

Pre-Course Self-Assessment

Use this document alongside The PM PrepCast (www.pm-prepcast.com). It is the first set of self-assessment sample questions allowing you to test your project management knowledge before you start studying any of the materials. It also provides you with a baseline of your PMP exam knowledge.

We recommend that you print this document and take your self-assessment on paper with a pencil in hand. It should take you no more than 2 hours and 12 minutes to answer all 110 questions. (That's 1.2 minutes per question, just like on the "real" exam.)

The document contains the following five sections:

Section 1: Self-Assessment Questions

The difficulty level of these questions is easy to medium. They are intended to measure your initial understanding of basic project management concepts.
Don't write your answers on here. Write them on the answer sheet.

Section 2: Answer Sheet

Use the answer sheet to record your responses and grade yourself. If you want to take the self-assessment a second time, just print this page again.

Section 3: Answer Overview

A table with the correct answers to the questions.

Section 4: Answers & Explanations

In this section we repeat the question and then give you the answer, explanation and a reference where you can read up on the topic.

Section 5: Self-Assessment Tracking Sheet

As part of [The PM PrepCast](http://www.pm-prepcast.com) you not only receive this self-assessment here, you'll also receive one for each major module of the course. That's 14 self-assessments in total with over 300 questions. Use this tracking sheet to record your %-correct from each self-assessment you take. See how you are improving over time.

Questions for Pre-Course Self-Assessment

Question 1: Based on the amount of time an effective project manager should spend on different areas of a project, which of the following documents would be considered the most important?

- A.) Communications Management Plan
- B.) Risk Management Plan
- C.) Cost Management Plan
- D.) Schedule Management Plan

Question 2: What are Scope, Quality, Schedule, Budget, Resources, and Risks called collectively?

- A.) Six Core Knowledge Areas
- B.) Process Groups
- C.) Project Phases
- D.) Competing Project Constraints

Question 3: A project produces weekly deliverables and transports them to the customer's warehouse. The transportation takes 2 days. In this situation, what is the logical relationship between the activities "complete deliverables batch" and "receive deliverables batch in the warehouse"?

- A.) Start-to-Start with 2 day lead
- B.) Start-to-Start with 2 day lag
- C.) Finish-to-Start with 2 day lag
- D.) Finish-to-Start with 2 day lead

Question 4: A problem has arisen that was not identified during the initial risk management processes. Fixing the problem will cost money. What should you do?

- A.) Update the list of unknown unknowns and use the contingency reserve to cover the cost
- B.) Request PMO support
- C.) Request the release of a management reserve amount to cover the cost
- D.) Revisit qualitative and quantitative risk planning

Question 5: You have been assigned the project manager of a highly strategic project in your company. This project will either make or break your company. It is highly visible and sponsored by the Board of directors, who have decided that you need to have maximum control over all project resources. Which of the following Project Organizations is best suited in this case?

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

Question 6: A project's S-curve refers to which of the following?

- A.) A time-phased display of the cost baseline.
- B.) A time-phased display of the project's funding requirements.
- C.) The built-in flexibility of the project.
- D.) The amount of risk involved in the project.

Question 7: James needs to assign activities to his project team. For each activity, he needs to document who is responsible and accountable for that activity. He also wants to mention which team members need to be informed and consulted for each project activity. Which of the following is the best tool to capture this information?

- A.) Tornado diagram
- B.) RACI chart
- C.) Scope statement
- D.) Staffing management plan

Question 8: According to the PMBOK guide, which of the following tools doesn't belong to the 7 basic quality tools?

- A.) Run chart
- B.) Scatter diagram
- C.) Control chart
- D.) Checksheet

Question 9: What is a Work Breakdown Structure?

- A.) A hierarchically organized depiction of the project organization
- B.) A hierarchical structure of resource categories
- C.) It is not part of the project plan
- D.) A deliverables-oriented decomposition of the project work

Question 10: Which of the following is not an example of a workaround?

- A.) Responding to an unknown risk event
- B.) Handing out paper copies because the projector broke
- C.) Using better technology than what was originally planned
- D.) Switching to a larger meeting room when more people show up

Question 11: Work has been completed on your Fixed Price Incentive Contract. The original contract was for \$55,000, of which \$50,000 is target cost and \$5,000 is target profit. A share ratio of 50/50 has been agreed upon. The actual cost incurred on the project is \$48,000. How much is the final price?

- A.) 54000
- B.) 55000
- C.) 56000
- D.) 49000

Question 12: What is Quality according to the PMBOK® Guide?

- A.) The degree to which a set of inherent characteristics fulfills requirements
- B.) Assessment of correctness of a product
- C.) The process of identifying which quality standards are relevant to the project
- D.) Measure of exactness

Question 13: Who should sign the Project Charter in a project?

- A.) The Project Manager
- B.) A Project Initiator external to the project organization
- C.) The CEO of the company
- D.) The Most senior project team member

Question 14: What do you call the computerized modeling and simulation technique, which imitates your project many thousand times by randomly choosing from early and late finish dates of schedule activities?

- A.) Monte Carlo Technique
- B.) Automated Schedule Development (ASD)
- C.) Schedule Risk Analysis
- D.) Pareto Diagram

Question 15: Your customer calls you on the phone and informs you of a minor change to a requirement on the project. What is the best thing to do?

- A.) Analyze the request and its impact on the project
- B.) Instruct your engineer to implement the change
- C.) Request documentation for the change
- D.) Note it in the weekly status report

Question 16: Why is it important to have a Project Charter?

- A.) It identifies the sponsor who will finance the project
- B.) Without it, the project manager may not begin working on the project
- C.) The project charter is the necessary basis for all work packages to be performed
- D.) It is the collection of all subsidiary project documents

Question 17: You are meeting with a customer for initial discussions of a software implementation project. At the end of the day, the customer asks you for a general estimate of the project duration. Based on your experience with three similar past projects, you estimate implementation time of 8-10 month. What is this type of Estimation Technique called?

- A.) Three-Point Estimating
- B.) Bottom-Up Estimating
- C.) Parametric Estimating
- D.) Analogous Estimating

Question 18: A project has the following Performance Measurements: Planned Value (PV)= \$30,000 and Earned Value (EV)= \$29,000. Which of the following is TRUE based on these measurements?

- A.) $CPI = 0.96$
- B.) The project is ahead of schedule
- C.) The project has a positive Cost Variance (CV)
- D.) The project is behind schedule

Question 19: Which one of the following is the only output of the Plan Risk Management process?

- A.) Risk Register
- B.) Risk Management Plan
- C.) Risk Related Contractual Agreements
- D.) Organizational Process Assets (Updates)

Question 20: Your team member informed you that one of your construction equipment suppliers has been cited by a local government auditor for some violations. You speak to the vendor about the problem and he denies any citation. What should you do?

- A.) Have a meeting between the team member and the vendor
- B.) Continue using the vendor
- C.) Remove the vendor from the preferred list
- D.) Get more information

Question 21: You are in the detailed design phase of your project and you review a bill from your graphics designer. For the month of August he is submitting a bill that lists 90 hours of work at an hourly rate of \$120, travel expenses of \$350, \$12 for photocopies, and \$84 for film development. What type of a contract do you have with him?

- A.) Cost plus Fixed Fee
- B.) Time and Material
- C.) Firm Fixed Fee
- D.) Award Fee Contract

Question 22: Nancy and her team are currently preparing the bid for a potential railway track construction project. If this project is awarded to Nancy's company, it will be considered a great win. Nancy and her team are currently doing the paperwork for the bid. Nancy's current work relates to a process that belongs to the:

- A.) Initiating process group
- B.) Planning process group
- C.) Executing process group
- D.) Closing process group

Question 23: During the course of any project, the project manager has to identify, document, approve or reject, and control changes to project baselines. What is this process called?

- A.) Change Control Board
- B.) Change Request
- C.) Integrated Change Control
- D.) Change Control System

Question 24: Julia is a project manager in a classical functional organization. She has been assigned a project that can be implemented using in-house resources. Acquiring the right resources, which is critical to the success of the project, is a challenging task. Which of the following tools will help Julia acquire the right resources?

- A.) Acquisition
- B.) Negotiation
- C.) Pre-assignment
- D.) Virtual teams

Question 25: Which of the following processes does not have Organizational Process Assets as an input?

- A.) Perform Integrated Change Control
- B.) Close Project or Phase
- C.) Collect Requirements
- D.) Define Activities

Question 26: Which of the following Tools & Techniques are inputs to the Plan Communications Management process?

- A.) Communication Requirements Analysis & Communication Technology
- B.) Communication Skills & Lessons Learned Process
- C.) Stakeholder Analysis & Project Scope Statement
- D.) Communication Channels & Work Performance Information

Question 27: Your team finished creating the Risk Register during your latest workshop. What is the next thing that you should do?

- A.) Define for each risk's probability of occurrence and the impact
- B.) Identify the risk effects and assign a numerical rating to each
- C.) Review cost planning to ensure that enough risk reserve is available
- D.) Identify, analyze and plan for newly arisen risks

Question 28: A project manager is reviewing some activities that she wants to prioritize. She has decided to obtain her team's consensus on these priorities by involving them anonymously, to ensure that the results are not biased by certain influential team members. Which of the following techniques should be used in this scenario?

- A.) Compromising Technique
- B.) Smoothing Technique
- C.) Delphi Technique
- D.) Brainstorming Technique

Question 29: Justin's team is trying to figure out the schedule performance in a software development project. However, the team is not sure what method to use to find out the control thresholds when measuring the performance. Which of the following documents should the team use to identify the control thresholds?

- A.) Milestone List
- B.) Project Charter
- C.) Schedule Baseline
- D.) Schedule Management Plan

Question 30: Which of the following is not part of the cost of nonconformance?

- A.) Dealing with customer complaints
- B.) Implementation of ISO processes
- C.) Troubleshooting errors
- D.) Scrapping material

Question 31: What is CPI?

- A.) A performance indicator
- B.) A method that calculates critical path of a project
- C.) Actual costs incurred to date on a project
- D.) Lack of funding on a project

Question 32: Your project is behind schedule by two weeks and you have enough budget to attempt crashing. Task A is not on the critical path, but at a cost of only \$1,000 you will recover two weeks. Task B is on the critical path and for a cost of \$2,000 you will recover one week. Task C is on the critical path and for a cost of \$4,000 you will recover two weeks. Task D is on the critical path and for a cost of \$1,500 you will recover one week. Which task do you crash?

- A.) Task A
- B.) Task B
- C.) Task C
- D.) Task B and Task D

Question 33: What is the Data Date in any project report?

- A.) The current date
- B.) The date when the report was produced
- C.) The date when the data being reported was actually collected
- D.) The date for which the project report provides the status

Question 34: Which of the following is not a Tool or Technique for the Define Activities process of a project?

- A.) Decomposition
- B.) Rolling Wave Planning
- C.) Milestones
- D.) Expert Judgment

Question 35: What is the Expected Monetary Value in EMV Analysis?

- A.) The product of a project's revenue and duration.
- B.) The product of a risk's probability and impact.
- C.) The expected earned value of a project.
- D.) The expected cost performance of a project.

Question 36: Analysis shows that your project is behind schedule due to late delivery of vendor side work packages. You discuss the situation with your sponsor who instructs you to do your best to get back on target. He also mentions that there is no additional budget available. Which of the following is the most appropriate technique to catch up to the schedule in order to meet the original target date and original budget?

- A.) Instruct your team to work overtime
- B.) Resource Smoothing
- C.) Crashing
- D.) Fast Tracking

Question 37: A team member on the project is consistently delivering her work packages late and below the required quality standards. The issue has been discussed with her several times but no improvement has been visible. As a project manager you decide that it is time to employ Coercive power. Which of the following measures will you implement?

- A.) You punish her by removing the privilege to work from home for two days per week
- B.) You bargain with her to give her better assignments if she performs
- C.) You discuss the situation with her line manager
- D.) You ask the Human Resources Department to step in

Question 38: George is planning his new project. The project is very important to his organization and the project sponsor wants it to be completed very quickly. After estimating the project activities and their durations, George develops the project schedule using the activities' most likely durations based on PERT analysis. The project sponsor is not very happy with the schedule and wants George to complete the project earlier. Which of the following options must not be selected by George?

- A.) Add more resources to the project activities to complete them earlier.
- B.) Adjust the schedule so that some of the activities can be done in parallel in order to complete the project earlier.
- C.) Use the activities' optimistic durations instead of the most likely durations to compress the schedule.
- D.) Request for more funds in order to complete the project earlier.

Question 39: George has recently collected a large number of ideas from his project team. He now wishes to place them into groups so further review and analysis can be conducted. Which of the following tools will help George classify these ideas into groups?

- A.) Affinity diagram
- B.) Pareto diagram
- C.) Fishbone diagram
- D.) Nominal group technique

Question 40: What is the correct sequence of the following processes in a project?

- A.) Quantitative Risk Analysis is followed by Qualitative Risk Analysis
- B.) Determine Budget is followed by Estimate Costs
- C.) Define Scope is followed by Create WBS
- D.) Develop Project Team is followed by Acquire Project Team

Question 41: Anthony is managing a land reclamation project. He plans to engage a contractor for the civil works. However, since the exact project scope is unknown, Anthony is finding it hard to negotiate a fixed price contract with the contractor company. Anthony wants to have some degree of control over the project costs. Which of the following contract types is ideal in this situation?

- A.) Cost Plus Incentive Fee
- B.) Cost Plus Award Fee
- C.) Cost Plus Fixed Fee
- D.) Time and Materials

Question 42: Your contractor in the construction project informs you of the non-availability of Dumpers, Fork Lifts and Excavators for next two weeks. You recall that the non-availability was previously discussed, but never documented as a constraint or risk in your project. What should be your next action if you want to continue your construction without interruption?

- A.) Terminate contract
- B.) Update project constraints
- C.) Rent equipment from another vendor
- D.) Evaluate impact on the project

Question 43: Jim is managing a software development project. The customer requests a few additions to the software features through change requests and these get approved. The Project Management Plan, along with all the subsidiary plans are updated as well. In this scenario, the addition of new features to the software results in which of the following?

- A.) Better Quality Software
- B.) Higher Grade Software
- C.) Scope Creep
- D.) Gold Plating

Question 44: Your spouse informs you that his department is evaluating vendors for a project. You realize that your own company offers such a product. The next day your spouse brings home the request for proposal. What should you do?

- A.) Don't bid on this project
- B.) Disclose how you learned about the project and submit your proposal
- C.) Have your co-worker submit the proposal
- D.) Report to PMI

Question 45: You are the project manager of a project in which you need to install a very sensitive machine. For some reason, this machine is not working properly and your senior engineer believes that there may be various factors (technical, environment, construction, etc.) involved in the recurring breakdown. For your status report you would like to graphically display these various and possibly unrelated factors. What type of diagram illustrates this best?

- A.) Control Chart
- B.) Influence Diagram
- C.) Ishikawa Diagram
- D.) Pareto Diagram

Question 46: You are running an information security management project for "SafetyFirst" bank to protect confidential information from unauthorized access. Today you learn that a task, which is on the critical path, would take Two additional resources and Six more days to complete. Which of the following is the most desirable action in this scenario?

- A.) Use Resource leveling to bring project in on time
- B.) Communicate project delay to all stakeholders
- C.) Change project finish date and communicate to stakeholders
- D.) Meet with Sponsor

Question 47: You invite all of your company preferred vendors to a bidder conference for your manufacturing project. Upon further discussions with them, you come to know that one of the vendors is a close friend of a highly influential stakeholder. What should you do in this situation?

- A.) Remove Stakeholder from the project
- B.) Remove Vendor from the vendor list
- C.) Communicate potential conflict situation
- D.) Conduct Procurements

Question 48: A project manager is estimating costs for her project activities. The degree to which estimates will be rounded up or down is called?

- A.) Level of precision
- B.) Level of accuracy
- C.) Unit of measure
- D.) Control thresholds

Question 49: Your project aims at replacing all of your internal photocopy machines. You have been given a large set of requirements from the users. You have evaluated solutions from four vendors and you realize that not every vendor can satisfy all requirements. There is some risk involved and you decide to use the Expected Monetary Value method to analyze the problem. If you just used EMV, which of the following vendors would you select?

- A.) Vendor 1: 80% probability of success and making a profit of \$20,000
- B.) Vendor 2: 90% probability of success and making a profit of \$19,000
- C.) Vendor 3: 75% probability of success and making a profit of \$18,000
- D.) Vendor 4: 85% probability of success and making a profit of \$20,000

Question 50: Which of the following activities in a project is not part of selecting a seller?

- A.) Determining how well the proposal meets the requirements of the statement of work
- B.) Screening them to see if they have the required skills
- C.) Determine what kind of warranty is being offered
- D.) Performing Make-or-Buy Analysis

Question 51: You are at a critical stage in your project. Unfortunately your senior technician and the solutions manager from your vendor are not getting along. What is the best thing to do?

- A.) Ignore the situation. It's just a personal conflict
- B.) Ask the vendor to replace the solutions manager
- C.) Talk to each and tell them that it is clearly the other ones fault
- D.) Bring the two together to solve the problem

Question 52: Which of the following tools is the best to identify the top 20% issues on a project?

- A.) Ishikawa Diagram
- B.) Pareto Chart
- C.) Scatter Diagram
- D.) Flowchart

Question 53: You overhear a conversation between two team members. You learn that one team member has finished a task early but does not want to deliver it until the required day. Which of the following represents this situation?

- A.) Theory Z
- B.) Parkinson's Law
- C.) Theory X
- D.) Law of Diminishing Returns

Question 54: Which of the following is a subsidiary plan of the Project Management Plan?

- A.) Project Charter
- B.) Issue Log
- C.) Change Log
- D.) Communications Management Plan

Question 55: A colleague of yours has just returned home from a six month project in a foreign country. You discuss his experience and he tells you that he absolutely didn't enjoy "those people" in "that country" at all. He goes on by saying that they drive on the wrong side of the street, their food is inferior to ours, television is worse than what we have, and their mind-set to work is horrendous. What is his attitude called?

- A.) Culture Shock
- B.) Ethnocentrism
- C.) Norming
- D.) Classism

Question 56: Which of the following project phases need the most of the project budget?

- A.) Project Initiating
- B.) Project Monitoring & Controlling
- C.) Project Planning
- D.) Project Executing

Question 57: According to the PMBOK Guide, which of the following describes a high quality project?

- A.) A project that finishes on time
- B.) A project that delivers more features than requested
- C.) A project that doesn't have any scope changes during its lifecycle
- D.) A project that delivers all its requirements

Question 58: You have been managing a project to create web based search and reporting functionality for your corporate office. A functional manager, who is also a key stakeholder, initiates a major scope change in the project, which is still under change management consideration. What should you do if the change control board approves the changes?

- A.) Evaluate the impact of Scope Change
- B.) Implement the Scope Change
- C.) Initiate a Corrective Action
- D.) Revise Cost estimates and Schedule dates

Question 59: Which of the following is not a financial management technique?

- A.) Return on investment
- B.) Discounted cash flow
- C.) Payback analysis
- D.) Cause and effect analysis

Question 60: Which of the following techniques requires planning the near term activities in detail while leaving the future activities at a high level?

- A.) Rolling wave planning
- B.) Expert judgment
- C.) Scope creep
- D.) Decomposition

Question 61: Which of the following are not outputs of the Develop Schedule process?

- A.) Project Schedule and Schedule Baseline
- B.) Updates to the Project Calendar
- C.) Schedule Compression with Crashing or Fast Tracking
- D.) Project schedule with optional milestone charts

Question 62: A stakeholder in your project has been initiating changes since the beginning of the project. Although he has been getting approvals from change control board for all of his changes, you think that he is hijacking your project. What is your best course of action in this situation?

- A.) Escalate the issue to sponsor
- B.) Continue working with approved changes
- C.) Remove stakeholder from the project
- D.) Recommend change control board to stop approving changes

Question 63: Nancy is managing a software development project. All of the project baselines have yet to be approved. Based on this information, which of the following actions can be performed at this stage?

- A.) Changing the project schedule
- B.) Establishing a change control process
- C.) Hiring the project team
- D.) Training the project team

Question 64: You are producing aluminum dowels. The control limits of this production process are 14.9 cm and 15.1 cm. The specification limits are 14.8 cm and 15.2 cm. Inspection shows that the last 5 dowels produced are 15.2 cm long. What do you do?

- A.) Deliver them to the customer
- B.) Don't deliver them to the customer
- C.) The process is out of control and needs to be adjusted
- D.) You should not be inspecting because you have clear control and specification limits

Question 65: Recent Scope Changes in your software development project has increased the number of stakeholders from 10 to 14. Since there is a change in the stakeholder mix, you want to perform a Stakeholder Analysis to update the stakeholder power and interest matrix ratings. What should you do next after completing the matrix updates?

- A.) Update Issue Log
- B.) Control Stakeholder Engagement
- C.) Update Stakeholder Management Plan
- D.) Add New Stakeholders to the Project Charter

Question 66: You are running a global software development project and some of your stakeholders are from three different continents. Which of the following would you use to document their communication requirements?

- A.) Sender-receiver Models
- B.) Stakeholder Management Plan
- C.) Project Information Management System
- D.) Stakeholder Register

Question 67: The amount of time a project task can be delayed without delaying the early start date of its successor task is called?

- A.) Critical Path
- B.) Lead Time
- C.) Total Float
- D.) Free Float

Question 68: Your vendor is experiencing technical difficulties. After analysis of the network diagram you give him a two week grace period because you determine that this is the latest possible delivery date that will still make it possible for the project to finish on time next month. What is this called?

- A.) Forward Pass
- B.) Backward Pass
- C.) Free Float
- D.) Total Slack

Question 69: $EV=100$, $CPI=1$, $SV=80$. How much is the Earned Value?

- A.) 100
- B.) 1
- C.) 1.5
- D.) 0

Question 70: If there is a chance that some influential project stakeholders might bias the outcome of the risk identification process, which of the following techniques should be used?

- A.) Brainstorming
- B.) Nominal group technique
- C.) Root cause analysis
- D.) Delphi technique

Question 71: Which of the following are in the Closing Process Group?

- A.) Close Project or Phase and Close Procurements
- B.) Contract Closure and Verify Scope
- C.) Close Project Charter
- D.) Close Project Management Plan

Question 72: Your sponsor is positively surprised by your style of project management. However, in your presentation you mentioned the Code of Accounts. She is unfamiliar with the term and asks for clarification. Which of the following would you use to explain the Code of Accounts?

- A.) Risk Register
- B.) Project Budget
- C.) Work Breakdown Structure
- D.) Risk Breakdown Structure

Question 73: You are setting aside 15% of your baseline hardware cost to counteract the risk of hardware cost increases as well as technological advances. What is this activity called?

- A.) Calculating Project Budget
- B.) Allocating Reserves for Residual Risks
- C.) Creating Contingency Reserves
- D.) Calculating Budgeted Cost of Work Scheduled

Question 74: The total estimated budget for your project is \$200,000 out of which \$13,000 is allocated to hotel expenses for your consultants. What would be the cost baseline of the project if you are given an additional \$17,000 as management reserves?

- A.) 200000
- B.) 217000
- C.) 230000
- D.) 204000

Question 75: Maria wants to use the Earned Value Technique in her project. She wants to choose two types of techniques depending on how the work packages are developed. Where should she document this information?

- A.) Cost Management Plan
- B.) Project Charter
- C.) Project Funding Requirements
- D.) Organizational Process Assets

Question 76: You are currently working as a project manager and are applying a Cost-Benefit Analysis. You determine what benefit is expected for certain cost items. What are you doing?

- A.) Plan Quality Management
- B.) Plan Cost Management
- C.) Develop Project Management Plan
- D.) Plan Risk Management

Question 77: Which of the following is not a Tool or Technique of the Develop Schedule Process?

- A.) Schedule Network Analysis, Critical Path Method, & Resource Leveling
- B.) Schedule Compression
- C.) Scheduling Tool, What-If Scenario Analysis, & Applying Leads and Lags
- D.) Progress Reporting, Schedule Comparison Bar Charts, Variance Analysis

Question 78: Which of the following represents the difference between a task's Early Finish Date and Early Start Date?

- A.) Duration
- B.) Free Float
- C.) Total Float
- D.) Dependency

Question 79: Which of the following is appropriate as a status report prior to a kill point of the Design Phase in your project?

- A.) Informal written
- B.) Email
- C.) Formal verbal
- D.) Formal written

Question 80: A project team member is frequently missing deadlines on his assigned tasks. What should be done first to handle this situation?

- A.) The team member should be fired
- B.) The team member should be given a written warning
- C.) The team member should be replaced
- D.) The team member should be met with for a discussion regarding the situation

Question 81: Your team has come up with the following values in your project: Earned Value (EV)=100, Actual Cost (AC)=90, Planned Value (PV)=110, and Budget At Completion (BAC)=400. How much is the Cost Variance?

- A.) 300
- B.) -20
- C.) 20
- D.) 10

Question 82: Linda is managing a complex project. She creates a high-level project Work Breakdown Structure (WBS) and plans to use Progressive Elaboration during the project lifecycle to further decompose the work packages. What type of planning technique is this?

- A.) Top-Down Approach
- B.) Bottom-Up Approach
- C.) Delphi Technique
- D.) Scope Creep

Question 83: Cindy has recently completed a process that involved determining, documenting, and managing stakeholder needs and requirements to meet the project objectives. Which process is this?

- A.) Plan Scope Management
- B.) Collect Requirements
- C.) Define Scope
- D.) Control Scope

Question 84: Jon is managing a Three year project and some of his tasks are far into the future. He is using rolling wave planning to create work packages. What should he do next in project planning if he was able to create a WBS for next one year?

- A.) Develop Cost Management Plan
- B.) Develop Risk Management Plan
- C.) Develop Schedule Management Plan
- D.) Develop Risk Register

Question 85: The PMBOK® Guide is an example of:

- A.) A Project Management Methodology
- B.) A Standard
- C.) A Regulation
- D.) A Textbook

Question 86: You are measuring the dimensions of a highly critical component in your project manufactured by one of your subcontractors. Failure of this component is a huge risk factor and would lead to major delays and possibly a failed project. What Process Group does this activity belong to?

- A.) Project Risk Management
- B.) Monitoring & Controlling
- C.) Verify Scope Process
- D.) Executing

Question 87: Who is responsible for creating the Project Charter?

- A.) Project Manager
- B.) Sponsor
- C.) Customer
- D.) End User

Question 88: In order to expedite the delivery of a project, the project manager adjusts some of the scheduled activities by adding lead time to most of these activities. This is an example of?

- A.) Rolling wave planning
- B.) Pareto analysis
- C.) Crashing
- D.) Fast tracking

Question 89: A project is way behind schedule. The project manager decides to add additional resources to the remaining project activities in order to speed up the work and complete the project on time. What technique is the project manager using to complete the project on time?

- A.) Fast Tracking
- B.) Crashing
- C.) Scope Creep
- D.) Progressive Elaboration

Question 90: A project manager is about to publish a project performance report. The project performance is not good but it has been improving over the last few weeks as a result of some corrective measures taken by the project manager. The project manager is confident that in the next few weeks, the project performance will be better than the stakeholders' expectations. However, since he has to publish the report now, he is unsure about whether he should state the actual status of the project to date in the report, since that may place the continuation of the project in jeopardy. What is the project manager's best course of action?

- A.) Report the actuals regardless of the impact of the report on the stakeholders.
- B.) Adjust the figures very conservatively to accommodate anticipated performance.
- C.) Ask the project team to vote for the best option.
- D.) Issue a change request to change the actuals.

Question 91: What is a project's earned value?

- A.) The amount of funds consumed on the project as of the status date.
- B.) The amount of revenue generated on the project as of the status date.
- C.) The amount of work completed on project expressed in terms of the authorized budget (Planned Value)
- D.) The amount of work required to complete the project.

Question 92: As part of new health care law, Diana's company is undertaking a project to create a health exchange, which will be used by the public to choose and buy an affordable health care plan. Having vast project management experience, Diana has seen similar projects in the past with uncontrollable scope changes ending up as failures. What should Diana do in the planning phase to prevent scope creep in her current project?

- A.) Document a process to control how requests for changes will be processed
- B.) Create a Change Control Board to approve or reject changes
- C.) Perform Validate Scope Process to control all changes
- D.) Evaluate the impact of all changes before approving them

Question 93: You speak with the department manager of the quality assurance group. He tells you that in his experience all people are lazy and without constant supervision nothing would ever get done. He also mentions that the only reason people take any responsibility around here is because we have such a good incentive program. What theory best describes this manager?

- A.) Theory X
- B.) Theory Y
- C.) Theory Z
- D.) Theory P

Question 94: Which of the following techniques, if possible and not already implemented, will help improve team performance?

- A.) Conflicts
- B.) Co-Location
- C.) Performance Appraisals
- D.) Scope Creep

Question 95: Which of the following documents contains the project's scope description, acceptance criteria, deliverable details, project exclusions, constraints and assumptions?

- A.) Work Breakdown Structure
- B.) WBS Dictionary
- C.) Scope Statement
- D.) Project Charter

Question 96: A project requires the production of 10,000 rubber tires. The weight requirement of each of the tires is specified with a tolerance of 1% variance. Which of the following graphical tools should be used to monitor the production if a sample of 50 tires produced per day is measured?

- A.) Fishbone Diagram
- B.) Pareto Chart
- C.) Control Chart
- D.) Histogram

Question 97: You are working with HR on analyzing the staffing and assignments for your project. Which of the following documents would you primarily refer to during this process?

- A.) Resource Breakdown Structure
- B.) Organizational Breakdown Structure
- C.) Work Breakdown Structure
- D.) Program Summary Work Breakdown Structure

Question 98: You work in a Strong Matrix organization. Which of the following is not part of your responsibilities as a project manager?

- A.) Lead the weekly team meetings
- B.) Participate in scope definition
- C.) Respond to questions from your Sponsor (Board of Directors)
- D.) Lead the annual performance review of your project team members

Question 99: The leader of your test team is giving you a report indicating that his peer review revealed that several of the screen layouts are not according to specifications. Fields are not in the correct position and often the screen is not created pixel perfect. What is the process called that he performed?

- A.) Quality Assurance
- B.) Control Quality
- C.) Quality Review
- D.) Quality Response

Question 100: Your project is slipping from critical path and you ask a team member to work overtime to keep it on track. You assure him of a high rating on his performance review if the project comes back on track. What kind of Project manager's power are you using in this scenario?

- A.) Referent
- B.) Reward
- C.) Expert
- D.) Coercive

Question 101: Which of the following is a numbering system used to uniquely identify each work package?

- A.) Accounting Books
- B.) General Ledger
- C.) Code of Accounts
- D.) Risk Priority Number

Question 102: A functional manager is asking you for help in personnel development for three of her direct reports who are currently working for your project. Where can you help her best?

- A.) Give input regarding salary decisions
- B.) Give feedback on their performance
- C.) Suggest academic seminars
- D.) Recommend career paths

Question 103: You are on a team that has five members including you. How many communication channels do you personally have?

- A.) 5
- B.) 4
- C.) 10
- D.) 12

Question 104: You are attending a project meeting between the Operations Director and the CIO. During the meeting the CIO gives you instructions for your project. Later on you call a team meeting to implement these changes and you also assign work to the individual team members. What is your position in the organization?

- A.) Project Coordinator
- B.) Project Expeditor
- C.) Functional Manager
- D.) Sponsor

Question 105: Don is working with stakeholders to build a gas storage plant close to a neighborhood and gets approvals from the local government to establish it. However, local community leaders approach him and raise concerns over the safety of the plant. What should Don do in this situation?

- A.) Should not respond as negative stakeholders always try to stop a project
- B.) Change the location of the project and submit it for approval
- C.) Show approvals and have them contact local government
- D.) Work with them and involve them in the project

Question 106: What is the primary goal of Project Communications Management?

- A.) Informing stakeholders of the current status of the project
- B.) Ensuring that project information is planned, collected, created, distributed, stored, retrieved, controlled, and disposed in a timely manner
- C.) Ensuring the data is accurate and error free
- D.) Making relevant information readily available to all stakeholders

Question 107: You are working in a foreign country and you are managing a sub-project, where you have to submit important documents to be processed by a government agency. You learn from the project manager who is a resident of the country that it is customary, legal and expected to pay an extra 10% of the fee to the government official who is working on these documents. What is the best thing for you to do?

- A.) Only pay the required fee. Don't pay the extra 10%
- B.) Pay both the fee and the extra 10%
- C.) Consult the budget
- D.) Request assistance from the PMO in your home country

Question 108: Which of the following project items is not part of the Risk Register?

- A.) List of Identified Risks
- B.) Management Reserve Amount
- C.) Root Causes of Risks
- D.) Watch List

Question 109: Your project has just been canceled. What should you do immediately?

- A.) Investigate and document the reasons for termination
- B.) Scrap all completed deliverables
- C.) Release unused budget
- D.) Ensure that project results are handed off to other projects

Question 110: Who of the following is the Project Sponsor?

- A.) Susan who approves the Project Budget
- B.) Jim who negotiates contracts with all the vendors
- C.) Frank who is the CEO and Chairman of the Board
- D.) Marjorie who is your primary customer and chair of the Change Board

Answer Sheet for Pre-Course Self-Assessment

1	38	75
2	39	76
3	40	77
4	41	78
5	42	79
6	43	80
7	44	81
8	45	82
9	46	83
10	47	84
11	48	85
12	49	86
13	50	87
14	51	88
15	52	89
16	53	90
17	54	91
18	55	92
19	56	93
20	57	94
21	58	95
22	59	96
23	60	97
24	61	98
25	62	99
26	63	100
27	64	101
28	65	102
29	66	103
30	67	104
31	68	105
32	69	106
33	70	107
34	71	108
35	72	109
36	73	110
37	74	

Answers for Pre-Course Self-Assessment

1	A	38	C	75	A
2	D	39	A	76	A
3	C	40	C	77	D
4	C	41	D	78	A
5	C	42	D	79	D
6	A	43	B	80	D
7	B	44	B	81	D
8	A	45	C	82	A
9	D	46	B	83	B
10	C	47	C	84	C
11	A	48	A	85	B
12	A	49	B	86	B
13	B	50	D	87	B
14	A	51	D	88	D
15	C	52	B	89	B
16	B	53	B	90	A
17	D	54	D	91	C
18	D	55	B	92	A
19	B	56	D	93	A
20	D	57	D	94	B
21	B	58	D	95	C
22	C	59	D	96	C
23	C	60	A	97	A
24	B	61	C	98	D
25	C	62	B	99	B
26	A	63	A	100	B
27	A	64	A	101	C
28	C	65	C	102	B
29	D	66	B	103	B
30	B	67	D	104	A
31	A	68	D	105	D
32	D	69	A	106	B
33	D	70	D	107	B
34	C	71	A	108	B
35	B	72	C	109	A
36	D	73	C	110	A
37	A	74	A		

Answers & Explanations for Pre-Course Self-Assessment

Question 1: Based on the amount of time an effective project manager should spend on different areas of a project, which of the following documents would be considered the most important?

- A.) Communications Management Plan
- B.) Risk Management Plan
- C.) Cost Management Plan
- D.) Schedule Management Plan

Correct answer is **A**

Explanation: 90% of a successful project manager's time is spent on communications during the project. This makes the Communications Management Plan the most important document on the project in terms of the project manager's responsibilities.

Reference: PMBOK Guide 5th Edition, page 287

Question 2: What are Scope, Quality, Schedule, Budget, Resources, and Risks called collectively?

- A.) Six Core Knowledge Areas
- B.) Process Groups
- C.) Project Phases
- D.) Competing Project Constraints

Correct answer is **D**

Explanation: A key role of the project manager is to guide the project team to success while balancing competing project constraints. Scope, Quality, Budget, Schedule, Risks and Resources are constraints in a project.

Reference: PMBOK Guide Fifth Edition, page 35.

Question 3: A project produces weekly deliverables and transports them to the customer's warehouse. The transportation takes 2 days. In this situation, what is the logical relationship between the activities "complete deliverables batch" and "receive deliverables batch in the warehouse"?

- A.) Start-to-Start with 2 day lead
- B.) Start-to-Start with 2 day lag
- C.) Finish-to-Start with 2 day lag
- D.) Finish-to-Start with 2 day lead

Correct answer is **C**

Explanation: A lag is a delay between two activities. In this scenario there is a lag of two days. Since the deliverables cannot be shipped until they are produced, this is an example of a Finish-to-Start relationship.

Reference: PMBOK Guide 5th Edition, page 156

Question 4: A problem has arisen that was not identified during the initial risk management processes. Fixing the problem will cost money. What should you do?

- A.) Update the list of unknown unknowns and use the contingency reserve to cover the cost
- B.) Request PMO support
- C.) Request the release of a management reserve amount to cover the cost
- D.) Revisit qualitative and quantitative risk planning

Correct answer is **C**

Explanation: A problem that occurs without having been identified during risk management is an unknown. The budget to cover such unknowns is called the management reserve, which is not part of your project budget. To gain access to the management reserve you have to request it from management.

Reference: PMBOK Guide Fifth Edition, pages 206, 213.

Question 5: You have been assigned the project manager of a highly strategic project in your company. This project will either make or break your company. It is highly visible and sponsored by the Board of directors, who have decided that you need to have maximum control over all project resources. Which of the following Project Organizations is best suited in this case?

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

Correct answer is **C**

Explanation: A projectized organization offers the greatest control over project resources for a project manager. Project managers have independence and authority in this type of organization.

Reference: PMBOK Guide Fifth Edition, page 25.

Question 6: A project's S-curve refers to which of the following?

- A.) A time-phased display of the cost baseline.
- B.) A time-phased display of the project's funding requirements.

- C.) The built-in flexibility of the project.
- D.) The amount of risk involved in the project.

Correct answer is **A**

Explanation: A project's S-curve is a time-phased display of the project's cost baseline. When the cost baseline (as well as other variables, such as actual costs, earned value and work, etc.) is plotted, the graph takes a shape that resembles an 'S'; it is flatter at the beginning and the end, and steeper in the middle.

Reference: PMBOK Guide 5th Edition, page 213

Question 7: James needs to assign activities to his project team. For each activity, he needs to document who is responsible and accountable for that activity. He also wants to mention which team members need to be informed and consulted for each project activity. Which of the following is the best tool to capture this information?

- A.) Tornado diagram
- B.) RACI chart
- C.) Scope statement
- D.) Staffing management plan

Correct answer is **B**

Explanation: A RACI (Responsible, Accountable, Consult, Inform) chart is the best tool to use in this situation. A RACI chart is a matrix-based chart.

Reference: PMBOK Guide 5th Edition, page 262

Question 8: According to the PMBOK guide, which of the following tools doesn't belong to the 7 basic quality tools?

- A.) Run chart
- B.) Scatter diagram
- C.) Control chart
- D.) Checksheet

Correct answer is **A**

Explanation: A run chart is a simple line-graph. This tool is not included in the 7-basic quality tools.

Reference: PMBOK Guide 5th Edition, page 239

Question 9: What is a Work Breakdown Structure?

- A.) A hierarchically organized depiction of the project organization
- B.) A hierarchical structure of resource categories
- C.) It is not part of the project plan

D.) A deliverables-oriented decomposition of the project work

Correct answer is **D**

Explanation: A work breakdown structure (WBS) is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables.

Reference: PMBOK Guide Fifth Edition, page 126.

Question 10: Which of the following is not an example of a workaround?

- A.) Responding to an unknown risk event
- B.) Handing out paper copies because the projector broke
- C.) Using better technology than what was originally planned
- D.) Switching to a larger meeting room when more people show up

Correct answer is **C**

Explanation: A workaround is an unplanned response to a negative (or positive) event. Option C is the best answer because all other cases are examples of reacting to events. Using better technology is a change in plan, but we must assume that this change has been approved via the integrated change control.

Reference: PMBOK Guide Fifth Edition, page 567.

Question 11: Work has been completed on your Fixed Price Incentive Contract. The original contract was for \$55,000, of which \$50,000 is target cost and \$5,000 is target profit. A share ratio of 50/50 has been agreed upon. The actual cost incurred on the project is \$48,000. How much is the final price?

- A.) 54000
- B.) 55000
- C.) 56000
- D.) 49000

Correct answer is **A**

Explanation: According to author Quentin Fleming, Project Procurement Management the final price can be calculated in the following manner: Final Cost of the project: \$48,000; Target Profit \$5,000; under run \$2,000 shared at 50/50 = \$1,000. Final price = 48,000 + 5,000 + 1,000 = \$54,000.

Reference: PMBOK Guide Fifth Edition, page 363.

Question 12: What is Quality according to the PMBOK® Guide?

- A.) The degree to which a set of inherent characteristics fulfills requirements

- B.) Assessment of correctness of a product
- C.) The process of identifying which quality standards are relevant to the project
- D.) Measure of exactness

Correct answer is **A**

Explanation: According to PMBOK® Guide, Quality is defined as "The degree to which a set of inherent characteristics fulfills requirements".

Reference: PMBOK Guide Fifth Edition, page 228.

Question 13: Who should sign the Project Charter in a project?

- A.) The Project Manager
- B.) A Project Initiator external to the project organization
- C.) The CEO of the company
- D.) The Most senior project team member

Correct answer is **B**

Explanation: According to the PMBOK® Guide, "projects are authorized by someone external to the project such as a sponsor, PMO, or portfolio governing body chairperson."

Reference: PMBOK Guide Fifth Edition, page 68.

Question 14: What do you call the computerized modeling and simulation technique, which imitates your project many thousand times by randomly choosing from early and late finish dates of schedule activities?

- A.) Monte Carlo Technique
- B.) Automated Schedule Development (ASD)
- C.) Schedule Risk Analysis
- D.) Pareto Diagram

Correct answer is **A**

Explanation: According to the PMBOK® Guide, the most common type of "what-if" scenarios is the Monte Carlo Analysis, in which a distribution of possible activity durations is defined for each activity and used to calculate a distribution of possible outcomes for the total project.

Reference: PMBOK Guide Fifth Edition, page 180.

Question 15: Your customer calls you on the phone and informs you of a minor change to a requirement on the project. What is the best thing to do?

- A.) Analyze the request and its impact on the project
- B.) Instruct your engineer to implement the change
- C.) Request documentation for the change

D.) Note it in the weekly status report

Correct answer is **C**

Explanation: All changes in a project must be documented and then formally approved via the Perform Integrated Change Control process. Once they are entered into the system, the impact is analyzed and implemented.

Reference: PMBOK Guide Fifth Edition, page 96.

Question 16: Why is it important to have a Project Charter?

- A.) It identifies the sponsor who will finance the project
- B.) Without it, the project manager may not begin working on the project
- C.) The project charter is the necessary basis for all work packages to be performed
- D.) It is the collection of all subsidiary project documents

Correct answer is **B**

Explanation: An approved Project Charter formally authorizes a project and documents the initial requirements that satisfy the stakeholders' needs and expectations. The Project Charter provides the project manager with the authority to plan and execute the project.

Reference: PMBOK Guide Fifth Edition, pages 66-68.

Question 17: You are meeting with a customer for initial discussions of a software implementation project. At the end of the day, the customer asks you for a general estimate of the project duration. Based on your experience with three similar past projects, you estimate implementation time of 8-10 month. What is this type of Estimation Technique called?

- A.) Three-Point Estimating
- B.) Bottom-Up Estimating
- C.) Parametric Estimating
- D.) Analogous Estimating

Correct answer is **D**

Explanation: Analogous estimating uses parameters such as budget, duration, size, weight, and complexity, from a previous, similar project, as the basis for estimating the parameter or measure for a future project. This technique is used during the early phases of a project.

Reference: PMBOK Guide Fifth Edition, page 204.

Question 18: A project has the following Performance Measurements: Planned Value (PV)= \$30,000 and Earned Value (EV)= \$29,000. Which of the following is TRUE based on these measurements?

- A.) $CPI = 0.96$
- B.) The project is ahead of schedule
- C.) The project has a positive Cost Variance (CV)
- D.) The project is behind schedule

Correct answer is **D**

Explanation: Answer D is correct because a Planned Value (PV) that is greater than Earned Value (EV) shows that you are not where you had planned to be on your schedule. Also, if you calculate the SPI (EV/PV) you will find that it is 0.96 indicating that you are behind schedule.

Reference: PMBOK Guide Fifth Edition, page 218.

Question 19: Which one of the following is the only output of the Plan Risk Management process?

- A.) Risk Register
- B.) Risk Management Plan
- C.) Risk Related Contractual Agreements
- D.) Organizational Process Assets (Updates)

Correct answer is **B**

Explanation: As a general rule, all planning processes have a plan as their output. Risk Management Plan is the only output of this process. This plan describes how risk management activities will be performed in the project.

Reference: PMBOK Guide Fifth Edition, page 313.

Question 20: Your team member informed you that one of your construction equipment suppliers has been cited by a local government auditor for some violations. You speak to the vendor about the problem and he denies any citation. What should you do?

- A.) Have a meeting between the team member and the vendor
- B.) Continue using the vendor
- C.) Remove the vendor from the preferred list
- D.) Get more information

Correct answer is **D**

Explanation: As a project manager, you should try to get more information to confirm the citation. Once you confirm the citation, you can ask for an explanation from the vendor and if it is not satisfactory, you can remove him from the preferred list.

Reference: PMI Code of Ethics and Professional Conduct, Respect, Page 3

Question 21: You are in the detailed design phase of your project and you review a bill from your graphics designer. For the month of August he is submitting a bill that lists 90 hours of work at an hourly rate of \$120, travel expenses of \$350, \$12 for photocopies, and \$84 for film development. What type of a contract do you have with him?

- A.) Cost plus Fixed Fee
- B.) Time and Material
- C.) Firm Fixed Fee
- D.) Award Fee Contract

Correct answer is **B**

Explanation: Based on the items on the bill, this is a Time & Material contract. This type of contract is chosen when a precise statement of work cannot be prescribed. In this type of contract, both parties agree on hourly rates and material rates while contract is written.

Reference: PMBOK Guide Fifth Edition, page 364.

Question 22: Nancy and her team are currently preparing the bid for a potential railway track construction project. If this project is awarded to Nancy's company, it will be considered a great win. Nancy and her team are currently doing the paperwork for the bid. Nancy's current work relates to a process that belongs to the:

- A.) Initiating process group
- B.) Planning process group
- C.) Executing process group
- D.) Closing process group

Correct answer is **C**

Explanation: Bidding for a project is a project in itself. Since Nancy is currently "doing" the bid paperwork, this activity relates to the executing processes.

Reference: PMBOK Guide 5th Edition, page 56

Question 23: During the course of any project, the project manager has to identify, document, approve or reject, and control changes to project baselines. What is this process called?

- A.) Change Control Board
- B.) Change Request
- C.) Integrated Change Control
- D.) Change Control System

Correct answer is **C**

Explanation: Change Requests are documents requesting any sort of change to the project baselines. The Change Control Board is the executive body that reviews these change requests. The Change Control System is a tool that supports the change control process and is a part of the Configuration Management System. The question is explicitly asking for the process name, which is 'Perform Integrated Change Control'. Therefore, the BEST answer to select is 'Integrated Change Control'. Please note that we intentionally left out the word 'Perform' in the answer text. With this omission the answer goes from being 'the only correct answer' to 'the best available answer' because the other available answers are clearly incorrect. Sometimes you have to select what is 'best' even though it is not 100% 'correct'.

Reference: PMBOK Guide 5th Edition, page 549

Question 24: Julia is a project manager in a classical functional organization. She has been assigned a project that can be implemented using in-house resources. Acquiring the right resources, which is critical to the success of the project, is a challenging task. Which of the following tools will help Julia acquire the right resources?

- A.) Acquisition
- B.) Negotiation
- C.) Pre-assignment
- D.) Virtual teams

Correct answer is **B**

Explanation: Choices "virtual teams" and "pre-assignment" can easily be eliminated since they can't help Julia acquire the needed resources. Acquisition is not recommended since the required resources are available in-house. The best approach is to negotiate with the functional managers for the right resources for the project.

Reference: PMBOK Guide 5th Edition, page 270

Question 25: Which of the following processes does not have Organizational Process Assets as an input?

- A.) Perform Integrated Change Control
- B.) Close Project or Phase
- C.) Collect Requirements
- D.) Define Activities

Correct answer is **C**

Explanation: Collect Requirements process has the following inputs: 1) Scope Management Plan 2) Requirements Management Plan 3)

Stakeholder Management Plan 4) Project Charter and 5) Stakeholder Register.

Reference: PMBOK Guide Fifth Edition, pages 94, 100, 111, 149.

Question 26: Which of the following Tools & Techniques are inputs to the Plan Communications Management process?

- A.) Communication Requirements Analysis & Communication Technology
- B.) Communication Skills & Lessons Learned Process
- C.) Stakeholder Analysis & Project Scope Statement
- D.) Communication Channels & Work Performance Information

Correct answer is **A**

Explanation: Communication requirements analysis, Communication technology, Communication models, and Meetings and Communication methods are the valid Tools & Techniques for the Plan Communications Management process.

Reference: PMBOK Guide Fifth Edition, page 289.

Question 27: Your team finished creating the Risk Register during your latest workshop. What is the next thing that you should do?

- A.) Define for each risk's probability of occurrence and the impact
- B.) Identify the risk effects and assign a numerical rating to each
- C.) Review cost planning to ensure that enough risk reserve is available
- D.) Identify, analyze and plan for newly arisen risks

Correct answer is **A**

Explanation: Completing the Risk Register indicates that you are at the end of Identify Risks process. The next process is the Perform Qualitative Risk Analysis, where you define probability and impact for each risk. This process reduces the uncertainty in a project and gives the project manager an opportunity to focus on high-priority risks.

Reference: PMBOK Guide Fifth Edition, page 328.

Question 28: A project manager is reviewing some activities that she wants to prioritize. She has decided to obtain her team's consensus on these priorities by involving them anonymously, to ensure that the results are not biased by certain influential team members. Which of the following techniques should be used in this scenario?

- A.) Compromising Technique
- B.) Smoothing Technique
- C.) Delphi Technique
- D.) Brainstorming Technique

Correct answer is **C**

Explanation: Compromising and Smoothing are conflict resolution techniques and not prioritization techniques. Brainstorming requires all team members to be co-located in the same room. The Delphi Technique involves the team members voicing their input anonymously, and is used for sorting and prioritizing activities.

Reference: PMBOK Guide 5th Edition, page 537

Question 29: Justin's team is trying to figure out the schedule performance in a software development project. However, the team is not sure what method to use to find out the control thresholds when measuring the performance. Which of the following documents should the team use to identify the control thresholds?

- A.) Milestone List
- B.) Project Charter
- C.) Schedule Baseline
- D.) Schedule Management Plan

Correct answer is **D**

Explanation: Control Thresholds are documented in the Schedule Management Plan. These thresholds are expressed as percentage deviation from the baseline.

Reference: PMBOK Guide Fifth Edition, page 148.

Question 30: Which of the following is not part of the cost of nonconformance?

- A.) Dealing with customer complaints
- B.) Implementation of ISO processes
- C.) Troubleshooting errors
- D.) Scrapping material

Correct answer is **B**

Explanation: Cost of Nonconformance includes Internal failure costs and external failure costs. Option B is trying to proactively ensure that you will not have nonconformance on your project by implementing repeatable processes. All other options are cost incurred due to nonconformance. Implementation of ISO processes is not a failure cost.

Reference: PMBOK Guide Fifth Edition, page 235.

Question 31: What is CPI?

- A.) A performance indicator

- B.) A method that calculates critical path of a project
- C.) Actual costs incurred to date on a project
- D.) Lack of funding on a project

Correct answer is **A**

Explanation: CPI stands for Cost Performance Index. It is a performance indicator that is a ratio of earned value to actual costs.

Reference: PMBOK Guide 5th Edition, page 535

Question 32: Your project is behind schedule by two weeks and you have enough budget to attempt crashing. Task A is not on the critical path, but at a cost of only \$1,000 you will recover two weeks. Task B is on the critical path and for a cost of \$2,000 you will recover one week. Task C is on the critical path and for a cost of \$4,000 you will recover two weeks. Task D is on the critical path and for a cost of \$1,500 you will recover one week. Which task do you crash?

- A.) Task A
- B.) Task B
- C.) Task C
- D.) Task B and Task D

Correct answer is **D**

Explanation: Crashing is done to shorten the schedule duration for the least incremental cost. Task A is not on the critical path, therefore crashing will not improve your schedule even though the question seems to indicate that. Task C will recover two weeks at a cost of \$4,000. Task B & D together will recover two weeks for \$3,500. Therefore D is the cheapest option.

Reference: PMBOK Guide Fifth Edition, page 181.

Question 33: What is the Data Date in any project report?

- A.) The current date
- B.) The date when the report was produced
- C.) The date when the data being reported was actually collected
- D.) The date for which the project report provides the status

Correct answer is **D**

Explanation: Data Date is also called Status Date, As-of Date and Time-Now Date. This is the date up to or through which the project's reporting system has provided actual status and accomplishments.

Reference: PMBOK Guide 5th Edition, page 184

Question 34: Which of the following is not a Tool or Technique for the Define Activities process of a project?

- A.) Decomposition
- B.) Rolling Wave Planning
- C.) Milestones
- D.) Expert Judgment

Correct answer is **C**

Explanation: Decomposition, Rolling Wave Planning and Expert Judgment are the valid tools and techniques for the Define Activities process. Milestones are generated as an output of this process.

Reference: PMBOK Guide Fifth Edition, page 149.

Question 35: What is the Expected Monetary Value in EMV Analysis?

- A.) The product of a project's revenue and duration.
- B.) The product of a risk's probability and impact.
- C.) The expected earned value of a project.
- D.) The expected cost performance of a project.

Correct answer is **B**

Explanation: Expected Monetary Value is the expected financial loss or gain associated with project risks. It is the product of a risk's probability and impact ($EMV = P \times I$).

Reference: PMBOK Guide 5th Edition, page 339

Question 36: Analysis shows that your project is behind schedule due to late delivery of vendor side work packages. You discuss the situation with your sponsor who instructs you to do your best to get back on target. He also mentions that there is no additional budget available. Which of the following is the most appropriate technique to catch up to the schedule in order to meet the original target date and original budget?

- A.) Instruct your team to work overtime
- B.) Resource Smoothing
- C.) Crashing
- D.) Fast Tracking

Correct answer is **D**

Explanation: Fast Tracking is a schedule compression technique in which activities that are normally done in sequence are done in parallel. This increases risk but does not increase the cost.

Reference: PMBOK Guide Fifth Edition, page 181.

Question 37: A team member on the project is consistently delivering her work packages late and below the required quality standards. The issue has been discussed with her several times but no improvement has been visible. As a project manager you decide that it is time to employ Coercive power. Which of the following measures will you implement?

- A.) You punish her by removing the privilege to work from home for two days per week
- B.) You bargain with her to give her better assignments if she performs
- C.) You discuss the situation with her line manager
- D.) You ask the Human Resources Department to step in

Correct answer is **A**

Explanation: French & Raven recognize five types of power: Coercive, Reward, Legitimate, Referent, and Expert power. Coercive power is also known as penalty power, by which you punish someone to get the work done.

Reference:

http://en.wikipedia.org/wiki/French_and_Raven's_five_bases_of_power

Question 38: George is planning his new project. The project is very important to his organization and the project sponsor wants it to be completed very quickly. After estimating the project activities and their durations, George develops the project schedule using the activities' most likely durations based on PERT analysis. The project sponsor is not very happy with the schedule and wants George to complete the project earlier. Which of the following options must not be selected by George?

- A.) Add more resources to the project activities to complete them earlier.
- B.) Adjust the schedule so that some of the activities can be done in parallel in order to complete the project earlier.
- C.) Use the activities' optimistic durations instead of the most likely durations to compress the schedule.
- D.) Request for more funds in order to complete the project earlier.

Correct answer is **C**

Explanation: George must not implement any workarounds that will mask the reality of the true project schedule. Using the optimistic durations in place of the most likely durations will present an unrealistic view of the project schedule. This type of behavior is opposed to the values dictated by the PMI Code of Ethics and Professional Conduct.

Reference: PMI Code of Ethics and Professional Conduct, Responsibility

Question 39: George has recently collected a large number of ideas from his project team. He now wishes to place them into groups so further

review and analysis can be conducted. Which of the following tools will help George classify these ideas into groups?

- A.) Affinity diagram
- B.) Pareto diagram
- C.) Fishbone diagram
- D.) Nominal group technique

Correct answer is **A**

Explanation: Ideas only need to be classified and not ranked or prioritized. An affinity diagram is the best tool in this case.

Reference: PMBOK Guide 5th Edition, page 115

Question 40: What is the correct sequence of the following processes in a project?

- A.) Quantitative Risk Analysis is followed by Qualitative Risk Analysis
- B.) Determine Budget is followed by Estimate Costs
- C.) Define Scope is followed by Create WBS
- D.) Develop Project Team is followed by Acquire Project Team

Correct answer is **C**

Explanation: In accordance with the Planning process group, the order of processes are: Develop project management plan, Plan scope management, Collect requirements, Define scope, Create WBS, Plan schedule management, Define activities, Sequence activities, Estimate activity resources, Estimate activity durations, Develop schedule, Plan cost management, Estimate costs, Determine budget, Plan quality management, Plan human resource management, Plan communications management, Plan risk management, Identify risks, Perform qualitative risk analysis, Perform quantitative risk analysis, Plan risk responses, Plan procurement management, and Plan stakeholder management.

Reference: PMBOK Guide Fifth Edition, page 61.

Question 41: Anthony is managing a land reclamation project. He plans to engage a contractor for the civil works. However, since the exact project scope is unknown, Anthony is finding it hard to negotiate a fixed price contract with the contractor company. Anthony wants to have some degree of control over the project costs. Which of the following contract types is ideal in this situation?

- A.) Cost Plus Incentive Fee
- B.) Cost Plus Award Fee
- C.) Cost Plus Fixed Fee
- D.) Time and Materials

Correct answer is **D**

Explanation: In this scenario, a Fixed Price contract cannot be negotiated because the exact project scope is unknown. The contractor should be happy to accept any form of Cost-Reimbursable contract but since Anthony wants to have some degree of control over the project costs, none of the Cost Plus contracts is suitable. A Time and Materials contract should be negotiated in this situation because it balances the risk between the two parties.

Reference: PMBOK Guide 5th Edition, page 565

Question 42: Your contractor in the construction project informs you of the non-availability of Dumpers, Fork Lifts and Excavators for next two weeks. You recall that the non-availability was previously discussed, but never documented as a constraint or risk in your project. What should be your next action if you want to continue your construction without interruption?

- A.) Terminate contract
- B.) Update project constraints
- C.) Rent equipment from another vendor
- D.) Evaluate impact on the project

Correct answer is **D**

Explanation: In this scenario, non-availability is a risk and first you should evaluate the impact of the risk on the project. Since this issue was previously discussed you should negotiate with the contractor. If the contractor cannot provide the equipment, you should apply your reserves and rent equipment from another vendor.

Reference: PMBOK Guide Fifth Edition, page 330.

Question 43: Jim is managing a software development project. The customer requests a few additions to the software features through change requests and these get approved. The Project Management Plan, along with all the subsidiary plans are updated as well. In this scenario, the addition of new features to the software results in which of the following?

- A.) Better Quality Software
- B.) Higher Grade Software
- C.) Scope Creep
- D.) Gold Plating

Correct answer is **B**

Explanation: In this scenario, the addition of features is a result of an approved change request. This means that the feature set of the software has been enhanced as a result of a proper change control process being followed. This will result in a higher grade of the software. It must be noted

that grade relates to the features of a product, while quality relates to the requirements of the product. Scope Creep refers to uncontrolled changes and Gold Plating refers to adding features without following a proper change control process.

Reference: PMBOK Guide 5th Edition, page 228

Question 44: Your spouse informs you that his department is evaluating vendors for a project. You realize that your own company offers such a product. The next day your spouse brings home the request for proposal. What should you do?

- A.) Don't bid on this project
- B.) Disclose how you learned about the project and submit your proposal
- C.) Have your co-worker submit the proposal
- D.) Report to PMI

Correct answer is **B**

Explanation: In this situation your professional responsibility requires that you proactively disclose where you heard about the opportunity. It is okay to submit a proposal as long as you don't personally benefit from it.

Reference: PMI Code of Ethics and Professional Conduct, Fairness, Page 4

Question 45: You are the project manager of a project in which you need to install a very sensitive machine. For some reason, this machine is not working properly and your senior engineer believes that there may be various factors (technical, environment, construction, etc.) involved in the recurring breakdown. For your status report you would like to graphically display these various and possibly unrelated factors. What type of diagram illustrates this best?

- A.) Control Chart
- B.) Influence Diagram
- C.) Ishikawa Diagram
- D.) Pareto Diagram

Correct answer is **C**

Explanation: Ishikawa Diagram is also known as the Cause & Effect Diagram or Fishbone Diagram. This Diagram is used as a tool to find out the root cause of a quality problem.

Reference: PMBOK Guide Fifth Edition, page 236.

Question 46: You are running an information security management project for "SafetyFirst" bank to protect confidential information from unauthorized access. Today you learn that a task, which is on the critical path, would

take Two additional resources and Six more days to complete. Which of the following is the most desirable action in this scenario?

- A.) Use Resource leveling to bring project in on time
- B.) Communicate project delay to all stakeholders
- C.) Change project finish date and communicate to stakeholders
- D.) Meet with Sponsor

Correct answer is **B**

Explanation: It is responsibility of the project manager to update all stakeholders involved with the new issues as soon as they are identified. Work performance including project performance must be updated during execution. In this scenario, you should communicate first before changing the finish date.

Reference: PMBOK Guide Fifth Edition, pages 413, 414.

Question 47: You invite all of your company preferred vendors to a bidder conference for your manufacturing project. Upon further discussions with them, you come to know that one of the vendors is a close friend of a highly influential stakeholder. What should you do in this situation?

- A.) Remove Stakeholder from the project
- B.) Remove Vendor from the vendor list
- C.) Communicate potential conflict situation
- D.) Conduct Procurements

Correct answer is **C**

Explanation: It is the responsibility of the project manager to communicate potential conflict situations even though he is not involved. In this scenario, the vendor can still bid for the project as long as no preferential treatment is given. But, project managers should proactively search for potential conflict situations and disclose them to the appropriate authorities.

Reference: PMI Code of Ethics and Professional Conduct, Fairness, Page 4

Question 48: A project manager is estimating costs for her project activities. The degree to which estimates will be rounded up or down is called?

- A.) Level of precision
- B.) Level of accuracy
- C.) Unit of measure
- D.) Control thresholds

Correct answer is **A**

Explanation: Level of precision is the degree to which estimates will be rounded up or down. On the other hand, the level of accuracy is acceptable range of the estimate (e.g. -5% to +10%).

Reference: PMBOK Guide 5th Edition, page 199

Question 49: Your project aims at replacing all of your internal photocopy machines. You have been given a large set of requirements from the users. You have evaluated solutions from four vendors and you realize that not every vendor can satisfy all requirements. There is some risk involved and you decide to use the Expected Monetary Value method to analyze the problem. If you just used EMV, which of the following vendors would you select?

- A.) Vendor 1: 80% probability of success and making a profit of \$20,000
- B.) Vendor 2: 90% probability of success and making a profit of \$19,000
- C.) Vendor 3: 75% probability of success and making a profit of \$18,000
- D.) Vendor 4: 85% probability of success and making a profit of \$20,000

Correct answer is **B**

*Explanation: Multiplying the probability percentages by the profit will show that Vendor 1 will get a profit of $0.8 * 20,000 = \$16,000$; Vendor 2 will get a profit of $0.9 * 19,000 = \$17,100$; Vendor 3 will get a profit of $0.75 * 18,000 = \$13,500$; and Vendor 4 will get a profit of $0.85 * 20,000 = \$17,000$. Vendor 2 will provide the highest profit to the project. Note that the question clearly says "Using only EMV, which of the following vendors would you select?" If you take other factors into consideration you might not select this one, but based only on EMV, this is the correct answer.*

Reference: PMBOK Guide Fifth Edition, page 331.

Question 50: Which of the following activities in a project is not part of selecting a seller?

- A.) Determining how well the proposal meets the requirements of the statement of work
- B.) Screening them to see if they have the required skills
- C.) Determine what kind of warranty is being offered
- D.) Performing Make-or-Buy Analysis

Correct answer is **D**

Explanation: Options A, B, and C are all activities in the Conduct Procurements process in which seller selections are made. Option D is performed during the Plan Procurement Management process. This question is focused on selection and therefore, Option D is correct.

Reference: PMBOK Guide Fifth Edition, pages 373, 365.

Question 51: You are at a critical stage in your project. Unfortunately your senior technician and the solutions manager from your vendor are not getting along. What is the best thing to do?

- A.) Ignore the situation. It's just a personal conflict
- B.) Ask the vendor to replace the solutions manager
- C.) Talk to each and tell them that it is clearly the other ones fault
- D.) Bring the two together to solve the problem

Correct answer is **D**

Explanation: Out of the known conflict resolution techniques, the best one is always Collaborating — also known as Problem Solving. Option B would be a possible approach if your project was not in a critical stage. Based on the question, we have to assume that the removal of the vendor solutions manager would cause a project delay.

Reference: PMBOK Guide Fifth Edition, page 283.

Question 52: Which of the following tools is the best to identify the top 20% issues on a project?

- A.) Ishikawa Diagram
- B.) Pareto Chart
- C.) Scatter Diagram
- D.) Flowchart

Correct answer is **B**

Explanation: Pareto Charts are related to Pareto's Law, which is also known as the 80/20 rule. This rule states that generally only 20% of the causes contribute to 80% of the problems. A Pareto chart sorts issues by their frequency of occurrence.

Reference: PMBOK Guide 5th Edition, page 548

Question 53: You overhear a conversation between two team members. You learn that one team member has finished a task early but does not want to deliver it until the required day. Which of the following represents this situation?

- A.) Theory Z
- B.) Parkinson's Law
- C.) Theory X
- D.) Law of Diminishing Returns

Correct answer is **B**

Explanation: Parkinson's Law says, "work expands so as to fill the time available for its completion." The team member's attitude is similar to this law.

Reference: http://en.wikipedia.org/wiki/Parkinson's_law

Question 54: Which of the following is a subsidiary plan of the Project Management Plan?

- A.) Project Charter
- B.) Issue Log
- C.) Change Log
- D.) Communications Management Plan

Correct answer is **D**

Explanation: Plans for the management of each knowledge area in the PMBOK Guide are subsidiary plans of the Project Management Plan. The Communications Management Plan is a subsidiary plan of the Project Management Plan. All other answer choices are project documents but are not part of the Project Management Plan.

Reference: PMBOK Guide 5th Edition, page 532

Question 55: A colleague of yours has just returned home from a six month project in a foreign country. You discuss his experience and he tells you that he absolutely didn't enjoy "those people" in "that country" at all. He goes on by saying that they drive on the wrong side of the street, their food is inferior to ours, television is worse than what we have, and their mind-set to work is horrendous. What is his attitude called?

- A.) Culture Shock
- B.) Ethnocentrism
- C.) Norming
- D.) Classism

Correct answer is **B**

Explanation: Please note that the question is "what is his ATTITUDE called. While he may have experienced Culture Shock during his stay in this country, his attitude is clearly ethnocentric. He is looking at the world from the perspective of his own culture. Ethnocentrism is defined as the viewpoint that "one's own group is the center of everything," against which all other groups are judged.

Reference: <http://en.wikipedia.org/wiki/Ethnocentrism>

Question 56: Which of the following project phases need the most of the project budget?

- A.) Project Initiating
- B.) Project Monitoring & Controlling
- C.) Project Planning

D.) Project Executing

Correct answer is **D**

Explanation: Project Budget is spent the most in Project Execution. Cost levels are low at the beginning of the project and peak as the work is carried out in the Executing phase.

Reference: PMBOK Guide Fifth Edition, page 40.

Question 57: According to the PMBOK Guide, which of the following describes a high quality project?

- A.) A project that finishes on time
- B.) A project that delivers more features than requested
- C.) A project that doesn't have any scope changes during its lifecycle
- D.) A project that delivers all its requirements

Correct answer is **D**

Explanation: Quality is a measure of compliance to requirements. A project that delivers all its requirements is considered a high quality project. A project that delivers more features than requested is an example of Gold Plating, which is not a recommended project management practice. Changes are inevitable and quality cannot be measured against changes made to the project. Furthermore, a project that finishes on time may or may not be a high quality project because timely completion may only be one of the many project requirements.

Reference: PMBOK Guide 5th Edition, page 556

Question 58: You have been managing a project to create web based search and reporting functionality for your corporate office. A functional manager, who is also a key stakeholder, initiates a major scope change in the project, which is still under change management consideration. What should you do if the change control board approves the changes?

- A.) Evaluate the impact of Scope Change
- B.) Implement the Scope Change
- C.) Initiate a Corrective Action
- D.) Revise Cost estimates and Schedule dates

Correct answer is **D**

Explanation: Read this question carefully. Scope changes have been approved by the board means the impact has already been determined. Before implementing scope changes the Cost Estimates, Activity Sequences, Scheduled Dates, and Resource Requirements must be updated. A Corrective Action is initiated only when a defect is found.

Reference: PMBOK Guide Fifth Edition, pages 96, 110.

Question 59: Which of the following is not a financial management technique?

- A.) Return on investment
- B.) Discounted cash flow
- C.) Payback analysis
- D.) Cause and effect analysis

Correct answer is **D**

Explanation: Return on investment, discounted cash flow and payback analysis are common financial management techniques. The cause and effect analysis is a root cause analysis technique.

Reference: PMBOK Guide 5th Edition, page 195

Question 60: Which of the following techniques requires planning the near term activities in detail while leaving the future activities at a high level?

- A.) Rolling wave planning
- B.) Expert judgment
- C.) Scope creep
- D.) Decomposition

Correct answer is **A**

Explanation: Rolling wave planning requires planning the near term activities in greater detail and leaving the future activities at a higher level. This technique is a form of progressive elaboration.

Reference: PMBOK Guide 5th Edition, page 152

Question 61: Which of the following are not outputs of the Develop Schedule process?

- A.) Project Schedule and Schedule Baseline
- B.) Updates to the Project Calendar
- C.) Schedule Compression with Crashing or Fast Tracking
- D.) Project schedule with optional milestone charts

Correct answer is **C**

Explanation: Schedule Compression is a Tool and Technique for the Develop Schedule process. It is not an output.

Reference: PMBOK Guide Fifth Edition, page 181.

Question 62: A stakeholder in your project has been initiating changes since the beginning of the project. Although he has been getting approvals from change control board for all of his changes, you think that he is hijacking your project. What is your best course of action in this situation?

- A.) Escalate the issue to sponsor
- B.) Continue working with approved changes
- C.) Remove stakeholder from the project
- D.) Recommend change control board to stop approving changes

Correct answer is **B**

Explanation: Since change control board is approving changes, as a project manager you should implement all approved changes irrespective of number of changes. If there are concerns related to project, you should bring those issues to change control board, but you cannot recommend the board to stop approving changes without a valid reason. Managing stakeholder expectations in the project is necessary for successful completion. You should escalate to the sponsor only if you have issues that cannot be resolved by yourself.

Reference: PMBOK Guide Fifth Edition, page 405.

Question 63: Nancy is managing a software development project. All of the project baselines have yet to be approved. Based on this information, which of the following actions can be performed at this stage?

- A.) Changing the project schedule
- B.) Establishing a change control process
- C.) Hiring the project team
- D.) Training the project team

Correct answer is **A**

Explanation: Since none of the project baselines has been approved, the project is in its early planning phase. At this stage, the project manager can make changes to the Project Management Plan without establishing any formal change control process. In addition, the project team should only be hired and trained once the Project Management Plan has been approved, and the scope and the project requirements have been clearly defined.

Reference: PMBOK Guide 5th Edition, page 174

Question 64: You are producing aluminum dowels. The control limits of this production process are 14.9 cm and 15.1 cm. The specification limits are 14.8 cm and 15.2 cm. Inspection shows that the last 5 dowels produced are 15.2 cm long. What do you do?

- A.) Deliver them to the customer
- B.) Don't deliver them to the customer

- C.) The process is out of control and needs to be adjusted
- D.) You should not be inspecting because you have clear control and specification limits

Correct answer is **A**

Explanation: Specification Limits (also known as tolerances) are the limits that your customer has given you. Since 15.2 cm is within the customer specified tolerance, you can deliver them without hesitation.

Reference: PMBOK Guide Fifth Edition, page 318.

Question 65: Recent Scope Changes in your software development project has increased the number of stakeholders from 10 to 14. Since there is a change in the stakeholder mix, you want to perform a Stakeholder Analysis to update the stakeholder power and interest matrix ratings. What should you do next after completing the matrix updates?

- A.) Update Issue Log
- B.) Control Stakeholder Engagement
- C.) Update Stakeholder Management Plan
- D.) Add New Stakeholders to the Project Charter

Correct answer is **C**

Explanation: Stakeholder Analysis should be performed as more stakeholders are discovered during the project. The next thing in stakeholder management is updating the Stakeholder Management Plan with the desired and current engagement level of stakeholders. Control Stakeholder Engagement and Issue Log updates are done later. The Project Charter need not be updated in this scenario.

Reference: PMBOK Guide Fifth Edition, page 403.

Question 66: You are running a global software development project and some of your stakeholders are from three different continents. Which of the following would you use to document their communication requirements?

- A.) Sender-receiver Models
- B.) Stakeholder Management Plan
- C.) Project Information Management System
- D.) Stakeholder Register

Correct answer is **B**

Explanation: Stakeholder communication requirements are documented in the Stakeholder Management Plan. Information to be distributed, including format, methods, and content are also documented in this plan.

Reference: PMBOK Guide Fifth Edition, page 403.

Question 67: The amount of time a project task can be delayed without delaying the early start date of its successor task is called?

- A.) Critical Path
- B.) Lead Time
- C.) Total Float
- D.) Free Float

Correct answer is **D**

Explanation: The amount of time a task can be delayed without affecting the early start date of the immediately following task(s) is called the activity's Free Float. The amount of time a task can be delayed without affecting the project finish date is called Total Float.

Reference: PMBOK Guide 5th Edition, page 541

Question 68: Your vendor is experiencing technical difficulties. After analysis of the network diagram you give him a two week grace period because you determine that this is the latest possible delivery date that will still make it possible for the project to finish on time next month. What is this called?

- A.) Forward Pass
- B.) Backward Pass
- C.) Free Float
- D.) Total Slack

Correct answer is **D**

Explanation: The amount of time that a schedule activity can be delayed without delaying the project finish date is called total float or total slack.

Reference: PMBOK Guide Fifth Edition, page 177.

Question 69: $EV=100$, $CPI=1$, $SV=80$. How much is the Earned Value?

- A.) 100
- B.) 1
- C.) 1.5
- D.) 0

Correct answer is **A**

Explanation: The answer is actually in the question. If $EV=100$, then how much is the Earned Value? 100. The intention of this question is to make you doubt yourself and wonder if there is something about the question you did not understand. But no... it was really as simple as that.

Reference: PMBOK Guide Fifth Edition, pages 218, 219.

Question 70: If there is a chance that some influential project stakeholders might bias the outcome of the risk identification process, which of the following techniques should be used?

- A.) Brainstorming
- B.) Nominal group technique
- C.) Root cause analysis
- D.) Delphi technique

Correct answer is **D**

Explanation: The best technique will be the one that removes the bias in the data. The Delphi technique involves the stakeholders in an anonymous way. Hence, one stakeholder cannot have undue influence on the outcome.

Reference: PMBOK Guide 5th Edition, page 324

Question 71: Which of the following are in the Closing Process Group?

- A.) Close Project or Phase and Close Procurements
- B.) Contract Closure and Verify Scope
- C.) Close Project Charter
- D.) Close Project Management Plan

Correct answer is **A**

Explanation: The Closing process group includes the following project management processes: Close project or phase and Close procurements.

Reference: PMBOK Guide Fifth Edition, page 61.

Question 72: Your sponsor is positively surprised by your style of project management. However, in your presentation you mentioned the Code of Accounts. She is unfamiliar with the term and asks for clarification. Which of the following would you use to explain the Code of Accounts?

- A.) Risk Register
- B.) Project Budget
- C.) Work Breakdown Structure
- D.) Risk Breakdown Structure

Correct answer is **C**

Explanation: The Code of Accounts is a numbering system that uniquely identifies each component of the WBS. These identifiers are used to provide summary view of costs, schedules and resources.

Reference: PMBOK Guide Fifth Edition, page 132.

Question 73: You are setting aside 15% of your baseline hardware cost to counteract the risk of hardware cost increases as well as technological advances. What is this activity called?

- A.) Calculating Project Budget
- B.) Allocating Reserves for Residual Risks
- C.) Creating Contingency Reserves
- D.) Calculating Budgeted Cost of Work Scheduled

Correct answer is **C**

Explanation: The contingency reserve may be a percentage of the estimated cost, a fixed number, or may be developed by using quantitative analysis methods. These reserves are used for cost uncertainty in a project.

Reference: PMBOK Guide Fifth Edition, page 206.

Question 74: The total estimated budget for your project is \$200,000 out of which \$13,000 is allocated to hotel expenses for your consultants. What would be the cost baseline of the project if you are given an additional \$17,000 as management reserves?

- A.) 200000
- B.) 217000
- C.) 230000
- D.) 204000

Correct answer is **A**

Explanation: The cost baseline for a project includes all expenses except management reserves. Since hotel expenses are already included, the total cost baseline is \$200,000. The management reserves should not be added to this amount.

Reference: PMBOK Guide Fifth Edition, page 212.

Question 75: Maria wants to use the Earned Value Technique in her project. She wants to choose two types of techniques depending on how the work packages are developed. Where should she document this information?

- A.) Cost Management Plan
- B.) Project Charter
- C.) Project Funding Requirements
- D.) Organizational Process Assets

Correct answer is **A**

Explanation: The Cost Management Plan developed during the planning phase is used to document rules of performance measurements. This plan contains the Earned Value Measurement Techniques and Tracking methodologies.

Reference: PMBOK Guide Fifth Edition, page 199.

Question 76: You are currently working as a project manager and are applying a Cost-Benefit Analysis. You determine what benefit is expected for certain cost items. What are you doing?

- A.) Plan Quality Management
- B.) Plan Cost Management
- C.) Develop Project Management Plan
- D.) Plan Risk Management

Correct answer is **A**

Explanation: The Cost-Benefit Analysis is used in 2 processes: In Develop Project Charter, where it is usually part of the overall business case to help select a project, and also in the Plan Quality process to compare the cost of each quality step to the expected benefit.

Reference: PMBOK Guide Fifth Edition, page 235.

Question 77: Which of the following is not a Tool or Technique of the Develop Schedule Process?

- A.) Schedule Network Analysis, Critical Path Method, & Resource Leveling
- B.) Schedule Compression
- C.) Scheduling Tool, What-If Scenario Analysis, & Applying Leads and Lags
- D.) Progress Reporting, Schedule Comparison Bar Charts, Variance Analysis

Correct answer is **D**

Explanation: The Develop Schedule Process uses the following Tools and Techniques: 1) Schedule Network Analysis, 2) Critical Path Method, 3) Critical Chain Method, 4) Resource Optimization Techniques, 5) Modeling Techniques, 6) Leads and Lags, 7) Schedule Compression and, 8) Scheduling Tool.

Reference: PMBOK Guide Fifth Edition, pages 176-181.

Question 78: Which of the following represents the difference between a task's Early Finish Date and Early Start Date?

- A.) Duration
- B.) Free Float
- C.) Total Float
- D.) Dependency

Correct answer is **A**

Explanation: The difference between a task's Early Finish Date and Early Start Date is the planned Duration of the task.

Reference: PMBOK Guide 5th Edition, pages 176, 177

Question 79: Which of the following is appropriate as a status report prior to a kill point of the Design Phase in your project?

- A.) Informal written
- B.) Email
- C.) Formal verbal
- D.) Formal written

Correct answer is **D**

Explanation: The end of the phase review is known as a kill point. A status report that will help decide the continuation of the project must be in formal written format during phase closure.

Reference: PMBOK Guide Fifth Edition, pages 41, 287.

Question 80: A project team member is frequently missing deadlines on his assigned tasks. What should be done first to handle this situation?

- A.) The team member should be fired
- B.) The team member should be given a written warning
- C.) The team member should be replaced
- D.) The team member should be met with for a discussion regarding the situation

Correct answer is **D**

Explanation: The first step in handling any issue is to analyze the situation. The team member must be met with for a discussion regarding the situation to determine the root cause of the issue, prior to deciding on a course of action.

Reference: PMBOK Guide 5th Edition, page 283

Question 81: Your team has come up with the following values in your project: Earned Value (EV)=100, Actual Cost (AC)=90, Planned Value (PV)=110, and Budget At Completion (BAC)=400. How much is the Cost Variance?

- A.) 300
- B.) -20
- C.) 20
- D.) 10

Correct answer is **D**

Explanation: The formula to calculate Cost Variance (CV) is: $CV = EV - AC$.

Therefore, $CV = 100 - 90 = 10$.

Reference: PMBOK Guide Fifth Edition, page 218.

Question 82: Linda is managing a complex project. She creates a high-level project Work Breakdown Structure (WBS) and plans to use Progressive Elaboration during the project lifecycle to further decompose the work packages. What type of planning technique is this?

- A.) Top-Down Approach
- B.) Bottom-Up Approach
- C.) Delphi Technique
- D.) Scope Creep

Correct answer is **A**

Explanation: The high-level WBS has been defined and will be decomposed further at a later time. This technique is a Top-Down Approach. The Delphi Technique is a data-gathering technique, and Scope Creep refers to uncontrolled changes to the project scope.

Reference: PMBOK Guide 5th Edition, page 128

Question 83: Cindy has recently completed a process that involved determining, documenting, and managing stakeholder needs and requirements to meet the project objectives. Which process is this?

- A.) Plan Scope Management
- B.) Collect Requirements
- C.) Define Scope
- D.) Control Scope

Correct answer is **B**

Explanation: The keyword for this question is "requirements". Cindy is producing the requirements documentation. The activity Cindy has performed relates to the Collect Requirements process.

Reference: PMBOK Guide 5th Edition, page 110

Question 84: Jon is managing a Three year project and some of his tasks are far into the future. He is using rolling wave planning to create work packages. What should he do next in project planning if he was able to create a WBS for next one year?

- A.) Develop Cost Management Plan
- B.) Develop Risk Management Plan
- C.) Develop Schedule Management Plan

D.) Develop Risk Register

Correct answer is **C**

Explanation: The Plan Schedule Management process immediately follows the Create WBS process in a project. A Schedule Management plan is developed as part of the Plan Schedule Management process. All other options are done later in the planning phase.

Reference: PMBOK Guide Fifth Edition, page 61.

Question 85: The PMBOK® Guide is an example of:

- A.) A Project Management Methodology
- B.) A Standard
- C.) A Regulation
- D.) A Textbook

Correct answer is **B**

Explanation: The PMBOK® Guide is generally recognized as a project management framework, not as a methodology. The PMBOK guide contains the Standard for managing projects across various industries.

Reference: PMBOK Guide Fifth Edition, page 18.

Question 86: You are measuring the dimensions of a highly critical component in your project manufactured by one of your subcontractors. Failure of this component is a huge risk factor and would lead to major delays and possibly a failed project. What Process Group does this activity belong to?

- A.) Project Risk Management
- B.) Monitoring & Controlling
- C.) Verify Scope Process
- D.) Executing

Correct answer is **B**

Explanation: The process of measuring a deliverable is part of the Verify Scope process, which in turn is part of the Monitoring & Controlling Process Group. Since the question asks for the process group, Option B is the correct answer.

Reference: PMBOK Guide Fifth Edition, page 61.

Question 87: Who is responsible for creating the Project Charter?

- A.) Project Manager
- B.) Sponsor
- C.) Customer

D.) End User

Correct answer is **B**

Explanation: The Project Charter is created during project initiation. This document assigns the project manager to the project and is created by the project sponsor.

Reference: PMBOK Guide 5th Edition, page 553

Question 88: In order to expedite the delivery of a project, the project manager adjusts some of the scheduled activities by adding lead time to most of these activities. This is an example of?

- A.) Rolling wave planning
- B.) Pareto analysis
- C.) Crashing
- D.) Fast tracking

Correct answer is **D**

Explanation: The project management has applied fast tracking which is a schedule compression technique. By applying lead time to the scheduled activities, the project manager is allowing some part of these activities to be run in parallel.

Reference: PMBOK Guide 5th Edition, page 181

Question 89: A project is way behind schedule. The project manager decides to add additional resources to the remaining project activities in order to speed up the work and complete the project on time. What technique is the project manager using to complete the project on time?

- A.) Fast Tracking
- B.) Crashing
- C.) Scope Creep
- D.) Progressive Elaboration

Correct answer is **B**

Explanation: The project manager is using a schedule compression technique. Fast Tracking and Crashing are two techniques that can be used to compress a project's schedule. Crashing refers to speeding up the work by adding resources, while Fast Tracking refers to executing multiple activities in parallel in order to speed up the overall project work.

Reference: PMBOK Guide 5th Edition, page 535

Question 90: A project manager is about to publish a project performance report. The project performance is not good but it has been improving over

the last few weeks as a result of some corrective measures taken by the project manager. The project manager is confident that in the next few weeks, the project performance will be better than the stakeholders' expectations. However, since he has to publish the report now, he is unsure about whether he should state the actual status of the project to date in the report, since that may place the continuation of the project in jeopardy. What is the project manager's best course of action?

- A.) Report the actuals regardless of the impact of the report on the stakeholders.
- B.) Adjust the figures very conservatively to accommodate anticipated performance.
- C.) Ask the project team to vote for the best option.
- D.) Issue a change request to change the actuals.

Correct answer is **A**

Explanation: The project manager should be honest with his report and figures. He should report the actuals as of the Status Date in the project report.

Reference: PMI Code of Ethics and Professional Conduct, Honesty

Question 91: What is a project's earned value?

- A.) The amount of funds consumed on the project as of the status date.
- B.) The amount of revenue generated on the project as of the status date.
- C.) The amount of work completed on project expressed in terms of the authorized budget (Planned Value)
- D.) The amount of work required to complete the project.

Correct answer is **C**

Explanation: The project's earned value is expressed in financial terms but is actually a measure of project work completed. It is calculated by adding up the planned value of the tasks that have been completed as of the status date.

Reference: PMBOK Guide 5th Edition, page 538

Question 92: As part of new health care law, Diana's company is undertaking a project to create a health exchange, which will be used by the public to choose and buy an affordable health care plan. Having vast project management experience, Diana has seen similar projects in the past with uncontrollable scope changes ending up as failures. What should Diana do in the planning phase to prevent scope creep in her current project?

- A.) Document a process to control how requests for changes will be processed

- B.) Create a Change Control Board to approve or reject changes
- C.) Perform Validate Scope Process to control all changes
- D.) Evaluate the impact of all changes before approving them

Correct answer is **A**

Explanation: The question asks what Diana should do in the planning phase. In the planning phase, she should document a process to let everybody know how changes will be approved and controlled. All other options are done during later phases of the project.

Reference: PMBOK Guide Fifth Edition, page 110.

Question 93: You speak with the department manager of the quality assurance group. He tells you that in his experience all people are lazy and without constant supervision nothing would ever get done. He also mentions that the only reason people take any responsibility around here is because we have such a good incentive program. What theory best describes this manager?

- A.) Theory X
- B.) Theory Y
- C.) Theory Z
- D.) Theory P

Correct answer is **A**

Explanation: The question describes a classic advocate of Douglas McGregor's Theory X. As a result of this theory, management thinks that workers need to be closely supervised.

Reference: http://en.wikipedia.org/wiki/Theory_X_and_Theory_Y

Question 94: Which of the following techniques, if possible and not already implemented, will help improve team performance?

- A.) Conflicts
- B.) Co-Location
- C.) Performance Appraisals
- D.) Scope Creep

Correct answer is **B**

Explanation: The question is asking for a technique that will improve team performance, if not already implemented. Conflicts may or may not be healthy for the team. Similarly, performance appraisals may or may not boost performance. However, if the team is not co-located, co-location will definitely improve team performance.

Reference: PMBOK Guide 5th Edition, page 532

Question 95: Which of the following documents contains the project's scope description, acceptance criteria, deliverable details, project exclusions, constraints and assumptions?

- A.) Work Breakdown Structure
- B.) WBS Dictionary
- C.) Scope Statement
- D.) Project Charter

Correct answer is **C**

Explanation: The question is referring to a document that defines the project scope. The project's scope statement describes these project elements in detail.

Reference: PMBOK Guide 5th Edition, pages 123, 124

Question 96: A project requires the production of 10,000 rubber tires. The weight requirement of each of the tires is specified with a tolerance of 1% variance. Which of the following graphical tools should be used to monitor the production if a sample of 50 tires produced per day is measured?

- A.) Fishbone Diagram
- B.) Pareto Chart
- C.) Control Chart
- D.) Histogram

Correct answer is **C**

Explanation: The question requires identifying a tool that is used to monitor the measurements, not to analyze them. A Control Chart is a monitoring tool, while all of the other choices are analytical tools. The Fishbone Diagram, Pareto Charts and Histograms are used to identify the root causes of an issue and are not used to monitor the measurements.

Reference: PMBOK Guide 5th Edition, page 238

Question 97: You are working with HR on analyzing the staffing and assignments for your project. Which of the following documents would you primarily refer to during this process?

- A.) Resource Breakdown Structure
- B.) Organizational Breakdown Structure
- C.) Work Breakdown Structure
- D.) Program Summary Work Breakdown Structure

Correct answer is **A**

Explanation: The Resource Breakdown Structure is a hierarchical structure of the identified resources by resource category and resource type. Each

lower level represents the detailed description of resources that can be used in conjunction with the Work Breakdown Structure.

Reference: PMBOK Guide Fifth Edition, page 261.

Question 98: You work in a Strong Matrix organization. Which of the following is not part of your responsibilities as a project manager?

- A.) Lead the weekly team meetings
- B.) Participate in scope definition
- C.) Respond to questions from your Sponsor (Board of Directors)
- D.) Lead the annual performance review of your project team members

Correct answer is **D**

Explanation: The responsibility to lead the annual performance review of your team members lies with the functional manager of the team. You will be asked to give input, but you will not be leading this process.

Reference: PMBOK Guide Fifth Edition, page 23.

Question 99: The leader of your test team is giving you a report indicating that his peer review revealed that several of the screen layouts are not according to specifications. Fields are not in the correct position and often the screen is not created pixel perfect. What is the process called that he performed?

- A.) Quality Assurance
- B.) Control Quality
- C.) Quality Review
- D.) Quality Response

Correct answer is **B**

Explanation: The Tool and Technique that was used is called peer review, also known as inspection. It is applied during the Control Quality Process.

Reference: PMBOK Guide Fifth Edition, page 252.

Question 100: Your project is slipping from critical path and you ask a team member to work overtime to keep it on track. You assure him of a high rating on his performance review if the project comes back on track. What kind of Project manager's power are you using in this scenario?

- A.) Referent
- B.) Reward
- C.) Expert
- D.) Coercive

Correct answer is **B**

Explanation: There are five types of power that a project manager can use in a project. 1) Expert 2) Referent 3) Reward 4) Coercive 5) Representative. Reward power is about giving the team members promotions, rewards, or overtime so that you can ask them to complete the tasks or finish project early.

Reference:

http://www.cio.com.au/article/366187/program_project_manager_power_what_your_most_important_traits_achieve_success/

Question 101: Which of the following is a numbering system used to uniquely identify each work package?

- A.) Accounting Books
- B.) General Ledger
- C.) Code of Accounts
- D.) Risk Priority Number

Correct answer is **C**

Explanation: There are two numbers associated with each work package, i.e., the work package ID itself, and a cost code from the Code of Accounts. None of the other answers is associated with work packages.

Reference: PMBOK Guide 5th Edition, page 531

Question 102: A functional manager is asking you for help in personnel development for three of her direct reports who are currently working for your project. Where can you help her best?

- A.) Give input regarding salary decisions
- B.) Give feedback on their performance
- C.) Suggest academic seminars
- D.) Recommend career paths

Correct answer is **B**

Explanation: This is one of those questions, where you have to find “the best” answer. As a functional manager you have the responsibility to deal with all four topics presented in these answers. As a project manager you might certainly address these issues in your discussions, but giving feedback on their performance as they work on your project team is certainly the most appropriate selection for you as a project manager.

Reference: PMBOK Guide Fifth Edition, pages 22, 23.

Question 103: You are on a team that has five members including you. How many communication channels do you personally have?

- A.) 5

- B.) 4
- C.) 10
- D.) 12

Correct answer is **B**

Explanation: This question is trying to trick you into applying the communications channel formula. But it isn't needed. Only logic is needed. The question isn't asking "How many communications channels are there on the project?" Instead it is asking "How many communication channels do you personally have?" Therefore, since the team has five members including you, this means that you are personally communicating with four other members on the team. Hence you personally have four communication channels.

Reference: PMBOK Guide Fifth Edition, page 292.

Question 104: You are attending a project meeting between the Operations Director and the CIO. During the meeting the CIO gives you instructions for your project. Later on you call a team meeting to implement these changes and you also assign work to the individual team members. What is your position in the organization?

- A.) Project Coordinator
- B.) Project Expeditor
- C.) Functional Manager
- D.) Sponsor

Correct answer is **A**

Explanation: This situation shows two functional managers discussing a project. From the instructions that you receive it is obvious that the CIO has the responsibility on this project. You could be a Project Expeditor or Project Coordinator. Since you have the authority to assign work directly to the team, your status is above the expeditor. Therefore you are a Project Coordinator.

Reference: PMBOK Guide Fifth Edition, page 23.

Question 105: Don is working with stakeholders to build a gas storage plant close to a neighborhood and gets approvals from the local government to establish it. However, local community leaders approach him and raise concerns over the safety of the plant. What should Don do in this situation?

- A.) Should not respond as negative stakeholders always try to stop a project
- B.) Change the location of the project and submit it for approval
- C.) Show approvals and have them contact local government

D.) Work with them and involve them in the project

Correct answer is **D**

Explanation: Understanding both positive and negative stakeholders concerns is an important element in the successful execution of a project. Ignoring negative stakeholders could cause the project to fail. A project manager should involve negative stakeholders as early as possible to clear any issues they might have about the project.

Reference: PMBOK Guide Fifth Edition, page 405.

Question 106: What is the primary goal of Project Communications Management?

- A.) Informing stakeholders of the current status of the project
- B.) Ensuring that project information is planned, collected, created, distributed, stored, retrieved, controlled, and disposed in a timely manner
- C.) Ensuring the data is accurate and error free
- D.) Making relevant information readily available to all stakeholders

Correct answer is **B**

Explanation: While A and D are definitely part of communications management, they are not its primary goal. Project Communications Management includes all processes that ensure that project information is planned, collected, created, distributed, stored, retrieved, controlled, and disposed in a timely manner.

Reference: PMBOK Guide Fifth Edition, page 287.

Question 107: You are working in a foreign country and you are managing a sub-project, where you have to submit important documents to be processed by a government agency. You learn from the project manager who is a resident of the country that it is customary, legal and expected to pay an extra 10% of the fee to the government official who is working on these documents. What is the best thing for you to do?

- A.) Only pay the required fee. Don't pay the extra 10%
- B.) Pay both the fee and the extra 10%
- C.) Consult the budget
- D.) Request assistance from the PMO in your home country

Correct answer is **B**

Explanation: While customs & fees may be different where you come from, the local project manager made it clear that the extra 10% is customary, legal and expected. If it is legal then there is no problem. If it is illegal, then you should not pay.

Reference: PMBOK Guide Fifth Edition, page 18.

Question 108: Which of the following project items is not part of the Risk Register?

- A.) List of Identified Risks
- B.) Management Reserve Amount
- C.) Root Causes of Risks
- D.) Watch List

Correct answer is **B**

Explanation: While the Risk Register may contain the budget for the identified risk responses, the Management Reserve Amount is not part of the Risk Register. All other options are part of Risk Register.

Reference: PMBOK Guide Fifth Edition, pages 327, 343.

Question 109: Your project has just been canceled. What should you do immediately?

- A.) Investigate and document the reasons for termination
- B.) Scrap all completed deliverables
- C.) Release unused budget
- D.) Ensure that project results are handed off to other projects

Correct answer is **A**

Explanation: You have a professional responsibility to hold Lessons Learned Meetings, especially “if the project yielded less than desirable results”. The other answers are also “somewhat” correct, but in this instance Option A is “the best” answer. In the lessons learned meeting, you should investigate and document the reasons for early termination.

Reference: PMBOK Guide Fifth Edition, pages 101, 103.

Question 110: Who of the following is the Project Sponsor?

- A.) Susan who approves the Project Budget
- B.) Jim who negotiates contracts with all the vendors
- C.) Frank who is the CEO and Chairman of the Board
- D.) Marjorie who is your primary customer and chair of the Change Board

Correct answer is **A**

Explanation: Your sponsor is the person who provides the financial resources to the project. The sponsor should be able to procure funding and commit resources to the project.

Reference: PMBOK Guide Fifth Edition, pages 32, 68.

Self-Assessment Tracking Sheet

Assessment	% Correct
Pre-Course Assessment	_____ %
Assessment 01	_____ %
Assessment 02	_____ %
Assessment 03	_____ %
Assessment 04	_____ %
Assessment 05	_____ %
Assessment 06	_____ %
Assessment 07	_____ %
Assessment 08	_____ %
Assessment 09	_____ %
Assessment 10	_____ %
Assessment 11	_____ %
Assessment 12	_____ %
Assessment 13	_____ %

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