

PMP QUESTIONS

#PMP_TRICKY_QUESTIONS

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Q1- When considering the cost of quality on your project you should consider all of the following characteristics except?

- A: Destructive testing loss.**
- B: Investment in preventing non-conformance to requirements.**
- C: Appraising the product or service for conformance to requirements.**
- D: Failing to meet requirements.**

Q2- Joan is the project manager of the NQQ Project for her company and she's working with the project team to create the work breakdown structure (WBS). What is the purpose of the WBS? (Choose the best answer.)

- A. It identifies the project.**
- B. It organizes and defines the project scope.**
- C. It helps the project team visualize the project work.**
- D. It identifies areas of the project that need more planning.**

Q3- During your project there has been an unforeseen amount of work that requires urgent and immediate attention from an external contractor to ensure it does not adversely affect the project. What sort of contract for services is BEST to use in this instance?

- A: Fixed-price incentive fee**
- B: Time and materials**
- C: Cost-plus-fixed-fee**
- D: Cost-plus-incentive-fee**

Q-4. You are the project manager of a project that must operate by your organization's quality policy. Management has decided to examine your project's processes to determine if you are following the quality policy. This review process is known as what?

- A. Quality control**
- B. Quality assurance**
- C. Quality audit**
- D. Quality planning**

Q5- Your customer always asking for a lot of changes of scope and product features during the project execution. You accept all changes to meet a customer satisfaction. After a distance of time of execution, you noticed an inflation at project budget.

What should have done to prevent this situation ?

- A) Mange stakeholders engagement
- B) Control scope
- C) change management plan
- D) Scope management plan

Q6 : As a project manager if you would like to check if your project still aligns with the organizational goals, which document will help you?

- A. Business need
- B. Product scope description
- C. Business Case
- D. Change management plan

Q7 : However the sponsor knows That the project $CPI = 1.15$ and $SPI = 1.25$, he still not convinced that the project is ahead and under budget, in order to confirm the project status and persuade the sponsor, you presented dashboard of tables and charts that includes Trends, variances, EV performance, risks status, issues status, changes status , percent complete and works implemented. This dashboard is better described as :

- A) Earned Value Report.
- B) Work performance Report.
- C) Work performance information.
- D) Variance Report

Q8: You are managing a project which is in its first month of execution. In one of the meetings with a key stakeholder - the stakeholder asks for some changes to be made in the current ongoing work. The stakeholder is asking for the change to be implemented immediately. You realize that the changes being asked for will need the Project Management Plan and the Scope baseline to be updated which have already been baseline - As a Project manager what is the BEST course of action?

- A. Make the changes as they are being asked for by a key stakeholder**
- B. Analyze the impact of the change to triple constraints**
- C. Generate a change request and submit to integrated change control**
- D. Refuse to make the change as it is a deviation from approved Scope**

Q9- You are a contractor for a state agency. Your company recently completed a water resource management project for the state and received payment on its final invoice today. A procurement audit has been conducted. Formal notification that the contract has been closed should be provided to your company by the—

- A. State's project manager**
- B. Person responsible for procurement administration**
- C. Project control officer**
- D. Project sponsor or owner**

Q10- Your company decided to award a contract for project management services on a pharmaceutical research project. Because your company is new to project management and does not understand the full scope of services that may be needed under the contract, it is most appropriate to award a—

- A. Firm-fixed-price contract**
- B. Fixed-price-incentive contract**
- C. Cost-plus-a-percentage-of-cost contract**
- D. Time-and-materials contract**

Q11- Which one of the following is an example of smoothing?

- A. The project manager leaves the decision until a later date.**
- B. The project manager makes a decision based upon the opinion of the project team member with the most experience.**
- C. The project manager downplays the problem.**
- D. The project manager takes some of both parties' opinions and blends them together.**

Question12: You are explaining to your project sponsor that the decision made to lower the quality of deliverables on the project to save money will have long-lasting cost impacts beyond the project. The project sponsor does not seem convinced so you refer to the concept of cost of quality to make your point. How would you best describe cost of quality to your sponsor?

- A: The total cost of the quality effort throughout the project life cycle**
- B: The amount of money required to complete your project quality management plan**
- C: The total cost of all efforts related to quality throughout the product life cycle**
- D: The total cost of implementing a prevention and inspection regime**

Q13- You realize that on projects, some stakeholders will not be as receptive as others to your project and actually can be negative from the beginning. Assume you have classified your stakeholders on your project designed to ensure students in your city have access to the best educational resources available, whether in class or on line, your stakeholder management plan is a sensitive document. Therefore, you need to—

- A. Tell your team to never disclose it to anyone outside the team without consulting you first**
- B. Involve your team as you develop it but maintain the final copy yourself**
- C. Review the validity of its underlying assumptions**
- D. Set up an information distribution system and have each team member sign it for concurrence**

Q14): You are the project manager of the GHY Software Project for your company. You've recently completed the project and need to distribute the project closure report. Who should get a copy of the project closure report?

- A. All stakeholders**
- B. Project sponsor**
- C. No one. It is created for future historical information**
- D. Follow the guidelines established in the project's communications management plan**

Question15: You have received the results of statistical sampling performed on the product of your project. The control chart shows nine data points in a row just under the mean. What should you do first?

- A: Change the control limits and the mean so the process is under control.**
- B: Find an assignable or special cause using an Ishikawa diagram.**
- C: Nothing. If the data points are not outside the control limits, then the process is in control.**
- D: Fire the quality assurance team.**

Q16- What is the purpose of Procurement Performance Reviews in the Control Procurements process?

- A- A measure of the buyer's activities**
- B- A measure of the seller's demonstrated ability to perform the contract work**
- C- A measure of the seller's obligations**
- D- To close the contract**

Q17: You are carrying out a bidder conference that is attended by five potential sellers of services to your project. You have spent a considerable amount of time explaining the statement of work and answering questions from the sellers at the bidder conference. During a break in the afternoon, one of the sellers approaches you and asks a question relating to the statement of work. What is your BEST course of action?

- A: Ask the seller to leave the room and remove him from the process**
- B: Refuse to provide an answer to the seller.**
- C: Provide an answer to the seller.**
- D: Explain to the seller that they should wait until the session begins again and then submit their question.**

Q18. You are responsible for a project in your organization that has multiple internal customers. Because many people in your organization are interested in this project, you decide to prepare a stakeholder management strategy. Before preparing this strategy, you should—

- A. Conduct a stakeholder analysis to assess information needs**
- B. Determine a production schedule to show when each stakeholder needs each type of information produced**
- C. Determine the potential impact that each stakeholder may generate**
- D. Prioritize each stakeholder's level of interest and influence**

Q19- During your project there has been an unforeseen amount of work that requires urgent and immediate attention from an external contractor to ensure it does not adversely affect the project. What sort of contract for services is BEST to use in this instance?

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Q20- You are a contractor for a state agency. Your company recently completed a water resource management project for the state and received payment on its final invoice today. Aprocurement audit has been conducted. Formal notification that the contract has been closed should be provided to your company by the—

- A. State's project manager**
- B. Person responsible for procurement administration**
- C. Project control officer**
- D. Project sponsor or owner**

Q21: You are holding a weekly project meeting when a disagreement between two members of the project team begins. The disagreement is over a technical detail of the project. It is important that the conflicting opinions of the two team members be resolved as quickly as possible. It is even more important that the difference of opinion be resolved correctly. What is your BEST course of action?

- A: You should make the decision right away to save time and not let the two disagreeing parties stay in disagreement very long.**
- B: End the meeting and give everyone a few days to cool off.**
- C: Assign someone to find out more factual information about the problem.**
- D: You should suggest a compromise between the two disagreeing team members.**

Q22- In your construction project, the CPI is 0.85 and SPI is 1.25. What could be the possible reason?

- 1- A critical resource went on sick leave for a long period of time, which had not been anticipated earlier.**
- 2- The cost of raw materials required for construction increased by 10%. You had anticipated a cost increase of 12% in your project plans.**
- 3- In anticipation of delays, the project was crashed to decrease the duration.**
- 4- There was four days waiting time in the curing of concrete, and work could not be done during that time.**

Question23: The project you are working on is over halfway through, and you have begun to measure that price increases on the steel that you require for the project have gone 8% over your estimate for price increases over the

timeframe of the project. As a result, you put in place a policy to procure all the remaining steel required for the project and pay for it to be stored in a warehouse instead of ordering the steel as you require it. This is an example of what?

A: Contingent response strategy

B: Mitigation

C: Transference

D: Exploiting

Question24: You have completed the work described in the contract as per the required specifications but the customer is complaining that the product is not what they wanted. What is your BEST course of action?

A: Ask your project sponsor to clarify the scope of the project.

B: Restart the project and complete the work the way the customer wants it.

C: Ask the customer to note their concerns in writing and present them to your project team at the next team meeting.

D: Enter the Close Procurements process.

Question25: You and your project team are completing the work required by contract with a buyer when your general manager decides to suddenly terminate the contract due to factors that are outside of your control. What is your BEST course of action?

A: Contact the buyer and explain the situation to them.

B: Begin the Close Procurements process.

C: Review the WBS for errors in the scope of work.

D: Explain to your manager that you are contractually bound to carry out the work.

Q26-What is the BEST description of the difference between tolerances and control limits?

A: Tolerances are concerned with project quality. Control limits are concerned with product quality.

B: Tolerances can indicate if the process is out of control. Control limits specify a range of acceptable results.

C: Tolerances are a specified range of acceptable results. Control limits are thresholds that can indicate if the process is out of control.

D: Tolerances are concerned with product quality. Control limits are concerned with project quality.

Q27- Which of the following is NOT typically found in a project charter?

- A. Project requirements**
- B. Work packages decomposed into activities**
- C. Authorization for a project manager to work on a project**
- D. An initial set of schedule milestones**

Q28 As a project manager you need to verify compliance with project objectives, what you should do?

- A- Validate Scope process**
- B- Control Quality process**
- C- Monitor procurement activities according to the procurement plan**
- D- Monitor procurement activities according to the closing process**

Q29- As a project manager and you need to keep continuous improvement for your organization what you have to do?

- A- Settling or closing any contract agreement established for the project**
- B- Creating a document that will formally authorize the project**
- C- Capture, analyze, and manage lessons learned, using lessons learned management techniques**
- D- Identifying corrective or preventive action to control the project performance**

Q30-Prior to initiating any such project, the value of the project to the organization must be determined. Which of the following is the most important factor to be considered in such a scenario?

- A. Net Present Value (NPV) of the projects.**
- B. Internal Rate of Return (IRR) of the projects.**
- C. Alignment with the strategic goals.**
- D. Investment requirement**

Q31- Collecting requirements is critical in project scope management as it becomes the foundation for the project's—

- a. Scope management plan**
- b. WBS**
- c. Schedule**
- d. Scope change control system**

Q32- Which of the following shows roles and responsibilities on your project?

- A. RACI matrix**
- B. Bar chart**
- C. Resource histogram**
- D. Human Resource Management Plan**

Q33- Brandi is a project manager on a software project. About halfway through development, her team found that they had not estimated enough time for some of the technical work they needed to do. She requested that the new work be added to the scope statement and that the time to do the work be added to the schedule. The change control board approved her change. What's her next step?

- A. Start doing the work**
- B. Update the scope and schedule baselines to reflect the approved change.**
- C. Gather performance metrics on the team's work so far.**
- D. Perform Quality Assurance**

Q34- "Which of the following is NOT a source of information about specific project constraints and assumptions?"

- A. The project scope management plan**
- B. The project charter**
- C. The preliminary scope statement**
- D. The project stakeholders**

Q35- A team member approaches you with a change that could cut your schedule down by a month. What is the first thing you should do?

- A. Write up a change request and see if you can get it approved**
- B. Figure out the impact on the scope of the work and the cost before you write up the change request**
- C. "Make the change. It's going to save time and nobody will want the project to take longer than it should"**
- D. "Tell the team member that you've already communicated the deadline for the project, so you can't make any changes now"**

Q36- You are working on a construction project. You, your team, and your senior manager all feel that the work is complete. However, one of your

stakeholders disagrees, and feels that one deliverable is not acceptable. What is the BEST way to handle this conflict?

- A. Renegotiate the contract**
- B. File a lawsuit to force the stakeholder to accept the deliverable**
- C. Follow the administrative and contract closure procedures**
- D. Consult the contract and follow its claims administration procedure**

Q37- used as a measure of the seller's competency for performing similar work on future projects:

- 1. Performance Review**
- 2. Inspection and Audit.**
- 3. Work performance information.**
- 4. SOW**

Q38- On your project to construct a new runway for your City's airport, you are in the process of selecting vendors for various parts of this project. You have conducted your make-or-buy analysis and have issued Requests for Proposals. You believe it is important to examine past performance of potential vendors. This means you are using—

- a. Proposal evaluation techniques**
- b. Multi-disciplinary review teams**
- c. Analytical techniques**
- d. Independent estimates**

Q39- Assume you are working on a multi-phase project as your project is planned to last three years. A best practice is to—

- a. Periodically review the business case.**
- b. Use a single prime contractor and have this contractor award any subcontracts.**
- c. Rely on your PMO for guidance.**
- d. Set up a 'tight matrix'**

Q40- Used for identifying the project's goals:

- 1. Project charter.**
- 2. Project management plan.**
- 3. SOW.**
- 4. Business case**

Q41- Used for defining the reason why the project is authorized:

- 1. **business Case**
- 2. **Project Charter.**
- 3. **Project management plan.**
- 4. **SOW**

Q42 Your team needs to verify that the deliverables being produced and accepted are included in the approved project scope. Which of the following will be MOST helpful?

- A **Work breakdown structure dictionary**
- B **Risk register**
- C **Project scope statement**
- D **Scope baseline**

Q43- In your project, you are behind schedule by 2 months, and you are under-budget by \$ 50,000. In this context, your best course of action will be to:

- A. **Talk with your sponsor to take some non-critical activities out of the project schedule**
- B. **Develop a new WBS**
- C. **Crash the project**
- D. **Fast track the project**

Q44- You are in process of monitoring the various project processes and their performance. Which of the following is the LEAST appropriate tool or technique to use in this process?

- A. **Expert judgment**
- B. **Earned value technique**
- C. **Inspection**
- D. **Project management methodology**

Q45- You are the seller of a potential good or service, and are responding to an RFP document where there is a poorly defined scope of work. What type of contract would you prefer to enter into?

- A. **Fixed-price**
- B. **Fixed-price incentive fee**
- C. **Cost-reimbursable**
- D. **Time and materials**

Q46- A project manager is using a method that not consider risk to perform schedule network analysis ,which type of duration estimates is being the project manager used?

- A. Critical path method**
- B. Monte Carlo**
- C. Beta distribution**
- D. Triangular distribution**

Q47- The kickoff meeting comes after:

- A) Project management plan approval**
- B) Project Charter approval**
- C) Signed the contracts**
- D) Both A and B**

Q48-What is useful tool to assess impact on cost of quality:

- 1. Scatter diagram**
- 2. Flowcharts**
- 3. DOE**
- 4. Pareto diagram**

Q49- Which one of the following statements about changes to the project scope is correct?

- A. All changes should be formally documented.**
- B. All changes require additional project time.**
- C. All changes require additional project funding.**
- D. All changes follow the rules of the change control system.**

Q50- You are the project manager of the Sales Automation Project. Jennifer, a project team member, has learned that the vendor you are purchasing a phone system from as part of this project will likely be two months late on half of the order. Which subsidiary plan should be updated?

- A. The risk management plan**
- B. The risk response plan**
- C. The procurement management plan**
- D. The scope management plan**

Q51- Julia is currently recruiting her project team. She has carried out various interviews and has shortlisted potential candidates. Now, according to the project communication management plan, she has to submit the shortlisted profiles to the project client (customer of the project) for approval. Only the approved candidates can then be formally hired for the project. The submission of the profiles to the client will be done through which of the following processes?

- A. Manage Stakeholder Expectations**
- B. Acquire Project Team**
- C. Manage Communications**
- D. Plan Human Resource Management**

Q52- Your project needs an expert engineer, but the functional manager assigned her in other project. What should you do?

- A) Acquisition**
- B) Negotiations**
- C) Virtual work**
- D) Networking**

Q53- What to use to prevent Cost overrun?

- 1- Cost Management Plan**
- 2- Change Management Plan**

Q54- A project team has just completed the final work packages for a project. The project manager needs to find the final CPI for the project. The BAC was \$250,000 but the actual costs came in at \$286,000. What's the final CPI?

A. .87

- B. 0.8
- C. -\$36,000
- D. The earned value information is needed to answer this question.

Q55- The ----- leads the project through the initiating processes until formally authorized.

- A-PM
- B- PMO
- C-functional manager
- D-sponsor

Q56- Your team is not directly reporting to you as PM and one serious problem occurred. who will be responsible to solve it?

- 1. PM
- 2.Sponsor
- 3.HR manager
- 4.PMO

Q57- After a major milestone release, one of the key stakeholders are not happy and complain their requirements are not being met. In which of the following processes should the project manager have involved them to ensure their approval for the release?

- A. Validate scope
- B. Control Scope
- C. Change management
- D. Develop project charter

Q58- All of the following statement are the plane scheduel management analytical techniques except

- 1. **Scheduling methodology.**
- 2. **Estimating approaches.**
- 3. **Formats .**
- 4. **Schedule model**

Q59- You have just been authorized to manage a new project for your company. Which of the following BEST describes your first action?

- A. **Create the work breakdown structure.**
- B. **Develop the Project Management plan.**
- C. **Start working on the project charter.**
- D. **Create the preliminary scope statement.**

Q60- Who should discuss the strategic plan during Kick of meeting

- 1. **Project manager**
- 2. **Sponsor**
- 3- **Customer**
- 4- **PMO manger**

Q61- The largest risk in your project has just occurred. This risk event has depleted nearly all of your risk contingency reserve. What must happen next?

- A. **The project must be scrapped.**
- B. **The project must be reviewed for additional risks.**
- C. **The project manager and the project team must complete reserve analysis.**
- D. **The project manager must ask for additional funds.**

Q62- Change request is approved by CCB, what is the first thing to do ?

- A. **Implement the change**
- B. **Update PM plan**
- C. **Update the change log**
- D. **Inform stakeholders with new status of the project**

Q63- If a Change Control Board has been set up to review every change request for a project, where should the roles and responsibilities of this board be documented?

- A.) Project Management Plan**
 - B.) RACI**
 - C.) Scope Management Plan**
 - D.) Project Charter**
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Q64-One of the most important processes of risk management is risk identification. When does the risk identification conclude?

- A. Planning process group**
- B. Execution process group**
- C. Closing process group**
- D. When the project customer deems all the risks have been identified.**

Q65- Your project assistant just informed you that the project has 320 stakeholders in 35 countries. You are now managing over 75 team members. The project has a CPI =.98 and is eight weeks behind schedule. What should you focus on first?

- a. cost**
- b. schedule**
- c. stakeholders**
- d. human resources.**

Q66- You have been hired by a contractor, who wants you to manage a construction project for one of their clients. The project team has been working for six weeks. You need to determine whether the team is ahead of or behind schedule. Which of the following tools and techniques is the BEST one for you to consult?

- A. Project Management Software**
- B. Schedule Change Control System**
- C. Bottom-Up Estimating**
- D. Performance measurement**

Q67- You are a project manager for a software project. Your team buys a component for a web page but they run into defects when they use it. Those defects slow your progress down considerably. Fixing the bugs in the component will double your development schedule and building your own component will take even longer. You work with your team to evaluate the cost and impact of all of your options and recommend hiring developers at the company that built the component to help you address problems in it. That will cost more but it will reduce your delay by a month. What is your next step?

- A. Fix the component**
 - B. Start Procurement Planning so you can get the contract ready for the vendor.**
 - C. Write up the change request and take it to the change control board**
 - D. Change the Scope Baseline to include your recommendation**
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Q68- A change has occurred on your project. You've documented the change, filled out a change request, and submitted that request to the change control board (CCB). What's the NEXT thing that must happen on the project?

- A. Stakeholders on the CCB use expert judgment to evaluate the requested change for approval**
 - B. A senior manager decides whether or not to make the change and informs the project management team of the decision.**
 - C. The project manager informs the CCB whether or not to approve the change.**
 - D. The project manager meets with the team to analyze the impact of the change on the project's time, scope and cost.**
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Q69- A project manager is faced with two team members who have conflicting opinions. One team member explains her side of the conflict. The other team member responds by saying, "I know you'll never really listen to my side, so let's just go with her opinion and get back to work." This is an example of:

- A. Compromise**
 - B. Smoothing**
 - C. Withdrawal**
 - D. Forcing**
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Q70- You are a project manager working on a project when the customer wants another feature added to the product. However, there is no additional budget for the new feature. As a project manager what should you do next?

- A. Ask your manager for guidance**
- B. Follow the contract change control process**
- C. Remove some other feature and add the new feature**
- D. Negotiate with the customer to provide additional funding for the new feature**

Q71- Senior management needs to be informed regarding the progress of your project. You will be making progress reports based on the scope, schedule, and cost details provided in the:

- A. Project management plan**
- B. Project Charter**
- C. Earned Value Calculations**
- D. PERT and CPM**

Q72- Which of the following statements is FALSE?

- A. Project closure documents and project files are outputs of the Close Project Process.**
- B. The project files consists of documentation resulting from project activities, such as the project management plan, scope, cost, risk registers, quality baselines.**
- C. The formal acceptance documentation formally indicates that the customer or sponsor has officially accepted the project deliverables.**
- D. After the Close Project or Phase process is complete, the Project Manager should identify and document the lessons learnt.**

Q73- You are a project manager of a large construction project for the government. The customer is asking for multiple scope changes. You are considering these requested changes and trying to determine their true magnitudes. You are most likely to review what document?

- A. The WBS**
- B. Cost management plan**
- C. The project charter**
- D. Scope management plan**

Q74- A statistical method used to determine optimal conditions for producing the product is called:

- A. Design of experiments**
- B. Benchmarking**
- C. Cost-benefit analysis**
- D. Portotype**

Q75- Mark is managing a project .with limited resources on the project. Several quality defects have been discovered, causing the customer concern. He wish to begin by attacking the causes that have the largest number of defects, which tool shows defects by volume from greatest to least?

- A. Ishikawa Diagram**
- B. Scatter Diagram**
- C. Pareto Chart**
- D. Control Chart**

Q76- Sandra is a project manager in the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create an approved project schedule. What should Sandra do next?

- A. Use the critical path method and what-if scenario to calculate optimum duration of the project**
- B. Use this approved schedule duration as a baseline and start tracking the project**
- C. Create a network diagram of the project**
- D. Determine resource requirement for each activity in the project**

Q77- A pharmaceutical company recently terminated a research project because it no longer seemed commercially viable for the company. What is the first thing the project manager should do?

- A. Conduct scope validation**
- B. Document the lessons learned**
- C. Discuss with the senior manager the reason for termination**
- D. Control Scope process**

Q78- The staffing management plan, which is part of the human resource plan, describes when and how human resources requirements will be met, which of the following inputs in the staffing management plan?

- A. Networking-Organizational Theory-project management plan**
- B. Project documents-Resource calendar-staffing management plan**
- C. Project management plan-activity resources requirements-enterprise environmental factors-Organizational process assets**
- D. Project staff assignments-Resource calendar-Human resource management**

Q79- As a project manager for a new construction project in Chicago. You and the project team are creating the scope statement and are evaluating the function, purpose, and activities that will take place within the warehouse to help the project customer gather all of the requirements for the scope. This process is an example of which one of the following?

- A. meeting**
- B. Expert judgment**
- C. Work breakdown structure creation**
- D. Product analysis**

Q80- You are a buyer side project manager and have given a contract to a small startup company. In the middle of the project, supplier reported to you that he won't be able to deliver all the deliverables which are required to be completed as a part of this project. What could have been done differently to prevent this type of situation?

- A. Giving the contract to more experienced vendor**
- B. Reviewing the agreement regularly.**
- C. Performing procurement reviews regularly**
- D. More Stringent/Strict Selection Criteria**

Q81- You are a project coordinator from the buyer side. The supplier side project manager reached out to you to recommend a change in the proposal which will greatly benefit the end product. You believe the same but your PM think otherwise. As per him it's a waste of time and told you to continue with the existing project plan. What conflict resolution technique did the project manager use?

- A. Compromising**
- B. Smoothing**
- C. Direct/force**
- D. Avoid**

Q82- You are a project manager in the execution stage of the project where your team members are conducting a meeting to reassess their risk informations and to identify new risks that might affect the project. What is project team doing?

- A. Risk Assessment**
- B. Plan Risk Responses**
- C. Risk Reassessment**
- D. Risk Identification**

Q83- You are a project manager one of your Project team is working on how better or faster it can carry out the work and what optimization it can make within the project. Which of the following techniques/knowledge/skills are being used?

- A. Performance measurement techniques like KPI, key success factors**
- B. Project quality best practices**
- C. Fast track principles**
- D. Process analysis techniques**

Q84- In your project, one of your project team leave the site early at 2:00 pm you would like to establish clear expectations regarding the acceptable behavior of the team member to avoid such situations you should establish:

- A. Team-building activities**
- B. Ground rules**
- C. Interpersonal skills**
- D. Management skills**

Q85- During the preparation of the business case for your project you outline and document several different compelling reasons why your project should proceed. These reasons include the high ROI, delivering strategic value, and an increase in business value. What is the BEST definition of business value?

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

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

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

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

Q86- There are many ways to describe the work to be done on a project. What is the high-level, narrative description of products or services to be delivered by the project more commonly referred to as?

A: Project statement of work

B: Project scope statement

C: Project scope

D: Product scope description

Q87- You are in the process of directing and managing the work to be done on the project. Which of the following would not be a useful type of Organizational Process Asset to use during this process?

A: Issue and defect management procedures

B: Process measurement database

C: Stakeholder risk tolerances

D: Standardized guidelines and work instructions

Q88- You and your project team are carrying out the work described in the Close Project or Phase process in the PMBOK ® guide. You want your team to understand the exact characteristics of this work, so you tell them that the process includes all of the following except?

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

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

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

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

Q89- You are a project manager and you have just been informed that due to budget cuts your project has been cancelled and your team should cease work immediately. The project was doing very well and will likely be restarted at a later time when organizational finances are better. What is the BEST action to take next?

- A: Formally document why the project was terminated and set up the procedures to transfer finished and unfinished deliverables to others.**
- B: Ignore the request since your charter has been approved and it commits organizational resources to your project.**
- C: Release your team to the functional organization, shred most of your documents, and ask for a new project.**
- D: See if more money is available from another project.**

Q90- You are just about to complete administrative closure of your project and are updating the relevant Organizational Process Assets for your company. Which of the following is not an example of an Organizational Process Asset that you would update?

- A: Project closure documents**
- B: Project files**
- C: Stakeholder risk tolerance register**
- D: Historical information**

Q91- A team member on your project has questioned whether the project is delivering as per the original high-level requirements and narrative high-level product description, and is concerned that what you are doing has deviated from this. What is your BEST course of action?

- A: Check the project scope statement.**
- B: Check the project management plan.**
- C: Check the project charter.**
- D: Have the team member assigned to another project because she is clearly not a team player.**

Q92- At the closing phase, one of the stakeholders is refused to accept the project deliverable. The stakeholder evident that is incomplete deliverable. You analyze the stakeholder request and you find it will impact over budget and schedule. What should you do next?

- A) Ignore the stakeholder request then proceeding in administrative closure**
- B) Escalating the issue to project sponsor.**
- C) validate scope to brings objectivity to the acceptance process.**
- D) Issue a change request immediately**

Q93- You are a team member in a technical department. A conflict appeared between two members of your team. The conflict start to impact the schedule of project tasks.What should you do ?

- A) Do nothing you are not a project manager
- B) ask the project manger to interfering for solution
- C) ask the team members to solving the conflict by them self.
- D) Report the issue to project manger

Q94- Your project is going very well ahead of schedule and behind budget, and near to complete. The one of very vital technical members transferred to other project out of organization. What should you do next?

- A) Do nothing, the project is near to completion.
- B) Assign other member to take his duties.
- C) negotiated with functional manger to assign a new member.
- D) review the risk management plan.

Q95- You have contracted some work to sub-contractor, and would like to identify successes and failures of other procurement contracts within the performing organization. This can be performed through:

- A. Procurement audit
- B. Contract file
- C. Contract performance reporting
- D. Lessons learned documentation

Q96- During the implementation phase, you discussed with on of stakeholders and you discover that you forget a significant requirement., What should you do to correct that:-

- A) Issue a change request for revising a requirement documentation
- B) Update a requirement documentation
- C) Update the issue log
- D) Review the Risk register

Q97- You are a project manger in a new software project. during managing a stakeholder expectations, at the end of design phase, you found one of key stakeholders complain of a one of work package still not complete.

You do not agree and review with him the WBS dictionary but the stakeholder still unsatisfied.

What is the next document you should review ?

- A) **scope statement**
- B) **Requirement management plan**
- C) **Scope management plan**
- D) **WBS**

Q98- Which of the following tools and techniques helping you to classifying the identified stakeholders

- A) **Stakeholders register**
- B) **Stakeholders assessment matrix**
- C) **power/ interest grid**
- D) **Focus groups**

Q99- A project has a duration of three years, at the midway the project manger resigned. A new project manger assigned, at the first meeting the project team told him that a flood may happened at the next few month and will affect to the project equipment.

What is the project manger do next ?

- A) **review a risk management plan**
- B) **Using a management reserves**
- C) **Using a workaround**
- D) **Update the risk register**

Q100- Scope creep is very hard to overall project, to prevent it you have to review :

- A) **Project charter**
- B) **SOW**
- C) **Project management plan**
- D) **Stakeholder assessment matrix**

Q101- During a study of benefit analysis the project sponsor require that to submit a proposal for implementation strategy, what should you do next :

- A) **Identify the key deliverable**

- B) Invite the stakeholder for discussions**
- C) Identify high level risk, constraints and assumptions**
- D) review the SOW.**

Q102- Which of the following processes deals with maintaining the integrity of baselines by releasing only approved changes for incorporation into the project management plan?

- A. Perform Integrated Change Control**
- B. Direct and Manage Project Work**
- C. Develop Project Management Plan**
- D. Monitor and Control Project Work**

Q103- As part of the Close Procurements process, the project manager prepared a complete set of indexed contract documentation, including the closed contract, to include with the final project files. This is called a:

- A. Procurement file**
- B. Documentation file**
- C. Closure report**
- D. Closure file**

Q104- Michael is managing a multi-million dollar project. The project is in the planning phase and has a big number of key stakeholders. During an analysis, Michael finds out that there are big gaps between the current and desired engagement levels for most of the key stakeholders. What should Michael do next?

- A. Immediately escalate the situation to the project sponsor.**
- B. Brainstorm on the stakeholder management strategies that can close these gaps.**
- C. Propose to terminate the project.**
- D. Prepare a business case for the project.**

Q105- Defense Dynamics has been awarded a fixed price project to design and build a military cargo jet. The design team is looking at ways to increase the cargo capacity of the plane while keeping manufacturing costs and the fuel efficiency of the final product within specific limits. The engineers on this team have identified factors that affect capacity, costs, and fuel efficiency and have created a statistical model of how these factors impact each other. The outcome of this model is a design with the highest cargo capacity and fuel efficiency at the lowest cost possible. What type of mathematical model is this called?

- A. Outcome-based Hypothesis**

- B. Basis Benchmarking**
- C. Cost of Quality**
- D. Design of Experiments**

Q106- You have just learned that your project's sole equipment supplier has gone out of business. This is an unanticipated risk, and will cause a delay in the project until a new vendor can be selected and contracts put in place. What do you do?

- A. Continue working on non critical path tasks.**
- B. Put out on RFP for new vendors.**
- C. Notify the project stakeholders.**
- D. Consult with legal counsel.**

Q107-Stakeholders can be identified in which management process group(s)?

- A. Planning**
- B. Planning and Monitoring & Controlling**
- C. Initiating and planning**
- D. All**

Q108- A project manager is currently performing the Control Stakeholder Engagement process for his project. The stakeholder management plan has not been delivering the desired results so far. The project manager is now struggling to come up with a new strategy to manage his project stakeholders. Which of the following can provide some guidance to the project manager in this situation?

- A. Project management plan**
- B. Communication management plan**
- C. Work performance information**
- D. Expert judgment**

Q109- The business case to justify a project typically contains:

- A. BAC and ETC of the project.**
- B. Cost Benefit Analysis**
- C. Project WBS**
- D. Variance Analysis**

Q110-Which of the following is not a Risk-Diagramming Technique?

- A. Influence diagrams**
- B. Control charts**
- C. Cause-and-Effect diagrams**
- D. System flowcharts**

Q111- Project performance measurements are used to assess the magnitude of variation from the original scope baseline. Once the degree of scope variation is known, what step is performed next?

- A. Audit the project team**
- B. Upgrade the configuration management database with new controls.**
- C. Replanning**
- D. Root cause analysis of the cause of the variance relative to the scope baseline.**

Q112- An issue log or action-item log is a tool that can be used to document and monitor the resolution of issues. At a minimum, the issue log should contain:

- A. A target resolution date.**
- B. An owner name.**
- C. An owner name and a target resolution date.**
- D. An owner name, a target resolution date, financial impact on the project, impact on schedule.**

Q113- You have just learned that your project's sole equipment supplier has gone out of business. This is an unanticipated risk, and will cause a delay in the project until a new vendor can be selected and contracts put in place.

What do you do? A. Continue working on non critical path tasks.

B. Put out on RFP for new vendors.

C. Notify the project stakeholders.

D. Consult with legal counsel.

Q114- Barbara is managing an educational program design project. The project is in a very early phase of the project lifecycle. This is a multi-million dollar project and active involvement of the project key stakeholders is critical for the success of the project. Barbara has formed a board of project stakeholders so that all the key stakeholders can be kept engaged. Most of the key stakeholders have been conflicting with each other in the recent past. Most of the times, the nature of these conflicts have been personal rather than professional. However, no conflicts have yet arisen on the current project. Which of the following management skills must be applied by Barbara during the initial board meetings?

- A. Change management**
- B. Active listening**
- C. Conflict resolution**
- D. Trust building**

Q115- A technique which enhances brainstorming with a voting process used to rank the most useful ideas so that they can be taken up for further brainstorming is:

- A. Six thinking hats**
- B. Nominal group technique**
- C. Affinity diagram**
- D. Mind mapping**

Q116- As part of the quality control in your project, you are looking at a technique which shows the history and pattern of variation. This is a line graph which shows data points plotted in the order in which they occurred. You are most likely looking at a:

- A. Control chart**
- B. Pareto diagram**
- C. Histogram**
- D. Cause and effect diagram**

Q117- You are a PMP reviewing project files to help you write a lessons learned document on a software project you are finishing. Which of the following is not a part of a project file?

- A. Change management documentation**
- B. Project calendars**
- C. Project management plan**
- D. Project deliverables**

Q118- Which of the following processes gives the project management team insights into the health of the project?

- A. Develop Project Management Plan**
- B. Perform Integrated Change Control**
- C. Monitor and Control Project Work**
- D. Determine Budget**

Q119- A planning technique used to provide products, services and results that truly reflect customer requirements by translating those customer requirements into the appropriate technical requirements for each phase of project product development is called:

- A. Six Sigma**
- B. PDCA**
- C. Voice of the Customer**
- D. ISO**

Q120- A project manager wants to understand a project goal in relation to the steps for getting to that goal. Which of the following is a useful method for contingency planning that aids a team in anticipating intermediate steps that could derail achievement of a project goal?

- A. Affinity diagram**
- B. Process decision program charts (PDPC)**
- C. Interrelationship digraphs**
- D. Tree diagrams**

Q121- As part of the Risk Response planning for your project, you are trying to come up with a strategy to deal with negative risks or threats. In order to eliminate the impact of a particular risk, you relax the objective that is in jeopardy by extending the project schedule. This is an example of

- A. Transference**
- B. Mitigation**
- C. Avoidance**
- D. Postponement**

Q122- You are a Project Manager working on a project to create high efficiency electric motors for a company introducing a new electric golf cart. Your company's president is keenly interested in the project and requests a chart that shows the number of defects by type ordered by their frequency of occurrence. Which type of chart would BEST meet this request?

- A. Pareto diagram**
- B. Control chart**
- C. Statistical sampling**
- D. Scatter diagram**

Q123- As project manager you should dedicate a primary focus to:

- 1- Managing changes immediately as they surface.**
- 2- Formally documenting all changes.**
- 3- Communicating authorized changes to senior management and key stakeholders.**
- 4- Preventing unnecessary changes.**

Q124-You are managing a software development project. You want to create the basis that will be used later on for estimating, scheduling, executing, monitoring, and controlling the project work. Which process performs this activity?

- 1- Create WBS**
- 2- Define Scope**
- 3- Define Activities**
- 4- Create Project Management Plan**

Q125- What is the purpose of a Project charter?

- A. To formally authorize a project or a phase and document initial requirements that satisfy the stakeholder's needs and expectations.**
- B. To document how the project will be planned, executed, monitored/controlled, and closed.**
- C. To link the project, which is going to be planned, executed, and monitored/controlled to the ongoing work of the organization.**
- D. To describe the process of performing the work defined in the project management plan in order to achieve the project's objectives**

Q. Whenever settlement cannot be achieved through direct negotiation, which resolution technique should be applied?

- 1 ☐ Negotiation Resolution
- 2 ☐ Alternative Dispute Resolution
- 3 ☐ Claim Administration
- 4 ☐ None of the above

Q. A technological advance, legal requirement, or social need refers to:

- 1 ☐ Issues that need to be managed in the project plan
- 2 ☐ Environmental factors that usually have detrimental effect on the project
- 3 ☐ Risks that have to be managed by the project manager
- 4 ☐ Factors contributing to the creation of the business case

Q. A project manager is in the final closure phase of the project . Which of the following should he do FIRST as part of the project closure activity?

- 1 ☐ Get formal sign off from the customer to confirm customer acceptance of final deliverable
- 2 ☐ Measure customer satisfaction as a key performance indicator of project's success
- 3 ☐ Hand off completed project deliverables to operations and management
- 4 ☐ Measure project scope against project management plan

Q. You are managing a highly complex drug manufacturing project and your sponsor is highly motivated and influential. You are optimistic about the outcome of the project; however, you are not sure about the project approval requirements that measure the success of the project. So, you would like to document the name of the person who signs off the project and the criteria that constitutes the success of the project. Which of the following documents should you use to incorporate project approval requirements?

- 1 ☐ The scope document
- 2 ☐ The project charter
- 3 ☐ The approval requirement plan
- 4 ☐ The project management plan

Q. "At times, a contract can be terminated early (before contract completion). Which of the following cases can lead to contract termination? A. Mutual agreement of both parties B. Default of one party C. Convenience of the seller, if they cannot deliver as per the contract statement of work D. Convenience of the buyer, if provided for in the contract"

- 1 ☐ A, B and C
 - 2 ☐ A, B and D
 - 3 ☐ Only A and B
 - 4 ☐ All of the Above
-

Q. Pam's project work has generally been finished and she wants to commence a solid closing process for the project. What must have been attained to begin this process?

- 1 ☐ The organizational process assets must have been updated.
 - 2 ☐ The deliverables of the project must have been accepted.
 - 3 ☐ The final product, service or result transition must have been finished.
 - 4 ☐ Lessons learned must have been organized into a data base.
-

Q. The closing process group is used to transfer the deliverables and close the project. To master closing processes, a Project Manager needs cross-cutting skills that help gather, analyze, organize, and communicate information and take necessary action to close the project. A PM requires all the following knowledge and skills to perform the closing processes except?

- 1 ☐ Archiving practices and statutes
- 2 ☐ Compliance
- 3 ☐ Contract Closure requirements
- 4 ☐ Risk response techniques

Q. Jessy is a project manager of yanuf.com. If her project was terminated early because of funding problems, how will she use Validate Scope?

- 1 ☐ Verify correctness of the work results produced
- 2 ☐ Document extent of completion
- 3 ☐ Determine project performance to date
- 4 ☐ Create lessons learned documentation

Q. In Lorren Apperals Ltd. The project team has successfully delivered the final component of a year long project on-budget and ahead of schedule. Kith, as the project manager, have been offered a promotion due to this great success. The final product has been transitioned into production and post-implementation support requirements have been completed. As part of project closure, what would be done NEXT?

- 1 ☐ Validate Scope
- 2 ☐ Release project team
- 3 ☐ Update Organizational Process Assets
- 4 ☐ Create project closure documents

Q. _____ may include Project success and deliverable acceptance criteria; Process to identify, escalate, and resolve issues that arise during the project; Relationship among the project team, organizational groups, and external stakeholders; Project organization chart that identifies project roles.

- 1 ☐ Project Governance
- 2 ☐ Project Success
- 3 ☐ Project Initiation
- 4 ☐ None of the above

Q. What is not a reason for companies to organize lessons learned?

- 1 ☐ Lessons learned should focus on identifying those accountable for errors and failures.
- 2 ☐ Lessons learned databases are an essential element of the organizational process assets.
- 3 ☐ "Lessons learned sessions should bring about recommendations to improve future performance on projects. "
- 4 ☐ "Phase-end lessons learned sessions provide a good team building exercise for project staff members. "

Q. Historical records during closing are useful to _____ and _____ for future projects:

- 1 ☐ Analyze successes, shortfalls
- 2 ☐ Predict trends, highlight problems.
- 3 ☐ Analyze strengths, document results
- 4 ☐ Justify results, set standards

Q. Which of the following activities would you not perform during the Close Procurements process?

- 1 ☐ Perform a structured review of processes from plan purchases and acquisitions through contract closure.
- 2 ☐ Perform procurement performance reviews to determine seller's progress to deliver project scope and quality, within cost and on schedule, as compared to the contract.
- 3 ☐ Identify successes and failures that warrant recognition to prepare or administer procurement contracts in the future.
- 4 ☐ Use procurement audits as a technique.

Q. Procurement documentation is an input to the Procurement Closure process. Procurement documentation might include all of the following except for which one?

- 1 ☐ The buyer's invitation for bid (IFB)
 - 2 ☐ Invitation for negotiations
 - 3 ☐ Procurement audit documents
 - 4 ☐ Financial documents
-

Q. You have recently made the final delivery of your software project to the customer. Before making the release, you ensured that thorough testing was done and project scope was verified. After a week of taking delivery, the customer shows his dissatisfaction with the release and says the product doesn't support a critical functionality. He asks you to add this feature immediately. What should you do?

- 1 ☐ Understand the customer requirement and estimate the additional time and resource required to complete it, Communicate the same to the customer
- 2 ☐ Discuss the customer feedback with the senior management and seek their advice on the matter
- 3 ☐ Analyze the in-house process of testing and scope verification to determine the root cause of the problem
- 4 ☐ Ignore the customer and proceed with project closure activity

Q. Tyler has just signed a contract with a seller. Due to funding issues, his management decides to terminate the contract. For this purpose, he will:

- 1 ☐ Go back to procurement planning to determine what to procure and when.
- 2 ☐ Follow procedures as listed in contract closure.
- 3 ☐ Choose from other potential sellers.
- 4 ☐ Initiate procedures listed in contract change control system to define the process by which the contract may be identified.

Q 138 You are a project manager from the buyer side. You have taken the services from the seller side organization. From last few weeks, you are noticing that the seller is not performing the work as planned. The project also includes the post project operational support from the supplier and now you are worried if they would be able to manage it or not. You referred a document which helped you to understand the performance reporting on this project. Which document did you refer to?

- ☐ Work Performance Report
- ☐ Procurement Statement of Work
- ☐ Process Improvement Plan
- ☐ Source Selection Criteria

Q 169 You are working with the seller organization to finalize the requirements in the contract. It looks as if that both buyer and seller are leaning towards fixed price contract for the project. The scope is well defined and clear. But something like this has never been done by your organization. Which of the following tool would be best in order to estimate the activity costs?

- ☐ Analogous Estimating
- ☐ Parametric Estimating
- ☐ Bottom Up Estimating
- ☐ Three Point Estimates

Q 184 You are presently in the process to verify that deliverables developed by the team are matching to the quality standards of the organization and the project. Which process group you are presently in?

- ☐ Initiation
- ☐ Planning
- ☐ Execution
- ☐ Monitor and Control

Q. You are the project manager of a pharmaceutical company responsible for releasing a new drug in the market. While managing the project, you have created several documents (e.g., project management plan; risk registers and other registers; project calendars; change management documentation; etc.). All these documents should be stored in:

- 1 ☐ Historical information
- 2 ☐ Project files
- 3 ☐ Project or phase closure documents
- 4 ☐ Configuration management system

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