ➤ A project team member who will work on the project
- C ➤ Customer who will use the end product or service
- D ➤ Competitor whose organization will be affected by the new product release



The correct answer is: **D**

Stakeholders are persons or organizations that are actively involved in the project or who may be positively or negatively affected by the performance or completion of the project. Competitor is the least important stakeholder.



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Lesson 03: Project Management Framework

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Quiz



1

A project manager is working on a project to construct a new bridge. The resources report to the functional manager and are mainly occupied with operational work. The project manager has no authority to assign resources. What type of organizational structure is the project manager in?

- A ► Functional
- B ► Projectized
- C ► Strong Matrix
- D ► Weak Matrix



The correct answer is: **A**

In a functional organization, team members are more concerned with their daily functional activities than with the project activities.

Quiz



2 Who does the project team report to in a projectized organization?

- A No one
- B Project manager
- C Functional manager
- D CEO



The correct answer is: **B**

In a projectized organization, project team reports to the project manager.

Quiz



3 How is project life cycle different from product life cycle?

- A ➤ Project life cycle has no methodology
- B ➤ Project life cycle depends on the control needs of the performing organization
- C ➤ Project life cycle can contain many product life cycles
- D ➤ Project life cycle only includes specific project management activities



The correct answer is: **B**

A project life cycle depends on the control needs of the performing organization. Choice C is just the opposite, i.e., a product life cycle can include many projects in its life cycle, not the other way around.

Quiz



4 Which of the following is NOT included in the definition of a process?

- A ▶ It responds to a trigger
- B ▶ It requires an input
- C ▶ It produces an output of value
- D ▶ It is timely



The correct answer is: **D**

Processes require inputs, produce outputs, and respond to triggers; however, a process does not need to be timely and can take any length of time that is appropriate.

Quiz



5

What does ITTO stand for?

- A ▶ Information, Tools, Techniques, Outputs
- B ▶ Inputs, Timing, Tasks, Outputs
- C ▶ Inputs, Tools, Techniques, Outputs
- D ▶ Information, Tools, Tasks, Outcomes



The correct answer is: **C**

ITTO stands for Inputs, Tools, Techniques, and Outputs.



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Lesson 04: Project Management Processes

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Quiz



1. A project manager is validating the scope. Which Process Group is the project manager working in?

- A Planning
- B Monitoring and Controlling
- C Initiating
- D Closing



The correct answer is: **B**

The project manager is in Monitoring and Controlling Process Group (see *PMBOK® Guide* section 3.6). During project closure, the project manager reviews the acceptance documentation from scope validation to ensure that all project requirements are completed.

Quiz



2. Which of the following is an output of the Initiating Process Group?

- A ► Project charter
- B ► Organizational process assets
- C ► Enterprise environmental factors
- D ► Procurement documents



The correct answer is: **A**

Project charter is an output of the Initiating Process Group. All other options are inputs to the Initiating Process Group.

Quiz



3. Who is in control of the project during the Planning Processes?

- A ▶ Project manager
- B ▶ Functional manager
- C ▶ Team members
- D ▶ Stakeholders



The correct answer is: **A**

The project manager is in control of the project throughout the project life cycle.

Quiz



4. The high-level project schedule constraints have been determined. Which Process Group is the project in?

- A Planning
- B Closing
- C Monitoring and Controlling
- D Initiating



The correct answer is: **D**

The high-level constraints of schedule and budget are determined during the Initiating Process Group. The detailed planning is done during the Planning Process Group.

Quiz



5. Which of the following is NOT true about project life cycle?

- A ➤ Cost of changes increases as the project approaches completion
- B ➤ Stakeholder influences are greatest toward the end of the project
- C ➤ Risk and uncertainty are greatest at the start of the project
- D ➤ Cost and staffing levels are low at the start, peak as the work is carried out, and drop rapidly as the project draws to a close



The correct answer is: **B**

Stakeholder influences are greatest toward the beginning of the project.

Quiz



6. Which of the following Process Groups should be included in all the projects?

- A ▶ Initiating, Planning, Executing, Monitoring and Controlling, and Closing
- B ▶ Planning, Executing, and Monitoring and Controlling
- C ▶ Monitoring and Controlling
- D ▶ Initiating, Planning, and Executing



The correct answer is: **A**

In every project, all five Process Groups must be included, but the level of attention given to each Process Group will be governed by the project manager depending on the project size and complexity.

Quiz



7. How many Process Groups, Knowledge Areas, and Processes are covered in the *PMBOK® Guide*?

- A ▶ 5, 10, 47
- B ▶ 5, 10, 49
- C ▶ The *PMBOK® Guide* is flexible and does not have a specific number of groups, knowledge areas, or processes.
- D ▶ 4, 9, 48



The correct answer is: **B**

The *PMBOK® Guide* v6 now has 49 processes, which reflects addition of three new processes (Manage Project Knowledge, Control Resources, Implement Risk Responses) and removal of one process (Close Procurements).

Quiz



8. In which Process Group is the majority of a project's costs incurred?

- A ▶ Initiating
- B ▶ Planning
- C ▶ Execution
- D ▶ Closure



The correct answer is: **C**

Execution is where the project teams deliver the work specified in the Initiation phase and planned in the Planning phase. Execution is when the project resources are onboarded and the majority of the project costs are incurred.



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Lesson 05: Project Integration Management

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Quiz



1. With respect to change, which of the following is the most important for a project manager to focus on?

- A ▶ Undertake the change
- B ▶ Track and record the change
- C ▶ Prevent uncontrolled change
- D ▶ Inform project sponsor of the change



The correct answer is: **C**

It is the responsibility of the project manager to proactively manage the project. This includes preventing unnecessary changes. The changes are actually undertaken by the project team.

Quiz



2

In the middle of a project, you are informed that the resources promised at the beginning of the project are no longer available. As a project manager, what would you do?

- A** ➤ Raise a concern that you can no longer execute this project
- B** ➤ Evaluate the impact of not having the promised resources
- C** ➤ Move forward without the promised resources
- D** ➤ Identify other resources that can be provided to you in lieu of the earlier promised resources



The correct answer is: **B**

Although all the responses here seem feasible, the first thing to do is to evaluate the impact of not having the promised resources.

Quiz



3

A customer is known for requesting numerous changes to projects. You have been assigned as the project manager for this customer's new project. What would you do in the beginning of the project to manage this customer?

- A** ▶ Check who the customer's manager is and inform him/her about the customer's past record
- B** ▶ Involve the customer as early in the project as possible
- C** ▶ Be firm and say no to the customer a few times
- D** ▶ Send the customer a copy of your company change control procedure



The correct answer is: **B**

In real life, you might consider doing all the options listed, but the best way to handle such a scenario is to involve the customer as early in the project as possible.

Quiz



4 Who performs project integration?

- A ▶ Project Sponsor
- B ▶ Project Manager
- C ▶ Project Team
- D ▶ Customer



The correct answer is: **B**

The project manager's primary role is to integrate the various activities and processes in the project to help fulfill the project's requirements.

Quiz



5

As a project manager, what would you do if you received a change request that does not impact the project schedule?

- ☐ A ➤ Go ahead and do the change
- ☐ B ➤ Evaluate the impact on the other project constraints
- ☐ C ➤ Get in touch with the change control board
- ☐ D ➤ Ask your boss's permission



The correct answer is: **B**

Whenever there is a change request, you should look at the impact on all of the project constraints, not just the schedule.

Quiz



6

You have been assigned as the project manager of a project that is halfway through execution. You meet the customer and inform him that project is within the baselines, but the customer informs you that he is not happy with the performance of the project. What should you do first?

- A ➤ Meet with the project team to understand the customer's concerns
- B ➤ Meet with the project sponsor and discuss the customer's concerns
- C ➤ Inform the customer that the project team has met the stated expectations
- D ➤ Show the customer the performance of similar other projects



The correct answer is: **A**



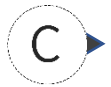

As the customer is directly informing you that he is not happy, the best option is to meet the project team and discuss the customer's concerns before doing anything else.

Quiz



7

You are managing a software development project, and one of the developers tells you that he added a new feature that he heard the sponsor talking about in a hallway conversation. The developer did the work after hours and it does add a lot of value to the solution. How should you manage this?

-  **A** Thank the developer for his hard work and communicate this as a 'win' in your next status report.
-  **B** Document this as a Change Request and follow the Change Control process to ensure it is documented and approved.
-  **C** As there were no costs incurred from the work and no schedule impact, you do not need to do anything.
-  **D** Tell the developer to immediately back the change out as it was not approved and explain that any scope changes must be reviewed and approved before implementation.



The correct answer is: **B**

Although the developer did the work after hours and it appears to address the needs of the sponsor, it should be documented as a change. This feature will need to be tested and there is risk that it might affect other parts of the system. It's also possible that the sponsor's requirement was not fully understood if it was talked about in a hallway conversation.

Quiz



8

What makes Project Integration Management unique among the other ten knowledge areas?

- A** ▶ It is the only knowledge area with processes in each of the project process groups (Initiating, Planning, Execution and Monitoring & Controlling).
- B** ▶ Integration Management is the only knowledge area where no resources are assigned as it is a coordination function that is the responsibility of the project manager.
- C** ▶ Integration Management is the only knowledge area that can be completed in the Planning phase.
- D** ▶ When closing integration planning, it is not necessary to have sign-off as it only delivers subsidiary plans.



The correct answer is: **A**

Project integration manage has processes within each project process group and ensures that the entire project is planned, executed and managed effectively.



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Lesson 06: Project Scope Management

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Quiz



1. In which Project Management Process Group is the project scope defined?

- A ▶ Planning
- B ▶ Initiating
- C ▶ Executing
- D ▶ Monitoring and Controlling



The correct answer is: **A**

There are only six processes in scope management. Four are in Planning Process Group and two are in Monitoring and Controlling Process Group. Project scope is defined in Planning Process Group.

Quiz



2. During a project meeting, one of the team members suggests a new feature that customers may like. The project manager says no to this feature, indicating the project should focus on only what is required to complete the project. This is an example of_____.

- A ► Scope Management
- B ► Change Management
- C ► Project Management
- D ► Quality Management



The correct answer is: **A**

Scope management is about doing only the work needed for the project.

Quiz



3. What is the most important thing that a project manager should ensure during the Validate Scope process?

- A ► Accuracy
- B ► Timeliness
- C ► Acceptance
- D ► Completeness



The correct answer is: **C**

Scope validation involves formal acceptance of the work deliverables.

Quiz



4. The WBS for your project has been prepared and distributed to the project team members. When execution begins, which document will provide the detailed descriptions of the WBS elements?

- A ► Scope Statement
- B ► Project Management Plan
- C ► WBS dictionary
- D ► Project Statement of Work



The correct answer is: **C**

The WBS dictionary provides detailed descriptions about the deliverables listed in the WBS.

Quiz



5. Which of the following is NOT true regarding subdividing the work in the WBS?

- A ➤ Subdivide until it has a meaningful conclusion
- B ➤ Subdivide until it can be done by a single person
- C ➤ Subdivide until it cannot be logically subdivided further
- D ➤ Subdivide until it can be realistically estimated



The correct answer is: **B**

WBS need not be decomposed until it can be done by a single person.

Quiz



6. Validate scope is the process of formalizing acceptance of the completed project deliverables. When should this process be done?

- A ▶ During quality control
- B ▶ During the planning processes
- C ▶ At the end of each phase of the project
- D ▶ At the end of the project



The correct answer is: **C**

Validate scope is a monitoring and controlling process which can be performed throughout the project. At the end of each phase of the project, you would perform validate scope to achieve the formal acceptance of the completed project deliverables.

Quiz



7. Which are the effective forms of Requirements Gathering documents?

- A ▶ Use Cases
- B ▶ User Stories
- C ▶ Product Backlog Items
- D ▶ All of the above



The correct answer is: **D**

Use Cases, User Stories, and Product Backlog Items (PBIs) are all valid forms of requirements. User Stories and PBIs are agile forms of requirements documentation.

Quiz



8. Javed is a project manager for a custom-manufacturing company that has recently completed the testing of a new Bluetooth-enabled digital thermometer. The Quality Assurance team has signed off stating that the product meets requirements and specifications. At which state are the deliverables?

- A ► Verified
- B ► Accepted
- C ► Inspected
- D ► Validated



The correct answer is: **A**

The project deliverables are “verified” and ready for the Scope Validation process, where they will be inspected, validated, and accepted if the users feel they meet requirements and specifications.



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Lesson 07: Project Schedule Management

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Quiz



1

Your customer wants your project to be completed 10 days earlier than planned. You believe that you can meet the target by overlapping the project activities. What is the approach that you plan to use?

- A ➤ Concurrent Engineering
- B ➤ Crashing
- C ➤ Resource Leveling
- D ➤ Fast Tracking



The correct answer is: **D**

Overlapping of activities implies taking activities that would otherwise be executed sequentially and executing them by introducing parallelism. This is referred to as fast tracking.

Quiz



2

You are managing a project to build a multi-story complex in your city. You are waiting for the clearance to start construction of the building. A dependency that originates outside of the project is called _____.

- A External Dependency
- B Mandatory Dependency
- C Discretionary dependency
- D Internal Dependency



The correct answer is: **A**

This is an example of an external dependency that involves relationships between the project and non-project activities that are outside the control of a project manager.

Quiz



3

Which of the following is the best action to take to complete a project one week ahead of schedule?

- A ► Inform customer that critical path does not allow early completion
- B ► Motivate the team to work hard and check the status next month
- C ► Meet the team and look for options for crashing or fast tracking the critical path
- D ► Consult project sponsor



The correct answer is: **C**

You should first seek to understand what the best course of action is. Also, when it comes to schedule compression, crashing and fast tracking are the two main options. The project sponsor would approve the actions after your team develops them.

Quiz



4

A project team is working on the network diagram of a project and wants to determine the float of a project activity. Which of the following is the correct formula?

- A ➤ Late Finish-Early finish (LF-EF)
- B ➤ Late Finish-Early finish (LF-EF) or Late Start-Early Start (LS-ES)
- C ➤ Late Start-Early Start (LS-ES)
- D ➤ Late Finish-Late Start (LF-LS)



The correct answer is: **B**

Float is calculated by subtracting either the Early Finish (EF) from the Late Finish (LF) or the Early Start (ES) from the Late Start (LS). Float for an activity = $LS - ES$ or $LF - EF$.

Quiz



5

The project manager, along with his team, has defined the dependencies among the activities and estimated their durations and the resources required to work on them. He is now in the process of creating the project schedule. All of the following tools and techniques will assist him in creating the project schedule, except _____.

- A ► Resource leveling
- B ► Schedule compression
- C ► Critical chain method
- D ► Reserve analysis



The correct answer is: **D**

All of the above stated options, except D, are tools and techniques for the “develop schedule process.” Reserve analysis is a tool and technique for “estimate activity durations.”

Quiz



6 A summary activity that represents a group of related activities is called _____.

- A Hanger
- B Hammock
- C Float
- D Milestone



The correct answer is: **B**

Hammock is a summary activity that represents a group of related activities.

Quiz



7 A sequence of tasks within a project schedule that has zero slack is called _____.

- A Critical Chain
- B Critical Path
- C Zero Slack Track
- D Network Dependency Diagram



The correct answer is: **B**





The Critical Path in a project has zero slack, and any delays on tasks on the critical path will delay the end date of the project.

Quiz



8

Keri is developing a project schedule. She includes a task to order a computer server with complex configurations, which takes 7 days to ship after the order is placed. How should she represent this in her Gantt chart?

-  A She only needs one task for ordering and receiving the part of 7 days.
-  B She should create a task for ordering the part. The task should reflect the time to create the complex order and a milestone to receive the part, with a Start to Finish dependency and a 3 day lag.
-  C She should create a task for ordering the part and another task of seven days to receive it.
-  D This task is too detailed for inclusion in a project schedule based on the principle of decomposition.



The correct answer is: **B**

The best answer is to create one task and a milestone. The actual effort is creating the server order, which should be created as a task and assigned to a resource. Receiving the server is a milestone, and it should reflect the 7 day shipping duration from the point the task order is complete.



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Lesson 08: Project Cost Management

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Quiz



1. If Earned Value (EV) is \$550, Actual Cost (AC) is \$650, and Planned Value (PV) is \$600, what is the Cost Variance (CV)?

- A ▶ -100
- B ▶ +50
- C ▶ -50
- D ▶ +100



The correct answer is: **A**

Apply the formula $CV = EV - AC$ to get the answer. Note that although PV is provided, it is not used in solving this problem.

Quiz



2. You, as a project manager, are in the process of midway review at the end of the first year of a \$50K project. The earned value analysis shows that the PV is \$25K, the EV is \$20K, and the AC is \$15K. What can be determined from these figures?

- A ► The project is behind schedule and over budget
- B ► The project is ahead of schedule and under budget
- C ► The project is ahead of schedule and over budget
- D ► The project is behind schedule and under budget



The correct answer is: **D**

SV = (EV-PV)=\$20K-\$25K= -\$5K. CV = (EV-AC)=\$20K-\$15K = \$5K. Looking at the data, it is evident that the project is behind schedule and is also under budget.

Quiz



3. What does a Cost Performance Index (CPI) of 0.73 mean?

- A ▶ The project would cost 73% more than originally planned
- B ▶ The project would cost 27% more than originally planned
- C ▶ The project would cost 73% less than originally planned
- D ▶ The project is only getting \$0.73 for every \$1 spent



The correct answer is: **D**

CPI = EV/AC, therefore if the CPI is 0.73, it means that the EV is less than the AC.

Quiz



4. What does a Schedule Performance Index (SPI) of 0.67 mean?

- A ▶ You are ahead of schedule by 33%
- B ▶ You are behind schedule by 67%
- C ▶ You are progressing at only 67% of the rate originally planned
- D ▶ You are progressing at only 33% of the rate originally planned



The correct answer is: **C**

Since the SPI ($SPI = EV/PV$) measures all project work, the critical path must also be analyzed to determine whether the project will finish ahead or behind schedule.

Quiz



5. As a project manager, when you present your initial cost estimate to the project sponsor for approval, you are asked to cut the cost of the project by 10%. What would you do?

- A ➤ Replace the originally planned resources with lesser skilled resources at lower rates
- B ➤ Cut specific project activities and obtain the sponsor's approval
- C ➤ Strongly say no to the sponsor and walk away from the project
- D ➤ Ask all the team members to reduce the cost of their activities by 10%



The correct answer is: **B**

A project manager is responsible for managing cost overruns. If you have estimated cost in a certain way and it's required to be reduced, you should determine the impact of any cost reduction actions. Replacing the originally planned resources with lesser skilled resources is also an option, but the risks associated with this action should be carefully investigated.

Quiz



6. Which of the following is not a tool or technique used in the process of determining budget?

- A ► Cost aggregation
- B ► Reserve analysis
- C ► Funding limit reconciliation
- D ► Resource calendars



The correct answer is: **D**

All the above tools and techniques, except resource calendars, are used to determine budget process. Resource calendars are an input to this process.

Quiz



7. What is not a valid technique to estimate costs?

- A ▶ Three point estimating
- B ▶ Earned value management
- C ▶ Parametric estimating
- D ▶ Analogous estimating



The correct answer is: **B**

Earned Value Management is a technique used to Control Costs.

Quiz



8. Peter is a project manager of a large commercial construction project. The cost of concrete has risen substantially as the forecasted economic growth of the region has increased demand. Peter is concerned his project will be over-budget. What should he do?

- A ▶ Submit a change request for more budget to cover any potential shortfall
- B ▶ Review the contingency reserve
- C ▶ As this is a result of an external variable, it should not be included in the project budget
- D ▶ Substitute concrete for a cheaper material like wood or plastic



The correct answer is: **B**

As the increase in concrete costs are a result of forecasted economic growth, this was likely identified as a risk, and an associated contingency was determined. Peter can use these funds now that the risk has materialized.



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Lesson 09: Project Quality Management

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Quiz



1. Which of the following tools and techniques is most likely used in quality assurance?

- A ➤ Fishbone diagram
- B ➤ Flowchart
- C ➤ Inspection
- D ➤ Process analysis



The correct answer is: **D**

Inspection is a quality control tool. Flowchart and Fishbone diagrams are part of the seven basic quality tools used for planning and control. Process analysis is used in quality assurance, which focuses on the process rather than the product.

Quiz



2. Management wants to ensure that a project is following defined quality standards. Which of the following should be used?

- A ➤ Risk management plan
- B ➤ Work Breakdown Structure (WBS)
- C ➤ Statement of work
- D ➤ Quality audit



The correct answer is: **D**

A quality audit periodically reviews quality management activities and assures that the project deliverables meet the expected quality standards.

Quiz



3. As a project manager, which would you give the highest priority: quality, cost, or schedule?

- A ➤ It would depend on the prevailing circumstances of the project.
- B ➤ Quality is most important; cost and schedule come later.
- C ➤ Cost is most important; everything else comes later.
- D ➤ Completing the project on schedule is most important.



The correct answer is: **A**

Since quality, cost, and schedule are part of the project constraints, they are equally important. However, depending on the specific circumstances of the project, one may take precedence over the others.

Quiz



4

A project manager is encountering numerous problems on his project. He wants to identify the root causes of the problems so that he can focus on them. Which of the following tools should he use?

- A ➤ Fishbone diagram
- B ➤ Control chart
- C ➤ Pareto diagram
- D ➤ Histogram



The correct answer is: **A**

Fishbone diagram specifically helps in understanding the root cause of problems.

Quiz



5. As a project manager, you are ensuring that quality standards are followed for your project. In which process are the quality standards identified?

- A ➤ Develop Project Charter
- B ➤ Collect Requirements
- C ➤ Plan Quality Management
- D ➤ Perform Quality Assurance



The correct answer is: **C**

Plan Quality Management defines what quality standards should be chosen for the project and how to satisfy them.

Quiz



6. Which of the following is an example of cost of conformance?

- A ➤ Quality training
- B ➤ Cost of rework
- C ➤ Warranty cost
- D ➤ Scrap



The correct answer is: **A**

Quality training helps increase productivity and reduce the probability of errors occurring, i.e., helps in prevention. Hence, it can be classified as the cost of conformance.

Quiz



7. If the mean of a normal distribution is 100, what percentage of data falls within one standard deviation of the mean?

- A 83 to 117
- B 66 to 134
- C 75 to 125
- D 80 to 120



The correct answer is: **B**

One standard deviation of the mean covers 68% data, or 34% on either side of the mean.

Quiz



8. **Approved Change Requests are an input to which Quality process?**

- A ➤ Manage Quality
- B ➤ Plan Quality Management
- C ➤ Control Quality
- D ➤ Change Request



The correct answer is: **C**

Approved change requests are an output of Perform Integrated Change Control and input to the Control Quality process.



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Lesson 10: Project Resource Management

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Quiz



1. Which conflict resolution technique is best for a long lasting solution?

- A ➤ Smoothing
- B ➤ Forcing
- C ➤ Problem solving
- D ➤ Withdrawal



The correct answer is: **C**

Problem solving is the best way to resolve conflict because it has the greatest probability to reach a permanent solution. All other methods may, at the best, lead to a temporary solution.

Quiz



2. As a project manager, you are deciding the inputs that you need to use on your project. Which process uses an issue log as one of the inputs?

- A ▶ Plan Resource Management
- B ▶ Manage Project Team
- C ▶ Manage Communications
- D ▶ Manage Stakeholder Engagement



The correct answer is: **B**

The Manage Project Team process uses an issue log to manage and close all team member related issues.

Quiz



3. Which type of power would a project manager have if others believe he or she is highly knowledgeable in the technical area?

- A ▶ Reward
- B ▶ Coercive
- C ▶ Referent
- D ▶ Expert



The correct answer is: **D**

Expert is the power that comes with expert knowledge in a specific knowledge area.

Quiz



4. You have been assigned as the project manager of an existing project involving 50 company employees and 10 sub-contractors. You want to know who is assigned to do what. Where should you look for this information?

- A ► Responsibility assignment matrix
- B ► Project organization chart
- C ► Pareto chart
- D ► Resource histogram



The correct answer is: **A**

Responsibility assignment matrix lists the resources against the work assigned to them.

Quiz



5. While assessing the performance of your team members, you find that some of them are not strong enough to handle the tasks assigned. What will you do in this situation?

- A ➤ Communicate the improvement needs and establish a performance review and monitoring schedule.
- B ➤ Assign double the work and tell them to report the progress at the beginning and end of the day.
- C ➤ Return the team members to the functional department and warn the functional head.
- D ➤ Wait for them to fail so that you can prove your point and in the meantime start hiring additional resources.



The correct answer is: **A**

It is the most appropriate answer in terms of the performance management life cycle. You need to first communicate the needs (plan), and then ensure that these are being met (review and monitoring).

Quiz



6. Your software project is in the critical system testing stage when two of the senior members of the team come to you with a conflict on usage of the simulation software during testing. One senior member claims that the other person keeps the software engaged nearly all of the working hours of the project preventing the former from completing test cases. While both need to use the software, you are able to get them to agree to adjust their working schedules so that they no longer overlap. You are using which of the following techniques for conflict resolution?

- A ➤ Forcing
- B ➤ Smoothing
- C ➤ Compromising
- D ➤ Collaborating



The correct answer is: **C**

Both team members have to adjust their working schedules to accommodate the limited availability of the simulation software. This would be a compromise for both of them.

Quiz



7. You are managing a project in Canada during winter. It gets dark by 5PM, and you find most of the staff leaving early to get to their cars. You are concerned that this will impact productivity. When you inquire, they tell you that the car park is not monitored, and they don't feel safe going to their cars after dark. What Maslow hierarchy are they representing?

- A ► Physiological
- B ► Safety
- C ► Social
- D ► Esteem



The correct answer is: **B**

The team members are concerned for their safety, which is one of the fundamental needs of the Maslow hierarchy. As the project manager, you should consider having security provide escorts for team members to their cars after dark.

Quiz



8. What would NOT be considered a hygiene factor according to Herzberg?

- A ► Personal safety
- B ► Fair compensation
- C ► Fair compensation
- D ► Recognition



The correct answer is: **D**

Recognition would be considered a motivating factor according to Herzberg.



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Lesson 11: Project Communications Management

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Quiz



1. As a project manager, you have a problem with a team member's performance. Which is the best way of communicating this problem to the team member?

- A ► Informal verbal
- B ► Formal verbal
- C ► Formal written
- D ► Informal written



The correct answer is: **A**

Informal verbal communication is a good option. If this does not solve the problem, it should be followed up with formal written communication.

Quiz



2.

You are managing a project with project teams in different geographical locations. There are approximately 25 team members plus a team lead at 3 different locations. Additionally, there are 3 members from a supporting group that are working part-time on the project. How many communication channels are possible in your project?

- A ➤ 496
- B ➤ 992
- C ➤ 424
- D ➤ 32



The correct answer is: **A**

This is directly based on the formula $n*(n-1)/2$. If n is the number of stakeholders in the project, the total possible communication channels = $n*(n-1)/2$. The project has 25 team members, 3 team leads, 3 support team members, and the project manager. That makes 32 people and 496 possible communication channels. Refer to *PMBOK® Guide – Sixth Edition* Project Communications Management, Communication Channels, Glossary.

Quiz



3. You have a project team spread across 5 different countries. As a project manager, what is the best communication method that you should follow for communicating important project announcements?

- A Informal written
- B Informal verbal
- C Formal written
- D Formal verbal



The correct answer is: **C**

Communication is a big issue if team members are geographically distributed, and it is always a good practice to use formal written communication in such cases.

Quiz



4.

Project information may be distributed using a variety of methods, including hard copy document distribution, shared access to networked electronic databases, fax, electronic mail, voice mail, video conferencing, and electronic tools. These are known as _____.

- A ➤ Project controls
- B ➤ Project reporting system
- C ➤ Project distribution system
- D ➤ Information management system



The correct answer is: **D**

All the methods mentioned are commonly known as information management system.

Quiz



5.

As part of a joint venture, a project manager working with another company needs to share some confidential information related to intellectual property rights. He wants to know the person responsible for authorizing the release of confidential information. Which project document should he refer?

- A** ▶ Organizational Breakdown Structure
- B** ▶ Project Charter
- C** ▶ Communication Management Plan
- D** ▶ Stakeholder Management Plan



The correct answer is: **C**

A communication management plan will capture the details of the person responsible for authorizing the release of the confidential information on the project.

Quiz



6.

A project manager of an information technology project is discussing a complex algorithm with a new team member. After a long and thorough verbal discussion, the project manager asks the person if he has understood the algorithm and can put it in the document. The team member implies that he has understood. However, when the project manager goes through the document, he realizes that the member hasn't understood what was actually said, thus resulting in an inefficient use of time and effort. Who is responsible for this loss of time, and how could this be avoided?

- ☐ A Project manager; he shouldn't have given the complex assignment to a new team member.
- ☐ B Team Member; he should have not implied that he had understood but should have cleared his doubts immediately.
- ☐ C Project Manager; he should have helped the team member in preparing and reviewing the document.
- ☐ D Project manager; it is his responsibility to ensure that his message is clear and concise and confirm that the team member truly understands the message.



The correct answer is: **D**





In the communication model, it is the sender's responsibility to make the message clear, complete, and concise so that the recipient can receive it. The sender must also confirm that the recipient truly understands the message. Therefore, the responsibility lies with the project manager.

Quiz



7.

Xavier is a project manager of a large learning management system implementation. He recently held a meeting with the project's key stakeholders. One of the Senior Directors from Sales complained that there were never any status updates for the project. Xavier has spent considerable time on weekly project status reports to ensure they were accurate and well formatted. He has printed hard copies of the reports and placed them on stakeholders' desks. What should Xavier do?

-  **A** Immediately send an email to all stakeholders explaining the status report process and include copies of all status reports.
-  **B** Follow-up with the Senior Director and confirm whether a printed status reports best meets his communication needs. Update the Communication Plan if there are any changes.
-  **C** Transition to an email distribution of the status reports.
-  **D** At this point, Xavier does not need to do anything,. Not all stakeholders will be fully engaged in the project, and it is not his job to ensure that they read the status reports



The correct answer is: **B**

Checking with the Director on his preferred communication channel is an important component of the Communication Management Plan. As a Sales Director, it is possible that the stakeholder might not be in the office consistently to benefit from hard copies of the reports. Any changes should be updated in the Communication Management Plan.

Quiz



8.

Sally spends part of each Friday afternoon informally connecting with all project team members to ensure that they are aware of the priorities and status of the project. What process is Sally performing?

- A ► Monitor Communications
- B ► Plan Communications Management
- C ► Team management
- D ► Quality Control



The correct answer is: **A**

Sally is monitoring the effect of her communications using interpersonal and team skills.



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Lesson 12: Project Risk Management

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Quiz



1

Purchasing insurance coverage for your project equipment is an example of _____ risk response.

- A ➤ Transfer
- B ➤ Mitigation
- C ➤ Acceptance
- D ➤ Avoidance



The correct answer is: **A**

This is an example of transfer as the financial risk is transferred to the insurance company.

Quiz



2

What action should a project manager first take when an unidentified risk event occurs?

- A ► Inform the customer of the possible consequences
- B ► Inform the senior management of the possible consequences
- C ► Redo the risk identification process to prepare for other 'known-unknowns'
- D ► Create a work-around



The correct answer is: **D**

The right project management practice is to create a work-around as a response to the event.

Quiz



3

You are a project manager at a financial firm that has multinational dealings. You feel the financial meltdown in one of the client countries could affect your project adversely, so you want to hedge your risks. Although the probability of occurrence of the event is low, you are advised to play it safe. In terms of risk attitude, your organization could best be described as?

- A ➤ Risk Seeker
- B ➤ Risk Averse
- C ➤ Risk Neutral
- D ➤ Risk Mitigator



The correct answer is: **B**

Someone who doesn't want to take risks is called risk averse, and the attitude of the organization seems to be the same.

Quiz



4 Decision tree analysis can be described as a _____.

- A ▶ Quantitative risk analysis and modeling technique
- B ▶ Subset of the EMV technique
- C ▶ Subset of the Earned Value Management (EVM) technique
- D ▶ Risk response strategy



The correct answer is: **A**

Decision tree analysis is a quantitative risk analysis technique that involves a diagram describing different decisions under consideration and the impact on the project of choosing one over the other.

Quiz



5 How early can comprehensive risk analysis be done on a project?

- A ▶ During project initiation
- B ▶ After scope decomposition
- C ▶ During scope validation
- D ▶ After the project management plan has been baselined



The correct answer is: **B**

A comprehensive risk analysis can be done only after the entire scope has been defined in the Work Breakdown Structure (WBS).

Quiz



6

A project manager is managing a pilot project of a short duration and has started the risk management planning process. He has identified new risks and prioritized them based on the probability and impact matrix. The project manager now proceeds to plan responses for the risks without analyzing the risks numerically. According to you, this decision of project manager is:

- ☐ A Incorrect, as it is important to numerically analyze each risk so that it can be responded properly
- ☐ B Correct, as quantitative risk analysis is a waste of time and not required if risks are already assessed qualitatively
- ☐ C Incorrect, as quantitative risk analysis is important to calculate EMV for each risk and then later move to risk response planning
- ☐ D Correct, as this is a short project and project manager might skip quantitative risk analysis if he feels it is not assisting in the risk management process



The correct answer is: **D**

The amount of rigor in the analysis is dependent upon the duration and complexity of the project. For a project with a short duration, it may not be necessary to perform numeric (quantitative) risk analysis.

Quiz



7 Which of the following is NOT a response type for positive risks?

- A ➤ Exploit
- B ➤ Enhance
- C ➤ Accept
- D ➤ Leverage



The correct answer is: **D**





Leverage is not one of the positive risk responses identified by *PMBOK® Guide*. Exploit, Enhance, Accept, and Share are the four positive risk responses.

Quiz



8

John is managing a project. He conducted a risk assessment workshop with project stakeholders and identified several risks. He is concerned about the amount of time it will take for quantitative and qualitative risk analysis and to develop a risk response plan. What should John do?

-  **A** As the risks were identified by project stakeholders, John needs to ensure that each risk follows the risk management processes.
-  **B** John should use his expert judgement to decide which risks warrant more complete risk analysis and response.
-  **C** John should create a Probability and Impact matrix that determines risk thresholds for quantitative and qualitative risk assessments. He should apply this to his Risk Register and use that to determine which risks need analysis and risk responses.
-  **D** John should refer this decision to the project stakeholders who can determine which risks merit response.



The correct answer is: **C**

The Probability and Impact matrix is an important tool for project managers to determine which risks warrant deeper analysis and response plans. The PMO at John's company might already have a matrix that he can leverage.



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Lesson 13: Project Procurement Management

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Quiz



1 What is the primary objective of negotiation?

- A Find a win-win proposition for both parties
- B Get the best deal
- C Define the exact responsibilities of each party
- D Clarify the contract scope



The correct answer is: **A**

Negotiation should result in a positive feeling for both parties so that their commitment toward the contract is assured.

Quiz



2

You are in the process of selecting a seller from the shortlisted ones and awarding a contract. The process involves receiving bids or proposals and applying the defined selection criteria to select the seller who is qualified to perform the work. Which of the following is not an input to this process?

- A ➤ Procurement documents
- B ➤ Make-or-buy decisions
- C ➤ Bidder conferences
- D ➤ Source selection criteria



The correct answer is: **C**

This is Conduct Procurements process. The inputs to this process are the project management plan, procurement documents, source selection criteria, seller proposals, project documents, make-or-buy decisions, and organizational process assets. Bidder conferences is the tool for this process.

Quiz



3

You have been asked to assist the contract manager in drafting the contract for a large project with limited scope clarity. Which type of contract would you suggest so that your organization does not incur any financial losses?

- A ➤ Time and material
- B ➤ Fixed price
- C ➤ Cost plus fixed fee
- D ➤ Cost plus incentive fee



The correct answer is: **C**

In a cost plus fixed fee project, the seller can exercise control over the cost rather than getting locked into a rate or a price. In a project with limited scope clarity, incentives are hard to define and agree.

Quiz



4

A Cost Plus Incentive Fee (CPIF) contract has an estimated cost of \$150K with a predetermined fee of \$15K and a share ratio of buyer to seller equal to 70/30. The actual cost of the project is \$120K. How much savings did the seller make in total, and out of total savings, how much did he make due to the incentive?

- A ➤ \$30K, \$9K
- B ➤ \$55K, \$30K
- C ➤ \$32K, \$27K
- D ➤ \$15K, \$3K



The correct answer is: **A**





The estimated cost of project is \$150K, and the actual cost of project is \$120K. This implies a net saving of \$30K. The sharing ratio is 30% for the seller which is \$9K. The total value of the amount received by the seller is $\$120K + \$9K + \$15K = \$144K$ (actual cost + incentive + fixed fee).

Quiz



5

As a project manager of a construction project, you are inviting requests for proposal from eligible vendors. On going through the list, you find the name of your good friend and ex-colleague from university. He was a methodical, sharp student and excelled in his subjects. What should you do next?

-  A Give him the contract as you are quite sure he would do a good job
-  B Give him some inputs on how your organization awards the contract to improve his chances
-  C Steer yourself away from the bidding process and inform your sponsor
-  D Keep silent and continue with the procurement process



The correct answer is: **C**

This situation presents a potential conflict of interest. The best option for the project manager is to discuss it with his project sponsor and then disassociate himself from the process.

Quiz



6 Which of the following is NOT an advantage of a fixed price contract?

- A ▶ Less work for buyer to manage
- B ▶ Seller has a strong incentive to control costs
- C ▶ Buyer knows the total price at project start
- D ▶ Final cost may be more than that specified in a cost reimbursable contract because contractors have to inflate the price to cover their risk



The correct answer is: **D**





Inflating the price to cover risks will only result in increasing the price for the buyers. This is definitely not an advantage.

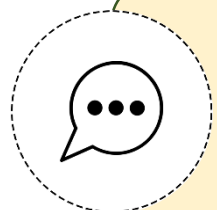
Quiz



7

As a project manager you arrange to have another company provide debris removal services for a construction project. The owner of a small debris removal company is ready to perform the service for half the costs of several companies that bid on the service. You agree to use his services and he offers his handshake as a contract saying that's how he has been operating for more than 40 years. What should you do?

-  **A** Given the significant savings and the fact that the owner of the company has been in business for 40 years, a handshake is enough to start doing business with the company.
-  **B** Before you shake his hand, you clarify the specifics of the work that will be performed and upon agreement you can complete the contract with a handshake.
-  **C** You explain that you require a written contract that can be reviewed and signed by both parties and that provides clear descriptions of the services that will be rendered, the payment received for the services, and legal remedies in the event of disagreements.
-  **D** Check with your legal team to determine if you can accept a handshake as a formal contract.



The correct answer is: **C**

As the project manager you need to ensure that all contracts are written and legally binding.

Quiz



8

You are managing a large construction project and are concerned about the risk of completing the framing for a project which requires the purchase of a lot of supplies. You decide to outsource this to a company that specializes in framing. Which type of contract would be best for this service?

- A ➤ Fixed Price
- B ➤ Fixed Price plus early completion incentive
- C ➤ Time and Material
- D ➤ Time and Material with a cap



The correct answer is: **D**

As the framing work requires a lot of supplies, you do not want to pay for any additional mark-ups on the materials used. Time and Material with a cap or ceiling would be the best contract for this work.



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Lesson 14: Project Stakeholder Management

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Quiz



1 The power/interest grid is a tool that helps to:

- A ➤ Assign more authority to the interested stakeholders
- B ➤ Assess the correct type and level of engagement desired with different stakeholders
- C ➤ Identify as many stakeholders as possible
- D ➤ Identify ways to make the project more interesting



The correct answer is: **B**

The power/interest grid is a tool to determine the most appropriate type of engagement with a stakeholder based on an assessment of their degree of influence and their interest in the project.

Quiz



2

Which of the following is the best/preferred level during the stakeholder engagement?

- A ➤ Unaware
- B ➤ Resist
- C ➤ Neutral
- D ➤ Support



The correct answer is: **D**

Support is the best level of engagement.

Quiz



3

A project has been in execution for many months, and you have been regularly sending updates to all stakeholders per the communications management plan. Suddenly, at a phase-gate review, one of the stakeholders complains that she has not been informed about the changes in the project. What is the best thing for you to do?

- A** ➤ Send her the copies of past correspondence to prove that she has been informed
- B** ➤ Escalate the issue to the stakeholder's manager
- C** ➤ Review the stakeholder and communications management plans
- D** ➤ Ignore this comment and continue working on the plan



The correct answer is: **C**

It seems like either the mode of communication was not appropriate or the stakeholder might not have understood those communications about the project. So, the best thing to do is to review these plans and see if any changes are needed.

Quiz



4

A project manager has recently been assigned to a long running project and wants to know the key influencers on the project and their level of involvement. The best document to get this kind of information is:

- A ➤ Stakeholder register
- B ➤ Stakeholder management plan
- C ➤ Project staffing plan
- D ➤ Project management plan



The correct answer is: **A**

The stakeholder register lists the stakeholders on a project and their involvement with the project.

Quiz



5

What is the best way to manage stakeholders who are extremely supportive and have a high level of interest in the project but do not have a large influence on the project?

- A ➤ Ignore
- B ➤ Keep them informed
- C ➤ Use them as champions
- D ➤ Manage them closely



The correct answer is: **B**

The low power, high interest stakeholders need to be kept informed, but they cannot necessarily become champions due to their low degree of influence in the organization.

Quiz



6

Which of the following is NOT an input to the Monitor Stakeholder Engagements process?

- A ➤ Issue log
- B ➤ Project management plan
- C ➤ Work performance data
- D ➤ Change requests



The correct answer is: **D**

Change requests are the output of the Monitor Stakeholder Engagements process.

Quiz



7

Which of the following techniques can be used by the project manager while identifying stakeholders for a project?

- A ▶ Stakeholder Selection Matrix
- B ▶ Expert Judgement
- C ▶ Communication Skills
- D ▶ Interpersonal Skills



The correct answer is: **B**

Expert Judgement is a technique for identifying stakeholders. The Stakeholder Selection Matrix is not a recognized term, and Communication Skills and Interpersonal Skills are techniques used to Monitor Stakeholder engagement.

Quiz



8

Henry is a long-time employee of a large organization. He is a subject matter expert in the Accounts Payable function and is a passionate supporter of the new financial system that is being implemented. Henry is respected in his department even though he is an individual contributor without a lot of formal authority. How would you classify Henry on a Power/Influence Grid?

- A ➤ High Power, High Interest
- B ➤ High Power, Low Interest
- C ➤ Low Power, High Interest
- D ➤ Low Power, Low Interest



The correct answer is: **C**

As an individual contributor, Henry would have low power but high interest in the success of the project.