

PMP

Sample Exam

Paper

Questions and

Answers

www.projex.com/pmp



1		41		81		121		161	
2		42		82		122		162	
3		43		83		123		163	
4		44		84		124		164	
5		45		85		125		165	
6		46		86		126		166	
7		47		87		127		167	
8		48		88		128		168	
9		49		89		129		169	
10		50		90		130		170	
11		51		91		131		171	
12		52		92		132		172	
13		53		93		133		173	
14		54		94		134		174	
15		55		95		135		175	
16		56		96		136		176	
17		57		97		137		177	
18		58		98		138		178	
19		59		99		139		179	
20		60		100		140		180	
21		61		101		141		181	
22		62		102		142		182	
23		63		103		143		183	
24		64		104		144		184	
25		65		105		145		185	
26		66		106		146		186	
27		67		107		147		187	
28		68		108		148		188	
29		69		109		149		189	
30		70		110		150		190	
31		71		111		151		191	
32		72		112		152		192	
33		73		113		153		193	
34		74		114		154		194	
35		75		115		155		195	
36		76		116		156		196	
37		77		117		157		197	
38		78		118		158		198	
39		79		119		159		199	
40		80		120		160		200	

1. Your project sponsor has requested a cost estimate for the project. He would like the cost estimate to be as accurate as possible as this might be his one and only chance to secure the budget for this project due to recent cuts in special projects. You decide:

- A. To use analogous estimating techniques
- B. To use bottom-up estimating techniques
- C. To use top-down estimating techniques
- D. To use expert judgment techniques

2. You are the project manager for a Social Media Tools company, and your new product needs a database set up for your customers. While installing, several problems occurred and your development team have identified probable causes. Which of the following will identify variables that will have the greatest effect on your project outcomes?

- A. Design of experiments
- B. Benchmarking
- C. Benefit/cost analysis
- D. Flowcharting

3. What is critical path?

- A. The shortest path through the network, which represents the longest amount of time in which a project can be completed.
- B. The path with externally controlled resources
- C. The longest path through the network, which represents the shortest amount of time in which a project can be completed.
- D. The path with the most activities with the longest durations

4. A recently approved change means that different resources will, be needed for the next month. Who is the role that usually 'owns' the resources that are loaned to the project?

- A. Owner
- B. Sponsor
- C. Functional Manager
- D. Client

5. Your company provides laser light show services for major rock acts, and the manager of 'Zed Lepelin' are planning a reunion tour and have asked for a quotation for a complex light show that will need intensive programming. You decide to outsource this part of the potential contract to a specialist software vendor to minimize the risk to your organization. Which contract type of the following would you choose?

- A. Fixed price plus incentive -
- B. Cost plus fixed fee
- C. Fixed price
- D. Cost plus incentive

6. A Work Authorisation System is needed to

- A. Control who does each task
- B. Ensure work is done by the identified organization at the right time and in the right sequence
- C. Let management know what tasks are planned
- D. As input to the re-planning cycle

7. An important deadline is approaching that depends on the successful completion of the testing phase of your project. You've detected some software problems and discover that the hardware is not compatible with other network equipment. You take corrective action and exchange the hardware for more compatible equipment. Which of the following is true?

- A. This is not a corrective action as corrective action involves human resources, not project resources.
- B. Corrective action is taken here to make sure the future project outcomes are aligned with the project plan.
- C. Corrective action is not necessary in this case, as the future project outcomes aren't affected.
- D. Corrective action serves as the change request to authorize exchanging the equipment

8. Project managers use which following conflict resolution technique most often:

- A. Smoothing
- B. Confronting
- C. Norming
- D. Forcing

9. During the opening rounds of contract negotiation, the other party uses a fait accompli tactic. Which of the following is true?

- A. One party agrees to accept the offer of the other party but secretly knows they will bring the issue back up later.
- B. One party claims the issue under discussion was documented and accepted as part of Scope Verification.
- C. One party claims the issue under discussion has already been decided and can't be changed.
- D. One party claims to accept the offer of the other party provided a contract change request is submitted describing the offer in detail

10. Projects are initiated in response to:

- A. Stakeholder's pressure
- B. Business needs
- C. Technological obsolescence
- D. All the above

11. You do not expect the types of variance that have occurred on the project to date to continue. If BAC = 300, ETC = 275, PV = 300, AC = 200, EV = 250, and CPI = 1.25, what is the EAC?

- A. 240
- B. 250
- C. 475
- D. 150

12. Your project has recently experienced change. Some of the agreed upon WBS elements have been changed as a result. What kind of change has occurred?

- A. Schedule change
- B. Risk response change
- C. Quality change
- D. Scope change

13. You are the project manager for a land and property agency, and you are currently in the monitoring and controlling process of your project. The major buyer (your customer) has asked you to give her an update on how well the project is performing. Which of the following reports are input examples for the Manage Communications process?

- A. Cause and effect and traceability matrix
- B. S-curve, and productivity matrix
- C. S-curve and Delphi charts
- D. Work Performance Reports

14. All the following are tools for the Close Procurements process except:

- A. Procurement Negotiations
- B. Records Management System
- C. Procurement Audits
- D. The Project Review

15. You and your company are both on a contracted bonus upon successful completion of your project. You are currently predicting that as your project nears its end, that you will deliver on time and under budget meaning the bonuses will be reduced. Which of the following options should you do?

- A. Add activities to the project to increase the cost enough to meet the original estimated amount.
- B. Tell the customer you're adding additional requirements to the project that were originally cut because of cost constraints.
- C. Upon completion inform the customer that the project has come in under budget.
- D. Bill the customer for the full amount of the contract, as this was the original agreed-upon price

16. In a group of 4 members, an extra member has been added. How many communication channels are there now?

- A. 5
- B. 3
- C. 10
- D. 20

17. Which of the following methods is least likely to be used for explaining project planning guidelines to the team?

- A. Project Office Memo
- B. Project office directive
- C. Project team meeting
- D. Formal project report

18. You work as a project manager for the local telephone company and your project is to electronically compile the latest 600-page telephone directory so that your project customer can distribute their free business listings catalogue. Some of your listings contain confidential information and those clients who do not wish to advertise their telephone numbers. The customer of your project has contacted you directly asking for such client's details to be included so that he can sell this information as a premium service. Which following option is the only choice you should make?

- A. Report her to the management team
- B. Refuse to comply with the request, citing conflict of interest and violation of confidential company data.
- C. Look up the information she's requested. Since the data is considered part of the project, there is no conflict of interest.
- D. You believe that installed telephone information and details are public information, so you comply with the request

19. Which is not a technique used for the Estimate Costs process?

- A. Analogous Estimating
- B. Bottom-up Estimating
- C. Parametric Estimating
- D. Resource Leveling

20. A project manager has increased project costs by \$75,000, but completed the project six weeks earlier than planned. What tool is best described here?

- A. Resource leveling
- B. Duration compression
- C. Crashing
- D. Fast tracking

21. You are the project manager for PerkUp a sports energy drink which you are promoting in a Middle Eastern country which currently already has a competing well-established energy enhancing beverage. You have yet to inform your current company that you are going to go to work for the competitor, what is the most appropriate response?

- A. You decline to participate in the initial meetings with the foreign business partners, due to conflict of interest.
- B. You've not yet received an official offer from the competing company for your new job opportunity, so you choose to participate in the initial meetings with the foreign business partners.
- C. You decide to participate in the initial meetings with the foreign business partners because any information you gain now will help you when you make the move to the new company.
- D. You inform the foreign business partners that you're going to be working with a new company and that you know the deal they'll receive from the competing company is better than the one this company is proposing

22. Your project team is made up of six full-time employees and three contractors. This is the first time they have all worked together. How many lines of communication exist among the project team members?

- A. 36
- B. 41
- C. 18
- D. 34

23. You are a project manager working for a pop and rock festival organizer in the south of the UK and are nearly complete in the festival preparation, when you get a weather forecast for next week's concert that rain is expected. You are currently putting response plans in place just in case it rains during the concert. This is an example of which Risk Response Planning tool and technique?

- A. Passive acceptance
- B. Contingency planning
- C. Avoidance
- D. Transference

24. The Delphi Method is best suited for:

- A. Decision-making
- B. Cost Control
- C. Overhead rate estimating
- D. Team discussions

25. You are ready to perform the Sequence Activities process for your project. To make your job easier, you're going to use a software tool to help you draw a network diagram. Most software programs use this technique. You know all of the following are true apart from:

- A. It shows the activities on arrows and connects them to dependencies usually depicted as circles.
- B. It is also called AON.
- C. It shows the activities in boxes with arrows connecting the dependent activities.
- D. It uses four types of dependency relationships of which finish to start is one

26. You have just accepted a new project management assignment in a foreign country. You've requested a business analyst and two other project team members from the country the customer resides in to, participate on your team. The remaining team members are from your country. You know that the best way to ensure the project team doesn't get bogged down in cultural differences and hold up project progress is to:

- A. Perform team-building exercises using video conferencing to allow team members to get to know each other and get to the performing stage of team development as soon as possible.
- B. Provide diversity training for all the team members to make them aware of cultural differences and teach them to function effectively as a team despite these differences
- C. Establish your role as project manager as the first order of business and require compliance to company policies,
- D. Require project team members to read and sign the organization's diversity policy

27. During contract negotiations, your vendor tells you that the equipment originally bid in the RFP is no longer available. They say the best solution is to buy the new equipment they're offering, which is at a higher price than the original equipment. You have concerns that the new equipment might not be compatible with existing equipment and try to discuss this with them. They remind you that this decision was already made during the last contract negotiation meeting so there's no need to continue to discuss it. This is an example of which of the following:

- A. Proposal
- B. Compromise
- C. Storming
- D. Fait accompli

28. You are a project manager on local council refurbishment project. You've published the scope statement and are working on the scope management plan. What is the purpose of the scope management plan?

- A. It describes and documents a scope baseline to help make future project decisions
- B. It decomposes project deliverables.
- C. It describes how project scope changes will be incorporated into the project and how project scope will be managed
- D. It describes how cost and time estimates can be composed for project scope changes

29. The purpose of the review of deliverables and project performance after a project phase is to:

- A. Determine how many resources are required to complete the project according to the project baseline
- B. Adjust the schedule and cost baselines based on past performance
- C. Obtain customer acceptance of project deliverables
- D. Determine whether the project should continue to the next phase

30. Which performance measurement tells us what the projected total cost of the project will be at completion?

- A. ETC
- B. CPI
- C. SPI
- D. EAC

31. You are the project manager of an e-commerce project and the team are near the end of completing the content-management website. It has been a complex development, and you are close to getting customer sign-off on this part of the project. It meets the full requirements, but some individuals on the user committee have complained about the ease of use regarding site navigation. You don't believe this is a huge problem and the negative reactions by a few individuals are mostly minor. But as the project manager you feel you should:

- A. Do nothing because the reactions are so minor that very few people will be affected.
- B. Inform the customer that you've discovered this condition and tell them you'll research it further to determine the impacts.
- C. Inform your customer that there is no problem with the additive except for an extremely small percentage of the population and release the product to them.
- D. Tell the customer you'll correct the reaction problems in the next batch but you'll release the first batch of product to them now to begin using

32. You need to communicate some very complex and detailed information on data-flow protocols. The best method of communicating this kind of information is?

- A. Verbal
- B. Vertical
- C. Horizontal
- D. Written

33. Your project has just had a scope change approved without your involvement, and in gathering the background information, you know that scope change might be triggered by any or all the following except:

- A. Schedule revisions
- B. Product scope change
- C. Changes to the agreed-upon WBS
- D. Changes to the project requirements

34. What are the triple constraints?

- A. Time, Schedules and Quality
- B. Time, Availability and Quality
- C. Time, Money and Schedules
- D. Time, Money and Quality

35. The three major causes of change on a project are:

- A. Replacement of the project manager or key project team members; changes in priorities by senior management; and contractual difficulties.
- B. Changes in the relative importance of time, resources, or cost; new knowledge about the deliverable; and technological uncertainty
- C. Errors in the initial assessment of how to achieve the goal of the project; new information about the project deliverable; and a new mandate
- D. Unavailability of resources promised by the functional managers; cost overruns; and changes in customer requirements

36. You oversee the customer training phase forming part of a large project to deliver a suite of software applications to a major customer on three separate sites. You are under contract, and report to the project manager, and you will be released after completion of the customer training phase. What type of organizational structure does this represent?

- A. Functional organization
- B. Weak matrix organization
- C. Projectized organization
- D. Balanced matrix organization

37. You work for a shipping line between the UK and the rest of Europe. Apart from the normal shipping requirements you also offer a lucrative service providing a semi-toxic garden chemical to European growers that requires special individual safety packaging suitable for sea transport and customized shipping crates. In addition, the chemical will be transported as a tablet form. To do this a new processing plant will need to be purchased to produce the tablet form. Which of the following actions should the project manager take?

- A. The project manager should document the project's goals and known deliverables in a high-level overview document and recommend the project proceed.
- B. The project manager should document the project's goals and known deliverables in a high-level overview document and assume the project is a go.
- C. The project manager should document the project's goals and known deliverables in a high-level overview document and recommend a feasibility study be performed.
- D. The project manager should document the project's goals and known deliverables in a high-level overview document and deliver it to the stakeholders

38. With Halloween fast approaching, black witch costumes for children are easily the best-selling product of your costume company. Your company director has instructed that a new limited edition version of the costume be created and launched in time for Halloween. Which of the following is true?

- A. This project came about due to customer request, and the primary constraint is time.
- B. This project came about due to market demand, and the primary constraint is time.
- C. This project came about due to market demand, and the primary constraint is quality.
- D. This project came about due to customer request, and the primary constraint is quality

39. Dave works for your Project Office and has been loaned to you on a part time basis for your project. Dave is formatting your cost predictions that you have estimated so far into a spreadsheet application and printing copies for circulation. These will be included within your Project Charter. Which following option is true?

- A. All the costs, including Dave's time, are charged to the project.
- B. All the costs Dave is typing into the spread sheet are project costs. Dave's time is not directly related to the project and should not be included
- C. The project costs, including Dave's time, should be included in the project charter.
- D. The project costs, excluding Dave's time, should be considered project constraints

40. You are responsible for ensuring that your seller's performance meets contractual requirements. For effective contract administration, you should:

- A. Hold a bidder's conference
- B. Establish the appropriate contract type
- C. Implement a contract change control system
- D. Develop a procurement statement of work

41. Which of the following is true regarding the scope statement?

- A. It describes how to make changes to project scope
- B. It describes project deliverables and serves as a baseline for future project decisions
- C. It assesses the stability of the project scope and is a baseline for future project decisions
- D. It assesses the reliability of the project scope and describes the frequency for changes and their impact

42. All the following are true regarding the WBS apart from:

- A. It is a deliverables-oriented grouping of project deliverables and elements.
- B. It defines and organizes the work of the project in a hierarchical form.
- C. It provides a framework for the work of the project, and work not shown on the WBS is not included in the project.
- D. It defines all the deliverable of the project, but the activities level should not be listed on the WBS

243. Which of the following is true regarding the staffing management plan?

- A. It details the resource requirements and the quantity of resources needed for project activities. It is an output of the Resource Planning process
- B. It details how and when staff resources will be brought on and off the project. It is an output of the Plan Human Resource Management process
- C. It details how and when staff resources will be brought on and off the project. It is an output of the Resource Planning process
- D. It details the resource requirements and the quantity of resources needed for project activities. It is an output of the Organizational Planning process

44. Your project sponsor has requested a cost estimate for the project you're working on. This project is similar in scope to a project you worked on last year. She would like to get the cost estimates as soon as possible. Accuracy is not her primary concern right now. She needs a ballpark figure by tomorrow. You decide to use:

- A. Analogous estimating techniques
- B. Bottom-up estimating techniques
- C. Parametric modelling techniques
- D. Computerized modelling techniques

45. Your project needs to perform Qualitative Risk Analysis. When you've completed this process, you'll produce all the following outputs except:

- A. Overall risk ranking for the project
- B. List of prioritized risks
- C. Inputs to other processes
- D. List of risks for additional analysis and management

46. Herzberg identified factors, which, if present, will lead to increased motivation. A typical factor would be:

- A. Good supervision
- B. Job security
- C. Regular promotions
- D. Good salary

47. You work as a project manager in the research and development department of a large multi-national building industry tools manufacturer. You are the project manager for the development of an innovation electric hammer tool. Right now, you are developing the project schedule for this undertaking and have determined the critical path. Which of the following is true?

- A. You calculated the most likely start date and most likely finish dates, float time, and weighted average estimates.
- B. You calculated the activity dependency, and the optimistic and pessimistic activity duration estimates.
- C. You calculated the early and late start dates, early and late finish dates, and float times for all activities.
- D. You calculated the optimistic, pessimistic and most likely duration times and the float times for all activities

48. Which of the following are the tools and techniques of the Determine Budget process?

- A. Project management information system, contingency estimating, bottom-up estimating, mathematical analysis
- B. Analogous estimating, bottom-up estimating, mathematical analysis, computerized tool
- C. Project management software, cost reserve, bottom-up estimating, parametric cost modelling
- D. Cost aggregation, funding limit reconciliation, reserve analysis

49. Receivers in the communication model filter their information through all of the following apart from:

- A. Culture
- B. Knowledge of subject
- C. Conflict
- D. Language

50. You are a project manager for a local steel mill, and an opportunity has arisen from a major canning company. As a potential bidder for this project, you worked on the RFP response and submitted the proposal. When the selection committee received the RFP responses from all the vendors bidding on this project, they used a weighted system to select. Which activity did this occur in?

- A. Conduct Procurements
- B. Solicitation
- C. Requisition
- D. Contract Administration

51. What is the difference between the PMP term Validation and Verification?

- A. Verification – meeting the customer needs, Validation – product compliance with requirements
- B. Verification – customer sign-off, Validation – regulation compliance
- C. Validation – meeting the customer needs, Verification – product compliance with requirements
- D. Verification – suitability with external customers, Validation – regulation compliance

52. Which of the following statements concerning contract type is correct?

- A. A fixed price contract contains the most risk for the buyer.
- B. Cost reimbursable contracts offer sellers the highest profit potential.
- C. Lump sum contracts offer sellers the greatest profit potential.
- D. Unit price contracts are illegal in many jurisdictions

53. You are a project manager for a pest control company, and your latest project requires a scope change. You have documented the characteristics of the product and its functionality using which of the following tools and techniques?

- A. Change control system
- B. Corrective action
- C. Configuration management
- D. Updates to the scope management plan

54. As project manager, you are using sample variance measurements to monitor the results of the process over time. Which tool and technique of Quality Control are you using?

- A. Statistical sampling
- B. Scatter diagrams
- C. Control charts
- D. Pareto diagrams

55. Co-Location is a technique which means:

- A. Placing many or all the most active project team members in the same physical location to enhance their ability to perform as a team.
- B. Placing many or all the most active project team members in the same physical location to reduce the cost of the project
- C. Performing a complete project at a single location
- D. Performing a project at various locations

56. You are the project manager for a local construction company and your project is building a small bridge across a dried-up river bed. You performed this project under contract and you are in the Close Procurements process and have reviewed the contracting process to identify lessons learned. What is the name of the tool and technique you use to perform this function?

- A. Procurement audits
- B. Performance reviews
- C. Performance audits
- D. Procurement reviews

57. Integrity in the project management field is accomplished through all the following apart from:

- A. Training to learn how to manage relationships with others from different cultures
- B. Adhering to an ethical code
- C. Applying established project management processes
- D. Following the *Project Management Professional Code of Professional Conduct*

58. You work as a project manager for the local telephone company and your project is to electronically compile the latest 600-page telephone directory so that your project customer can distribute their free business listings catalogue. Some of your listings naturally contains confidential information and highlighting those clients who do not wish to advertise their telephone numbers. Your client is currently reviewing your 'beta' list of subscribers that also includes the confidential information mentioned above. Which following option is the sensible choice?

- A. Report her to the management team
- B. Request that she immediately return the information, citing conflict of interest and violation of confidential company data.
- C. Do nothing as she has the proper level of access rights to the data and this information showed up unintentionally
- D. Request that she immediately return the information until you can confirm that she has the proper level of access rights to the data

59. Maslow ranked Human needs from the highest to lowest:

- A. Self-actualization; self-promotion; social; security and physiological needs
- B. Self-esteem; self-actualization; social; security and physiological
- C. Self-actualization; self-esteem; social; security and physiological
- D. Self-fulfillment; self-esteem; social; security and physiological

60. You are the project manager for PerkUp a sports energy drink which you are promoting in a Middle Eastern country which currently already has a competing well-established energy enhancing beverage. Your competition and PerkUp are also bidding for a lucrative sponsorship deal with a major sports figure. You have an old university friend who works for your competition, and over a drink, they ask you for your bid budget so that they can optimize their own bid. What is your most appropriate response?

- A. Give the information to your friend. You know their character and can trust that they won't tell anyone.
- B. Tell your friend that after all this time, they should know you better than to think you'd put your personal integrity on the line or compromise your job due to a conflict of interest. Decline to give them the information.
- C. Tell your friend you'll give them the information if they'll promise not to tell anyone and if they'll agree to help you out with renting a condo in their country
- D. Give the information to your friend and inform the project sponsor so that the information can be shared with the other bidders as well

61. Which of the following describes a unique characteristic of the project groups Executing and Monitoring and Controlling processes?

- A. The core processes in the Executing and Monitoring and Controlling processes are from the Project Integration knowledge area
- B. Both the Executing and Monitoring and Controlling processes measure variances in project performance and use corrective action to bring performance back in line with the plan
- C. Executing is an input to the Monitoring and Controlling processes, and Monitoring and Controlling is an input to Execution
- D. Executing and Monitoring and Controlling each have only one core process

62. You have been asked to fast-track your current project due to increasing market demand for your end product. You will want to drive the project forward in an effort to bring the end date in as early as possible, so you regularly check the progress of the project with your team members using which of the following techniques?

- A. E-mail communication
- B. Status review meetings
- C. Project management information systems
- D. Receiver communication model

63. Brainstorming and the Delphi technique are two types of information gathering techniques found in which process?

- A. Risk Management Planning
- B. Risk Response Control
- C. Identify Risks
- D. Quantitative Risk Analysis

64. Which of the following is not an external-unpredictable risk?

- A. Changes in government regulations
- B. Natural hazards
- C. Unexpected environmental side effects
- D. Inflation

65. You are the project manager for Pathway Torches. Your customer for your current project wants a ruggedized version for underwater use and has requested a change to the product. You will handle this change using the scope change control system. All the following are true apart from:

- A. Change to product scope should be reflected in Project scope.
- B. Project scope change may result in adjustments to the performance measurement baselines.
- C. Changes to project scope should be reflected in the product scope.
- D. Scope changes may result in performance improvements

66. The project manager has the greatest influence over quality during which process?

- A. Quality Planning
- B. Perform Quality Assurance
- C. Quality Control
- D. Quality Change Control

67. You have relocated to the Far East and have seconded some of your team to work with you for the first few months. One or two of your project team members are finding it difficult adjusting to the new culture. You had given them training on cultural differences and the customs of this country before arriving, but they still seem ill-at-ease and disoriented. Which of the following is true?

- A. This is the result of working with teams of people from two different countries
- B. This condition is known as culture shock
- C. This is the result of jet lag and travel fatigue
- D. This condition is known as global culturalism

68. You are assigned to a project to set up a new recruitment campaign and you report into the Head of Human Resources. In addition, as an experienced manager, you are reviewing applicants and performing initial interviews. The Head of projects now wants to review your latest ideas for online registration via the organization's website. Which organizational structure do you work in?

- A. Functional organization
- B. Weak matrix organization
- C. Projectized organization
- D. Balanced matrix organization

69. You are a project manager working for a company that franchises fitting out new holiday condos in Mexico. As part of expansion plans, you are negotiating with two major furniture outlets to provide your building company with all condo fixtures and fittings. They both have their own ideas of how to improve your Franchise offering and have each prepared a project business case for your consideration. One is called C&R and the other BHH. The initial cost of Project C&R will be \$800,000 with a payback period of 8 months and expected cash inflows of \$300,000 per quarter. Project BHH payback period is six months. Which project should you recommend?

- A. Project C&R because it's payback period is two months shorter than Project BHH
- B. Project C&R because the costs on Project BHH are unknown
- C. Project BHH because Project C&R payback period is four months longer than Project BHH
- D. Project BHH because Project C&R payback period is two months longer than Project BHH

70. Project management processes can be organized into:

- A. Initiating, planning, contracting, executing, and administration
- B. Designing, developing, testing, and implementing
- C. Initiating, designing, planning, executing, controlling, and implementation
- D. Initiating, planning, executing, monitoring and controlling, and closing

71. The major purpose of project status reports is to:

- A. Organize and summarize the information so that all stakeholders were informed
- B. Inform upper management of the project problems
- C. Inform the client about the changes that have completed
- D. Provide information to management and client

72. Your company manufactures portable computer carry bags, and you are to create a totally new up-market carry-bag product line for lady executives in finely tooled leather. The entire range of six elegant styles must be delivered in time for the year-end holiday period. Which of the following is true?

- A. This is a project because this new product line has never been manufactured and sold by this company before
- B. This is an on-going operation because the company is in the business of manufacturing kitchen appliances. Introducing designer colors and features is simply a new twist or an existing process.
- C. This is an on-going operation because the new product line will be sold indefinitely. It's not temporary
- D. This is not a project or an on-going operation. This is a new product introduction not affecting on-going operations

73. You have been assigned to a project in which the objectives are to provide free online consultancy to your potential customers and this is to include voice recognition software. You oversee the media communications for this project. You report to the project manager in charge of this project and the Head of Marketing, who share responsibility for this project. Which organizational structure do you work in?

- A. Functional organization
- B. Weak matrix organization
- C. Projectized organization
- D. Balanced matrix organization

74. Deliverables can be described as:

- A. The purpose for undertaking the project
- B. The verifiable results of products or services that must be produced to consider the project complete
- C. The specifications regarding the goals of the project that must be produced to consider the project complete
- D. The measurable outcomes of the project goals

75. You are the project manager for a touring company managing the logistics of famous rock bands, and have been considering the likely return on one of two major US Venues in California. Both will result in long term increased record sales and DVD's of the event. The financials for them are:

Project Troubadour: payback period is 18 months, and the NPV is 250

Project Fillmore: payback period is 24 months, and the NPV is 300

Which would you recommend to the rock band's manager?

- A. Project Troubadour because the payback period is shorter than Project Fillmore
- B. Project Fillmore because the NPV is a positive number
- C. Project Troubadour because the NPV is a negative number
- D. Project Fillmore because the NPV is a higher number than Project Troubadour's NPV

76. A project is defined as:

- A. A process of considerable scope that implements a plan.
- B. An endeavor, which is planned, executed, and controlled; performed by people; and constrained by limited resources.
- C. A temporary endeavor undertaken to create a unique product or service.
- D. An objective based effort of temporary nature

77. You sit on the investment panel for potential project endeavors within your organization they have just chosen a project that you recommended for implementation. Your project sponsor likes your idea for the project deliverable so much, that she wants you to skip development and start the manufacturing process straight away. What is your response?

- A. To agree with the project sponsor because they are your boss and they have a lot of authority and power in the company.
- B. To require that a preliminary budget be established and a resource list be put together to alert other managers of the requirements of this project. This should be published and signed by the other managers who are impacted by this project.
- C. To require a project charter be published and signed off on by all stakeholders before proceeding
- D. To require a project charter be written to include the resources needed, budget, and project manager's authority. The project manager is the only one who needs to see this document, as other documents will be distributed later that contain the same detail as the charter

78. You recently published the scope statement for your project and the supporting detail. The supporting detail contains all the following except:

- A. Constraints
- B. Other project information not noted in the scope statement
- C. Code of accounts
- D. Assumptions

79. You have completed the WBS and project scope definition and assigned roles and responsibilities. You might want to display the roles and responsibilities in which of the following?

- A. RDM
- B. PDM
- C. AOA
- D. RAM

80. Your project's primary constraint is quality. To make certain the project team members don't feel too much time pressure and to avoid the risk of slipping the schedule, you decide to use which of the following activity estimating tools?

- A. Expert judgment
- B. Quantitatively based durations
- C. Reserve time
- D. Analogous estimating

81. Quality control is:

- A. identifying which quality standards are relevant to the project and determining how to satisfy them
- B. monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance
- C. evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards
- D. taking action to increase the effectiveness and efficiency of the project to provide added benefits to both the performing organization and the project customer
- E. assuming the production of goods that meet the highest standards of luxury

82. You are the project manager for your project. Which of the following is true when constructing a probability/impact risk rating matrix?

- A. The PI matrix multiplies the risk's probability by the cost of the impact to determine an expected value of the risk event.
- B. The PI matrix multiplies the risk's probability scales, which fall between 0.0 and 1.0, and the risk's impact scales to determine a risk score.
- C. The PI matrix multiplies the risk's probability by the expected value of the risk event to determine the risk event to determine the risk impact and assign a risk score based on a predetermined threshold.
- D. The PI matrix multiplies the risk's probability scales and the risk's impact scales, which fall between 0.0 and 1.0, to determine a risk score

83. The most important criteria in selecting a project selection method is:

- A. Ease of use
- B. Cost of using it
- C. Available expertise
- D. Realism

84. The key role the Steering Group has in a project is to:

- A. Help plan the tasks
- B. Discuss technical issues
- C. Help prevent changes to the project objectives
- D. Ensure the right resources are available

85. The following are tools and techniques of the Develop Project Team process apart from:

- A. Interpersonal skills
- B. Ground rules
- C. Conflict resolution
- D. Training

86. You are the project manager for an online form-filling application project. You hold regular project status meetings and publish status reports on a timely basis. You know that communication is one of your most important functions. As such, all the following are true except:

- A. Senders are responsible for sending clear, concise, complete messages.
- B. Receivers are responsible for understanding the message.
- C. Communication can be vertical or horizontal or both.
- D. Effective communication techniques include making eye contact, nodding, and asking clarifying questions

87. You are currently project managing an initiative to set up a guidance document for your industry and have outsourced the publishing and marketing activities to a sub-contractor. You've discovered the subcontractor's work is not correct because the guidance document is not in the correct format. Which of the following is true?

- A. You are in the Perform Quality Assurance process and have performed a quality audit to assure correctness of work.
- B. You are in the Scope Verification process and have performed a quality audit to assure correctness of work.
- C. You are in the Contract Administration process and have completed a contract audit to assure the subcontractor's performance meets the contract requirements.
- D. You are in the Performance Reporting process and have completed a performance review of the contractor's work

88. Change control system, configuration management, performance measurement, additional planning, and project management information system are tools and techniques of which process?

- A. Integrated Change Control
- B. Scope Change Control
- C. Schedule change control
- D. Cost change control

89. All the following are true regarding Pareto diagrams and Pareto theory except:

- A. Pareto diagrams are histograms.
- B. Pareto diagrams rank order factors.
- C. A small number of causes create most problems.
- D. Pareto diagrams use two variables

90. Which of the following is NOT an example of a type of schedule report?

- A. Gantt chart
- B. Milestone chart
- C. Fishbone diagram
- D. Network diagram

91. The outputs of the Close Project or Phase process include all of the following except:

- A. Final product
- B. Organizational process assets update
- C. Lessons learned
- D. Payment history

92. You are a project manager working for a company that manufactures time-locked wall safes and you discover a metal defect error during a test production run on your latest project for a retail outlet safe. Which of the following is the most likely response to this problem?

- A. Reduce the technical requirements so that the error is no longer valid.
- B. Go forward with production and ignore the error.
- C. Go forward with production but inform the customer of the problem.
- D. Develop alternative solutions to address the error

93. Reducing the impact of a risk event by reducing the possibility of its occurrence is:

- A. Risk avoidance
- B. Risk acceptance
- C. Risk mitigation
- D. Contingency planning

94. You a project manager working for NanoSoft Corp that creates PC and MAC based application software. You are currently project managing a new application release destined to sell in the millions across the world. One of your Squash Club acquaintances is an applications tutor for an independent accredited training company and has asked if he can review your pre-release application to gain familiarity. What should you do?

- A. Since your friend is accredited to teach your company's brand of current software, provide him with a copy of your new product.
- B. Ask him to sign a nondisclosure agreement before releasing a copy of the software.
- C. Decline the request since you stand to gain from this transaction since he has promised free training.
- D. Decline the request because the software is the intellectual property of the company

95. You've reached a state of independence in your current job where you can express yourself and perform at your peak level of performance. Being the best you can be is the major motivator that drives you. Which of the following is true?

- A. This is an example of the Expectancy theory.
- B. You've reached self-actualization in Maslow's Hierarchy.
- C. This is an example of the Hygiene theory.
- D. You've reached the highest level of the Achievement theory

96. All the following are tools and techniques of the Control Quality process except:

- A. Monte Carlo Analysis
- B. Statistical sampling
- C. Pareto diagrams
- D. Trend Analysis

97. What is the name of the unplanned response used to deal with negative risk events in the Control Risks process?

- A. Mitigation
- B. Contingency plans
- C. Workarounds
- D. Corrective action

98. Crashing, and fast tracking are techniques used in the following process:

- A. Develop Schedule
- B. Activity Definition
- C. Create WBS
- D. Resource Allocation

99. A project plan is:

- A. A formal, approved document used to guide both project execution and project control.
- B. A document issued by senior management that provides the project manager with the authority to apply organizational resources to project activities.
- C. A narrative description of products or services to be supplied.
- D. A document describing the organizational breakdown structure of the company

100. Your project sponsor wants you to go straight to the Planning process. However, you know that a scope statement should be published prior to proceeding to the Planning process. All the following are true regarding scope statements expect:

- A. It documents roles and responsibilities.
- B. It can be modified to reflect changes to the scope statement.
- C. It describes the project deliverables, requirements and objectives of the project.
- D. It serves as a baseline for future project decisions

101. Project managers have the highest level of authority and the most power in which type of organizational structure?

- A. Projectized
- B. Strong Matrix
- C. Functional
- D. Balanced Matrix

102. You are the project manager for a specialist company that installs electricity sub-stations. You've identified the risks associated with this project and are ready for the next step. What is the next step?

- A. You will evaluate the risks and assign probabilities and impacts using Qualitative and/or Quantitative Risk Analysis
- B. You will use the Delphi technique to confirm the risks you've detailed and identify others you may have missed
- C. You must evaluate the risks and assign probabilities and impacts using both Qualitative Risk Analysis, which comes first, then Quantitative Risk Analysis.
- D. You will define the steps to take to respond to the risks and detail them in the risk response plan

103. You have been assigned to a new project to install sensitive data systems in a military site where screening and vetting of all project personnel is mandatory to gain access to the site during system testing and installation. You have added this risk to your risk management plan. Which of the following actions is most appropriate now?

- A. Use a design of experiments technique to develop a contingency plan.
- B. Develop a cause-and-effect diagram that identifies the contract type you should use for a project like this.
- C. Use sensitivity analysis to assist you in developing the appropriate risk response for this situation.
- D. Develop a contingency plan for installation

104. The sender of a message is responsible for:

- A. Confirming the message is understood
- B. Ensuring the receiver agrees with the message
- C. Scheduling communication exchange
- D. Encoding the message for security

105. Your project is in the Define Scope process. You've just completed the WBS. Which of the following is true?

- A. The WBS breaks the project's deliverables down to a level where alternatives identification can be used to determine how level two assignments should be made
- B. The WBS breaks the project deliverables down to a level where project constraints and assumptions can be easily identified
- C. The WBS breaks the project deliverables down to the work package level where product analysis can be documented
- D. The WBS breaks the project deliverables down to the work package level where cost and time estimates can be easily determined and quality control measurements can be determined

106. Which of the following brings together a set of tools and techniques used to describe, organize and monitor the work of project activities?

- A. Project managers
- B. *Guide to the PMBOK*
- C. Project Management
- D. Stakeholders

107. You are a project manager working on gathering requirements and establishing estimates for the project. Which process group are you in?

- A. Planning
- B. Executing
- C. Initiation
- D. Controlling

108. What are the Identify Stakeholders process outputs?

- A. Project charter, identification and assignment of project manager, and stakeholder analysis
- B. Project charter, HR procurement documents, organizational process assets
- C. Stakeholder register
- D. Identification and assignment of project manager, project stakeholder register

109. Which of the following is true regarding NPV?

- A. NPV assumes reinvestment at the cost of capital.
- B. NPV decisions should be made based on the highest value for all of the selections.
- C. NPV assumes reinvestment at the prevailing rate.
- D. NPV assumes reinvestment at the NPV rate

110. Which of the following is true regarding the project charter?

- A. The project charter should be published under the name of a manager external to the project
- B. The project charter should be published under the project sponsor's name
- C. The project charter should be published under the name of the project manager
- D. The project charter should be published under the name of the project champion

111. The unique identifiers assigned to each item of a WBS are often known collectively as:

- A. The work package codes
- B. The project identifiers
- C. The code of accounts
- D. The element accounts

112. What is the tool used in the Validate Scope process?

- A. Product analysis, scope statement, and scope management plan
- B. Variance Analysis, WBS
- C. Scope statement, supporting detail, and WBS
- D. Inspection

113. You've constructed the WBS for your recent project. Level two assignments have been made, and you've requested that the sub-project managers' report back to you in 3 weeks with each of their individual WBSs constructed. All the following are true except:

- A. The work package level facilitates resource assignments.
- B. The work package level is the lowest level in the WBS.
- C. The work package level defines the agreed-upon deliverables.
- D. The work package level facilitates cost and time estimates

114. You have gathered the inputs for the Estimate Activity Durations Process. You will employ which tools and techniques to produce the outputs for this process?

- A. Activity list, analogous estimating, qualitatively based durations, and alternatives identification
- B. Activity list, analogous estimating, expert judgment, and qualitatively based durations
- C. Expert judgment, analogous estimating, parametric and 3-point estimating, and reserve analysis
- D. Expert judgment, alternatives identification, quantitatively based durations, and reserve time

115. All the following are benefits of meeting quality requirements except:

- A. An increase in stakeholder satisfaction
- B. Less rework
- C. Low turnover
- D. Higher Productivity

116. All the following strategies are tools of Plan Risk Responses used to reduce or control risk except:

- A. Mitigate
- B. Simulate
- C. Avoid
- D. Accept

117. You are working with your lead engineer producing estimates for her project activities. She has given you the following estimates for a critical path activity: 40 days most likely, 66 days pessimistic, 20 days optimistic. What is the expected value, or weighted average?

- A. 126
- B. 63
- C. 41
- D. 60

118. Which of the following Project Scope Management processes involves subdividing the major project deliverables into smaller, more manageable components?

- A. Scope Planning
- B. Initiation
- C. Scope Definition
- D. Create WBS

119. Your project is progressing as planned. The project team has created an effective demonstration mock-up. You will do which of the following at your next stakeholder project status meeting?

- A. Report on the progress of the demo and note that it's a completed task
- B. Preview the demo for stakeholders and obtain their approval and sign-off
- C. Review the technical documentation of the demo and obtain approval and sign-off
- D. Report that the demo has been noted as a completed task in the information retrieval system

120. One of your project teams is in your west coast development site, while the other is in the east coast development site, while you, as project manager, are in the central office. This has caused problems and separation issues that have resulted in the team still being in the storming stage. You urgently need to consider which of the following options?

- A. Corrective action
- B. Collocation
- C. Training
- D. Conflict resolution

121. Your procurement department has obtained independent estimates. The vendor's proposal is substantially different than the independent estimates. Which of the following options is NOT true?

- A. The SOW was not detailed enough.
- B. The vendor failed to respond per the terms of the proposal.
- C. The vendor failed to respond to all items in the SOW.
- D. The vendor failed to respond to all items in the contract

122. A negative result from an SV calculation means which of the following?

- A. PV is higher than EV.
- B. PV equals one.
- C. EV is higher than PV.
- D. EV is higher than AC

123. While demonstrating a beta development of your project's main deliverable, an unintended feature was discovered that requires corrective action. To your surprise, the user group loved this extra feature and now want it included, and so they cancelled the corrective action. As the project manager, you know that a change has occurred to the project scope. Which of the following is true?

- A. Project scope changes do not require change control board approval.
- B. Performance measurement baselines are affected by scope changes.
- C. Project scope change uses inspection to determine if change has occurred.
- D. Project scope change uses workarounds to correct unexpected problems with scope change

124. You are preparing a diagram that plots two variables, the dependent variable and the independent variable, to see the relationship between the two elements. What kind of diagram are you using?

- A. Cause-and-effect diagram
- B. Control chart
- C. Flowchart
- D. Scatter diagram

125. A complex project will fit best in what type of organization?

- A. Functional
- B. Cross-functional
- C. Matrix
- D. Balanced

126. You are the project manager for a local construction company and your project is building a small bridge across a dried-up river bed. You performed this project under contract and are in the Closing process group. What is the purpose of 'product verification'?

- A. To verify the goals of the project and assure the product of the project is complete
- B. To evaluate all the work of the project and compare results to project scope
- C. To verify all the work was completed correctly and satisfactorily
- D. To evaluate project goals and assure the product of the project meets the requirements

127. Procurement audits review what?

- A. The procurement process from Plan Procurement Management through Close Procurements
- B. The contract administration process from Solicitation Planning through Contract Administration
- C. The procurement process from Procurement Planning through Contract Closeout
- D. The contract administration process from Solicitation Planning through Contract Closeout

128. As project manager you are in the Closing process group and you have presented your customer with the formal acceptance and sign-off documentation. After several days, they state that they refuse to sign-off claiming that the project deliverable is below their expectations. This situation could have been avoided by all the following options apart from:

- A. Documenting the requirements
- B. Documenting the customer's refusal to sign
- C. Performing quality inspections during the process
- D. Requesting sign-off at important milestones

129. A fixed-price-plus-incentive-fee (FPI) contract has a target cost of \$130,000, a target profit of \$15,000, a target price of \$145,000, a ceiling price of \$160,000, and a share ratio of 80/20. The actual cost of the project was \$150,000. How much profit does the seller make?

- A. \$10,000
- B. \$15,000
- C. \$0
- D. \$5,000

130. You are a project manager working for a mobile telephone retail outlet and are looking to expand in a different country and have started negotiations with prospective business partners. You have been sent to that country to ensure that your potential implementation project to open stores in key city locations are not lost by the competition who are also opening new retail outlet sites. Your first meeting with the prospective foreign business partners and their spouses, is at a buffet lunch held in a city center hotel. Which of the following should be your first course of action?

- A. You should spend time building relationships with your prospective foreign business partners before getting down to business.
- B. You should explain your company's rules, standards, and operating policies at your first meeting with the prospective foreign business partners.
- C. You should build an atmosphere of mutual trust and cooperation.
- D. You should respect the cultural differences you'll encounter when working with your prospective foreign business partners

131. Intellectual property includes all the following except:

- A. Software
- B. Patents
- C. Hardware
- D. Business processes

132. Performance reviews are held to:

- A. Correct the project manager's mistakes.
- B. Provide for answers for upper levels of management
- C. To assess project status or progress
- D. To apprise the project costs and cost trends of the project

133. Earned value can be described as:

- A. The value of the equipment that has been installed as of the current date
- B. The sum of the labor costs that have been incurred on the project date
- C. A method of measuring project performance
- D. A method of measuring the amount of money that has been spent to date

134. You are going to take some performance measurements for your current project. You know that $PV = 450$, $AC = 500$ and $EV = 375$. What is the CPI and SPI respectively?

- A. $CPI = .90$, and $SPI = 1.2$.
- B. $CPI = .75$, and $SPI = .83$.
- C. $CPI = 1.2$, and $SPI = .90$.
- D. $CPI = .83$, and $SPI = .75$

135. You are using the Plan Human Resource Management process and considering what information is first needed. Which of the following contains some of the inputs to this process?

- A. Staffing management plan
- B. Statement of Work
- C. Project Management Plan, and activity resource requirements
- D. Variance Analysis and Human resource management plan

136. You are a project manager for a warehouse company project. The customer has signed off on the project, formal acceptance notices have been distributed, and project closure procedures have been performed. What type of project ending is this?

- A. Extinction
- B. Starvation
- C. Integration
- D. Addition

137. You are performing quality control and decide to rank order the frequency of problem occurrences over time using which of the following:

- A. Control chart
- B. Pareto Diagram
- C. Cost and effect diagram
- D. Scatter diagram

138. You are the project manager for a successful music teacher. You have created a commercial website to sell her e-products. You have your activity list and resource requirements in hand and are planning on using qualitatively based durations and reserve time to determine activity durations. Which of the following is true?

- A. You are using inputs of the Activity Duration Estimating Process
- B. You are using tools and techniques of the Cost Estimating Process
- C. You are using tools and techniques of the Estimate Activity Durations Process
- D. You are using inputs of the Cost Estimating Process

139. All the following are true regarding configuration management except:

- A. Requires all acceptance decisions to be made through the change control board
- B. Serves as a change control system
- C. Describes the physical characteristics of the product of the project
- D. Controls changes to the characteristics of an item

140. The critical element in a project's communication system is the:

- A. Progress report
- B. Project directive
- C. Project manager
- D. Customer

141. The managing director of the company you work for has advised an investors committee that your project will complete by a date that is four months earlier than your current forecast. Expectations have been set, and you must try to bring the implementation date forward by four months. The budget was set at the beginning of the project and cannot be changed. What actions can you take to help speed up the project?

- A. Hire more resources to get the work completed faster
- B. Ask for more money so that you can contract out one of the phases you had planned to do with in-house resources.
- C. Utilize negotiation and influencing skills to convince the project sponsor to speak with the CEO and make a correction to her announcement.
- D. Examine the project plan to see if there are any phases that can be fast tracked, and then revise the project plan to reflect the compression of the schedule

142. You are refining the product description for your new flagship office printer product. Which of the following is true?

- A. You are in the Initiation process of your project and know that the product description will contain more detail in this stage and that a decreasing amount of detail will be added to it as the project progresses
- B. You are in the Planning process of your project and know that the product description will contain less detail in this stage and greater detail as the project progresses
- C. You are in the Initiation process of your project and know that the product description should contain the most detail possible at this stage, as this is critical information for the Planning process
- D. You are in the Initiating process of your project and know that the product description will contain less detail in this stage and greater detail as the project progresses

143. Name the ethical code you'll be required to adhere to as a PMP

- A. Project Management Policy and Ethics Guide
- B. Project Management Professionals Standards and Ethics
- C. Project Management Code of Professional Ethics
- D. The Code of Ethics and Professional Conduct

144. You are managing a new project to provide state of the art e-commerce facilities for your marketing department in a bid to enhance sales by up to 20% over the next two years. You have started to discuss this project with the business analyst and gain her cooperation, as you urgently need some answers in the planning process for your project. She is elusive and tells you that this project is not her top priority. To avoid situations like this in the future, you should:

- A. Establish the business analyst's duties well ahead of due date and tell her you'll be reporting on her performance to her functional manager.
- B. Establish the business analyst's duties well ahead of due date and tell her you are expecting her to meet these expectations because the customer is counting on the project meeting due dates to save significant costs on their annual mailings.
- C. Negotiate with the business analyst's functional manager during the planning process to establish expectations and request to participate in the business analyst's annual performance review.
- D. Negotiate with the business analyst's functional manager during the planning process to establish expectations and inform the functional manager of the requirements of the project. Agreement from the functional manager will assure the cooperation of the business analyst

145. Group brainstorming encourages all of the following except:

- A. Team building
- B. Analysis of alternatives
- C. Convergent thinking
- D. Uninhibited verbalization

146. Most schedule simulations are based on some form of which of the following?

- A. Delphi
- B. PERT
- C. CPM
- D. Monte Carlo Analysis

147. What are the main inputs to the Develop Project Charter process?

- A. Project Statement of Work and Agreements
- B. Product description, strategic plan, project and overview document
- C. Strategic plan, project overview document, and feasibility study
- D. Product description, strategic plan, constraints, and assumptions

148. You work for a coastal TV news network company, and your Managing Director wants you to manage a project for a documentary highlighting the heroic Lifeboat Association's most memorable acts of bravery in saving lives in coastal tragedies over the past 25 years. Your Managing Director wants this to become a flagship documentary showcasing the very best output your company has ever produced. You are to be given free rein on the production including resources and project budget to get it aired as soon as possible. You set about getting the best camera person, but find she is currently working on another assignment. Which of the following options best describes your project situation?

- A. The primary constraint is time because the MD wants the film done quickly. He told you to get it to air as soon as possible.
- B. Resources are the primary constraint. Even though the MD has given you free rein of resource use, you assume he didn't mean those actively assigned to projects.
- C. The schedule is the primary constraint. Even though the MD has given you free rein on resource use, you assume he didn't mean those actively assigned to projects. The camera person won't be finished for another three weeks on her current assignment, so schedule adjustments will have to be made.
- D. The primary constraint is quality because the MD wants this to be the best documentary ever produced by this company. He's given you free rein to use whatever resources needed to get the job done

149. You sit on the investment panel for potential project endeavors within your organization and have used a weighted scoring model for two upcoming projects. They are the Pancho project and the Cisco Project. Project Cisco has a payback period of 20 months. Project Pancho has a cost of \$150,000 with expected cash inflows of \$50,000, the first year and \$25,000 per quarter after that. Which project should you recommend?

- A. Either Project Cisco or Project Pancho because the payback periods are equal
- B. Project Cisco because Project Pancho's payback period is 24 months
- C. Project Cisco because Project Pancho's payback period is 18 months
- D. Project Cisco because Project Pancho's payback period is 22 months

150. Which of the following is NOT true about decomposition?

- A. It's an output of the Create WBS process.
- B. It's a tool and technique of the Create WBS process.
- C. It is used to create a WBS.
- D. It subdivides the major deliverables into smaller components

151. How much time does the typical project manager spend communicating both formally and informally?

- A. 40-60%
- B. 50-70%
- C. 60-80%
- D. 75-90%

152. You are the project manager for a refurbishment project. You have your activity list in hand and several time estimates for each activity and are ready to diagram the activity dependencies. You should use which of the following next?

- A. Estimate Activity Durations
- B. Sequence Activities
- C. Develop Schedule
- D. Create WBS

153. You are the project manager for a Social Media Tools company, and your new product needs a database set up for your customers. While installing, several problems occurred and your development team have identified probable causes. Which of the following flowchart options will help unravel the many problems in terms of their causes and effects?

- A. Kawasaki diagram
- B. Fishbone diagram
- C. Benchmark diagram
- D. Simulation solution diagram

154. Your company provides laser light show services for major rock acts, and the manager of 'Zed Lepelin' are planning a reunion tour and have asked for a quotation for a complex light show that will need intensive programming. You decide to outsource this part of the potential contract to a specialist software vendor and they have requested a SOW. Which of the following is NOT true?

- A. The SOW contains a description of the new clothing line.
- B. As the purchaser, you are required to write the SOW
- C. The SOW contains the objectives of the project
- D. The vendor requires a SOW to determine if they can produce the software given the very detailed specifications of this project

155. What is one of the problems with project management software?

- A. The project manager manages the software instead of the project.
- B. Project duration calculations are sometimes approximate.
- C. You cannot override the project management software decisions regarding schedules.
- D. It's expensive and difficult to use

156. You are the project manager for water purification company. Your project team members are amiable with each other and are careful to make project decisions jointly. Which of the following is true?

- A. They are in the smoothing stage of Team Development
- B. They are in the norming stage of Team Development
- C. They are in the forming stage of Team Development
- D. They are in the forcing stage of Team Development

157. The receiver filters messages based on all but the following:

- A. Culture
- B. Semantics
- C. Language
- D. Distance

158. You are a guru project manager, and all your team thinks highly of you and your prowess in delivering past project successfully. You are well respected by the stakeholders, management team, and project team. When you make decisions, others follow your lead because of which of the following?

- A. Referent power
- B. Expert power
- C. Legitimate power
- D. Coercive power

159. The purpose of a quality audit includes all the following apart from:

- A. Examining the work of the project and formally accepting the work results
- B. Determines how the project is progressing and makes corrections
- C. Identifies lessons learned
- D. Reviews quality management activities to ensure the right quality elements are being examined

160. All the following are tools of the Manage Communications process except:

- A. Performance reporting
- B. Communication requirements analysis
- C. Communication models
- D. Information management systems

161. Your project has experienced some changes to the agreed upon WBS elements. The changes were approved through the proper change control process. The WBS changes may in turn require which of the following?

- A. Scope changes
- B. Cost changes
- C. Schedule revisions
- D. Risk response changes

162. You are the project manager for a local construction company and your project is building a small bridge across a dried-up river bed. Your company has just won a large lucrative contract and your boss is taking some of the bridge construction engineers off your project which is about 60% complete. Today you have been sent an email asking that your remaining team make the half-completed bridge safe, and to cancel the project. Which of the following is true?

- A. This project ended due to starvation because the funding was cut off
- B. This project ended due to integration because the resources were distributed elsewhere
- C. This project ended due to starvation because the resources were distributed elsewhere
- D. This project ended due to integration because the funding was cut off

163. The project manager is NOT responsible for maintaining and ensuring integrity of which following option?

- A. Personal integrity of others
- B. Project management process
- C. Personal integrity
- D. Product integrity

164. Which of the following models of conflict resolution allows a cooling off period, but seldom resolves the issue in the long term?

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

165. Which is not another term for contract?

- A. Agreement
- B. Purchase Order
- C. Proposal
- D. Memorandum of Understanding

166. You are project managing the implementation of a new Call Centre, and as part of the training, your team contains several members from a foreign country, and you are keen to ensure that cultural differences do not impede team performance and thwart the success of your project. Your first action must be to:

- A. Provide diversity training to all the team members.
- B. Co-locate the project team.
- C. Perform team-building exercises.
- D. Inform the team members of the organization's rules and standards

167. The project manager, stakeholders and project team members all have roles and responsibilities throughout the project and which activities each person will participate in. You might display this information in which of the following ways:

- A. PDM
- B. RAM
- C. SOW
- D. RRM

168. You are a project manager for a network cabling project, for your organization. Your project team is made up of six full-time employees and three contractors. This is the first time they have all worked together and will therefore go through the team development processes in the following order:

- A. Forming, storming, norming and performing
- B. Storming, norming, forming and performing
- C. Norming, Storming, forming and performing
- D. Forming, norming, Storming and performing

169. Your company produces back office systems for the retail industry, and you are the project manager creating a system for a large bookstore in your city. They have just requested a change to include extra functions and hardware. You've described the characteristics of their back-office system using this tool and technique of the Integrated Change Control process:

- A. Product description
- B. Product analysis
- C. Decomposition
- D. Configuration management

170. The Critical Path Method is a mathematical tool and technique of the Develop Schedule process. All the following are true regarding the CPM except:

- A. Determines a single, early and late start date and a single early and late finish date
- B. Calculates expected value
- C. Focuses on the calculation of float time
- D. Shows the critical path, or the path with the longest duration

171. Quality assurance is:

- A. top management's intention regarding quality
- B. functions determining implementation of the quality policy
- C. actions to provide confidence of satisfying quality requirements
- D. responsibilities and processes which implement quality management

172. Project managers spend what percentage of their time communicating?

- A. 90
- B. 85
- C. 75
- D. 50

173. During the schedule development process the Project Manager may have to go through several iterations of the schedule before establishing the schedule baseline. All of the following are tools and techniques that may be used during this process:

- A. Critical Path Method, GERT, Resource Requirements
- B. Resource Leveling Heuristics, Mathematical Analysis, Calendars
- C. Duration compression, Resource Leveling Heuristics, PERT
- D. GERT, PERT, Leads and Lags

174. Which of the following describes the Executing process?

- A. Project plans are put into action.
- B. Project performance measurements are taken and analyzed
- C. Project plans are developed
- D. Project plans are published

175. This activity applies evaluation criteria to the bids and proposals received from potential vendors:

- A. Solicitation
- B. Contract Administration
- C. Source Selection
- D. Quality Assurance

176. What are decision models?

- A. Project selection criteria
- B. Project selection methods
- C. Project selection committee
- D. Project resource and budget selection criteria

177. You are the project manager for the first Home and Condo Exhibition to be held in a major city in 10 months' time. You have a budget of \$3.4 million to complete the project. . Resources are not readily available as they are currently assigned to other projects. Which of the triple constraints is the primary constraint for this project?

- A. Time, because the date cannot be moved
- B. Money, because the budget is set at \$12 million
- C. Resources, because they are not fixed
- D. Quality, because the buildings have to be functional and safe

178. The Human Resource Management knowledge area contains which of the following processes?

- A. Staff Acquisition, Team Development, and Resource Planning
- B. Staff Acquisition, Team Development, and Performance Reporting
- C. Plan Human Resource Management, Acquire project team, Develop project team, and Manage project team
- D. Organizational Planning, Team Development and Resource Planning

179. Comparative methods, scoring methods, and economic and cash flow analysis are all part of which of the following?

- A. Benefit measurement methods, which are tool and technique in Initiation
- B. Constrained optimization methods, which are a tool and technique in Initiation
- C. Benefit measurement methods, which are an input to Create Budget
- D. Decision models, which are an output of Cost Planning

180. You are heading up a project to promote a new line of software Widgets for use on WordPress websites. You're ready to write the scope statement, and you know that some of the information should contain which of the following?

- A. Project justification, benefit/cost analysis, project deliverables, and product analysis
- B. Product analysis, project product, and project deliverables
- C. Product Exclusions, Project deliverables and Project assumptions
- D. Product analysis, project deliverables, benefit/cost analysis and project objectives

181. Which of the following is a tool used in Estimate Activity Durations?

- A. Analogous Estimating
- B. Work Breakdown Structure Templates
- C. Critical Path Method
- D. Schedule Network Templates

182. You are the project manager for a touring company managing the logistics of famous rock bands, and have been considering the likely return on one of two major US Venues in California. The project has started and is now in the Planning process. You are working on the WBS. The finance manager has given you a numbering system to assign to the WBS. Which of the following is true?

- A. The numbering system is a unique identifier known as the code of accounts, which is used to track the costs of the WBS elements.
- B. The numbering system is a unique identifier known as the WBS dictionary, which is used to track the descriptions of individual work elements.
- C. The numbering system is a unique identifier known as the code of accounts, which is used to track time and resource assignments for individual work elements.
- D. The numbering system is a unique identifier known as the WBS dictionary, which is used to assign quality control codes to the individual work elements

183. If you make a list of the cost of each activity, and produce the sum, which of the following Earned Value metrics will you have?

- A. ETC
- B. TCPI
- C. CPI
- D. BAC

184. Which of the following processes assess the likelihood of risk occurrences and their consequences using numeric probability assignments?

- A. Perform Qualitative Risk Analysis
- B. Risk Identification
- C. Perform Quantitative Risk Analysis
- D. Plan Risk Responses

185. When creating your project schedule. One of the techniques you may use is fast tracking. Which of the following describes this?

- A. Overlap activities that are normally done in parallel
- B. Adjusting float time to be calculated for critical activities
- C. Allowing for conditional branching and looping for non-critical activities
- D. Creating a weighted average distribution/ which will even out the time needed for critical activities

186. Which of the following is displayed as an S-curve?

- A. Gantt
- B. Cost baseline
- C. Critical path
- D. PERT

187. You have accumulated project information throughout the project and need to distribute some important information you just received. All the following are part of information distribution methods except:

- A. Electronic mail
- B. Video conferencing
- C. Electronic databases
- D. Voice mail

188. You are a contract project manager for an online ordering system for a Swiss Chocolate company. You are preparing a performance review and have the following measurements at hand: PV = 300; AC = 200; and EV = 250. What do you know about this project?

- A. The EAC is a positive number, which means the project will finish under budget.
- B. You do not have enough information to calculate CPI.
- C. The CV is a negative number in this case, which means you've spent less than what you planned as of the measurement date.
- D. The CV is a positive number in this case, which means you're under budget as of the measurement date

189. In which of the following project management process groups are the most time and money typically spent?

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

190. You are working on a project to develop a new website for your company. You are monitoring results of the project to determine if they comply with standards set out during the Planning process. You are also taking steps to eliminate unsatisfactory results. This might mean rework in some cases. Which process are you in?

- A. Risk monitoring and control
- B. Control Quality
- C. Integrated change control
- D. Scope change control

191. You are the project manager for Laser Sight Corp who provides the arms industry with software target capture systems. You have just completed a project, and are performing earned value analysis, trend analysis, and performance reviews. Which of the following is true?

- A. This is performance measurement documentation, which is an input to the Close Procurements process.
- B. This is performance measurement documentation, which is an input to the Close Administration process.
- C. These are performance reporting tools and techniques of Close Project or Phase
- D. These are performance reporting tools and techniques of the Contract Closeout process

192. You are a project manager working on contract with a company in a foreign country. At the project kick-off meeting, you are given an expensive-looking gift. The person who presented this to you said that it is customary in their country to give their business partners gifts. What is the most appropriate response?

- A. Thank them and decline. Explain that this is considered personal gain, which is unacceptable in your country.
- B. Thank them and accept as there is no conflict of interest or integrity issue at stake.
- C. Thank them and decline. Explain that this is considered a conflict of interest, which is unacceptable in your country.
- D. Thank them and accept since you know that it would be considered offensive to decline the gift in their culture. Immediately report the acceptance of the gift to the appropriate parties at your company so that your actions are not called into question later

193. All the following are true regarding the Execution processes except:

- A. Executing has one core process.
- B. Most the project budget is spent here.
- C. The greatest conflicts are schedule conflicts.
- D. Project performance is measured to identify variances

194. Project managers have the greatest amount of authority in which kind of organizational structure?

- A. Functional
- B. Projectized
- C. Weak Matrix
- D. Balanced Matrix

195. Which of the following processes involves receiving bids and proposals and applies evaluation criteria to the proposals to rank order the sequence of award?

- A. Contract Administration
- B. Procurement
- C. Conduct Procurements
- D. Solicitation

196. Which of the following contracts should you use for projects that have a degree of uncertainty and require a large investment early in the project life cycle?

- A. Fixed Price
- B. Cost reimbursable
- C. Lump sum
- D. Unit price

197. What type of organization experiences the least amount of stress during project closeout?

- A. Projectized
- B. Functional
- C. Weak matrix
- D. Strong matrix

198. You work for a highly-specialized computer graphics and animation company and provides these services to small independent film product companies. Your company is taking advantage of the progress that has been made recently with human and graphics live interaction software to create a new animation products. Initial projections show that market demand is very high for this product. This project came about because of which of the following?

- A. Marketing demand
- B. Customer request
- C. Business need
- D. Technological advance

199. Which of the following is true regarding IRR?

- A. IRR assumes reinvestment at the cost of capital.
- B. IRR is the discount rate when NPV is greater than zero.
- C. IRR is a constrained optimization method.
- D. IRR is the discount rate when NPV is equal to zero

200. Please refer to the figure below:

	Optimistic	Pessimistic	Most Likely
Task A	5	9	7
Task B	8	14	10
Task C	4	7	5

Which of the three tasks (A, B, C) has the maximum variance?

- A. Task A
- B. Task B
- C. Task C
- D. Cannot be determined

ANSWERS

1	B	41	B	81	B	121	B	161	C
2	A	42	D	82	B	122	A	162	A
3	C	43	B	83	C	123	B	163	A
4	C	44	A	84	D	124	D	164	B
5	C	45	C	85	C	125	C	165	C
6	B	46	D	86	D	126	C	166	A
7	B	47	C	87	A	127	A	167	B
8	B	48	D	88	A	128	B	168	A
9	C	49	C	89	D	129	A	169	D
10	B	50	A	90	C	130	B	170	B
11	B	51	C	91	D	131	C	171	C
12	D	52	C	92	D	132	C	172	A
13	D	53	C	93	A	133	C	173	C
14	D	54	C	94	D	134	B	174	A
15	C	55	B	95	B	135	C	175	C
16	C	56	A	96	A	136	A	176	B
17	D	57	A	97	C	137	B	177	A
18	B	58	C	98	A	138	C	178	C
19	D	59	C	99	A	139	A	179	A
20	C	60	B	100	A	140	C	180	C
21	A	61	C	101	A	141	D	181	A
22	A	62	B	102	A	142	D	182	A
23	B	63	C	103	D	143	D	183	D
24	A	64	D	104	A	144	C	184	C
25	A	65	D	105	D	145	C	185	A
26	B	66	B	106	C	146	D	186	B
27	D	67	B	107	A	147	A	187	C
28	C	68	B	108	C	148	D	188	D
29	D	69	D	109	A	149	B	189	C
30	D	70	D	110	A	150	A	190	B
31	B	71	A	111	C	151	D	191	C
32	D	72	A	112	D	152	B	192	D
33	A	73	D	113	C	153	B	193	D
34	D	74	B	114	C	154	B	194	B
35	C	75	B	115	C	155	A	195	C
36	C	76	C	116	B	156	B	196	B
37	C	77	C	117	C	157	D	197	C
38	B	78	C	118	D	158	A	198	D
39	B	79	D	119	A	159	A	199	D
40	D	80	C	120	B	160	B	200	B



Dave Litten

Europe's Number One
Online Management Trainer

I look forward to working with you again...