Oliver F. Lehmann
Project Management Training

Stay on Track for the PMP® Exam with

175 Prep Questions

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The prep test item writer:

Oliver F. Lehmann, PMP
Project Management Training
Trollblumenstraße 39g
D-80995 Munich
Bavaria, Germany

Email: oliver@oliverlehmann.com
Phone: (+49 89) 96 20 24 33
Mobile: (+49 1 71) 7 96 99 29

Preface

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In order to pass the certification exam for the PMP® (Project Management Professional), offered by PMI®, you have to correctly answer 106 out of 175 questions in 3:30 hours.[1]

This document includes 175 PMP®[2] prep test items (questions & answers). Each question has one best answer.

The process of item generation and review for this prep test followed tightly the description in the PMP Credential Handbook[3], page 7, published by PMI® (Project Management Institute).

Try to answer all 175 questions in 3:30 hours.			
Start time:	*:*	*+ 3:30 hours = finish time:*	*:*
Required result:	*106*	*Your test result*	

Answers to the questions can be found on pages 79ff.

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[1] The actual test comprises of 200 questions in 4 hours. 25 questions are not scoring, instead they are in a pre-test phase to examine their appropriateness for future use.

[2] PMP, PMI and PMBOK are marks of the Project Management Institute, Newtown Square, PA, USA, which are registered in the USA and in other nations. PMI has not reviewed this document for appropriateness.

[3] Download at www.pmi.org/info/PDC_PMPHandbook.pdf

Questions

1.   Being assigned as a project manager, you noticed during executing that conflicts arise in the team on both, technical and interpersonal level. What is an appropriate way of handling conflicts?

   ○ Conflicts distract the team and disrupt the work rhythm. You should always smooth them when they surface.

   ○ A conflict should be handled in a meeting so that the entire team can participate in solution finding.

   ○ Conflict should be addressed early and usually in private, using a direct, collaborative approach.

   ○ You should use your coercive power to quickly resolve conflicts and then focus on goal achievement.

2.   What is the purpose of a *Preliminary scope statement*?

   ○ To address and document the characteristics and boundaries of the project and its associated products and services.

   ○ To formally authorize the project and provide the project manager with the authority to apply organizational resources.

   ○ To link the project, which is going to be planned, executed, and monitored/controlled to the ongoing work of the organization.

   ○ To break down the scope of the project into smaller, better manageable components for further planning and estimating.

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3. The concept of the _____ states that changes related to one requirement—scope, time or cost—will at least influence one other element.

    ○ Three-point estimation

    ○ Triple constraint

    ○ Three wise men

    ○ Three needs theory

4. Your organization discusses running a project which will entail an investment of $1,000,000. The product from the project is forecasted to create revenues of $250,000 in the first year after the end of the project and of $420,000 in each of the two following years.

    What is true for the *Net present value* of the project over the three years cycle at a *Discount rate* of 10%?

    ○ The net present value is positive, which makes the project attractive.

    ○ The net present value is positive, which makes the project unattractive.

    ○ The net present value is negative, which makes the project attractive.

    ○ The net present value is negative, which makes the project unattractive.

5. What does the term *Best practice* often refer to?

    ○ A standardized set of deliverables, like plans, reports, and checklists.

    ○ A set of *Tools and techniques* that a project manager should master.

    ○ The concept of *State of the art* applied to project management.

    ○ A specific sequence of work, described in terms of *Soft logic*.

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6. The *Communications management plan* is a document, which includes descriptions of

    O Project level performance reports

    O Activity level status reports

    O Stakeholder communication requirements

    O Responsibility assignments

7. Understanding of _____ characteristics of people is not part of understanding the cultural and social environment.

    O economic

    O individual

   O educational

    O ethnic and religious

8. Which of the following is generally not regarded as an element of active listening:

    O Making eye contact

    O Paraphrasing

    O Interpreting the information

    O Interrupting when appropriate

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9. You could obtain measuring equipment with very high accuracy and precision. You used it to make a sequence of measurements directly at a production process output and depicted the results on the following *Control chart*.
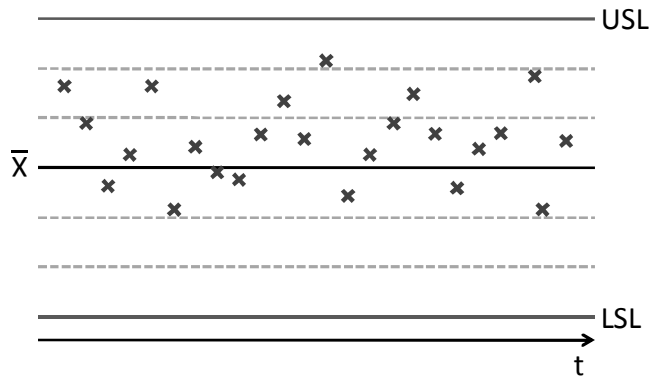
Which statement is the best conclusion from these results?

○ The process has high precision but low accuracy. It should be adjusted.

○ The process has high precision but low accuracy. It should be improved.

○ The process has high accuracy but low precision. It should be adjusted.

○ The process has high accuracy but low precision. It should be improved.

10. When should *Lessons learned* be organized?

○ During the project lifecycle and at the end.

○ At the end of the project during closing.

○ After the end of the project at a project post-mortem meeting.

○ Lessons learned can be organized when there is time available.

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11. Which of the following documents is not used as input for product acceptance?

○ The *Project scope statement*, it describes the acceptance criteria.

○ The *Project scope management plan*, it describes the acceptance process.

○ The *Work breakdown structure* (*WBS*), it describes the deliverables for acceptance.

○ The *RACI matrix*, it describes accountabilities in case of product rejection.

12. How should change management be planned for?

○ Changes are generally not predictable, therefore planning for change management cannot be sensible.

○ Planning for change management should be done while the various change control processes are being applied.

○ Change management can be planned in a set of management plans or a specific change management plan.

○ Changes are a sign of bad planning. One should avoid changes during a project thus eliminating the need to manage them.

13. According to Bruce Tuckmann, which are the stages of team development?

○ Honeymoon, rejection, regression, acceptance, re-entry

○ Forming, storming, norming, performing

○ Tell, sell, consult, join

○ Direct, support, coach, delegate

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14. What is not a reason for companies to organize *Lessons learned*?

   ○ Lessons learned databases are an essential element of the organizational process assets.

   ○ Lessons learned should focus on identifying those accountable for errors and failures.

   ○ Lessons learned sessions should bring about recommendations to improve future performance on projects.

   ○ Phase-end lessons learned sessions provide a good team building exercise for project staff members.

15. How does a project management team stay in touch with the work and the attitudes of project team members?

   ○ By observation and communication

   ○ Using closed questions during team meetings

   ○ Through third-party assessments

   ○ Through the team members' functional managers

16. Which document is developed along the risk management processes from *Risk identification* through *Risk response planning* and *Risk monitoring and control*?

   ○ List of risk triggers

   ○ Risk register

   ○ Risk mitigation

   ○ Decision tree

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17. A customer requires from you a minor scope change and expects you to do this without delays and additional costs. You believe that you have adequate authorization to make the decision by yourself, but you are not quite sure.

   What should be your next steps?

   O A requested change is always an opportunity to get more money paid by the customer and to secretly solve schedule and quality problems. You should make some reasonable estimates on time, costs, risks etc. and then add a nice margin on top of that to calculate the new price.

   O Customer satisfaction is your top priority. The customer gives you an opportunity to increase their satisfaction, which you should use to the maximum benefit. Most project managers have contingencies to cover risks; these can be used to pay the additional costs.

   O Before making a decision you should have a look at the customer's parking lot. If you find there many expensive, new models, it is likely that you can use the requested change to increase the profit from the contract. Otherwise you should reject the request.

   O Handle the request according to the integrated change control processes described in your management plans. Then make a decision together with the appropriate change control body, whether the increased customer satisfaction will be worth the extra costs, work, risks etc.

18. A facilitator should…

   O …be in full control of the discussion and its outcomes.

   O …always take notes by herself.

   O …avoid a flip chart *Parking lot*.

   O …give guidance as required without interfering.

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19. Being the project manager in a software project which is currently initiated, you want to assess high level risks. What should you do?

   O Develop a preliminary scope statement and document initially identified risks in this document.

   O Identify and analyze risk events using qualitative and quantitative techniques.

   O Develop contingency plans and fallback plans in case the original plan proves wrong.

   O Discuss the risks documented in your risk register with the project key stakeholders.

20. In most jurisdictions, a legally required order of formal statements establishing a contract is:

   O Invitation to treat, offer, PO

   O Inquiry, bid, order

   O Offer, acceptance

   O MoU, LoI, final agreement

21. Which of the following types of limits is often not directly linked to a process output?

   O Control limits

   O Warning limits

   O Tolerances

   O Specification limits

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22. Which statement describes best handling of assumptions during the *Initiating* processes?

   O It is the responsibility of the sales person in charge to identify all risks related to a customer project.

   O Managing and organizing assumptions means avoiding risks right from the start of the project.

   O Organizational, environmental and external assumptions should be addressed by the project charter.

   O Risks are a sign of uncertainty. Avoiding all uncertainties means that a project should have no risks at all.

23. A WBS dictionary is a document which…

   O …describes technical terms used for scope management.

   O …describes the details for each component in the WBS.

   O …translates essential WBS terms for global project teams.

   O …helps translating functional into technical requirements.

24. You are in the process of contacting sellers to obtain bids and proposals. You found out that it may be time-consuming to ensure that they have a clear and common understanding of the procurement process and of the needs of your project. Which technique may help you saving time?

   O Bidder conferences

   O Advertising

   O Qualified sellers list

   O Four-eyes meetings

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25. As a project manager, when should you especially consider cultural differences?

    O When you break down scope to create a *Work breakdown structure* (*WBS*).

    O When you assign a human resources to do the work in a *Schedule activity*.

    O When you develop acceptance criteria for work results to be achieved by the team members.

    O When you decide upon recognition and awards during *Team development*

26. At the beginning of *Project execution*, you notice different opinions between team members relating to project work and deliverables and to the level of overall complexity. What should you do right now?

    O Give your team members some time to develop a common understanding of the project scope and product scope. Upcoming interface problems may be resolved later.

    O Use the *Risk management* processes to identify and assess risks caused by misunderstandings and develop a plan with measures in order to respond to them.

    O Organize meetings to identify and resolve misunderstandings between team members in order to early avoid interface problems, disintegration and costly rework.

    O Use interviews in private with each individual team member to inform them of your expectations and your requirements in an atmosphere of confidence.

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27. You have just taken over a project as a project manager, which will create many benefits to the performing organization, but you sense a high level of resistance by various stakeholders right from the start. What is the most appropriate action to resolve the problem?

○ Develop a responsibility assignment matrix which clearly shows the responsibility of each stakeholder for the various project activities and who needs to be consulted and informed.

○ Develop an organization diagram, which places each of the stakeholders at an appropriate position inside the project and allows for certain lines of communication while disallowing others.

○ Schedule a meeting with these stakeholders to present the project, discuss and establish ground rules, ensure their involvement and identify initial personal and organizational issues.

○ Do not talk to these stakeholders too much at this time, instead create *Faits accomplis*, which will later force the stakeholders to support the project due to a lack of alternatives for them.

28. You are in the process of planning a project and found that stakeholders often have varying objectives and requirements which makes it hard create a plan in such way that all objectives will be met. What is probably most helpful to ensure common understanding?

○ Ask the project stakeholders to build focus groups to discuss and remedy conflicting interests.

○ Create an exhaustive document describing your point of view and ask stakeholders to review it.

○ Let each stakeholder write a statement of work, merge the documents to a project scope statement.

○ Use your authorization as the project manager to clearly prioritize the different objectives.

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29. Projects frequently do not meet customer expectations from which of the following reasons?

O Poor risk management by the contractor running the project

O Poor technical ability of the contractor running the project for the customer

O Technical inability and poor risk management by the contractor

O Unclear *Scope definition* by the customer for whom the project is performed

30. What is typical for *Critical chain* project management?

O Management of buffers

O Management of total floats and free floats

O Management of leads and lags

O Management of resource over-allocations

31. You are the project manager for the development of a new type of power plant. Your project is making fast progress, and it is getting nearer to the day of product acceptance. Which technique will be most important for product acceptance?

O Inspection

O Audit

O Impact analysis

O Team review

Notes

32. What are the cost types in modern quality management?

    ○ Costs of good quality – costs of bad quality

    ○ Planning costs – assurance costs – control costs

    ○ Planning costs – doing costs – checking costs – acting costs

    ○ Prevention costs – appraisal costs – failure costs

33. During the execution of a project to build a complex defense system, your team has run into a deep crisis.

    The project's goal and objectives have been challenging right from the start, but now you discovered that your team members got increasingly unaware of them. Being busy solving detail problems, they often fail to understand the overall requirements. Then, they develop solutions which resolve issues in their area of limited responsibility, while creating new problems at the interfaces with other system components.

    Meanwhile, the team members show signs of growing frustration, and time is running away. How can you help your team in this situation?

    ○ Accompany your team members along a sequence of maturity levels from dependence through independence to interdependence.

    ○ Ignore the low-level issues and focus on achieving the overall requirements, details can be sorted out during test and handover.

    ○ If everybody simply does their jobs, then there should be no problem. Make sure that team members are fully aware of their accountability.

    ○ Problems of this dimension have their origin in fundamental personal incompatibilities between team members. You should replace them all.

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34. A project has the following *Earned value* data assessed:

AC:	$	4,000,000
CV:	$	-500,000
SPI:		1.12
BaC:	$	9,650,000

What is the *Earned value* of the project?

○ $3,000,000

○ $3,500,000

○ $4,480,000

○ $5,650,000

35. During execution in a project to build a major road bridge, your team found a hefty flaw in the technical drawings. On an ad-hoc base, they had to find and implement a workaround to avoid delays and mitigate technical problems. What should you do next?

○ Meticulously document the problem and the workaround to create a requested change to the project management plan, which will then be passed to the body responsible for the change control decision.

○ The workaround was performed on a technical level only. As long as it does not influence the function of the bridge or the organizational configuration of the project, a change request will not be necessary.

○ A formal change request from hind side is not sensible. Create some additional documents describing the workaround and sign them by yourself, you can present them during the next regular CCB meeting.

○ It is normal in projects that, during project execution, inconsistencies arise between planning documents and actual implementation. This is no problem as long as the functional status of the product is maintained.

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36. You recently took over the assignment for a project. The project charter and a preliminary scope statement have been developed. What is an appropriate next step for you?

   O Develop the risk register.

   O Develop the project schedule.

   O Develop management plans.

   O Get approval for the project management plan.

37. You scheduled a kick-off meeting in order to announce the start of your project, present the plan and develop consensus on it. Another topic will be explanation of each team member's role. In addition, you planned some time for discussions.

   You published the agenda of the kick-off meeting some weeks ago to all invited attendees.

   Now, short term before the event, you receive various cancellations by team members, who say that they cannot join the meeting. But they will be with you when project work will start.

   O The kick-off meeting is secondary, you are happy if the team members will do their jobs.

   O You should insist on the presence of the team members to the appointed date.

   O If you force team members' presence, they would anyway be distracted by their current problems.

   O It is probably a good idea to reschedule the meeting to a day, when all team members can attend.

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38. What is often referred to as the *Original duration* of an activity?

   ○ The total of actual duration and remaining duration when reporting schedule activity progress.

   ○ The overall duration which is imposed on the project team and which—whatever happens—must not be exceeded.

   ○ The duration assigned to an activity which was used to calculate a price used in a time and material (T&M) contract.

   ○ The activity duration originally assigned to a schedule activity and not updated as progress is reported.

39. Product acceptance criteria should be laid down in which document?

   ○ Project scope statement

   ○ Work breakdown structure

   ○ Resource assignments

   ○ Project scope management plan

40. During which process is the *Cost baseline* developed?

   ○ Integrated change control

   ○ Cost estimating

   ○ Schedule development

   ○ Cost budgeting

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41. During project execution you found out that work is often not performed at the right time and in the right order. Deliverables are made by one team member that cannot be processed by another one. This already leads to timely rework and bad morale among team members.

Which project management tool is most appropriate to deal with problems like this?

O Organization chart

O RACI matrix

O Communications management plan

O Work authorization system

42. Your management applies the *10 percent solution*: It has requested that you reduce the budget for the project which you are currently initiating by 10%. What will this probably mean for your project?

O If the budget is cut by 10 percent, then the project will have an accompanying degradation of quality by 10 percent.

O If the project budget is an honest one, then a reduction in budget must be accompanied by a trade-off in either time or performance.

O A 10 percent reduction in budget will be accompanied by a loss of performance much less than the target reduction in cost.

O Most projects have "padded" estimates, and the budgetary reduction will force out the padding from the project.

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43. What is the benefit of a *Weighting system* over a *Screening system* when used for selection among sellers?

   O A weighting system is faster and easier to use.

   O A weighting system allows prioritization of selection criteria.

   O A weighting system is less prone to subjective prejudice.

   O Criteria for a weighting system are easier to define.

44. A *Run chart* is a useful tool to show…

   O …patterns and trends in a row of data points.

   O …behavior of data points against control criteria.

   O …behavior of data points against specifications.

   O …the error margin of a sample versus a whole population.

45. The term *Baseline* is used in both disciplines *Project management* and *Configuration management*. Which statement is not true?

   O Baselines in system configurations are often also referred to as *Deltas*.

   O In configuration management, baselines are used to control change.

   O Project management baselines are used for performance measurement.

   O In project management, baselines help assessing variance and trends.

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46. In a project, a *Cost incentive* contract has been awarded to a contractor with the following parameters:

Target cost:	$1,000,000
Target contractor fee:	$100,000
Cost benefit sharing ratio:	80%/20%
Price ceiling:	$1,200,000

What is the *Point of total assumption* (*PTA*, *Breakpoint*) of the project?

○ $1,000,000

○ $1,100,000

○ $1,125,000

○ $1,200,000

47. The *Contract management plan* differs from the *Procurement management plan* by which characteristics?

○ The contract management plan describes the type of contracts to be used. The procurement management plan describes how the contract will be managed.

○ The contract management plan is written by the project manager, the procurement management plan is written by the procurement department.

○ The contract management plan is output of the *Plan contracting and acquisition* process, the procurement management plan is output of the *Select sellers* process.

○ The procurement management plan relates to the project, while a contract management plan may be written for each individual procurement item.

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48. During *Human resource planning* you identified that your team members are not sufficiently qualified for their tasks. Which may be an appropriate solution to this problem?

   O Reduce level of effort

   O Develop a training plan

   O Plan quality audits

   O Plan quality inspections

49. What is typical for high-context cultures?

   O Technical means for communications can focus on transfer of spoken and written language.

   O Communication is preferred which avoids passing over a great deal of additional information.

   O A message has little meaning without an understanding of the surrounding context.

   O To understand a message, no information on history or personal opinions is needed.

50. Processes of *Configuration management* do in general not include…

   O …identification and documentation of system or item characteristics

   O …controlling changes to these characteristics in an integrative fashion

   O …documenting and auditing changes and the implementation status

   O …assigning responsibilities for change control and documentation

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51. The _____ is a document which describes how the project management team will implement the performing organization's quality policy.

    O Quality assurance plan

    O Quality management plan

    O Quality commitment

    O Quality audit

52. What do you expect when you are submitting an *Invitation to Bid* to sellers?

    O Offers which will differ significantly in solution approach and price.

    O Offers which are similar enough to allow a selection based on price.

    O Offers which are not primarily written to win against competition.

    O General information on a seller's ability to provide the goods or services.

53. What is important for *Quality auditors*?

    O They must be in-house personnel.

    O They must be third-party staff.

    O They must be mandated by the auditee.

    O They must be properly trained.

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54. What is best used to calculate the *profit* from an internal project?

○ Discounted net revenues from the product over n years minus project costs for internal charges

○ Discounted net savings from the product over n years minus project costs for internal charges

○ The *Economic value added* (EVA) to the organization taking into account taxes and capital costs

○ The reduction in *Total cost of ownership* of the current product compared with its predecessor product

55. You are running a major project with four sub-projects. Each of the sub-project managers has developed a risk management plan, identified many risks, analyzed them and planned for risk response.

It is now two months later. What should you not do?

○ Ensure that they handle all risks to save you from project level risk monitoring and control.

○ Make sure that the sub project managers monitor their project work for new and changing risks.

○ Make sure that the sub project managers keep track of the identified risks and those on the watchlist.

○ Make sure that the sub-project managers monitor trigger conditions for contingency plans.

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56. What is true for *Statistical sampling*?

   ○ Statistical sampling can be used to verify for each individual item in a lot, whether it can be accepted or must be rejected.

   ○ Attribute sampling means collection of quantitative data showing the level of conformity for each item of a sample.

   ○ Variables sampling includes collection of quantitative data on the degree of conformity for each item of a sample.

   ○ Statistical sampling is commonly used in *Quality assurance* to examine if items of a lot conform to quality standards.

57. Geert Hofstede's cultural dimension of *Individualism* refers to…

   ○ …the degree of dependence relationships between individuals.

   ○ …the significance of the person versus that of the group.

   ○ …the identification with the gender role of an individual.

   ○ …the tolerance for ambiguity or uncertainty in the workplace.

58. What is not true for *Change requests*?

   ○ Change requests should always be handled in a controlled and integrative fashion.

   ○ Change requests surpassing the formal change control processes can lead to scope creep.

   ○ Professionally managed, change requests can help improving a project and resolving emerging problems.

   ○ Change requests are always a sign of bad planning and should therefore be avoided.

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59. You assigned staff members to activities, estimated work and scheduled your project. Then, you depicted the following resource histogram for your staff:
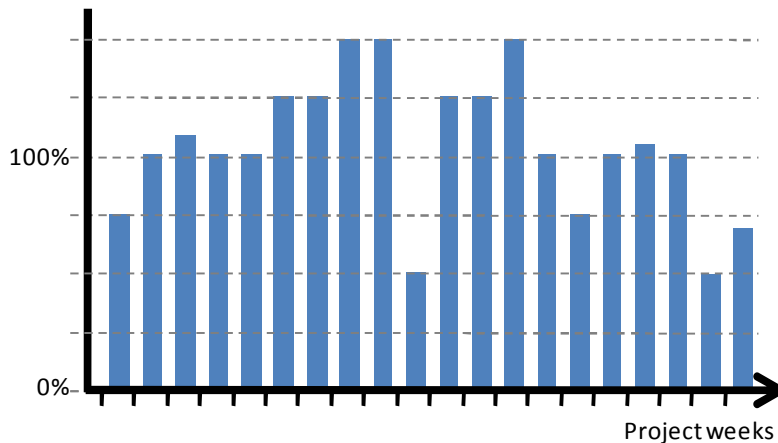
What is the diagram telling you?

○ The project can probably not be finished as scheduled.

○ You may be able to finish the project early by reassigning work.

○ You should avoid network logic diagramming for scheduling.

○ You may run into problems with dual reporting relationships.

60. Which statement describes best the term *Sink node*?

○ It is a node in a *WBS*, where several branches are brought back together.

○ It is a node in a *Conditional network diagram*, at which it becomes deterministic.

○ It is a node in a *Decision tree*, showing various branches with the same chance.

○ It is a node in a *Network logic diagram* which has multiple predecessors.

Notes

61. The members of your project team have been assigned to your project with general availability levels of 50%.

    Yesterday, they reported to you that significant variances occurred during project execution. You observed that the team members are spending less than 50% of their time working for your project. Your project schedule is on the way to become heavily delayed and deadlines are in jeopardy. What should you do?

    ○ Talk to your sponsor and try to get more resources assigned on similar conditions as the existing ones.

    ○ Talk with the line managers. Negotiate clear and written assignments with predictable levels of effort.

    ○ Ignore the difficulties, adjust your schedule and negotiate new deadlines according to the slower progress.

    ○ Focus on internal charges. Make sure that your project is not getting charged for more than the actual work.

62. What is the meaning of the acronym *CSOW*?

    ○ A *Statement of work* that is part of a *Contingency plan*; it is commonly linked with *Contingency reserves*.

    ○ A *Statement of work* that has been formally agreed upon by both parties and is therefore part of a *Contract*.

    ○ A *Statement of work* that is currently valid; this contrasts with the scope baseline, a formerly valid SOW.

    ○ A *Statement of work* on project level that cumulates statements of work on *Cost account* level

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63. You monitored figures on cost and planned/earned value for each individual project week until the data date at the end of the sixth week. What is the status of this project at this date?

Project week	Actual costs	Earned value	Planned value
1	$65,000	$61,000	$67,000
2	$85,000	$79,000	$89,000
3	$100,000	$102,000	$110,000
4	$125,000	$124,000	$121,000
5	$135,000	$133,000	$139,000
6	$125,000	$120,000	$131,000

O The project is ahead of schedule and over budget.

O The project is ahead of schedule and under budget.

O The project is behind schedule and over budget.

O The project is behind schedule and under budget.

64. *Crashing* describes a technique to speed up a project by…

O …reallocating existing resources or assigning additional resources to the project.

O …overlapping activities which were originally planned to be done in sequence.

O …reducing the number of features of the product in order to reduce development work.

O …reducing the duration estimates for activities to increase the pressure applied to the staff.

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65. During *Risk identification* sessions, you and your team identified more than 150 risks for your project. You are afraid that evaluating each of these risks quantitatively will cost you an enormous amount of time, while not all of them are really relevant and important enough to justify such a measure. What should you do next?

   O Identify *Risk triggers* where possible. Analyze only those risks quantitatively for which no trigger could be found.

   O Use *Qualitative risk analysis* in order to prioritize risks for further action, such as *Quantitative risk analysis*.

   O Assess the probability of each risk qualitatively and further analyze only those risks with high probability.

   O Assess the potential impact of each risk qualitatively and further analyze only those risks with high impact.

66. During execution of a project, you observe that the performance of some of your team members is dropping, while others are doing a consistently good job. What should you try first to bring the team as a whole back to performance?

   O Organize a team meeting and discuss openly the bad performance of the weak team members. Try to find a joint solution during the meeting.

   O Introduce a competitive incentive system with a bonus for the 20% of your team which is performing better than the other 80%.

   O Do not interfere, but allow the team some time to organize itself and sort the problem out by low-level conflict management.

   O Introduce a system of formal and informal performance appraisals, research causes for bad performance and solicit mutual feedback.

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67. Your management announced that they want to put you on a *Stretch assignment*. In this situation, you should consider that…

   O …a stretch assignment is over your qualifications right from the start. Whatever your education, knowledge and skills are, you cannot fail. Congratulations.

   O …key stakeholders must have timely and complete information regarding your qualifications to make decisions regarding your suitability for the assignment.

   O …stretch assignments bear an increased risk of failure, and this is rarely outweighed by the learning and development experience expected to come with the assignment.

   O …you should avoid the increased hassle coming with the assignment. It will not be enough for you to simply satisfy requirements and achieve objectives. You will have to learn a lot.

68. Which statement describes best the purpose of *brainstorming* sessions?

   O Ideas of team members are gathered and structured during the session in the categories of strengths, weaknesses, opportunities and threats.

   O Thoughts and ideas are creatively gathered without any discussion or frowning. These ideas are only filtered and structured after the end of the session.

   O Team members wear hats with different colors, each of which stands for a way of thinking. They discuss topics each from the viewpoint of their thinking.

   O The project manager tries during the session to eradicate deviating ideas and concepts of team members so that the entire team follows the project manager's principles.

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69. In *Configuration management*, which of the following is necessary to maintain the integrity of *Baselines*?

   ○ Analyzing variances by comparing baseline information with actual project data.

   ○ Releasing only approved changes for incorporation into products or services.

   ○ Ensuring that team members adhere to a code of ethical conduct and behavior.

   ○ Ensuring transparency across all project management processes and activities.

70. Which statement describes best the purpose of the *Communication management plan*?

   ○ The project management plan is a subsidiary document of the overall communication management plan.

   ○ The communication management plan describes rules of behavior and respect for communications in cross-cultural teams.

   ○ The communication management plan describes the documentation needs, expectations and formats for the project.

   ○ The communication management plan focuses on the use of communications technologies by the project management team

71. Which is not a point used for *Three-point estimation*?

   ○ Optimistic estimate

   ○ Most likely estimate
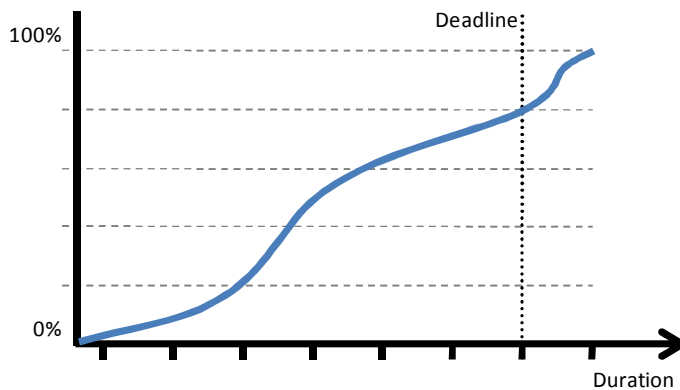
   ○ Budget estimate

   ○ Pessimistic estimate

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72. Which of the following are not common *Barriers to project team building*?

   ○ Differing outlooks, priorities, and interests

   ○ Role conflicts

   ○ Excessive team member commitment

   ○ Unclear project objectives/outcomes

73. The following diagram depicts a cumulative likelihood distribution for the duration of a project:

What is the diagram telling you?

   ○ The likeliness that the project will finish exactly at the date marked with "Deadline" is 80%.

   ○ The likeliness that the project team will exceed the date marked with "Deadline" is at 80%.

   ○ If the project team will meet the deadline, project costs will be 80% of the budgeted costs.

   ○ The likeliness that the project will meet its deadline or will finish earlier is at 80%.

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74. What does a project manager need to perform the *Manage project team* process?

   ○ Preliminary project scope statement

   ○ Work performance information

   ○ Cost baseline

   ○ Statement of work

75. The proposal manager of your company approached you recently. You made some estimates on direct costs for an offer on a firm fixed price contract. As indirect costs are to be calculated as a percentage of the direct costs, the sum of both cost types led him to calculating a far too high price. How should you not react?

   ○ You reduce your direct cost assessments by reducing the amount of work and the rates allocated to them. This allows a reduction of the overhead costs and a lower price.

   ○ Calculating overheads as a percentage of direct costs is just a model to simplify calculations. A more specific analysis of these costs may lead to a more realistic project price.

   ○ You say that there is no direct link between the price for work to be paid by a customer and the costs occurring on contractor side. It is the sales person's job to make the price.

   ○ You make the proposal manager aware that a reduction of direct costs may reduce the numbers for overhead cost allocation, but will not influence the actual overheads.

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76. A *Project charter* is a document that…

   ○ …describes both the project scope and the product scope at detail level.

   ○ …authorizes the project and the use of organizational resources to meet project requirements.

   ○ …breaks down the project scope over several steps to describe the project on work package level.

   ○ …describes all activities which are necessary to create the project deliverables.

77. You identified a technical risk in your project and assigned a contingency for that. Planning contingency reserves is part of what risk response strategy?

   ○ Active risk mitigation

   ○ Passive risk avoidance

   ○ Passive risk acceptance

   ○ Active risk acceptance

78. Which concept of locating team members can help them best to enhance their ability to perform as a team?

   ○ Co-location

   ○ Cross-functional dispersion

   ○ Virtual e-teams

   ○ Global team dispersion

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79. Which statement is false for *Constructive changes*?

   ○ Constructive changes are contract changes which are construed from actions taken by either party, not from a change document.

   ○ Constructive changes are limited to the execution processes, when the product of the project is getting constructed.

   ○ Constructive changes are a frequent cause of disputes and claims of one contract party against the other.

   ○ *Field changes* should be meticulously documented to avoid an interpretation as constructive change.

80. You are assigned as a project manager for an internal project. During cost planning and budgeting you found out, that there are peak times of costs during the project and other times when costs are fairly low. What could this mean for the project?

   ○ The fiscal budget mechanism which is used by the performing organization may not allow for cost peaks in your project, and you may have to smooth expenditures over time.

   ○ You can silently create budget contingencies during low-cost periods and re-use them later during those periods when you have to cover peak levels in project costs.

   ○ You may find another project manager with a project which has a different rhythm of high and low costs. Then, you may be able to move budget during one project's low cost periods to the other project.

   ○ You are a project manager and work with a lifecycle budget for your project. Fiscal budgets are a matter of the functional organization, and you have generally not to care about them.

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81. You are going to take over a new project as the project manager in an enterprise, which is still unknown to you. What should you investigate during the chartering process?

   ○ Enterprise environmental factors

   ○ Project management plan

   ○ Project risk register

   ○ Team performance reports

82. A project was budgeted at $1,000,000. The project is meanwhile being executed, and the following current figures have been assessed:

   PV: $500,000
   EV: $450,000
   AC: $550,000

   Assuming that the *Cost variance* was caused by one-time cost drivers, which are no more effective, what *Estimate at completion* (*EaC*) can you derive from these figures?
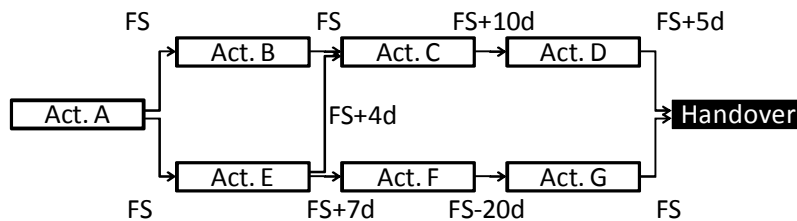
   ○ $900,000

   ○ $1,000,000

   ○ $1,100,000

   ○ $1,222,222

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83. The manager of the following project cannot hand over the project's product to the customer before all activities have been finished.

From the information shown in the *Network logic diagram*, which activity is most likely to cause problems when the project reaches the Handover milestone?

○ Activity C

○ Activity D

○ Activity E

○ Activity F

84. What is least important when it comes to archiving project records?

○ A well-designed records management system

○ Integration of the archive with business software

○ Updated records reflecting final results

○ Easy availability of information for future use

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85. _____ are not necessarily used to establish the *Cost baseline* of a project?

   ○ *Schedule activity* or *work package* cost estimates

   ○ The *Work breakdown structure* and *WBS dictionary*

   ○ The *Project schedule* and *Resource calendars*.

   ○ The *Risk breakdown structure* and the *Risk register*.

86. You took over a customer project for your company. From the inputs available, including *Contract*, *Statement of work*, *Project charter* and a *Preliminary scope statement*, you developed a *Project management plan*.

   You presented your plan in a meeting with key stakeholders including your project sponsor and some representatives from the customer organization. During the meeting you perceived a high level of dissatisfaction by the customer executives, who signaled that the project might not produce the results that the company expected. In your understanding, all necessary actions have been planned to meet the customer's requirements.

   What should you do next?

   ○ Request a written statement from the customer detailing the requirements which they believe are not addressed by your plan. Use this statement to update the project plan.

   ○ Arrange meetings with the customer to identify their needs, wants and expectations for the project. Then create a narrative *Scope statement* from this information to document the agreed upon project scope.

   ○ Request a formal meeting on top executive level to get the misunderstandings sorted out, then arrange a change request, re-plan your project where necessary and go ahead with the project work.

   ○ Do not over-react. Performed according to your plan, the project will produce a convincing product for the customer. As soon as the executives will see it, they will probably change their opinion and accept it.

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87. A project was assessed and the following *Earned value* data have been found:

    PV: $750,000
    EV: $750,000
    AC: $900,000

    What is the *Burn rate* of the project?

    O 1.20

    O 1.10

    O 1.00

    O 0.83

88. What is not true for project deliverables?

    O Project deliverables should be identified, described and agreed upon as early in the project as possible.

    O Project deliverables may be products, capabilities for services or other kinds of results.

    O Once project deliverables have been identified, their description should not be changed any more.

    O The acceptance process for deliverables and how rejection will be addressed should be described in the contract.

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89. Your project run for a customer is coming to an end. The customer has been contractually granted a three years warranty period for the product of the project. What should you do first?

   O Hand all relevant documentation over to the organizational unit responsible for handling the warranty.

   O There is no additional work to be done. The contract should describe all processes in sufficient detail.

   O Changes on the product can affect warranty clauses. Ensure that these clauses are aligned with the final specifications.

   O According to many legislations, you cannot formally close a project before the end of the warranty period.

90. Being the project manager in a high risk electronics project with a lot of new technologies, you developed a *Risk management plan* and identified risks which you documented in a *Risk register*. Then, the risks were analyzed and response planned.

   It is getting obvious during *Risk monitoring and control* meetings: The documents which you created are not very helpful. What have you probably done wrong?

   O You failed to use an *RBS*.

   O You did the first processes alone.

   O You did not identify *Triggers*.

   O You did not calculate *EMVs*.

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91. Which is generally not regarded as one of the three categories of culture that managers should master?

　○ National culture

　○ Organizational culture

　○ Project culture

　○ Functional culture

92. Post-mortem analysis of a project shows a CPI of 0.8 and an SPI of 1.25. What is a plausible explanation for that?

　○ The project was terminated early. At that time, it was over budget and ahead of schedule.

　○ The project has produced additional deliverables which were originally not required.

　○ The project has evidently been finished under budget and behind of schedule.

　○ The project has evidently been finished over budget and ahead of schedule.

93. Milestones are best characterized by which description?

　○ A significant point in the project with zero duration

　○ A fixed or imposed date during the project lifecycle

　○ A period between two project phases including a review

　○ A planning tool used to replace progress measurements

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94. Together with your team, you applied three-point estimation on a *Critical path* which consists of two activities.

    The following duration uncertainties are all calculated assuming a ±3sigma *Confidence interval*.

    The duration uncertainty—defined as pessimistic minus optimistic estimate—of the first activity is 18 days; the second estimate has an uncertainty of 24 days. Applying the *PERT* formula, what is the duration uncertainty of the entire path?

    ○ 21 days

    ○ 30 days

    ○ 42 days

    ○ No statement is possible from the information given.

95. You are just leaving a meeting, during which you have been assigned as the project manager in a project to build a substation, which is part of a major electric power distribution system. The decision to run the project has been made before your assignment and without your involvement. Some basic decisions on deliverables, staffing, budgeting and on the completion date have also already been made. What should you do first?

    ○ Obtain the documents which describe the project selection processes and make sure that they describe all decision processes and their outcomes.

    ○ Create a *Project schedule* for your project which shows all major milestones and deadlines linked with them. Then try to obtain approval for the schedule.

    ○ Start developing a detailed *Risk register* which includes identified risks with their qualitative and quantitative assessments and a response plan.

    ○ Start the *Quality assurance* process by developing test procedures for the final deliverable and defining metrics against which the tests will be performed.

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96. What is the purpose of the following diagram?
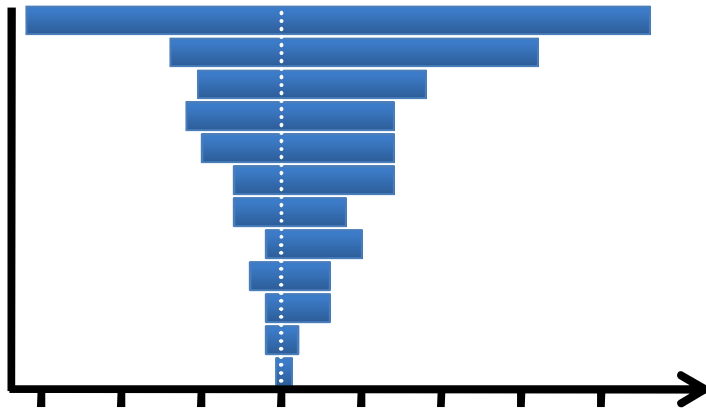
  ○ Describing the influence of extreme weather conditions on progress and on the achievement of project objectives.

  ○ Comparing the relative importance of variables that have a high degree of uncertainty with those that are more stable.

  ○ Evaluating team performance and identifying team members with low productivity and work effectiveness.

  ○ Evaluating the degree to which project work and deliverables conform to the expectations of key stakeholders.

97. Which is not a goal in both *Project management* and *Quality management*?

  ○ Prevention over inspection

  ○ Customer satisfaction

  ○ Management responsibility

  ○ Triple constraint

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98. You created a *Baseline* of your *System configuration* and added several changes to that as amendments. Meanwhile you are afraid that the big number of *Deltas* may cause inconsistencies and make you unable to understand the current system configuration. What should you do?

   ○ Proclaim a *Design freeze*.

   ○ Go on with amendments.

   ○ Revise the baseline.

   ○ Create an entirely new configuration.

99. A request, demand or assertion of a contract partner for consideration, compensation or payment under a legally binding contract, such as a disputed change, is often referred to as a

   ○ Claim

   ○ Trial

   ○ Refinement

   ○ Audit

100. Projects may be chartered by all of the following bodies, except?

   ○ The project team

   ○ The organization

   ○ A program management body

   ○ A portfolio management body

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101. During *Planning* processes, you used *Monte-Carlo simulation* to quantitatively assess cost and schedule risks of your project. Now, during *Risk monitoring and control*, you repeat the technique, and it leads to different results. What should not be the reason for that?

○ Some assumptions during planning have meanwhile become fact-based knowledge, so that the risks related to them have vanished or have become certain problems.

○ New risks may have been identified. These influence the input data used for Monte-Carlo simulation in a way which was not predictable at the time when the simulation was run.

○ Some constraints have been identified originally, but their influence on the project was unclear when the simulation was run for the first time. By now, the team understands these constraints much better and could adjust the simulation.

○ Some dummy activities in the network logic have an element of uncertainty, which gets bigger over time. While the project proceeds, it is getting even harder to predict how the team members assigned to them will perform.

102. As a project manager you can assign any one of two team members to a highly coveted task. Both are equally capable, but one of them is a member of your in-group. To the other one, you have far more distance.

How should you behave?

○ You disclose the situation to stakeholders and solicit a joint decision.

○ You take the person not in your in-group to avoid misunderstandings.

○ Chose the in-group person. The trustful relation will benefit the project.

○ You delegate the decision to a third team member to avoid the conflict.

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103. You need a batch of 100 identical valves which will be custom made for your project to build a food processing plant. There is a risk of deterioration of victuals during processing; therefore you placed requirements on the quality of the raw materials for the valves, which will make production very costly.

Unfortunately, in order to test the valves against these requirements, you would have to destroy them. And you have no experience with the vendors at all. What should you do?

○ Do 0% inspection. You have to trust the selected supplier that they will use the materials according to your specification.

○ Negotiate a contract over more than 100 items and perform acceptance sampling for the surplus of the batch on delivery.

○ Require the seller to supply the valves together with appropriate certificates from their raw materials suppliers.

○ Do 100% inspection on delivery to your premises, then order another batch of 100 valves.

104. Which statement is false? Progressive elaboration of project scope…

○ …is a characteristic of projects that accompanies the concepts of temporary and unique.

○ … means developing in steps. It not should be confused with scope creep.

○ …signals a weak spot in the scope definition process, caused by incomplete contracts and specifications.

○ …when properly managed, integrates elaboration of project and deliverable specifications.

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105. You are managing an internationally dispersed project team. The members of your team have different cultural backgrounds and primary languages, but all are educated and communicate skillfully in English. You should nevertheless bear in mind that…

   ○ …there are cultural differences. You should write one *Code of conduct* for each nationality. You should then limit access to these codes.

   ○ …you may have to accept that team members from one country may not be prepared to work with colleagues from certain other countries.

   ○ …spoken communications can cause misunderstandings you may not find in written communications. These may be hard to identify.

   ○ …certain groups will be happy to stay awake over night to join telephone and video conferences during other members' working time.

106. Which factors have the strongest influence on customer satisfaction?

   ○ Attractive price of the project and low running costs of the product

   ○ Friendly project manager and effective after-project service

   ○ Efficiency of the project and skills of the project manager

   ○ Conformance to requirements of the project and fitness for use of the deliverables

107. Frequent stimuli for a project include the following, except

   ○ Regular plant maintenance

   ○ A market demand

   ○ A technological advance

   ○ A business need

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108. Your project exceeded costs in the past caused by an underestimation of resource costs in the cost baseline:

   PV: $1,200,000, EV: $1,000,000, AC: $1,200,000

   You expect the underestimation to influence the future as much as it did in the past.

   If the *BTC* (*Budget to complete*) is at $1,000,000, what should be your new *EAC* (*Estimate at Completion*)?

   ○ $1,800,000

   ○ $2,000,000

   ○ $2,200,000

   ○ $2,400,000

109. What is true for the process of *Scope verification*?

   ○ Insufficient documentation is not a reason to reject deliverables, as long as in all other respects they are built according to specifications agreed upon.

   ○ The project team members must achieve acceptance of the deliverables. This process is coordinated and documented by the project management team.

   ○ It is the project management team's responsibility to obtain stakeholder's formal acceptance of the completed project scope and deliverables.

   ○ Formal acceptance will finally reconcile all inconsistencies among deliverables and documents that where caused by bad change control and scope creep.

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110. You finished your project for a customer to implement a business software solution. All deliverables have been handed over and are already in use by the company. There is a minor last payment to be made by the customer on contract closure. You believe that it is now getting time to finally close the contract with the customer and then administratively close down the project.

    You approached the customer this morning and found that they are reluctant to finally close the contract. But you do not exactly understand why. What should you not do?

    ○ Update all documents related to the project and the product so that they reflect the final specifications and the status of both the project and the product. Organize them in a fashion for easy access.

    ○ Focus on your next project and leave the customer the time to get familiar with the software. They will come back to you anyway after some weeks to terminate the contract and make the last payment.

    ○ Based on the contract and all documents which are relevant for the formal relationship with the customer, write a close-out report describing what was contractually required and what was obtained.

    ○ Make sure that there are no active purchase orders against the contract or any other pending obligations, requests or claims from either party which need to be resolved. Then insist on formal contract closure.

111. At the end of an internal project, you find several key stakeholders including the sponsor reluctant to finally accept all deliverables and then close the project. What should not be your next step in this situation?

    ○ Identify any open issues and get them solved. Then be firm on formal closure.

    ○ Formally close the project. Stakeholders will find a way by themselves to sort things out.

    ○ Identify and openly discuss personal rationales underlying the reluctance.

    ○ Invite earnest feedback from all sides and try to identify misunderstandings.

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112. A project manager reported the following *Earned value* data:

PV: $12,400,000
EV: $14,500,000
AC: $14,500,000

What does this mean?

○ The project is over budget and on schedule.

○ The project is under budget and on schedule

○ The project is on budget, but behind schedule.

○ The project is on budget and ahead of schedule.

113. What should you take care of when you *Monitor and control project work*?

○ Ensure that forecasts on work and costs are adhered to.

○ Ensure that approved change requests are being executed.

○ Ensure that rejected change requests are not getting executed by mistake.

○ Avoid that so-called experts influence your project.

114. What should project managers focus on when they perform the *Executing process group*?

○ Doing project work.

○ Coordinating people and resources.

○ Ensuring accountability for errors.

○ Avoid third-party influence.

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115. A review of your project team member's most recent performance reports shows a major drop in output. Which is the best approach to raise team productivity in a project?

○ Increase the frequency of team review meetings and status reports.

○ Increase the pressure on each team member to adhere to deadlines.

○ Post a special reward for the best performing team member.

○ Improve feelings of trust and cohesiveness among team members.

116. A project customer and a contractor agreed on regular *Quality audits* during execution by a third party audit team, which is working on an assignment for the customer.

What should the contractor have prepared for the audits?

○ Work results

○ Measurements and test results

○ Quality documentation

○ Contract related correspondence

117. Which is not an output of the *Activity definition* process?

○ Activity list

○ Work breakdown structure

○ Activity attributes

○ Milestone list

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118. What is commonly the purpose of the *Manage stakeholders* process?

   ○ Ensuring the order of phases.

   ○ Resolving issues.

   ○ Identifying stakeholders.

   ○ Ensuring stakeholder value.

119. What should you avoid when you are organizing documents as *Lessons learned*?

   ○ Devise the lessons learned documentation in a wording which is easy to understand for a reader who is not familiar with the project.

   ○ Lessons learned must detail how certain groups or persons caused failures and delays, especially if they are inside the own organization.

   ○ Writing lessons learned should be an exercise enhancing your personal learning experience. Make sure you grasp what you are writing down.

   ○ Keep lessons learned documents at a place where they are easy to access and to retrieve for those who may later need the information.

120. Key stakeholders on every project do not include

   ○ Project manager and project management team

   ○ Project customer and users

   ○ Project sponsor

   ○ Media representatives

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121. _____ is normally not a method of *RoI* (*Return on investment*) analysis.

  ○ Net present value projection

  ○ Sunk cost analysis

  ○ Simple payback calculation

  ○ Internal rate of Return

122. What is the most important benefit of a *360 degree review*?

  ○ The reviewed person will regard the assessment process as fair and developmental.

  ○ Assessments from different perspectives leave no weak spot of a person unaddressed.

  ○ Managers will be assessed by their subordinates, enforcing a more participative style.

  ○ One can use a simple standard questionnaire to gather data from the reviewers.

123. What is true for a project when a *Phase gate* approach is being used?

  ○ The order of phases must be strictly consecutive without overlapping in order to allow for gates.

  ○ Gates are often called kill points, when they are used to eliminate weak team members.

  ○ Phase gates are often used to verify entry criteria of a previous phase and exit criteria of the next one.

  ○ Approaching phase gates early is a common signal that project planning has been poor.

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124. *Post mortem Earned value analysis* of a project which is going to be closed showed the following data:

SPI: 0.72
CPI: 1.00

What is this telling you?

O The entire work of the project has been finished ahead of schedule and on budget.

O The entire work of the project has been finished behind schedule and on budget.

O The project has been terminated before completion. At that time it was behind schedule and on budget

O The project has been terminated before completion. At that time it was ahead of schedule and on budget.

125. A project underwent a major *Scope change*, which increased cost and work levels. What does this mean for *Earned value* data?

O The cost baseline will be updated and the new baseline will be the basis for future earned value analysis.

O As baselines should generally not be adjusted, the project is due to exceed its budget from now on.

O There are several reasons to change a baseline, but not scope changes. The project will exceed its budget.

O Earned value analysis becomes useless after a scope change, the technique should not be used any more.

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126. Which statement describes best the meaning of *Leadership*?

   ○ Ensuring predictability in an uncertain environment

   ○ Sustaining an ongoing business over a long period of time

   ○ Adhering to publicized standards and procedures

   ○ Developing a vision and strategy and motivating people

127. As a project manager, you must demonstrate transparency in…

   ○ …relation to confidential information.

   ○ …relation to proprietary information.

   ○ …passing on unproven information and gossip.

   ○ …your decision making processes.

128. Who should always issue the project charter?

   ○ A person internal to the project organization

   ○ A project initiator or sponsor

   ○ A low-level manager of the performing organization

   ○ A high-level manager of the performing organization

Notes

129. How can a *Process flow chart* help in *Quality management*?

   O A process flow chart may help indentifying outliers.

   O A process flow chart may help anticipating problems.

   O A process flow chart may help spotting staff accountable.

   O A process flow chart may help reacting later.

130. A difference between a *Statement of work* and a *Scope statement* is:

   O The statement of work is prepared by the customer while the scope statement is developed by the project management team.

   O The statement of work focuses on physical or technical matters, while the project scope statement focuses on a functional view.

   O The project scope statement is in most projects developed before the statement of work is written.

   O A project scope statement can become a contract document; a statement of work cannot.

131. What are extrinsic motivators?

   O Motivators specific to an individual.

   O Incentives such as money, gifts, and rewards.

   O Motivators derived from within the individual

   O Hygiene factors of the work environment

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132. You are currently finishing a project under contract to develop and build some machining equipment for a customer. Your organization took over the obligation to solve certain problems if they come up during a contractual *Warranty period* of one year after *Start of production*.

   What do you not consider during the warranty period?

   ○ Parts which were marked As-Is must be held available for free replacement in case of failure.

   ○ Incoming problems reported to the team must be handled immediately and with high priority.

   ○ Some team members must be held available during the warranty period in case that they have to solve problems.

   ○ At the end of the warranty period, the responsibility for the equipment will be turned over to the customer

133. When should a *Time and material contract* with a contractor been chosen instead of a *Fixed price* contract?

   ○ When cost risks for the customer should be limited but not schedule risks.

   ○ When project scope includes the progressive elaboration of the scope of deliverables.

   ○ When subcontractors are being used and the customer will reimburse their invoices.

   ○ When only a limited amount of money can be made available to fund the project.

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134. You are the manager of a major project to develop a system of barriers to prevent a seaside city from flooding. Together with your team you created a *Code of conduct* stating that the *Change control board* must be immediately notified of gifts when the value exceeds $90. The same applies to invitations when the value exceeds $150.

     Today, a contractor executive sent you an invitation for a night at an opera with a value of $95. It is a one-time event and you tried to obtain tickets by yourself without success. The person told you that he would so much wish to join you, but he will not be available on that day, and he could get hold of only one ticket anyway.

     What do you have to do?

     ○ You are allowed to accept invitations with a value of up to $150, so there should be no problem.

     ○ One may regard the ticket as a gift, but it is just at the limit: You do not have to notify the CCB.

     ○ The ticket is a gift and over of the limit. You have to notify the CCB who will make the decision.

     ○ You are the project manager. The rules are in place to strengthen your position. They do not apply to you.

135. What is not a major benefit of co-locating team members from different cultures in one place instead of having a team dispersed over many countries?

     ○ Short distance to the customer markets

     ○ Reduced burden from travelling and international meetings

     ○ Enhanced communications and a sense of community

     ○ Identical working hours without time zone difference

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136. You are running a project to develop the production process for a future electronic component. You found out during some first test batches, that the precision is generally very good, but that you have some irregular outliers in a completely unpredictable pattern. What should you do?

   ○ Ignore the outliers; they are not relevant as long as the yield from the production is sufficiently high.

   ○ Try to increase the accuracy of the process by adjustments, thus reducing the number of outliers.

   ○ Tell the designated production manager of your observations and ask him to take care after handover.

   ○ Research outliers, they may give you important insights into problems which may trouble later production.

137. As a leader, how should you deem *Ethical conduct*?

   ○ You should ensure ethical conduct throughout the team by use of means including recognition and awards and in tight cooperation with the team members' line managers.

   ○ Ethical conduct is all right as long as it does not impact the achievement of objectives and does not damage the performing organization's immediate options for profits.

   ○ You are the role model for the team. Your personal integrity demonstrates the desired skills, behavior, and attitudes whose adoption may benefit team members.

   ○ There are often dilemma situations in business. Then you may have to suspend your integrity and do what is appropriate. There may be long term negative effects, but these are not your responsibility

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138. You have recently been named as the project manager of a new project under contract. The sponsor of the project gave you the contract which has been signed by the customer and a document *Statement of work*. He asked you to go on with initiation. Which document should you develop next?

    ○ Preliminary scope statement

    ○ Project schedule

    ○ Project charter

    ○ Scope statement

139. You are defining evaluation criteria for your project. The procurement item is readily available from a number of acceptable sellers. On which criterion may you focus on in such a situation?

    ○ Seller's management approach

    ○ Price offered by the seller

    ○ Seller's financial capacity

    ○ Understanding of your need

140. When is passive risk acceptance an appropriate approach?

    ○ When the likeliness of risk occurrence is very low.

    ○ When the risk occurrence is hard to identify.

    ○ When it is best to deal with a risk as it occurs.

    ○ When the risk cannot be assessed or analyzed.

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141. You are running a project to engineer and implement a set of business processes and a software solution for *Customer relationship management*. The project involves a big number of performing organizations—a major corporation and many suppliers of different size.

    During the project you observed a restraining effect of differences between the companies' corporate cultures. This leads to different expectations on how such a project should be handled and to frequent misunderstandings between stakeholders. Another effect is a growing degree of distrust and skepticism.

    What should you try first to integrate the diverse stakeholder groups?

    ○ Focus on project work. As a project manager you should not get distracted by big egos.

    ○ Let the problems grow further until they are obvious for all. Then escalate them.

    ○ Develop a joint quality policy for the project and seek commitment by all organizations.

    ○ Analyze probability and impact of the risks linked with the situation and plan how to respond to them.

142. During execution of your project you observed that a team member is being isolated by other team members. Which is a wrong approach to such a situation?

    ○ The interpersonal relationships between team members are their private issue. You should not interfere.

    ○ You should apply team building measures to improve the team's effectiveness.

    ○ You should try to get feedback from the isolated team member to understand the situation.

    ○ You should try to get feedback from the other team members to understand the situation.

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143. In an organization, project managers report directly to the head of a *Project management office* (*PMO*). In this case, which statement is probably not true?

   ○ The head of the project management office can strengthen the matrix as a manager of project managers.

   ○ The project management office will actually be responsible for direct management of the projects.

   ○ Projects will be run by the functional organization and project managers are expediting change control.

   ○ It will be easier for the PMO to ensure that the organizational process assets provided are being used.

144. What is the *Five whys* method used for?

   ○ Root cause analysis

   ○ Identification of random causes

   ○ Identification of special causes

   ○ Identification of causes of conflicts

145. The use of scarce resources must be decided upon with functional managers before it causes delays in your project. Which is probably your most important skill right now?

   ○ Planning

   ○ Negotiating

   ○ Facilitating

   ○ Documenting

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146. Which question is not appropriate for a weighting system to evaluate seller's performance according to weighted criteria?

○ What is the yearly investment in development of personnel per year and employee?

○ How many reference customers have been verified by the seller in the specific field?

○ What financial status and reputation in the market place could be assessed?

○ Has a CV of the prospective project manager been sent with the proposal?

147. Which is not an example of a correctly handled *Contract closure procedure*?

○ Early termination of a contract because of a repudiatory breach

○ Settling and finally closing the contract agreement

○ Product verification by stakeholders and administrative closure

○ Early termination of a contract because of an immaterial breach

148. You gathered a lot of knowledge on project management in your business life. What is an appropriate use for that?

○ Share your knowledge with the professional community in form of books, articles, lectures, seminars etc.

○ It is your knowledge, and it has a high market value. You may consider it you intellectual property, which you keep secret.

○ There are better project managers somewhere in this world. They should help developing the professional community.

○ Your job is managing projects for your customers. You should not worry about other project managers.

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149. Respect is…

   O …a duty to show a high regard for oneself, others, and the resources entrusted.

   O …a limitation to trust, confidence and performance excellence through cooperation.

   O …accepting a level of information which may lead to disrespectful behavior.

   O …limited to respecting the physical and intellectual property rights of others.

150. During a post-mortem meeting, discussions come up who has to take responsibility for some major failures. It has become obvious that the attendees of the meeting will not come to a jointly accepted conclusion.

   What is not an appropriate strategy for such a situation?

   O Separate the people from the problem

   O Focus on interests, not positions

   O Insist on objective criteria and standards

   O Suspend this discussion and schedule another meeting

151. Understanding cultural key similarities and differences is especially important for...

   O …globally dispersed, cross-cultural and virtual teams.

   O …culturally homogeneous, co-located teams.

   O …project sub-teams and work cells.

   O …teams under high budget and schedule pressure.

Notes

152. Your project team is on its way to finish work on the project, while you have the impression that a staff member is already negotiating the next assignment in another project. You are afraid that the person may come under pressure to start working on the other job before she has finished her work for your project. Her task is very complex, and it would be hard for someone else to take up the partial results and finish them.

    What action is most likely to resolve the situation?

    ○ Have a private meeting with the person and discuss your observations. Make the person aware of the contract and of the legal consequences of unfinished work.

    ○ Have a meeting with the entire team and discuss the person's expected early leave. Use team dynamics to buy in the commitment from the person to finish work orderly.

    ○ Use your network of project managers to find another assignment for the person which allows for smooth transition and does not conflict with your needs.

    ○ Ignore your observations and let the team member do her job. It is quite uncommon that staff drops work for a project before it is completely finished.

153. When control charts are being used, *outliers* are…

    ○ …measurements that are outside the bandwidth between an upper and lower control limit.

    ○ …a typical result of a rare random cause which is difficult to replicate and to verify.

    ○ …insignificant results, often measurement errors, whose causes should not be further investigated.

    ○ …measurements that are inconsistent with a run of 7 results over or under a mean value.

Notes

154. You are running a project which was budgeted based on some *Rough order of magnitude* (*ROM*) estimates with a precision of -50% /+100%. Meanwhile, with new estimates made on detail level and some work already finished, you found out that these estimates were consistently too low and the budget will not be sufficient to successfully run and finish the project. What should you do?

○ You shouldn't worry too much, It is quite normal that early estimates are too optimistic, later estimates are too pessimistic and the project costs will finally settle somewhere in between. So relax!

○ Bring the issue up to your sponsor and discuss how this should be handled. Together with the sponsor adhere to the guidelines which describe how budgets will be reviewed and refined.

○ Try to reduce scope or quality in areas where it cannot create difficulties for you and the team. Finally, it is not your responsibility that an insufficient budget has been created for the project.

○ Find a contractor who can run the project for you. Set the budget as a price limit during the bidding process and accept only *Firm fixed price* (*FFP*) offers which do not exceed this price.

155. Which is not a characterizing content of a document referred to as *Activity attributes*?

○ The person executing the work in a schedule activity

○ Schedule activity identifiers, codes and descriptions

○ Schedule activity predecessors and successors

○ The cost baseline assigned to the schedule activity

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156. In a country with high level of violence in public, a local police officer requires a private money transfer to ensure the safety of your team. How do you react?

    ○ You regard this as bribery or at least as palm greasing and do not pay.

    ○ You do not pay, but follow the chain of command and solicit a decision.

    ○ You regard it as a facilitation payment and pay the person.

    ○ You regard the situation as a gray area and pay through an agent.

157. Which is not a type of project review meeting?

    ○ Team review meetings

    ○ Project status meeting

    ○ Executive management review meetings

    ○ Customer review meetings

158. Which is not an activity included in the *Integrated change control* process?

    ○ Reviewing and approving *Change requests*

    ○ Maintaining the integrity of *Baselines*

    ○ Performing *Milestone trend analysis* (*MTA*)

    ○ Documenting the allover impact of *Requested changes*

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159. You are project manager for a project with a multi-million value assigned by a company that is listed at a US stock exchange.

    Recent *Earned value analysis* after app. 25% completion told you that your project has a CPI of 0.76. What should you do right now?

    ○ The variance is a signal of a sound project which is well under budget. There is no need for action.

    ○ A project that much under budget may be a problem for negotiating future budgets. Try to spend money somewhere else.

    ○ You should immediately inform your management, which should then assess whether this CPI constitutes a material financial issue.

    ○ It is still early in the project and data are yet inaccurate. Wait a while and allow numbers from the project to stabilize.

160. A management point in a *Work breakdown structure* (WBS), which is used to consolidate and process work package data and forward the results to the project manager is called

    ○ Control account

    ○ Chart of accounts

    ○ Control limit

    ○ Account limit

Notes

161. In project management, *Work authorization* is normally not…

   ○ …a permission written by the project manager to begin work on a specific activity.

   ○ …a permission written by the project manager to begin work on a specific work package.

   ○ …a written direction used by a project manager to ensure work is done properly and correctly.

   ○ …a document issued by a sponsor authorizing the project manager to apply resources to project activities.

162. Which is a technique often used for *Quality assurance*?

   ○ Code review.

   ○ Quality audit.

   ○ Inspection.

   ○ Scope verification.

163. The _____ can be used to assess outlays and funding requirements.

   ○ Cost assignment matrix

   ○ Cost baseline

   ○ Cost variance analysis.

   ○ Cost control plan

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164. Which technique has been applied to develop the following diagram?
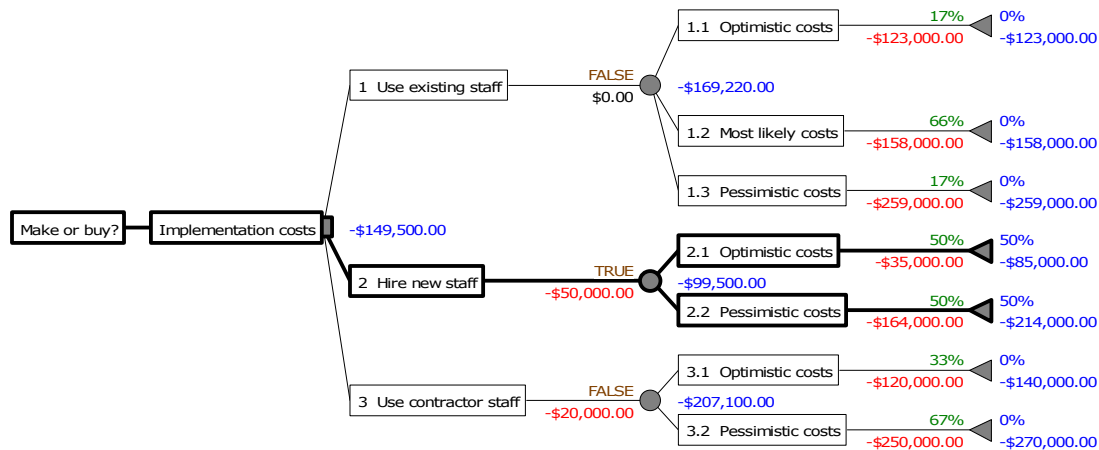
- O *Decision tree*
- O *P/I matrix*
- O *Strategic scoring*
- O *Risk breakdown structure*

165. Your organization has the choice between several internal projects it could run. In order to select projects, the organization assessed their strategic importance, investment requirements, and expected cash inflow from the projects' products, services and results. What should the organization assess in addition?

- O The probability of changes to strategic goals.
- O The frequency of changes to strategic goals.
- O The assessments done should be sufficient.
- O The probability of the expected cash inflows.

Notes

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166. A work breakdown structure which has become part of a contract is often referred to as…

○ …MDBS (Mandatory WBS)

○ …SWBS (Scoped WBS)

○ …FWBS (Final WBS)

○ …CWBS (Contract WBS)

167. Processes of configuration management commonly include all of the following except

○ Configuration identification

○ Configuration status accounting

○ Configuration chartering

○ Configuration auditing

168. A project manager tracks the work of team members using a network logic diagram. Which effect will the presence of an actual finish date have on the calculation of float?

○ Finished activities have only float left when they have been completed on schedule.

○ Calculating free float and total float is generally not reasonable for finished activities.

○ When an activity has been finished, total float gets often converted to become free float.

○ When an activity has been finished, float gets often converted to become slack.

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169. Administrative closure procedure for a project phase does not include

○ Approving the next phase

○ Collecting project records

○ Analyzing success or failure

○ Gathering lessons learned

170. Situational leadership as defined by *Hersey and Blanchard* consists of the stages

○ Must-be requirements, one-dimensional requirements, attractive requirements

○ Directing, supporting, coaching, delegating.

○ Direct style, instrumental style, relational style.

○ Acquisition stage, learning stage, performance stage, exhaustion stage

171. A *Pareto chart* helps focusing on…

○ …causes which create a repeating and often seasonal pattern of problems.

○ …the minority of causes, which create the majority of problems and delays.

○ …special causes of process variations which should be investigated to avoid type 1 errors.

○ …the standard deviation of process variation which should not be investigated.

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172. When should the *Project schedule* be developed?

O As early in the project as possible. A stable schedule should be there before performing any other planning processes.

O During initiating. The project schedule should be developed concurrently with the preliminary scope statement.

O Scheduling should be avoided. Agile approaches with a backlog and a 4 to 8-weekly meeting cycle are sufficient.

O When most planning processes from scope and time management have been finished. This will be iterated when necessary.

173. What is wrong in this diagram?
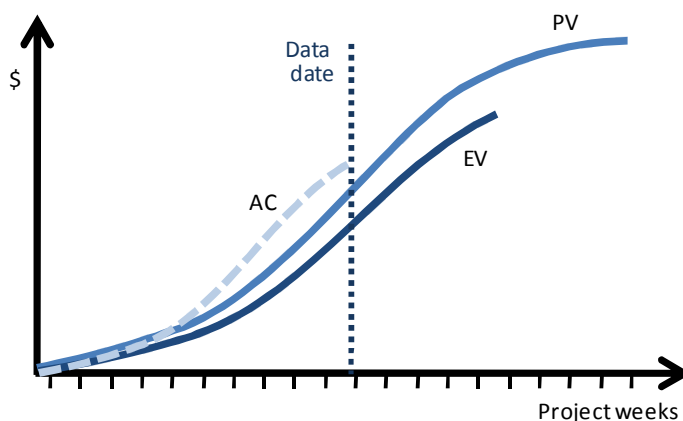
O The data date must be accurately between weeks.

O AC cannot be higher than PV when EV is lower.

O EV cannot be assessed right from the data date.

O PV cannot be assessed right from the data date.

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174. You are about to close a project which comprises of the development of a production line for an automotive component. A key metric of the component has a diameter of 1".

   To get acceptance for the production plant, acceptance sampling during a test run is being used. Results will be depicted on a control chart with ±3sigma precision.

   It has been agreed that over a representative sample size of 150, the standard deviation of the production variation of this metric must not exceed 4.2µm.

   During the acceptance run, the metric is being taken with new measuring equipment. The data sheet of the measuring equipment states a standard deviation of its measuring variation of 3.0µm.

   The measurements taken show a variation for the metric with a standard variation of 5.0µm.

   ○ If all other requirements have been met too, the production line has to be accepted.

   ○ The production variation is over the limit. The production line should not be accepted.

   ○ The number of measurements is not sufficient to make a decision on acceptance.

   ○ Statistical sampling is inappropriate for acceptance; it is used for process control only.

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175. Using *Force field analysis* to monitor and control how attributes of a project manager and the team influence a project, which should not be found among the strongest driving forces for personal drive, leadership and motivation?

   O First project management experience

   O Desire for accomplishment

   O Interest in project

   O Work challenge

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Answers and References

1 *Executing*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 217.

2 *Initiating*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 86.

3 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 8.

4 *Initiating*
Answer: 4
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, pages 556 and 557:

Discount rate: 10%

	Year	Cash inflow, present values	Cash inflow, future values
Investment	0	-1,000,000	-1,000,000
Revenues	1	250,000	227,273
	2	420,000	347,107
	3	420,000	315,552
Revenues (3y)		1,090,000	889,932
Net revenues (3y)		90,000	**-110,068**
			Net present value

5 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 134.

6 *Planning*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 227.

Notes

7 *Professional and social responsibility*
Answer 2
Reference: PMBOK Guide, Third Edition, page 14.

8 *Planning*
Answer: 4
Reference: Kim Heldman, Project Management JumpStart, page 47.

9 *Monitoring and controlling*
Answer 1
Reference: PMBOK Guide, Third Edition, page 180 (last paragraph).

10 *Executing*
Answer: 1
Reference: PMBOK Guide, Third Edition, pages 230, 297.

11 *Monitoring and controlling*
Answer 4
Reference: PMBOK Guide, Third Edition, page 118.

12 *Planning*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 108.

13 *Executing*
Answer: 2
Reference: Kim Heldman, Project Management JumpStart, page 214.

14 *Initiating*
Answer: 2
Reference: PMBOK Guide, Third Edition, pages 85 ("Historical information…") and 230 (first two paragraphs).

15 *Executing*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 217.

16 *Planning*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 249.

Notes

17 *Monitoring and controlling*
Answer 4
Reference: PMBOK Guide, Third Edition, page 96.

18 *Planning*
Answer: 4
Reference: H. Kerzner, Project Management, A Systems Approach to Planning,
Scheduling and Controlling, 8th edition, page 235, 7th list bullet.

19 *Initiating*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 86 ("Preliminary scope statement).

20 *Executing*
Answer: 3
Reference: H. Kerzner, Project Management, A Systems Approach to Planning,
Scheduling and Controlling, 8th edition, page 817.

21 *Monitoring and controlling*
Answer 3
Reference: PMBOK Guide, Third Edition, page 376.

22 *Initiating*
Answer: 3
Reference: PMBOK Guide, Third Edition, pages 81, last paragraph, and 82.

23 *Planning*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 379.

24 *Executing*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 285

25 *Professional and social responsibility*
Answer 4
Reference: PMBOK Guide, Third Edition, page 214.

26 *Executing*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 107.

Notes

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Project Management Training

27 *Initiating*
> **Answer: 3**
> Reference: PMBOK Guide, Third Edition, pages 214 ("Ground rules") and 339 ("Project human resource management…").

28 *Planning*
> **Answer: 1**
> Reference: PMBOK Guide, Third Edition, pages 25.

29 *Initiating*
> **Answer: 3**
> Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 66.

30 *Planning*
> **Answer: 1**
> Reference: PMBOK Guide, Third Edition, page 147.

31 *Monitoring and controlling*
> **Answer 1**
> Reference: PMBOK Guide, Third Edition, page 264.

32 *Monitoring and controlling*
> **Answer 4**
> Reference: PMBOK Guide, Third Edition, page 356.

33 *Executing*
> **Answer: 1**
> Reference: Vijay K. Verma, The Human Aspects of Project Management: Managing the Project Team, Volume Three, page 70.

34 *Monitoring and controlling*
> **Answer 2**
> Reference: PMBOK Guide, Third Edition, page 172.

35 *Executing*
> **Answer: 1**
> Reference: PMBOK Guide, Third Edition, page 267 ("Requested changes").

36 *Planning*
> **Answer: 3**
> Reference: PMBOK Guide, Third Edition, pages 108, 124, 158, 186, 198, 227, 243, 279.

Notes

37 *Planning*
Answer: 2
Reference: Kim Heldman, Project Management JumpStart, page 78.

38 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 365.

39 *Planning*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 111.

40 *Planning*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 167.

41 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 379.

42 *Initiating*
Answer: 2
Reference: H. Kerzner, Project Management, A Systems Approach to Planning,
Scheduling and Controlling, 8th edition, page 564.

43 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 288.

44 *Monitoring and controlling*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 196.

45 *Monitoring and controlling*
Answer: 1
Reference: PMBOK Guide, Third Edition, pages 59, 96.

Notes

46 *Executing*
> **Answer: 3**
> Reference: John Goodpasture, Quantitative Methods in Project Management.

47 *Executing*
> **Answer: 4**
> Reference: PMBOK Guide, Third Edition, pages 279, 290.

48 *Executing*
> **Answer: 2**
> Reference: PMBOK Guide, Third Edition, page 209 ("Training needs").

49 *Professional and social responsibility*
> **Answer 3**
> Reference: Deborah L. Duarte and Nancy Tennant Snyder, Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed, Second Edition, page 56.

50 *Planning*
> **Answer: 4**
> Reference: PMBOK Guide, Third Edition, page 90.

51 *Executing*
> **Answer: 2**
> Reference: PMBOK Guide, Third Edition, page 189.

52 *Executing*
> **Answer 2**
> Reference: PMBOK Guide, Third Edition, page 282.

53 *Executing*
> **Answer: 4**
> Reference: PMBOK Guide, Third Edition, page 191.

Notes

54 *Closing*
Answer 3
Reference: Dennis J. Cohen and Robert J. Graham, The Project Manager's MBA: How to Translate Project Decisions into Business Success, page 160.

55 *Monitoring and controlling*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 264.

56 *Executing*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 191.

57 *Professional and social responsibility*
Answer 2
Reference: Vijay K. Verma, The Human Aspects of Project Management: Managing the Project Team, Volume Three, page 94.

58 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, pages 96, 119 (last paragraph).

59 *Planning*
Answer 1
Reference: PMBOK Guide, Third Edition, page 208.

60 *Planning*
Answer: 4
Reference: Larry Richman, Improving Your Project Management Skills, page 92.

61 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 217 (last sentence).

62 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 355.

Notes

63 *Monitoring and controlling*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 173.

Project week	Actual costs	Earned value	Planned value
1	$65,000	$61,000	$67,000
2	$85,000	$79,000	$89,000
3	$100,000	$102,000	$110,000
4	$125,000	$124,000	$121,000
5	$135,000	$133,000	$139,000
6	$125,000	$120,000	$131,000
At data date	$635,000	$619,000	$657,000

SV = EV − PV = -$38,000 (behind schedule)
CV = EV − AC = -$16,000 (over budget)

64 *Planning*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 347.

65 *Planning*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 249.

66 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 217.

67 *Professional and social responsibility*
Answer 2
Reference: PMI Code of Ethics and Professional Conduct, page 2
(www.pmi.org/info/AP_PMICodeofEthics.pdf).

68 *Initiating*
Answer 2
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 383.

Notes

69 *Monitoring and controlling*
Answer 2
Reference: PMBOK Guide, Third Edition, page 96.

70 *Executing*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 354.

71 *Planning*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 142.

72 *Monitoring and controlling*
Answer 3
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 208.

73 *Planning*
Answer 4
Reference: PMBOK Guide, Third Edition, page 259.

74 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 216.

75 *Monitoring and controlling*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 277.

76 *Initiating*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 368.

77 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 263 ("acceptance").

78 *Executing*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 214.

Notes

79 *Monitoring and controlling*
Answer 2
Reference: PMBOK Guide, Third Edition, page 294.

80 *Monitoring and controlling*
Answer 1
Reference: PMBOK Guide, Third Edition, page 169, ("Funding limit reconciliation…").

81 *Initiating*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 83.

82 *Monitoring and controlling*
Answer 3
Reference: PMBOK Guide, Third Edition, page 176 ("EAC using remaining budget").

83 *Planning*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 365 ("Network open end").

84 *Closing*
Answer 2
Reference: PMBOK Guide, Third Edition, pages 100, (second paragraph), 293 (last paragraph), 295.

85 *Planning*
Answer 4
Reference: PMBOK Guide, Third Edition, page 167.

86 *Planning*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 109.

87 *Monitoring and controlling*
Answer 1
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 817.

88 *Planning*
Answer: 3
Reference: PMBOK Guide, Third Edition, pages 93, 99.

Notes

89 *Closing*
Answer 3
Reference: PMBOK Guide, Third Edition, page 294 ("Contract documentation")*.*

90 *Monitoring and controlling*
Answer 2
Reference: PMBOK Guide, Third Edition, page 243, 246.

91 *Professional and social responsibility*
Answer 3
Reference: Deborah L. Duarte and Nancy Tennant Snyder, Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed, Second Edition, page 56.

92 *Closing*
Answer 1
Reference: PMBOK Guide, Third Edition, page 173*.*

93 *Initiating*
Answer: 1
Reference: PMBOK Guide, Third Edition, pages 364, 374.

94 *Monitoring and controlling*
Answer 2
Reference: Kim Heldman, Project Management JumpStart, page 171

95 *Initiating*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 43 ("The framework of the project…")

96 *Planning*
Answer 2
Reference: PMBOK Guide, Third Edition, page 257 ("Sensitivity analysis", last sentence explaining the purpose of a tornado diagram)

97 *Executing*
Answer 4
Reference: PMBOK Guide, Third Edition, page 181

98 *Monitoring and controlling*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 96.

Notes

99 *Executing*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 354.

100 *Initiating*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 45.

101 *Monitoring and controlling*
Answer 4
Reference: PMBOK Guide, Third Edition, page 264.

102 *Professional and social responsibility*
Answer 1
Reference: PMI Code of Ethics and Professional Conduct, page 4
(www.pmi.org/info/AP_PMICodeofEthics.pdf).

103 *Monitoring and controlling*
Answer 2
Reference: H. Kerzner, Project Management, A Systems Approach to Planning,
Scheduling and Controlling, 8th edition, page 796.

104 *Monitoring and controlling*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 6, 1. paragraph.

105 *Professional and social responsibility*
Answer 3
Reference: Tom Kendrick, The Project Management Tool Kit: 100 Tips and Techniques
for Getting the Job Done Right, page 51.

106 *Closing*
Answer 4
Reference: PMBOK Guide, Third Edition, page 181

107 *Initiating*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 81.

108 *Monitoring and controlling*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 175 ("ETC based on typical variances").

Notes

109 *Monitoring and controlling*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 118 ("Scope verification").

110 *Closing*
Answer 2
Reference: PMBOK Guide, Third Edition, pages 100, 102 ("Project closure documents").

111 *Closing*
Answer 2
Reference: PMBOK Guide, Third Edition, page 100*.*

112 *Monitoring and controlling*
Answer 4
Reference: PMBOK Guide, Third Edition, page 172.

113 *Monitoring and controlling*
Answer 3
Reference: PMBOK Guide, Third Edition, page 95.

114 *Executing*
Answer 2
Reference: PMBOK Guide, Third Edition, page 55.

115 *Monitoring and controlling*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 212.

116 *Executing*
Answer: 3
Reference: PMBOK Guide, Third Edition, pages 189.

117 *Planning*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 127.

118 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 235.

Notes

119 *Closing*
Answer 2
Reference: PMBOK Guide, Third Edition, page 197 (last paragraph).

120 *Initiating*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 26.

121 *Initiating*
Answer: 2
Reference: Tom Kendr, The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right, page 164.

122 *Closing*
Answer 1
References: PMBOK Guide, Third Edition, page 217 ("Project perfomance appraisals"), Timothy J. Kloppenborg and Joseph A. Petrick, Managing Project Quality, page 66.

123 *Planning*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 23, first paragraph.

124 *Closing*
Answer 3
Reference: PMBOK Guide, Third Edition, pages 173, 174.

125 *Monitoring and controlling*
Answer 1
Reference: PMBOK Guide, Third Edition, page 177.

126 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 15.

127 *Professional and social responsibility*
Answer 4
Reference: PMI Code of Ethics and Professional Conduct, page 4
(www.pmi.org/info/AP_PMICodeofEthics.pdf).

128 *Initiating*
Answer 2
Reference: PMBOK Guide, Third Edition, page 81.

Notes

129 *Executing*
Answer 2
Reference: PMBOK Guide, Third Edition, page 193.

130 *Executing*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 87, first paragraph

131 *Executing*
Answer: 2
Reference: Kim Heldman, Project Management JumpStart, page 222.

132 *Closing*
Answer 1
Reference: Kim Heldman, Project Management JumpStart, page 268.

133 *Executing*
Answer: 2
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 134.

134 *Professional and social responsibility*
Answer 3
Reference: Charles Mitchell, The Personal Ethics Battle, Chapter 9 (Practical Ethics: The Art Of Gift Giving—And Refusing).

135 *Professional and social responsibility*
Answer 1
Reference: PMBOK Guide, Third Edition, page 214.

136 *Monitoring and controlling*
Answer 4
Reference: Timothy J. Kloppenborg and Joseph A. Petrick, Managing Project Quality, page 70.

137 *Professional and social responsibility*
Answer 3
Reference: Steven W. Flannes and Ginger Levin, Project Manager: Leader, Manager, Facilitator, Mentor, page 64.

Notes

138 *Initiating*
Answer 3
Reference: PMBOK Guide, Third Edition, pages 82, 87.

139 *Planning*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 283.

140 *Executing*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 263.

141 *Monitoring and controlling*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 184.

142 *Executing*
Answer: 1
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 215.

143 *Executing*
Answer: 3
Reference: PMBOK Guide, Third Edition, page 369.

144 *Monitoring and controlling*
Answer 1
Reference: Forrest W. Breyfogle III, James M. Cupello and Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, page 112.   *.*

145 *Planning*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 236.

146 *Executing*
Answer 4
Reference: PMBOK Guide, Third Edition, page 288*.*

147 *Closing*
Answer 4
Reference: PMBOK Guide, Third Edition, page 100*.*

Notes

148 *Professional and social responsibility*
Answer 1
Reference: PMI CCR Credential Handbook, page 6
(www.pmi.org/info/PDC_CCRHandbook.pdf).

149 *Professional and social responsibility*
Answer 1
Reference: PMI Code of Ethics and Professional Conduct, page 3
(www.pmi.org/info/AP_PMICodeofEthics.pdf).

150 *Closing*
Answer 4
Reference: Vijay K. Verma, The Human Aspects of Project Management: Human
Resources Skills for the Project Manager, Volume Two, page 152*.*

151 *Professional and social responsibility*
Answer 1
Reference: Deborah L. Duarte and Nancy Tennant Snyder, Mastering Virtual Teams:
Strategies, Tools, and Techniques That Succeed, Second Edition, page 68.

152 *Closing*
Answer 3
Reference: PMBOK Guide, Third Edition, page 209 (first paragraph).

153 *Executing*
Answer: 1
Reference: Timothy J. Kloppenborg and Joseph A. Petrick, Managing Project Quality,
page 70.

154 *Monitoring and controlling*
Answer 2
Reference: PMBOK Guide, Third Edition, page 161.

155 *Planning*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 130.

156 *Professional and social responsibility*
Answer: 2
Reference:Deborah L. Duarte and Nancy Tennant Snyder, Mastering Virtual Teams:
Strategies, Tools, and Techniques That Succeed, Second Edition, page 70.

Notes

157 *Executing*
Answer: 2
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 237.

158 *Monitoring and controlling*
Answer 3
Reference: PMBOK Guide, Third Edition, page 96.

159 *Monitoring and controlling*
Answer 3
Reference: Quentin W. Fleming and Joel M. Koppelman, Earned Value Project Management, Third Edition, page 183.

160 *Planning*
Answer: 1
Reference: PMBOK Guide, Third Edition, page 236.

161 *Executing*
Answer: 4
Reference: PMBOK Guide, Third Edition, page 379.
N.B.: Created with *Occam's tree*

162 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, pages 189, 366.

163 *Executing*
Answer: 2
Reference: PMBOK Guide, Third Edition, page 170.

164 *Planning*
Answer 1
Reference: PMBOK Guide, Third Edition, page 258.
N.B.: Diagram created with *Occam's tree by Visionary Tools*

165 *Planning*
Answer: 4
Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 558.

Notes

166 *Planning*
    Answer: 4
    Reference: PMBOK Guide, Third Edition, page 348.

167 *Monitoring and controlling*
    Answer: 3
    Reference: PMBOK Guide, Third Edition, page 97.

168 *Executing*
    Answer: 2
    Reference: PMBOK Guide, Third Edition, pages 362, 378.

169 *Closing*
    Answer: 1
    Reference: PMBOK Guide, Third Edition, page 100.

170 *Executing*
    Answer: 2
    Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 218.

171 *Executing*
    Answer: 2
    Reference: PMBOK Guide, Third Edition, page 195.

172 *Planning*
    Answer: 4
    Reference: PMBOK Guide, Third Edition, page 143.

173 *Monitoring and controlling*
    Answer: 3
    Reference: PMBOK Guide, Third Edition, page 174.

174 *Closing*
    Answer: 1
    Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 796.

175 *Monitoring and controlling*
    Answer: 1
    Reference: H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 8th edition, page 347.

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