



The PM PrepCast Sample Questions

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[Section 1](#) contains the questions.

[Section 2](#) contains the answers with explanations.

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Before you get started...

Project management is rarely totally black and white. A project manager can respond in various ways to events. This means that you may not only be faced with the issue of personality conflict on your team but you must also decide, whether to address this conflict directly with the team members or if it would be better to come up with a team building exercise that may help your team to overcome the situation.

Sample PMP® Exams mirror this situation. Quite often you will see a question with at least 2 answers that seem right, and now, for one point towards your PMP® certification, you must select the *best* one. Again: you must select the BEST one. None of the answers may be 100% correct, but one of them will be *better* than the others when analyzed correctly.

Concepts and Techniques

There is of course no single, correct approach to analyzing the questions, but there are several concepts and techniques that you should know.

Concepts:

- *The PMBOK® Guide is always right* – The PMI strives to improve project management environments in such a way that in the future all projects will always be executed in the most ideal circumstances. This is the way the PMBOK® Guide has been written and it is also the key to answering the questions. Answer them from the perspective of the PMBOK® Guide -- not from your own experiences. When in doubt, then the PMBOK® Guide wins.
- *A Project Manager is proactive* – As a project manager you should never let a small problem linger and give it the opportunity and time to become a large issue. When a problem is presented to you, you will first analyze it, define the various options that are available to you and then select the response that correctly addresses the root cause. For our team-conflict example above, the better answer would therefore be, to address the personality conflict with the two team members directly, and not try and solve it in a circumspect way, by holding a team building meeting.

Techniques:

- *Read the question first* – This is the traditional way. Start out by reading the question. Make sure that you understand it, and that you can distinguish between the important facts and the extraneous information: learn to ignore those facts that do not relate to the question. Then read all four possible answers, and usually two of the four will be very obviously incorrect and can be eliminated. Then weigh the two remaining questions against each other and make your choice.



- *Use your brain* – Start out by reading the question but not the answers. Now close your eyes and think ... What should the answer be? When you are ready, open your eyes again, read the answers. More often than not "your" answer will be there.
- *Bottom-up approach* – Read the answers first, then read the question. This upside down approach can be helpful in the case of very long questions.
- *Last sentence first* – Another technique for approaching long questions is to read the last sentence first. The last sentence usually contains the actual question. Now that you know what they really want to know, read the text in this light.

Also remember that you will have a checkbox that allows you to mark a question if you are uncertain. That way, you can come back to the marked questions for review.

Good luck!

Regards,

Cornelius Fichtner, PMP

Host of The Project Management PrepCast™ -- The First True PMP® Podcast



The Questions

Question 1: The PMBOK® Guide is an example of

- A.) A project management methodology.
- B.) A standard.
- C.) A regulation.
- D.) A university textbook.

Question 2: EV=100, CPI=1, SV=80. How much is Earned Value?

- A.) 100
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- C.) 1.5
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Question 3: You have just arrived in London, where you will be spending 3 days to review a proposal with a vendor. The vendor calls you and invites you to dinner. What do you do?

- A.) You decline the invitation on the grounds that it will jeopardize your objectivity.
- B.) You lie to the vendor and tell him that you have been invited by relatives every night that you are here.
- C.) You don't return his phone call.
- D.) You accept the invitation.

Question 4: Which of the following is not a Tool & Technique of Activity Definition?

- A.) Decomposition.
- B.) Templates.
- C.) Milestones.
- D.) Expert Judgment.



Question 5: Who should sign the Project Charter?

- A.) The Project Manager.
- B.) A project initiator external to the project organization.
- C.) The CEO.
- D.) The most senior project team member.

Question 6: What percentage is usually given as the % that a project manager spends communicating?

- A.) At least 25%.
- B.) No more than 75%.
- C.) 80%.
- D.) 90%.

Question 7: What is Quality according to the PMBOK Guide?

- A.) The degree to which a set of inherent characteristics fulfills requirements.
- B.) The customer's need to be involved in the process.
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Question 8: You are on a team that has 5 members including you. How many communication channels do you personally have?

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

Question 9: EV=100. AC=90. PV=110. BAC=400. How much is the Cost Variance?

- A.) 300.
- B.) -20.
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Question 10: 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 the probability of occurrence and the impact.
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Question 11: You have been assigned as 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 directly by the Board of Directors who have decided that you need to have maximum control over all project resources. What is the best project organization in this case?

- A.) Weak Matrix.
- B.) PMO.
- C.) Projectized.
- D.) Project Expeditor.

Question 12: Which of the following processes does not have "Organizational Process Assets" as an input?

- A.) Integrated Change Control.
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Question 13: 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 called?

- A.) Reserve Analysis.
- B.) Residual Risk.
- C.) Contingency Reserve.
- D.) Budgeted Cost of Work Scheduled.



Question 14: 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 15: 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 16: 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 3 similar past projects you estimate an 8-10 month implementation time. What is this type of estimation technique called?

- A.) Three Point estimating.
- B.) Bottom-up estimating.
- C.) WAG.
- D.) Analogous estimating.

Question 17: 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.) Get a divorce.



Question 18: There is only one output to the Risk Management Planning process. Which one is it?

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

Question 19: 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 was visible. As project manager you decide that it is time to employ coercive power. What measure will you implement?

- A.) You punish her by removing the privilege to work from home for 2 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 20: You are at a critical stage on 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 21: 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.) Leading the annual performance review of your project team members.



Question 22: 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 4 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 23: Planned Value = €30,000. Earned Value = €29,000.

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

Question 24: 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 why people are taking 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 25: 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.) The Management Reserve notes in the Risk Register.
- B.) Project Budget.
- C.) Work Breakdown Structure.
- D.) Risk Breakdown Structure.

Question 26: Which of the following are the Triple Constraints?

- A.) Product Scope, Time and Cost.
- B.) Project Quality, Time and Cost.
- C.) Project Quality, Schedule and Scope.
- D.) Project Scope, Time and Cost.

Question 27: You are working with HR on the staffing for your project. Which of the following helps you determine the category and type of resources that you need?

- A.) RBS.
- B.) OBS.
- C.) WBS.
- D.) PSWBS.

Question 28: 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.) Monitor & Control.
- C.) Scope Verification.
- D.) Executing.



Question 29: 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 consequences on the project.
- B.) Instruct your engineer to implement this minor change.
- C.) Request documentation for this change.
- D.) Note it in the weekly status report.

Question 30: Which of the following is not part of the Risk Register?

- A.) Root causes.
- B.) Management Reserve amount.
- C.) Trends.
- D.) Probability of achieving Cost & Time objectives.

Question 31: 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 do overtime.
- B.) Schedule Compression.
- C.) Crashing.
- D.) Fast Tracking.

Question 32: 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.) \$54,000.
- B.) \$55,000
- C.) \$56,000.
- D.) \$49,000.



Question 33: 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 this an example of?

- A.) Project Coordination.
- B.) Management by Objectives.
- C.) Projectized Organization.
- D.) Balanced Matrix.

Question 34: Getting collective Action from a group of people who may have quite different interests is

- A.) Power.
- B.) Politics.
- C.) Project Management.
- D.) Murphy's Law.

Question 35: Your project has just been canceled. What do you need to do?

- A.) Hold a Lessons Learned Meeting.
- B.) Write a final project status report.
- C.) Release unused budget.
- D.) Ensure that project results are handed off to other projects.

Question 36: A colleague of yours has just returned home from a 6 month project in a foreign country. You discuss his experience and he tells you that he absolutely didn't enjoy "these 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.) Jet Lag.
- D.) Classism.



Question 37: Which of the following are not Tools & Techniques of Schedule Development?

- A.) Schedule Network Analysis, Critical Path Method & Resource Leveling.
- B.) Applying Calendars, Schedule Compression.
- C.) Schedule Model, Project Management Software, Applying leads & lags.
- D.) Progress reporting, Schedule comparison Bar Charts, Variance Analysis

Question 38: 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 39: Which of the following is appropriate as a status report prior to a kill point of the Design Phase on your project?

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

Question 40: 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 41: What is the correct order of the processes?

- A.) Quantitative Risk Analysis followed by Qualitative Risk Analysis.
- B.) Cost Budgeting is followed by Cost Estimating.
- C.) Scope Definition is followed by Create WBS.
- D.) Develop Project Team is followed by Acquire Project Team.

Question 42: Your vendor is experiencing technical difficulties. After analysis of the network diagram you give him a 2 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 43: You are producing aluminium dowels. The control limits of this production process are 14.9cm and 15.1cm. The specification limits are 14.8cm and 15.2cm. Inspection shows that the last 5 dowels produced are 15.2cm 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 44: Which of the following Tools & Techniques are used to create a Communications Management Plan?

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



Question 45: Your project is behind schedule by 2 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 2 weeks. Task B is on the critical path and for a cost of \$2,000 you will recover 1 week. Task C is on the critical path and for a cost of \$4,000 you will recover 2 weeks. Task D is on the critical path and for a cost of \$1,500 you will recover 1 week. Which task do you crash?

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

Question 46: Which of the following are not outputs of the Schedule Development process?

- A.) Project Schedule, Schedule Baseline.
- B.) Updates to the Project Calendar and Activity Attributes.
- C.) Requested Change and Resource Requirement updates.
- D.) Duration Estimates and updates to the Activity List.

Question 47: What are the closing processes called?

- A.) Close Project, Contract Closing, Lessons Learned.
- B.) Lessons Learned, Contract Closure.
- C.) Close Project, Lessons Learned.
- D.) Close Project Contract Closure.

Question 48: 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 49: You are currently working in a PMO and are applying a Benefit Measurement Method to various options that were presented. What are you doing?

- A.) I am evaluating which projects our company should implement.
- B.) I am researching a project management methodology.
- C.) I am analyzing a project schedule to evaluate options of crashing.
- D.) I am performing a cost risk simulation to define a project budget.

Question 50: Where is most of the project budget spent?

- A.) Labor cost of the project team.
- B.) Manufacturing of goods for the project.
- C.) Project Planning.
- D.) Project plan implementation.

Question 51: 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.

Question 52: A functional manager is asking you for help in personnel development for three of her direct reports that are currently working on 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 53: Which of the following is not an example of a workaround?

- A.) Responding to an unknown 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 54: You are in the detailed design phase 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.) FFP.
- D.) Award Fee Contract.

Question 55: 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 56: You overhear a conversation between two team members. You learn that one team member has finished a task early but will not deliver it until the required day. Which of the following represents this?

- A.) Theory Z.
- B.) Parkinson's Law.
- C.) Student Syndrome.
- D.) Law of diminishing returns.

Question 57: What is not part of selecting a seller?

- A.) Weighing them against each other or getting an independent estimate.
- B.) Screening them or negotiating a contract
- C.) Asking an expert for help or rating them.
- D.) Bringing them in for a seller conference or performing a performance review.



Question 58: What is the primary goal of Project Communications Management?

- A.) Informing stakeholders of the current status.
- B.) Ensuring that project information is generated, collected, stored and distributed in a timely manner.
- C.) Define, combine, unify and coordinate all project management related communication activities.
- D.) Planning all communications activities.

Question 59: What do you call computerized modeling and simulation, which imitates your project many thousand times by randomly choosing from early and late finish dates of schedule activities?

- A.) Monte Carlo.
- B.) Automated Schedule Development (ASD).
- C.) Schedule Risk Analysis.
- D.) e-PERT.

Question 60: 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.) Quality Control.
- C.) Quality Review.
- D.) Quality Response.



The Answers

Question 1: The PMBOK® Guide is an example of

- A.) A project management methodology.
- B.) A standard.**
- C.) A regulation.
- D.) A university textbook.

B: See page 2 of PMBOK guide at the bottom. Answer A.) is wrong because the PMBOK is generally recognized as a project management framework, not as a methodology.

Question 2: EV=100, CPI=1, SV=80. How much is Earned Value?

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

A: The answer is actually in the question. If EV=100, then how much is Earned Value? 100.

Question 3: You have just arrived in London, where you will be spending 3 days to review a proposal with a vendor. The vendor calls you and invites you to dinner. What do you do?

- A.) You decline the invitation on the grounds that it will jeopardize your objectivity.
- B.) You lie to the vendor and tell him that you have been invited by relatives every night that you are here.
- C.) You don't return his phone call.



D You accept the invitation.

D: Accepting an invitation to dinner is normal social behavior and does not jeopardize objectivity. Accepting an expensive gift on the other hand would be a problem and you should decline it.

Question 4: Which of the following is not a Tool & Technique of Activity Definition?

- A.) Decomposition.
- B.) Templates.
- C** Milestones.
- D.) Expert Judgment.

C: Page 127 of PMBOK

Question 5: Who should sign the Project Charter?

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- B** A project initiator external to the project organization.
- C.) The CEO.
- D.) The most senior project team member.

B: Page 81 of PMBOK

Question 6: What percentage is usually given as the % that a project manager spends communicating?

- A.) At least 25%.
- B.) No more than 75%.
- C.) 80%.
- D** 90%.

D: According to Kerzner, we spend 90% communicating



Question 7: What is Quality according to the PMBOK Guide?

- ☒ A) The degree to which a set of inherent characteristics fulfills requirements.
- ☐ B.) The customer's need to be involved in the process.
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- ☐ D.) Quality is inspected not built into a result.

☒ A: page 371 of PMBOK Guide

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

☒ B: 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 5 members including you, this means that you are personally communicating with 4 other members on the team. Hence you personally, have 4 communication channels.

Question 9: EV=100. AC=90. PV=110. BAC=400. How much is the Cost Variance?


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

☒ D: page 173 of PMBOK Guide. $CV = EV - AC$




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- ☒ A.) Define for each risk the probability of occurrence and the impact.
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- ☐ C.) Review cost planning to ensure that enough risk reserve is available..
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: Finishing the Risk Register indicates that you are at the end of Risk Identification. The next process is the Qualitative Risk Analysis, where you define probability and impact for each risk.

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- ☐ A.) Weak Matrix.
- ☐ B.) PMO.
- ☒ C.) Projectized.
- ☐ D.) Project Expeditor.

: A projectized organization offers the greatest control over project resources by the project manager.

Question 12: Which of the following processes does not have "Organizational Process Assets" as an input?

- ☒ A.) Integrated Change Control.
- ☐ B.) Close Project.
- ☐ C.) Scope Planning.
- ☐ D.) Activity Definition.

: PMBOK Guide page 98.



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- A.) Reserve Analysis.
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- ☒ C.) Contingency Reserve.
- D.) Budgeted Cost of Work Scheduled.

: PMBOK Guide page 355.


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- C.) It is not part of the project plan.
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: PMBOK Guide page 379.

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

: PMBOK Guide page 192. Also known as a Cause & Effect Diagram or Fishbone Diagram.

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projects you estimate an 8-10 month implementation time. What is this type of estimation technique called?

- A.) Three Point estimating.
- B.) Bottom-up estimating.
- C.) WAG.

☒ **Analogous estimating.**

☐ **: PMBOK Guide page 351.**

Question 17: 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.
- ☒ **Disclose how you learned about the project and submit your proposal.**
- C.) Have your co-worker submit the proposal.
- D.) Get a divorce.

☐ **: In this situation your professional responsibility requires that you disclose where you heard about the opportunity. It is OK to submit a proposal as long as you don't personally benefit from it. We certainly hope, that you did not select answer D... 😊.**

Question 18: There is only one output to the Risk Management Planning process. Which one is it?

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

☐ **: PMBOK Guide page 242. Figure 11-3. As a general rule, all planning processes have a plan as their output.**

Question 19: 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 was visible. As project



manager you decide that it is time to employ coercive power. What measure will you implement?

A) You punish her by removing the privilege to work from home for 2 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.

A): French & Raven recognize 5 types of power. Coercive, reward, legitimate, referent and expert power. Coercive power is also known as penalty power, by which you punish someone.

Question 20: You are at a critical stage on 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 one's fault.

D) Bring the two together to solve the problem.

D): Out of the known conflict resolution techniques the best one is always Confronting - also known as problem solving. Answer B.) would be a possible approach if your project were not in a critical stage. Based on the question we have to assume that the removal of the vendor solutions manager will cause project delay.

Question 21: 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) Leading the annual performance review of your project team members.

D): 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 are not leading this process.



Question 22: 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 4 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. Using only 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.

B: PMBOK Guide page 257. Multiplying the percentages by the cost will show that $0.9 \times -19,000 = -17,100$. This solution provides 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 just on EMV, this is the correct answer.

Question 23: Planned Value = €30,000. Earned Value = €29,000.

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

D: PMBOK Guide Chapter 7.3.2 Cost Control. Answer D is correct because a Planned Value that is greater than Earned Value 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.


Question 24: 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 why people are taking 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.




: The question describes a classic advocate of Douglas McGregor's Theory X.


Question 25: 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.) The Management Reserve notes in the Risk Register.
- B.) Project Budget.
-  **Work Breakdown Structure.**
- D.) Risk Breakdown Structure.


: PMBOK page 354. The Code of Accounts is a numbering system that uniquely identifies each component of the WBS.


Question 26: Which of the following are the Triple Constraints?

- A.) Product Scope, Time and Cost.
- B.) Project Quality, Time and Cost.
- C.) Project Quality, Schedule and Scope.
-  **Project Scope, Time and Cost.**

: PMBOK Guide Page 8. Note that Answer A.) refers to the "PRODUCT Scope, Time and Cost."

Question 27: 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?

-  **RBS.**
- B.) OBS.
- C.) WBS.
- D.) PSWBS.

: PMBOK Guide page 372. Resource Breakdown Structure

Question 28: 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.) Monitor & Control.

C.) Scope Verification.

D.) Executing.

B): PMBOK Guide Page 119 - 5.4.2.1 Scope Verification. The process of measuring a deliverable is part of the Scope Verification process, which in turn is part of the Monitoring & Controlling Process Group. Please note that answer B.) is intentionally spelled wrong. The Process Group is called Monitoring & Controlling, not Monitor & Control. But it is still the best answer and a spelling error does not invalidate the answer.

Question 29: 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 consequences on the project.

B.) Instruct your engineer to implement this minor change.

C.) Request documentation for this change.

D.) Note it in the weekly status report.

C): PMBOK Guide page 96-98. All changes on a project must be documented and then formally approved via the Integrated Change Control Process.

Question 30: Which of the following is not part of the Risk Register?

A.) Root causes.

B.) Management Reserve amount.

C.) Trends.

D.) Probability of achieving Cost & Time objectives.

B): PMBOK Page 263. While the Risk Register may contain a budget for the identified risk responses, the Management Reserve amount is not part of the Risk Register.


Question 31: 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 do overtime.
- B.) Schedule Compression.
- C.) Crashing.


 **Fast Tracking.**

: PMBOK Guide Page 146. 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.

Question 32: 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?

 **\$54,000.**


- B.) \$55,000
- C.) \$56,000.
- D.) \$49,000.

: Fleming, Project Procurement Management, Page 91. 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.

Question 33: 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 this an example of?

 **Project Coordination.**

- B.) Management by Objectives.
- C.) Projectized Organization.
- D.) Balanced Matrix.

: PMBOK Guide Page 29, Figure 2-7. This situation shows 2 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.

Question 34: Getting collective Action from a group of people who may have quite different interests is

- A.) Power.
- B.) Politics.**
- C.) Project Management.
- D.) Murphy's Law.

B): The question represents the definition of Politics.

Question 35: Your project has just been canceled. What do you need to do?

- A.) Hold a Lessons Learned Meeting.**
- B.) Write a final project status report.
- C.) Release unused budget.
- D.) Ensure that project results are handed off to other projects.

A): PMBOK Guide page 230. 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 answer A.) is “the best” answer.

Question 36: A colleague of yours has just returned home from a 6 month project in a foreign country. You discuss his experience and he tells you that he absolutely didn't enjoy “these 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.) Jet Lag.
- D.) Classism.

B): 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.

Question 37: Which of the following are not Tools & Techniques of Schedule Development?

- A.) Schedule Network Analysis, Critical Path Method & Resource Leveling.
- B.) Applying Calendars, Schedule Compression.
- C.) Schedule Model, Project Management Software, Applying leads & lags.

☒ D) Progress reporting, Schedule comparison Bar Charts, Variance Analysis

☒ D: PMBOK Guide page 143. All T&T in answer D come from the Schedule Control Process.

Question 38: 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.

☒ B: 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 is legal then there is no problem. If it is illegal, then there is a problem.

Question 39: Which of the following is appropriate as a status report prior to a kill point of the Design Phase on your project?

- A.) Informal written.

- B.) Email.

- C.) Formal verbal.

☒ D) Formal written.



D: A status report that will help decide the continuation of the project must be in formal written format.

Question 40: 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.

B: PMBOK Guide page 368.

Question 41: What is the correct order of the processes?

A.) Quantitative Risk Analysis is followed by Qualitative Risk Analysis.

B.) Cost Budgeting is followed by Cost Estimating.

C Scope Definition is followed by Create WBS.

D.) Develop Project Team is followed by Acquire Project Team.

C: PMBOK Guide page 103.

Question 42: Your vendor is experiencing technical difficulties. After analysis of the network diagram you give him a 2 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.

D: PMBOK page 378. The amount of time that a schedule activity can be delayed without delaying the project finish date is called total float or total slack.



Question 43: You are producing aluminium dowels. The control limits of this production process are 14.9cm and 15.1cm. The specification limits are 14.8cm and 15.2cm. Inspection shows that the last 5 dowels produced are 15.2cm 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.

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

Question 44: Which of the following Tools & Techniques are used to create a Communications Management Plan?

A) Communications Requirements Analysis & Communications Technology.

B.) Communications Skills & Lessons Learned Process.

C.) Stakeholder Analysis & Project Scope Statement.

D.) Communication Channels & Work Performance Information.

A): PMBOK Guide page 225.

Question 45: Your project is behind schedule by 2 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 2 weeks. Task B is on the critical path and for a cost of \$2,000 you will recover 1 week. Task C is on the critical path and for a cost of \$4,000 you will recover 2 weeks. Task D is on the critical path and for a cost of \$1,500 you will recover 1 week. Which task do you crash?

A.) Task A.

B.) Task B.

C.) Task C.

D) Task B & Task D.

D): 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 2



weeks at a cost of \$4,000. Task B & D together will recover 2 weeks for \$3,500. Therefore D is the cheapest option

Question 46: Which of the following are not outputs of the Schedule Development process?

- A.) Project Schedule, Schedule Baseline.
- B.) Updates to the Project Calendar and Activity Attributes.
- C.) Requested Change and Resource Requirement updates.
- D.) Duration Estimates and updates to the Activity List.**

D: PMBOK Guide page 125.

Question 47: What are the closing processes called?

- A.) Close Project, Contract Closing, Lessons Learned.
- B.) Lessons Learned, Contract Closure.
- C.) Close Project, Lessons Learned.
- D.) Close Project, Contract Closure.**

D: PMBOK Guide page 70. You should be able to draw this page onto an empty sheet of paper.

Question 48: 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.

C: PMBOK Guide page 169. A problem that occurs without having been identified during risk management is an unknown 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.



Question 49: You are currently working in a PMO and are applying a Benefit Measurement Method to various options that were presented. What are you doing?

- ☒ A) I am evaluating which projects our company should implement.
- ☐ B.) I am researching a project management methodology.
- ☐ C.) I am analyzing a project schedule to evaluate options of crashing.
- ☐ D.) I am performing a cost risk simulation to define a project budget.

☒ A: PMBOK Guide page 85. Benefit Measurement Methods are used to determine which projects your company should select.

Question 50: Where is most of the project budget spent?

- ☐ A.) Labor cost of the project team.
- ☐ B.) Manufacturing of goods for the project.
- ☐ C.) Project Planning.

☒ D) Project plan implementation.

☒ D: While answers A-C represent areas on which a lot of budget is spent on, implementing the actual project plan (= executing the project) is where most of the project budget is spent.

Question 51: 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.

☒ A: PMBOK page 376. Your sponsor is the person who provides the financial resources for the project.

Question 52: A functional manager is asking you for help in personnel development for three of her direct reports that are currently working on 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.

B: 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 4 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.

Question 53: Which of the following is not an example of a workaround?

A.) Responding to an unknown 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.

C: PMBOK Guide page 380. A workaround is an unplanned response to a negative (or positive) event. Answer C.) is the best answer because in all 3 cases we are 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.

Question 54: You are in the detailed design phase 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.) FFP.

D.) Award Fee Contract.

B: Based on the items on the bill, this is a time & material contract.



Question 55: 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.

B: Answer B is trying to proactively ensure that you will not have nonconformance on your project by implementing repeatable processes. All other answers are cost incurred due to nonconformance.

Question 56: You overhear a conversation between two team members. You learn that one team member has finished a task early but will not deliver it until the required day. Which of the following represents this?

- A.) Theory Z.
- B.) Parkinson's Law.**
- C.) Student Syndrome.
- D.) Law of diminishing returns.

B: Parkinson's law says that "work expands so as to fill the time available for its completion."

Question 57: What is not part of selecting a seller?

- A.) Weighing them against each other or getting an independent estimate.
- B.) Screening them or negotiating a contract.
- C.) Asking an expert for help or rating them.
- D.) Bringing them in for a seller conference or performing a performance review.**

D: PMBOK Guide page 272. These processes are part of Request Seller Responses and Contract Administration.



Question 58: What is the primary goal of Project Communications Management?

A.) Informing stakeholders of the current status.

B) Ensuring that project information is generated, collected, stored and distributed in a timely manner.

C.) Define, combine, unify and coordinate all project management related communication activities.

D.) Planning all communications activities.

B: PMBOK Guide page 340. While A and D are definitely part of communications management, they are not its primary goal.

Question 59: What do you call computerized modeling and simulation, which imitates your project many thousand times by randomly choosing from early and late finish dates of schedule activities?

A) Monte Carlo.

B.) Automated Schedule Development (ASD).

C.) Schedule Risk Analysis.

D.) e-PERT.

A: PMBOK Guide page 364.

Question 60: 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) Quality Control.

C.) Quality Review.

D.) Quality Response.

B: PMBOK Guide page 196. The Tool and Technique that was used is called peer review, also known as inspection. It is applied during Quality Control.