



Milestone Training Center  
PMP EXAM (1)

1. Daniel is managing the development of an ecommerce website for his organization. Daniel enjoys coercive powers and has assigned Julie, a project team member, to facilitate the team meetings. During any team meeting, Julie must?
  - a)  Influence team members to support the project manager's decisions
  - b)  Support the team members to challenge the project manager's decisions
  - c)  Negotiate with team members to achieve the project objectives
  - d)  Remain neutral and facilitate the meetings
  
2. You are a consulting project manager and have been contracted by an investment bank to run a large information technology project that is expected to last 15 months. During the Direct and Manage Project Work process, you discover that several regulatory requirements have not been addressed in the project management plan. Failure to meet these requirements could result in legal action against the company. However, implementing the technology to comply with these regulations exceeds the budget and scope of the project, and could result in the cancellation of the project. What should you do?
  - a)  Submit a change request to incorporate the missed requirements to the project's scope.
  - b)  Do not do anything as these requirements are not a part of the scope baseline.
  - c)  Request additional funds to implement these requirements.
  - d)  This is a classical example of scope creep and such requirements must be ignored.
  
- 3- A fundamentally functional organization creates a special project team to handle a critical project. This team has many of the characteristics of a project team in a project organization and has a Project manager dedicated to the project. Such an organization would be called:
  - a)  A projectized organization
  - b)  A functional organization.
  - c)  A strong matrix organization
  - d)  A composite organization
  
- 4- As you are creating the Activity List, which technique is recommended for subdividing the project into smaller components called activities?
  - a)  Decomposition

- b)  Rolling Wave Planning
- c)  Expert judgment
- d)  Deconstruction

5- Linda has been assigned to establish a PMO in her organization. Linda believes that this project cannot be successful unless all of the key project stakeholders support the project. She also believes that she needs to pay special attention on stakeholder management to ensure success of this project. As the first step, she needs to develop her stakeholder register. Which of the following processes must be started by Linda to produce the project stakeholder register?

- a)  Plan Stakeholder Management
- b)  Control Stakeholder Engagement
- c)  Identify Stakeholders
- d)  Manage Stakeholder Engagement

6- The Create WBS process identifies the deliverables at the \_\_\_\_\_ level in the Work Breakdown Structure (WBS).

- a)  Lowest
- b)  Any
- c)  Tenth
- d)  Highest

7- What is the primary risk when including reserves or contingency allowances in your cost estimate?

- a)  Cancelling your project
- b)  Understating the cost estimate
- c)  Overstating the cost estimate
- d)  Tracking the funds

8- Which of the following statements most accurately describes a project scenario?

- a)  Changes in project scope during the initial phases of the project are very expensive.
- b)  The influence of the stakeholders is the same all through the project.
- c)  Staffing peaks up during the execution phase of a project.
- d)  The next phase of a project should never start until the deliverables for the previous phase have been completely reviewed and approved.

9- Which of the following is not an organizational process asset that is used during the Plan Human Resource Management process?

- a)  Template for organizational charts
- b)  Template for position descriptions
- c)  Standardized role descriptions
- d)  Standardized stakeholder list

10- With the establishment of a PMO in an organization, the project management jargon is being adopted by the employees. However, few people are still struggling with the project management terminologies. One of the most common confusion is the difference between a project stakeholder and a key stakeholder. Who are the key stakeholders?

- a)  Individuals, groups or organizations in a decision making position.
- b)  Individuals, groups or organizations actively involved in the project.
- c)  Individuals, groups or organizations affected by the project.
- d)  Individuals, groups or organizations carrying out the project work

11- The Perform Integrated Change Control process includes several configuration management activities. Which of the following is not part of configuration management activities?

- a)  Change request
- b)  Configuration Verification
- c)  Configuration Status Accounting
- d)  Configuration Identification

12- After brainstorming potential project risks, what is the recommended method for prioritizing these risks and their mitigation plans?

- a)  RACI chart
- b)  Control chart
- c)  Fishbone Diagram
- d)  Probability and impact matrix

13- If you are influencing factors that create changes to the cost of the project, which process are you using?

- a)  Negotiate Costs

- b)  Estimate Costs
- c)  Control Costs
- d)  Determine Budget

14-If you are requesting a vendor quote for a defined scope, what is the recommended contract type?

- a)  Fixed price
- b)  Commission
- c)  Cost reimbursable
- d)  Time and materials

15- All of the following are interpersonal skills EXCEPT:

- a)  Resisting to change
- b)  Building trust
- c)  Resolving conflict
- d)  Active listening

16- What is the logical sequence of the Project Scope Management processes?

- a)  Create WBS, Collect Requirements, Define Scope, Validate Scope, and Control Scope
- b)  Define Scope, Collect Requirements, Create WBS, Validate Scope, and Control Scope
- c)  Plan Scope Management, Collect Requirements, Define Scope, Create WBS, Validate Scope, and Control Scope
- d)  Plan Scope Management, Collect Requirements, Define Scope, Validate Scope, Create WBS, and Control Scope

17- The most detailed level of the WBS is called the \_\_\_\_\_ .

- a)  WBS element
- b)  Work package
- c)  Project scope
- d)  Deliverable

18- Which of the following is a hierarchical representation of project risks?

- a)  Risk Register

- b)  Risk Mitigation
- c)  Risk categories
- d)  Risk Breakdown Structure

19- Which of the following is a tool or technique used in the Monitor and Control Project Work process?

- a)  Expert judgment
- b)  Rejected change requests
- c)  Earned value technique
- d)  Change control tools

20- A large network hardware upgrade project was scheduled to take place over a weekend. During the course of the implementation, several previously unidentified dependencies for additional materials were discovered. The project manager gave approval for the tech staff doing the implementation to procure with corporate credit cards several hundred dollars worth of additional equipment required to complete the implementation. However these additional expenses caused the project to exceed its budget. How should the project manager handle this?

- a)  Ask the IT Director to cover those expenses from his budget.
- b)  Advise the staff to submit expense reports for the purchases. Because the cost is relatively small, it can be categorized as miscellaneous purchases that are not associated with the project.
- c)  Notify the project stakeholders immediately of the additional expenses incurred and follow project and or company procedures for budget variances.
- d)  Do nothing- that's what reserves are for.

21- During the Plan Procurement Management phase, the make-or-\_\_\_\_\_ analysis must be completed. This technique prompts the project team to determine the source of their item.

- a)  lease
- b)  buy
- c)  find
- d)  ignore

22- Which of these precedence relationships is least commonly used in Precedence Diagramming Method?

- a)  Start to Start
- b)  Finish to Finish

- c)  Finish to Start
- d)  Start to Finish

23-A RACI chart is an example of a \_\_\_\_\_.

- a)  Network
- b)  Flowchart
- c)  Responsibility assignment matrix
- d)  Hierarchical-type organization chart

24- If the project's current total earned value (EV) is \$100,000 and the actual amount spent (AC) is \$95,000, what is the cost variance of the project?

- a)  The cost variance is 1.05
- b)  The cost variance is 5,000
- c)  The cost variance is 0.95
- d)  The cost variance is -5,000

25- Your company has temporarily assigned you to serve as a project manager at a company location outside your home country. While meeting with a vendor your first day on the job, you are presented with a gift. The corporate policy at the headquarters in your home country prohibits employees from accepting these types of gifts. However, as you are new to this location, you believe- but are not sure- that the local policy, as well as local custom may differ. How should you respond?

- a)  Provide a gift of similar value to the vendor at your next meeting.
- b)  Accept the gift but do not tell anyone.
- c)  Respectfully tell the vendor you are not sure of corporate policy, and will need to ask your management before you can accept gifts of any size.
- d)  Accept the gift this time, but ask your manager about the local policy afterwards.

26- If you are writing a proposal for additional funding, which communication style should you choose?

- a)  formal and horizontal
- b)  formal and vertical
- c)  informal and vertical
- d)  informal and horizontal

27- If you want a group of experts to identify project risks, but also want unbiased data, what is an appropriate technique to use?

- a)  Interviewing
- b)  Delphi technique
- c)  Assumption analysis
- d)  Brainstorming

28- If you are working on a project with constantly changing scope, which contract type would work best when hiring an outside vendor to complete a portion of the work?

- a)  Cost reimbursable
- b)  Lump sum
- c)  Time and material
- d)  Fixed price

29- Which process of integrative project management documents the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans into a project management plan?

- a)  Direct and Manage Project Work
- b)  Monitor and Control Project Work
- c)  Develop Project Charter
- d)  Develop Project Management Plan

30- Mary is currently focusing on controlling the key stakeholder engagement on her project. The project management plan is an essential input to this process. Which of the following components of the project management plan is least likely to be utilized during this process?

- a)  Stakeholder communication needs and expectations
- b)  Project management processes selected for the project
- c)  Change management process
- d)  Human resource requirements

31- A project manager scheduled a review at the end of a phase, with the objective of obtaining authorization to close the current project phase and initiate the next phase. Which of the following is an incorrect way of describing this review?

- a)  Phase gate

- b)  Phase planning
- c)  Kill point
- d)  Stage gate

32- If you are measuring the quality of items in a sample on a pass/fail basis, what is that called?

- a)  Attribute sampling
- b)  Biased sampling
- c)  Variable sampling
- d)  Stratified sampling

33- The Requirements Traceability Matrix helps in tracing all of the following except:

- a)  Requirements to project objectives
- b)  Requirements to project scope
- c)  Requirements to test strategy
- d)  Requirements to project risk

34- Which of the following should you NOT use as an input into creating the WBS structure?

- a)  Bill of Material (BOM)
- b)  Project scope statement
- c)  Organizational process assets
- d)  Requirements documentation

35- You are on the vendor selection committee for a large IT project that you will be managing for your company. Your friend works for a company that is planning to bid on the project. During a social dinner, the friend tells his job is on the line if his company does not win the contract. What should you do?

- a)  Notify the project stakeholders that you have social ties with one of the vendors, and excuse yourself from the selection committee.
- b)  Tell the friend you will do what you can, but don't actually act on this.
- c)  Don't mention your relationship to anyone involved with the project, but push for the friend's company during the selection process.
- d)  This is simply networking. Let the project stakeholders know you have a social connection to the vendor and recommend they get the business.



36- Which term best describes the Identify Risks process?

- a)  Finite
- b)  Redundant
- c)  Iterative
- d)  Inconsequential

37- During the Plan Risk Management process, assigning \_\_\_\_\_ will help you and the project team identify all important risks and work more effectively during the identification process.

- a)  risk factors
- b)  blame
- c)  risk mitigation plans
- d)  risk categories

38- Which of these processes is NOT a project time management process?

- a)  Create WBS
- b)  Develop Schedule
- c)  Define Activities
- d)  Sequence Activities

39- The technique most commonly used by project management software packages to construct a project schedule network diagram is:

- a)  Activity-On-Node (AON)
- b)  Finish-to-Start (FS)
- c)  Activity-In-Node (AIN)
- d)  Node-On-Activity (NOA)

40- Which of the following defines the total scope of the project and represents the work specified in the current approved project scope statement?

- a)  Work Breakdown Structure (WBS)
- b)  Bill of Material (BOM)
- c)  Project Charter
- d)  Requirements Breakdown Structure (RBS)

41- If you are creating a new WBS for your project, what should you consider to save time during the creation process?

- a)  Delegate the WBS creation since it is not an important process
- b)  Skip the WBS process
- c)  Use a previous WBS from a similar project as a template
- d)  Create a less detailed WBS

42- Which of these precedence relationships is most commonly used in Precedence Diagramming Method?

- a)  Finish to Start
- b)  Start to Finish
- c)  Start to Start
- d)  Finish to Finish

43- You are the project manager in your organization. You have very little authority over the projects you manage, and you are mainly engaged in project coordination activities. You are currently struggling with obtaining the required human resources for your project during the Acquire Project Team process. Who do you need to negotiate with to obtain these resources?

- a)  The functional managers
- b)  The project sponsor
- c)  The customer
- d)  Your line manager

44- An effective quality audit should be:

- a)  structured and independent
- b)  informal and independent
- c)  informal and internal
- d)  structured and internal

45- What is the traditional way to display a reporting structure among project team members?

- a)  Text-oriented role description
- b)  Flowchart
- c)  Hierarchical-type charts

- d)  Matrix based responsibility chart

46- The Project Charter formally authorizes a project. Who authorizes the project charter?

- a)  The project manager
- b)  A project sponsor or initiator internal to the project
- c)  The user of the product
- d)  A project sponsor or initiator external to the project

47- In an ongoing project, the project sponsor and a manager of the performing organization are having conflicts. What would be your comment on this situation?

- a)  The project manager needs to step in and handle the stakeholders' expectations. The stakeholders may have different objectives and interests in the project.
- b)  The project manager needs to step in and handle the stakeholders' expectations. All stakeholders are supposed to have the same objectives and interests in a project.
- c)  The project manager should resolve in favor of the project sponsor since he is providing the funds for the project.
- d)  The project manager should resolve in favor of the manager of the performing organization since they are executing the project and need to be kept in good books.

48- Project risks should be identified by:

- a)  Those invited to the risk identification process only
- b)  Key project stakeholders only
- c)  The project manager only
- d)  All project personnel

49- A control chart should always contain:

- a)  Upper and lower warning limits
- b)  The moving average
- c)  Upper and lower control limits
- d)  Upper and lower specification limits

50- When would Rolling Wave Planning be useful in a project?

- a)  You should use Rolling Wave Planning to help you achieve the appropriate level of detail in each work package at the right time.
- b)  You should use Rolling Wave Planning to determine the correct sequencing for long term items.
- c)  You should use Rolling Wave Planning to help you organize team member's activities within a large project group.
- d)  You should use Rolling Wave Planning to help you determine which activities are more important and should be done first.

51- You are managing a multi-million dollar project, and discover several critical pieces of data in the project information repository have been modified without authorization. What should you do?

- a)  Determine the extent of the data breach, and implement security procedures to prevent a recurrence.
- b)  Determine the extent of the data breach and notify the appropriate project and company staff of the incident.
- c)  Determine the extent of the data breach, and restore the modified data from a backup.
- d)  Determine the extent of the data breach, and setup auditing to track further unauthorized access.

52- If you are developing a Project Management Plan, how should you determine the level of detail to be included in the plan?

- a)  Always only provide a summary or high level plan
- b)  Include only the details your manager specifically requested
- c)  Always provide the maximum level of detail possible
- d)  Provide the level of detail based on the project complexity and application area

52- If you want to have multiple vendors bid on your contract, what is the best way to ensure that all vendors have the same information before bidding?

- a)  Issue a standard request for bid and do not allow any questions
- b)  Hold a bidder conference
- c)  Communicate only through email

- d)  Develop a qualified sellers list

54- Randy is managing a project and identifies that there are 8 stakeholders in the project. He is worried that he might end up with an unmanageable number of communication channels. In your view, how many communication channels does Randy have to plan for?

- a)  64 channels  
b)  56 channels  
c)  8 channels  
d)  28 channels

55-Julie is currently populating her project's stakeholder register with the names and details of the people identified during the Identify Stakeholders process. Some of these people are not supporting the project but they can directly influence the project. Julie is adding these people to her project's stakeholder register because?

- a)  These people are negative stakeholders and they have to be closely managed.  
b)  Although these people are not stakeholders, they have influence over the project.  
c)  Julie is adding them to the stakeholder register as they are potential project stakeholders.  
d)  Although these are not stakeholders, their names were identified during the Identify Stakeholders process.

56- You have been asked to establish a project charter for your new project. According to PMBOK, who normally has the responsibility to authorize the charter?

- a)  Company president or CEO  
b)  Project initiator or sponsor  
c)  Key project stakeholders  
d)  Project manager

57- In general, Perform Qualitative Risk Analysis is:

- a)  not often completed  
b)  complete and 100% accurate  
c)  in-depth and thorough  
d)  quick and cost-effective

58- As a project manager, you are performing various project performance measurements to assess the magnitude of variation. You then attempt to determine the cause and decide whether corrective action is required. This would be known as:

- a)  Scope Analysis
- b)  Variance Analysis
- c)  Performance Reporting
- d)  Configuration Management

59- Two efficiency indicators that reflect the cost and schedule performance of a project are:

- a)  Cost Projection Index (CPI) and Schedule Projection Index (SPI)
- b)  Cost Performance Index (CPI) and Schedule Performance Index (SPI)
- c)  Actual Cost (AC) and Planned Value (PV)
- d)  Cost Pricing Index (CPI) and Schedule Performance Index (SPI)

60- Sarah has just started the Identify Stakeholders process for her project. She is currently looking for a template for the stakeholder register so that she doesn't have to reinvent the wheel. Where can she find stakeholder register templates?

- a)  Organizational process assets
- b)  Project charter
- c)  Project management plan
- d)  Enterprise environmental factors

61- If you want to compress a project schedule, what are two of the recommended alternatives to consider?

- a)  Fast Tracking and Schedule Network Analysis
- b)  Crashing and Fast Tracking
- c)  Resource Leveling and What-If Scenario Analysis
- d)  Crashing and Schedule Network Analysis

62- A project manager wishes to expand an existing list of sellers. Which of the following techniques should she consider?

- a)  Bidder conferences
- b)  Make or buy analysis
- c)  Analytical techniques

d)  Advertising

63- Which of these tools is NOT a part of the Seven Basic Tools of Quality?

a)  Control Chart

b)  Statistical Sampling

c)  Flowcharting

d)  Scatter Diagram

64- Which quality control technique or tool should be used when trying to determine the cause of a major defect?

a)  Pareto Chart

b)  Control Chart

c)  Histogram

d)  Fishbone diagram

65- During a project update meeting for the key stakeholders, the schedule of some project activities was challenged. The VP Operations challenged that some of the critical path activities cannot be executed as scheduled as they will disturb critical operations. The VP has requested rescheduling of these tasks so that they are carried out during the non-working times of the business. What should the project manager do first?

a)  Analyze the impact of change

b)  Record the issue in the issue log

c)  Send the change request to the change control board for the approval

d)  Produce a change request

66- Why is it important to have a staff release plan for people within the project team?

a)  It helps people manage their time.

b)  The project protects itself from lawsuit.

c)  It is not important.

d)  The project saves money by releasing people from the project at the right time and morale is also improved.

67- Midway through a project, a project manager determined that the project was running way behind schedule. If the project manager needs to shorten the project

schedule, without changing the project scope, which of the following schedule compression techniques could be applied?

- a)  Crashing
- b)  Reserve Analysis
- c)  Forecasting
- d)  Last Tracking

68- At the end of a project, what will your schedule variance be equal to?

- a)  Zero
- b)  Equal to the total PV
- c)  One
- d)  Equal to the total EV

69- Quantitative risk analysis should be performed:

- a)  only on risks identified by the project manager
- b)  only in extreme cases
- c)  only on prioritized risks
- d)  on all risks

70- While a co-worker is out on vacation for two weeks, you are standing in for her as the project manager of a process improvement project. During project meetings it becomes apparent that there is a great deal of conflict between stakeholders, and as you review the project documentation you discover that the vacationing project manager has made several critical project decisions without collecting inputs from the stakeholders. Some of these decisions resulted in changes to the project scope, and did not go through the formal change management process. What should you do?

- a)  Do nothing as you are a temporary project manager.
- b)  Notify the project stakeholders and sponsor that the project scope has changed without proper authorization.
- c)  Update the requirements document to include the scope changes.
- d)  Make a formal change request to incorporate all previously unauthorized changes made to the scope.

71- While analyzing a project, the project manager calculated the ratio of the Earned Value (EV) to the Actual Costs (AC) and obtained a value of 1.2. The project manager decided that this was an unfavorable condition to the project and decided to take corrective action. What is your view?



- a)  The project manager is correct. The ratio of EV to AC is called Cost Performance Index and a ratio greater than 1 is unfavorable to the project
- b)  The project manager is not correct. The ratio of EV to AC is called Cost Variance and a ratio greater than 1 is favorable to the project.
- c)  The project manager is not correct. The ratio of EV to AC is called Cost Performance Index and a ratio greater than 1 is favorable to the project
- d)  The project manager is correct. The ratio of EV to AC is called Cost Variance and a ratio greater than 1 is unfavorable to the project

72- Which of these is not an approved Estimate Activity Durations technique?

- a)  Three Point Estimating
- b)  Parametric Estimating
- c)  Analogous Estimating
- d)  Critical Path Estimation

73- If you are working on a project where there is no definite project detailed scope, but similar projects have been completed in the past, what is the correct Estimate Activity Durations tool to use?

- a)  Analogous Estimating
- b)  Parametric Estimating
- c)  Critical Path Estimation
- d)  Three Point Estimating

74- As project manager, you would like to show the relationship between two variables to help your project team understand the quality impacts better. Which tool should be used?

- a)  Scatter Diagram
- b)  Run Chart
- c)  Fishbone Diagram
- d)  Pareto Chart

75- You have been called in to give an executive presentation on the status of your project. Just before you walk into the meeting, you are informed that a critical resource for the project is no longer available, and could result in a substantial delay to the project. However, you believe there may be an alternative resource that could be used. What do you tell the executive committee?

- a)  Wait until you have all facts before you advise the executive team.

- b)  Ask your deputy project manager to add this to the risk database, but do not mention it to the executive team.
- c)  Advise the executive team of the situation exactly as you know it to be at that moment.
- d)  Do not mention it to the executive team because you know that you have enough reserve to support a 2 month delay.

76- In a cause and effect diagram, which of these is not a potential cause?

- a)  Personnel
- b)  Problem statement
- c)  Time
- d)  Material

77- Which of the following is inaccurately represented by the term Progressive elaboration?

- a)  Changes to project scope
- b)  Rolling wave planning
- c)  Detailing out the product requirements which were developed during the initiation process.
- d)  Production of fabrication and construction drawings from the design drawings for a chemical plant.

78- Which document describes the project's deliverables and the work required to create those deliverables?

- a)  Project authorization document
- b)  Project scope statement
- c)  Project scope management plan
- d)  Project charter

79- During a presentation to management, you want to display the project schedule with only the key deliverables displayed. What is the correct tool for this purpose?

- a)  Project schedule network diagram
- b)  Critical path network
- c)  Milestone chart
- d)  Critical chain diagram

80- Susan is about to review her project stakeholder management plan to make some necessary adjustments. She has her project management plan, the recent issue log and the work performance data. Which of the following inputs is still missing for this process?

- a)  Project charter
- b)  Stakeholder management plan
- c)  Project documents
- d)  Communication management plan

81- Which of these items are important to address when determining each person's role in the project team?

- a)  Role, authority, responsibility, and competency
- b)  Role, responsibility, and competency
- c)  Role and responsibility
- d)  Role, authority, and competency

82- If you want to reduce the number of quality inspections and thus reduce the cost of quality control for your project, which technique should be used?

- a)  Run Chart
- b)  Defect Repair Review
- c)  Statistical Sampling
- d)  Pareto Chart

83- When beginning a new outsourcing project, what is the best way to determine which companies you should request a bid from?

- a)  Send your proposal to the company you last worked with
- b)  Have someone else manage this part of the process
- c)  Send your proposal to everyone
- d)  Consult the qualified sellers list

84- Which of the following is not a general management technique used to generate different approaches to execute and perform the project work?

- a)  Lateral thinking
- b)  Analysis of alternatives
- c)  Map Out

- d)  Brainstorming

85- Your boss advises you that your final project schedule and budget must be ready to present to the executive steering committee at a meeting later this week. A draft schedule has been completed based on estimates provided by your team. However, they have not yet had a chance to review the schedule to be sure their estimates are appropriate and realistic. Timing constraints make it impossible to complete this review before the meeting. What is the best approach?

- a)  Present the estimate to your boss first and explain the basis of estimate.
- b)  Declare the faulty estimate to the executive steering committee.
- c)  Present the estimate in the meeting as a rough order of magnitude (ROM) estimate with an accuracy range of plus/minus 5%
- d)  Deny the request to present the estimate to the executive steering committee.

86- Where would you find a detailed list and description of specific project assumptions associated with the project?

- a)  Project charter
- b)  Project scope statement
- c)  Project configuration document
- d)  Change management plan

87- The date through which the project has provided actual status and accomplishments is called:

- a)  Data Date (DD)
- b)  Due Date (DD)
- c)  Project Date (PD)
- d)  Reporting Date (RD)

88- Which of these is NOT a risk diagramming technique?

- a)  System or process flow charts
- b)  Cause and effect diagram
- c)  RACI chart
- d)  Influence diagrams

89- Which of the following is a tool or technique for the Develop Project Team process?

- a)  Organizational charts
- b)  Colocation
- c)  Acquisition
- d)  Conflict management

90- A hierarchical structure of resources organized by resource type category and resource type used in resource leveling schedules is known as:

- a)  Team structure
- b)  Resource Pool
- c)  Organization breakdown Structure
- d)  Resource Breakdown Structure

91- A Project Manager's primary professional responsibility is towards:

- a)  The performing organization
- b)  The project sponsor
- c)  All stakeholders
- d)  Customers

92- What does a Cost Performance Index (CPI) of more than 1.0 indicate?

- a)  The project is over budget.
- b)  The project is right on budget.
- c)  The project is under budget.
- d)  The project is ahead of schedule.

93- Which of the following statements is correct?

- a)  A collection of unrelated programs can constitute a portfolio.
- b)  The scope of a portfolio is typically smaller than that of a program.
- c)  A program is a group of unrelated projects.
- d)  A program need not consist of projects.

94- A project team member finds that the color scheme of the webpage he is designing appears too gaudy and decides to change it to a mellowed down color

scheme. The original color scheme and the color palette were approved by the customer. The independent testing team flags this as a defect and there is a heated discussion between the team member and the testing team. What is your view?

- a)  The testing team is incorrect in flagging this as a defect. This is an example of expert judgment, wherein historical expertise is being brought into the project.
- b)  The testing team is correct. Even though the new color scheme is more pleasing than the old one, the appropriate change management process has not been followed and the work product is not as per design.
- c)  The testing team is not right in flagging this down. The color scheme is a simple matter and the new colors are definitely more pleasing than the old ones.
- d)  The testing team is correct in flagging this down. The team member should have sent a note along with the work product indicating that the color scheme change had been made.

95- Which of the following items needs to be kept in mind when relying on risk identification checklists?

- a)  They are biased.
- b)  They are not exhaustive.
- c)  They are often inaccurate.
- d)  They are easy to prepare.

96-As an external vendor, you are managing a complex software project that has been contracted on Time & Material (T&M). One of your team-members reports a breakthrough in automating some of the testing activities. This will potentially result in cost savings to the project as well as the project getting completed ahead of schedule by a month. Which of the following actions would you take?

- a)  This is confidential information within your project team and need not be shared with the customer. The savings will be additional profits on the project.
- b)  Communicate the current status and inform the customer that you will be incorporating some additional features to use up the savings in cost and time since it has been budgeted for.
- c)  Communicate the current status to the customer and indicate the potential changes to cost and schedule.
- d)  Communicate the savings in cost and time to the customer. At the end of the project, notify your billing department that they need to prepare an invoice for 50% of the cost being saved.

97- What is the advantage of preparing an estimate of costs by an outside professional estimator?

- a)  To determine if a lump sum contract should be used
- b)  To determine the project funding limits
- c)  To hold vendors accountable to a certain price
- d)  To serve as a comparison point for incoming estimates

98- Which of the following may help in ensuring that certain bidders in the procurement process do not receive preferential treatment and that all prospective sellers have a clear and common understanding of the procurement?

- a)  Use of weighted criteria
- b)  Use of bidder conferences
- c)  Use of screening techniques
- d)  Use of expert judgment

99- If you have an unresolved issue while working on a project, what is the best way to communicate that issue?

- a)  Assume that someone else is already working on it
- b)  Write an email describing the issue
- c)  Create an issue log
- d)  Complain to a fellow colleague

100- Your manager has asked you to include the Human Resource Management Plan and the Schedule Management Plan in your Project Management Plan. Is this the appropriate place for these items?

- a)  No, these are stand alone documents only.
- b)  Yes, you should unquestioningly include anything your manager suggests.
- c)  No, these documents should not be created until later in the project.
- d)  Yes, include them in the Project Management Plan.

101-Your project schedule shows a 15 month finish, but your customer has just realized there is a regulatory requirement to complete the project by a certain date and insists this project must be finished in 12 months. Which of the following is the best approach?

- a)  Tell the customer it can be done, then cut your estimates by 20%.
- b)  Cut the scope by 20%, tell the customer the critical path has changed, and resubmit the schedule for review.

- c)  Stand your ground. Cutting scope or time will result in an inferior project outcome.
- d)  Inform the customer of the impacts, then crash the project.

102- What is the difference between a histogram and a Pareto chart?

- a)  A histogram is a less accurate version of a Pareto chart.
- b)  A histogram is a type of Pareto chart.
- c)  A Pareto chart is a type of histogram.
- d)  A histogram and a Pareto chart simply different terms for the same technique.

103- As a project manager, you are responsible for determining and delivering the required levels of both grade and quality. Select which of the following statements you disagree with.

- a)  Grade relates to the product's characteristics
- b)  Grade relates to the customer requirements
- c)  Quality relates to the customer requirements
- d)  Quality and grade of a product must be carefully managed

104- Which of the following processes produces a work breakdown structure as an output?

- a)  Create WBS
- b)  Define Scope
- c)  Develop Project Management Plan
- d)  Define Activities

105- Michael is managing a construction project. The project charter has been approved by the project sponsor. What should Michael do next?

- a)  Create the WBS
- b)  Develop the project scope statement
- c)  Analyze project risks
- d)  Identify the project stakeholders

106- Most project management software packages use a method of constructing a project schedule network diagram known as:

- a)  Activity Diagramming Method



- b)  Precedence Diagramming Method
- c)  Project Diagramming Method
- d)  Critical Diagramming Method

107- When a negative unidentified risk occurs in a project, a response to it would be called:

- a)  Disaster recovery
- b)  Failure planning
- c)  A workaround
- d)  Backup planning

108- Martin is the project manager of a project that is in an early phase. He needs to estimate costs but finds that he has a limited amount of detailed information about the project. Which of the following estimation techniques would be least suited to his requirements?

- a)  Top-down Estimating
- b)  Bottom-up Estimating
- c)  Analogous Estimating
- d)  Budgetary Estimating

109- If you had an experience with a particularly good or poor performing vendor, what is the correct way to document this experience for future projects?

- a)  Create a seller performance evaluation
- b)  Call the vendor and talk to them about the experience
- c)  Tell all your friends about it
- d)  Vow to only work with that vendor from now on

110- John is managing a software development project for the first time. He is facing issues with scheduling meetings with the senior project managers at the company as they are extremely busy with their current assignments. John needs to understand what went right and wrong on previous similar projects so that he can manage his project better. In this situation, what should John do?

- a)  Review the project's business case for details.
- b)  Request key stakeholders to help schedule these coaching meetings.
- c)  Review lessons learned from the past similar projects.
- d)  Review the project charter for details.

111- Which of these is not a tool or technique for the Control Procurements process?

- a)  Contract change control system
- b)  Recommended Corrective Action
- c)  Claims administration
- d)  Performance reporting

112- You are looking at various process improvement models. Which of the following is not a process improvement model?

- a)  Malcolm-Baldrige
- b)  Organizational Project Management Maturity Model (OPM3)®
- c)  Capability Maturity Model Integrated (CMMI)®
- d)  Shewhart-Deming

113- Which of these statements correctly links project and product life cycles?

- a)  A product life cycle is generally contained within a project life cycle.
- b)  A project life cycle is generally contained within a product life cycle.
- c)  A product life cycle is the same as a project life cycle.
- d)  The last life cycle for a project is generally the product's retirement.

114- Before closing a contract, the project manager should:

- a)  consult a lawyer
- b)  verify that all deliverables were acceptable
- c)  re-read the contract
- d)  contact everyone on the project team for approval

115- Carole is the project manager for a healthcare facility construction project. She is currently holding a board briefing and updating the project's current status to the board members. When Carole was presenting her project risks, the chairman suggested some preventive actions. What should Carole do first?

- a)  Carole should politely deny the request
- b)  Carole should write a change request
- c)  Carole should directly update the project management plan as the request has come from the Chairman
- d)  Carole should escalate the issue to the project sponsor

116- A management control point where scope, budget, actual cost and schedule are integrated and compared to earned value for performance measurement is called a:

- a)  Code of accounts
- b)  Control packages
- c)  Control account
- d)  Account Plan

117- You are defining the schedule activities for your project and identifying deliverables at the lowest level in the Work Breakdown Structure (WBS). You find that there is insufficient definition of the project scope to decompose a branch of the WBS down to the work package level. You now look at using the last component in that branch of the WBS to develop a high-level project schedule for that component. Such a planning component is called:

- a)  A planning packet
- b)  Control system
- c)  A planning package
- d)  Control element

118- Which of the following best describes the Validate Scope process?

- a)  Validating that the project quality requirements have been met
- b)  Controlling changes to the scope of the project
- c)  Obtaining stakeholders' formal acceptance of the project deliverables
- d)  Validating that all of the project's objectives have been met

119- As a project manager of a project, you are analyzing the costs which have been incurred. Which of the following costs cannot be classified under 'Cost of non-conformance'?

- a)  Quality Assurance Costs
- b)  Warranty costs
- c)  Costs due to loss of reputation
- d)  Rework costs

120- You are a consulting project manager with over 15 years experience running software development projects. You have been engaged to manage a finance application project for a new customer. However on the first day onsite at the customer's headquarters you are told the project has been cancelled, but there is a need for a project manager to manage a major infrastructure project to deploy a large

number of servers and storage devices. The customer asks if you would be interested in leading this project. You have never managed this type of project before but would be interested in the challenge. Which of the follow is the best response?

- a)  Do not mention your lack of experience, but ask for more information about the project. After reviewing the information and see that you could probably wing the project, accept the project.
- b)  Accept the job with the caveat you can bring in any needed resources to work on the project, then hire a project manager you know that works in this area to handle the implementation details.
- c)  Decline the opportunity, citing your lack of experience and knowledge in this area.
- d)  Do not mention your lack of experience and accept the job.

121- A Project manager estimates the work to be accomplished in the near term in detail, at a low level of the Work Breakdown structure (WBS); while he estimates work far in the future as WBS components, that are at a relatively high level of the WBS. What is this technique called?

- a)  Decomposition
- b)  Rolling wave planning
- c)  Scope Creep
- d)  Earned value planning

122- Negative risks can either be \_\_\_\_\_, transferred, or mitigated as a countermeasure.

- a)  enhanced
- b)  avoided
- c)  exploited
- d)  ignored

123- The WBS represents all product and project work. The total work at the lowest levels should roll up to the higher levels so that nothing is left out and no extra work is performed. This is also called the:

- a)  100% rule
- b)  80/20 rule
- c)  Pareto's rule
- d)  Ground rule

124- A technical team can begin editing of a large document 15 days after they begin writing it. What kind of a dependency would this be represented as?

- a)  Start-to-start with a 15-day lead
- b)  Finish-to-finish with a 15-day lead
- c)  Start-to-start with a 15-day lag
- d)  Finish-to-start with a 15-day lag

125- You are at a work related social event and a colleague tells you another project manager has just hired her niece's engineering firm for a city public improvement project that you are managing. You know that this company's proposal did not meet the pre-defined selection criteria to be considered for award. What do you do?

- a)  File a complaint with PMI.
- b)  Escalate the issue to the appropriate management.
- c)  Ask the project manager about what you have just heard. If your suspicions are confirmed, escalate the issue to the appropriate management.
- d)  Do nothing.

126- A project manager is just finishing a project that has not gone well. Apart from cost overruns and schedule overruns, there have been a lot of quality defects and the project required a lot of senior management intervention to finally reach completion. The project manager should now:

- a)  Focus on closing the project and moving on to the next one. Lessons learned is not applicable to this project since it has done badly
- b)  Focus on presenting the data in positive light while ensuring that the reasons for the delays and problems are appropriately documented.
- c)  Mask bad data and only present good data since his performance appraisal will otherwise be impacted.
- d)  Document lessons learned from the project and update the lessons learned knowledge database.

127- In a strong matrix organization, where the team members report to both, a functional manager as well as a project manager, generally, whose responsibility is it to manage the dual reporting relationship?

- a)  Functional manager
- b)  HR manager
- c)  Team members
- d)  Project Manager

128- A first-time project manager wants to know during what phases of the project, Perform Integrated Change Control will be performed. What would you respond?

- a)  Perform Integrated Change Control is performed only in the execution phase.
- b)  Perform Integrated Change Control is performed during the project closure phase.
- c)  Perform Integrated Change Control is performed throughout the project from project inception through project completion.
- d)  Perform Integrated Change Control is part of the Build phase and is typically found only in IT projects.

129- A Resource Breakdown Structure (RBS) would be used to breakdown the project by type of resources. The RBS is an example of a:

- a)  Linear chart
- b)  Matrix chart
- c)  Flow chart
- d)  Hierarchical chart

130- A pharmaceutical company has recently established a PMO in the company to centrally manage the corporate projects. This has resulted in the spread of the project management jargon in the company. Some of the employees are now being called 'project managers' by the PMO. Most of the project managers are getting confused with this new project management jargon. One of the questions being repeatedly asked is the difference between the work performance data and the work performance information. Which of the following correctly differentiates these two?

- a)  The work performance data is numerical while the work performance information is textual.
- b)  The work performance data is internal, while the work performance information is external to the project.
- c)  The work performance information is the processed form of the work performance data.
- d)  The work performance data is captured by the project team, while the work performance information is prepared by the project sponsor.

131- While managing a project, you decide to prepare an email for the project stakeholders describing the current project status. This is best described as an example of:

- a)  Vertical communication

- b)  Nonverbal communication
- c)  Informal communication
- d)  Formal communication

132- Analogous Estimating is an estimation technique that uses the values of parameters such as scope, cost, budget and duration from a previous similar activity as the basis of activity and is frequently used to estimate when there is a limited amount of information about the project. This is a form of:

- a)  Gross value estimation
- b)  Function point estimation
- c)  Fixed point estimation
- d)  Precision Estimation

133- During the execution of your project, you decide that you would like to have charts of your project status - cost and schedule, display certain key project data, and hold your project meetings in a specific conference room. Such a place would be called:

- a)  Armageddon
- b)  War room
- c)  Battlefield
- d)  Ground zero

134- The document that formally authorizes a project is the:

- a)  Project SOW
- b)  Project Plan
- c)  Project Charter
- d)  Project Scope Statement

135- You are managing a medium sized construction project, and are reviewing some invoices from the electrical contractor. You see that materials not required for your project have been included on the invoice. After making a few phone calls it becomes clear that one of your project resources asked one of the vendor's staff to add a few extra circuits to one part of the building. This change was never approved through the change management process. What do you do?

- a)  Notify the manager of your project resource that he failed to follow proper processes.
- b)  Refuse to pay the charges.

- c)  Call a team meeting to determine how this will impact the project, then inform stakeholders of the impacts.
- d)  Immediately inform the project stakeholders of the unauthorized scope change. Then call a team meeting to determine the impact to the project.

136- You are presented with a situation in a project where you need to measure the performance of the project. Which of these techniques would suit your requirement?

- a)  Learned Value Technique
- b)  Earned Value Technique
- c)  Analogous Estimating
- d)  Expert Judgment

137- A manager asks you to evaluate four new projects that he has suggested for next year. You review the projects and notice that one is not really a project, but more an operational task. Which of these is not a project?

- a)  Change the product to enable increased consumer usage
- b)  Manage a set of people for the next year to deliver the desired productivity results
- c)  Respond to a customer request for different product packaging
- d)  Resolve a space constraint issue by building a new addition to the plant

138- Which of the following Project Scope Management processes documents a configuration management system?

- a)  Control Scope
- b)  Define Scope
- c)  Verify Scope
- d)  Plan Scope Management

139- The stakeholders of a project typically have:

- a)  Positive objectives
- b)  Negative objectives
- c)  Conflicting objectives
- d)  Similar objectives

140- A project was estimated to cost \$ 200,000 with a timeline of 10 months. Due to a



shipment delay, the schedule was slightly delayed. This was however made up by receiving the first batch of materials for the project by air. The net result was that there was some additional cost in the project. At the end of the second month, the Project Manager reviews the project and finds that the project is 20% complete and Actual Costs are \$ 50,000. The Estimate to complete (ETC) for the project would now be:

- a)  \$160,000
- b)  \$210,000
- c)  \$250,000
- d)  \$200,000

141- You have a team of engineers working on your project. Two of the engineers have frequent disagreements. You ask them to resolve their differences through a discussion. However, that does not yield any results. Subsequently, you get involved and based on an analysis of the situation, suggest some changes in the way they work with each other. This still does not yield results and you find that the project schedule is beginning to suffer. What is your next course of action?

- a)  Take Disciplinary action, if required, since the needs of the project are not being met.
- b)  Don't do anything. Differences of opinion amongst the team members is a healthy situation
- c)  Speak to the two team members and ask them to resolve their conflict amicably.
- d)  Ensure that they work in different shifts so that they don't clash with each other.

142- As a project manager, where would you document the escalation process to resolve issues that cannot be resolved at a lower staff level?

- a)  Scope management plan
- b)  Stakeholder management plan
- c)  Staffing management plan
- d)  Communications Management Plan

143- While developing the project schedule, you find that the completion of a successor activity depends on the completion of its predecessor activity. What is this dependency called?

- a)  Start-to-Finish
- b)  Start-to-Start

- c)  Finish-to-Start
- d)  Finish-to-Finish

144- Which of the following is not a tool and technique of the Collect Requirements process?

- a)  Group creativity techniques
- b)  Interviews
- c)  Questionnaires
- d)  Traceability matrix

145- You are planning out the communications methods to use as part of stakeholder management. The most effective means for communicating and resolving issues with stakeholders is:

- a)  Status reports.
- b)  Electronic mail.
- c)  Telephone calls.
- d)  Face-to-face meetings

146- A project manager wishes to illustrate the connections between the work that needs to be done and the project team members. According to the PMBOK, the resulting document would be called:

- a)  Responsibility Assignment Matrix (RAM)
- b)  Resource Planning Chart (RPC)
- c)  Task Assignment Model (TAM)
- d)  Resource Assignment Chart (RAC)

147- Many project managers have seen a graph which shows “Influence of Stakeholders” starting out high and declining as the project progresses. Conversely, it shows the “Cost of Changes” starting out low and increasing as the project progresses. What is the key message a project manager should obtain from this graph?

- a)  Stakeholder influence is not important at the end of the project.
- b)  Changes should be made as early in the project as possible.
- c)  Money should be set aside for expected changes at the end of the project.
- d)  The project should be placed on hold until all changes are made.

148- Which of the following contains an extensive procurement changes approval process?

- a)  Scope statement
- b)  Test plan
- c)  Requirements management plan
- d)  Contract change control system

149- A project manager found that some of the project work was not done at the right time and was done in an improper sequence. What do you think was the likely issue?

- a)  This is a project communications breakdown. The project manager needs to re-develop the communication management plan
- b)  The Project Scope document was not properly updated.
- c)  The Work Authorization System was not properly established in the project.
- d)  This is due to poor teamwork.

150- A contract change control system should include:

- a)  Vendor contact information, tracking systems, and approval levels necessary for authorizing changes
- b)  Paperwork, tracking systems, dispute resolution procedures, and approval levels necessary for authorizing changes
- c)  Information database, dispute resolution procedures, and approval levels necessary for authorizing changes
- d)  Tracking systems, legal ramifications for certain actions, and approval levels necessary for authorizing changes

151- Your project is slightly behind schedule, and you have not yet made a full impact assessment to make associated project changes to accommodate it. The weekly project status meeting is this afternoon, and because of your conference call schedule this morning you will not be able to complete the assessment to report to in the meeting. However, this is only a minor delay and you do not want anyone to worry unnecessarily. What is the best response?

- a)  Use contingency reserves to compensate for the delay and report that progress is as planned.
- b)  Report the actual status of the project in the meeting, and assure the

project team that additional updates will be coming soon.

- c)  Inform the project team the progress is slightly behind schedule, and use the contingency reserves to cover the delay.
- d)  Say nothing about the delay at this time, and report that there are no major issues .

152- You are involved as project manager in a fairly large-sized project. You are in the process of making a procurement decision and plan to go with a simple purchase order. However, you are doubtful whether this is the correct thing to do and decide to find out more details about the process to be followed. Based on your findings, which of the following would be correct?

- a)  A simple purchase order is not appropriate for project. The project manager should always use the Request for Proposal (RFP) route.
- b)  Organizational process assets are guidelines available to the project. As project manager you have the final decision making authority and can decide whether to go in for a simple purchase order or not.
- c)  The value of the project is immaterial. As project manager, you have the final decision making authority to go in for a simple purchase order as long as you are contracting with an approved vendor
- d)  You would need to verify the policy constraints that form part of the Organizational process assets. Many organizations have policies that constrain procurement decisions and require use of a longer form of contract for projects above a certain value.

153-Which of the following is an output of the Define Activity process?

- a)  Milestone list
- b)  Project schedule activity diagrams
- c)  Resource calendar
- d)  Activity duration estimates

154-A control chart is used to determine whether or not a process is stable or has predictable performance. When a process is within acceptable limits, the process need not be adjusted. What are the upper and lower control limits usually set as?

- a)  + / - 3 sigma
- b)  + / - 6 sigma
- c)  + / - 2 sigma
- d)  + / - 1 sigma

155- Robert is currently identifying his project stakeholders. Which of the following is the key input to this process?

- a)  Project charter
- b)  Cost management plan
- c)  Scope management plan
- d)  Stakeholder register

156- As part of a new project that you have just started on as project manager, you are putting together your team and find that one of the critical pieces of work requires a specialist from one of the functional departments. However, you are aware that the functional manager may not be very happy giving the resource to your project since your project is not a very high-profile one. Which of the following techniques will you need to apply:

- a)  Acquisition
- b)  Coercion
- c)  Politics
- d)  Negotiation

157- The Cost Management Plan is an output of the Plan Cost Management process. This plan is then integrated with other project plans in which of these processes?

- a)  Develop Project Management Plan
- b)  Monitor and Control Project Work
- c)  Perform Integrated Change Control
- d)  Direct and Manage Project Work

158- The three categories into which contracts can be broadly classified are:

- a)  Cost-Reimbursable, Time and Material, Cost plus fixed fee
- b)  Fixed Price, Cost-Reimbursable and Lump Sum
- c)  Fixed Price, Cost-Reimbursable , Time and material.
- d)  Fixed Price, Time and Material, Lump Sum

159- The Plan-Do-Check-Act (PDCA) cycle as the basis for Quality Improvement is generally attributed to:

- a)  Deming
- b)  Crosby

- c)  Juran
- d)  Pareto

160- For any complex project, once the project stakeholders are identified, the next step is to classify these stakeholders based on their current and desired engagement levels. What is the benefit of classifying the project stakeholders?

- a)  To help identify the project scope
- b)  To help populate the stakeholder register
- c)  To help define an approach strategy
- d)  It is a mandatory step in stakeholder analysis

161- A \_\_\_\_\_ is a collection of projects or programs grouped together for strategic business needs.

- a)  Portfolio
- b)  Management System
- c)  Enterprise
- d)  Array

162- In a Finish to Start relationship between predecessor and successor activities, a project manager decides to schedule a successor activity 5 days before its predecessor is complete. This is accomplished by providing 5 days of:

- a)  Lag
- b)  Load
- c)  Fast-tracking
- d)  Lead

163- While managing a project, you decide to contract to an external enterprise. You enter into a contract where you pay the external enterprise a set amount (as defined by the contract), irrespective of the seller's costs. What would best describe this type of contract?

- a)  FP-EPA
- b)  FFP
- c)  FPIF
- d)  CPFF

164- Which of the following inaccurately describes a prototype?

- a)  A prototype is tangible and allows stakeholders to fine-tune their expectations.
- b)  Requirements from a prototype are usually insufficient to move to the design phase.
- c)  Prototypes support the concept of progressive elaboration.
- d)  A prototype is a working model of the expected product.

165- Susan is the project manager for a dam construction project. All project communications are recorded and documented for future reference. It has been decided that the project team will maintain last three months of project communication records at any given point in time. It has also been decided that the older communication records will be archived on a monthly basis. Where these records must be archived?

- a)  Change log
- b)  Organizational process assets
- c)  Enterprise environmental factors
- d)  Issue log

166- The Develop Project Management Plan process does not include?

- a)  How changes will be monitored and controlled
- b)  The need for communication among the stakeholders
- c)  The level of implementation of each selected process
- d)  List of changes to the project baselines

167- Which of these is not an information gathering technique used in the Identify Risks process?

- a)  Interviewing
- b)  Root cause analysis
- c)  Brainstorming
- d)  Delta technique

168- Which of the following is accurate regarding Project Integration Management?

- a)  Project deliverables are not part of Integration Management

- b)  It involves the integration of process groups and not individual processes
- c)  The need for it becomes evident in situations where individual processes interact
- d)  It involves disregarding trade-offs and focuses on clearly articulating how accomplish all requirements by the deadline

169- Which of the following is NOT a tool or technique of the Acquire Project Team process?

- a)  Negotiation
- b)  Multi-criteria decision analysis
- c)  Pre-assignment
- d)  Conflict management

170- A company you worked for several years ago is bidding on a project your new company will be starting in approximately 6 months. You have been selected to manage the project, and will be participating in the vendor selection processes. What should you do?

- a)  Notify the stakeholders of your status and excuse yourself from the vendor selection process.
- b)  Provide the vendor selection committee with as much detail as you can remember about your former company so that the best decision can be reached.
- c)  Notify the project stakeholders of your status as a former employee of the bidding company, and comply with their preferences for how you participate in the vendor selection process.
- d)  Do nothing.

171- While the five process groups are typically completed in order, they often overlap with each other throughout the project. Which two process groups do not overlap unless a project is canceled?

- a)  Initiating and Closing
- b)  Initiating and Executing
- c)  Initiating and Monitoring and Control
- d)  Planning and Closing

172- Which of the following is the correct logical sequence of the five process groups?

- a)  Planning, Monitoring and Controlling, Initiating, Executing, Closing



- b)  Planning, Initiating, Executing, Monitoring and Controlling, Closing
- c)  Initiating, Monitoring and Controlling, Planning, Executing, Closing
- d)  Initiating, Planning, Executing, Monitoring and Controlling, Closing

173- What are the outputs of the Plan Procurement Management process?

- a)  Procurement management plan, Procurement statements of Work, Qualified sellers lists.
- b)  Procurement management plan, Qualified sellers lists, Selected sellers
- c)  Procurement management plan, Procurement statements of Work, Make-or-buy decisions
- d)  Procurement management plan, Qualified sellers lists, Resource calendars

174- You have met with your project sponsor and have been told that the project MUST be completed by the end of the year, no exceptions. This should be included in the project scope statement as a:

- a)  Project Constraint
- b)  Project Boundary
- c)  Project Acceptance Criteria
- d)  Project Assumption

175- Your company has just announced a 10% cut in all project budgets company wide. Which of the following is the best response?

- a)  Immediately notify the project stakeholders of the impact on your project.
- b)  Do nothing, as your contingency reserves will cover the cuts.
- c)  Crash the project
- d)  Fast track the project.

176- The change requests created as an output of the Monitor and Control Project Work process may be attributed to all of the following except:

- a)  Preventive Action
- b)  Defect Repair
- c)  Project status update
- d)  Corrective Action

177- Lee is the project manager of a project and is planning responses to a set of risks.

As a direct response of implementing this risk response, he anticipates certain other risks to arise. These would be termed as:

- a)  Secondary risks
- b)  Primary risks
- c)  Planned risks
- d)  Workaround

178- You have been identified as the project manager for constructing a large shopping mall in your city. Which of the following are not necessarily stakeholders in your project?

- a)  The suppliers of the project
- b)  The tenants of the shopping mall
- c)  A senior project manager in your organization who just completed a similar project.
- d)  The chief financial officer of your company who controls the project finances.

179- A tool that provides a visual representation of human resource allocation to a project, number of working hours and availability on the project is a:

- a)  Resource Histogram
- b)  Staff release plan
- c)  Resource Breakdown Structure (RBS)
- d)  Organization Breakdown Structure (OBS)

180- A project team is currently inspecting the recent project deliverables. The team is recording the number and the nature of defects found in these deliverables. The defect details list in this case is an example of?

- a)  Quality control checklist
- b)  Work performance data
- c)  Change request
- d)  Work performance information

181- Three strategies that typically deal with negative risks or threats are:

- a)  Enhance, Share and Accept
- b)  Transfer, Exploit and Accept
- c)  Avoid, Transfer and Exploit

- d)  Avoid, Transfer and Mitigate

182- Which of the following is least likely to be a project?

- a)  Regular updates of the company website  
b)  Responding to a contract solicitation  
c)  Running a campaign for a political office  
d)  An endeavor that lasts for ten years.

183- Which of the Project Time Management processes involves identifying and documenting dependencies between schedule activities?

- a)  Sequence Activities  
b)  Define Activities  
c)  Develop Schedule  
d)  Control Schedule

184- What does it mean if the Earned Value is equal to Actual Cost?

- a)  Schedule Variance Index is 1  
b)  Project is on budget and on schedule  
c)  There is no cost variance  
d)  There is no schedule variance

185- Your project sponsor has asked you to add 30% contingency to your project budget as a hedge against any unforeseen costs that could exceed the currently forecasted expenses, but has not provided any additional detail about why this is required. What do you do?

- a)  Add 30% to the management reserves.  
b)  Ask the sponsor to elaborate the risks that are behind the request.  
c)  Rebaseline the project budget.  
d)  Add 30% to the total budget.

186- Steve is the project manager of a global project. He finds that of late, there has been a deterioration in the quality of communication between various team members across the globe. What would you term this?

- a)  Noise  
b)  Encoding

- c)  Medium
- d)  Message

187- You are the project manager managing a project to design a print head for dot matrix printers. In order to determine ideal settings for print quality, the quality manager of the company suggests trying out various scenarios for printing by varying certain parameters on the print head. Identifying such variables which influence the product or process under development is called:

- a)  Benchmarking
- b)  Design of Experiments
- c)  Statistical Sampling
- d)  Brainstorming

188- You have recently started working at a company as a senior project manager. The company has no employee training programs in place for junior project managers. Some junior project managers have been asking you for assistance in dealing with some work related issues. You feel that they could benefit from some guidance. Which courses of action would NOT fulfill your responsibility?

- a)  Do nothing; it was not in your job description to mentor other employees.
- b)  Suggest that you and other senior project managers develop a mentoring program.
- c)  Develop a training program for junior project managers.
- d)  Offer to conduct periodic coaching sessions for the employees seeking assistance.

189- Which of the following statements best describes Time & Material (T&M) contracts?

- a)  T&M contracts are hybrid type of contractual agreements that could contain aspects of both cost-reimbursable and fixed-price type arrangements
- b)  T&M contracts are the best form of contracts when the scope of work and the number of hours of work for a specific resource category is clearly known.
- c)  T&M contracts are the same as Fixed Price contracts except that the total value is calculated using Fixed rates and the effort data is available to the purchaser as well as the seller. Once this is agreed upon, it becomes the same as a Fixed Price project.
- d)  T&M contracts are very risky since the value of the project is not known. It is best to go in for a fixed price (FP) contract.

190- Cause and Effect diagrams are used to illustrate how various factors might be linked to potential problems or effects. They are also called:

- a)  Taguchi diagrams
- b)  Pareto diagrams
- c)  Ishikawa diagrams
- d)  Process diagrams

191- When does the Close Project or Phase process need to be performed in case of multi-phased projects?

- a)  The Close Project or Phase process needs to be done at the end of each phase of the project; however, it is left to the project manager's discretion on whether he/she wants to perform this process in between phases. It necessarily needs to be done at the end of the project.
- b)  The Close Project or Phase process is done at the end of the project in case the work is contracted out to external performing organizations.
- c)  The Close Project or Phase process needs to be performed at the end of the project and involves closing out the entire project scope.
- d)  The Close Project or Phase process needs to be performed at the end of each phase of the project and involves closing out the portion of project scope applicable to that phase.

192- A project manager is about to start on a new project. Where would he find details about his authority level in the project?

- a)  Organizational Process Assets
- b)  The Project Charter
- c)  The PMBOK
- d)  The Scope statement

193- Which of the following is not true about the WBS?

- a)  The project team must be involved in developing the WBS
- b)  The WBS must represent all product and project work.
- c)  WBS should focus on activities rather than deliverables
- d)  WBS is usually represented in a hierarchical fashion

194- Which of the following is accurate regarding the Estimate Activity Resources process?

- a)  It produces project resource calendars as the output
- b)  It determines dependencies that may require a lead or lag to define the relationship
- c)  This process is coordinated independent of the Estimate Cost process
- d)  It involves determining what and how many resources will be used

195- In a project, Activity A has a duration of 4 days and begins on the morning of Monday the 4th. The successor Activity, B, has a Finish-to-Start (FS) relationship with A. The Finish-to-Start relationship has 2 days of lag, and Activity B has a duration of 3 days. If Saturday and Sunday are non working days, which of the following statements is true?

- a)  Total elapsed days (completing both activities) is 7 days
- b)  Activity B will be completed by the end of day on Thursday, 14th
- c)  Activity B will be completed by the end of day on Friday, 15th.
- d)  Activity B will be completed by the end of day on Tuesday, 12th

196- Analogous Cost Estimating is which of the following?

- a)  Uses statistical relationship between historical data and other variables
- b)  Generally less accurate
- c)  Bottom-up estimating
- d)  Generally accurate

197-What is the BEST way to make an accurate forecasting of ETC?

- a)   $EAC - AC$
- b)   $BAC - EV$
- c)  Manual forecasting of cost of the remaining work.
- d)   $(BAC - EV)/CPI$

198- Which of the following is not a valid instance of Risk Transference?

- a)  Use of a Cost Reimbursable contract
- b)  Warranties
- c)  Fixed Price contracts
- d)  Performance bonds

199- Under which of the following scenarios would you not use a Decision tree?

- a)  When some future scenarios are unknown.
- b)  When you need to look at the implications of not choosing certain alternatives.
- c)  When the future scenarios are known.
- d)  When the outcomes of some of the actions are uncertain.

200- You have been assigned as a project manager of a new project to be executed out of New York. However, you determine that the project requires a Global Positioning Systems Expert who is not available within the company in New York. Upon doing a little checking, you determine that the company has an expert based in London, who is suitable for the project. However, the London based employee is not willing to relocate to New York for the project. In such a case:

- a)  Write to the manager of the London based employee and inform him that the employee needs to be convinced to relocate to New York due to project requirements.
- b)  You would look at the option of moving ahead with the project by using a virtual team.
- c)  Manage the project without the key resource and flag this as a risk.
- d)  Co-location of resources is a key factor for the success of projects. As per PMI guidelines, you will not be able to proceed with the project since the resources is not available in New York.