

PMP Sample Questions

1 Which of the following is an advantage of centralized contracting?

1. Gives easier access to contracting expertise
2. Increases company expertise in contracting
3. Gives more loyalty to the project
4. Allows a contracts person to work on a single project

Answer B

2 Risks will be identified during which risk management process(es)?

1. Quantitative risk analysis and risk identification
2. Risk identification and risk monitoring and control
3. Qualitative risk analysis and risk monitoring and control
4. Risk identification

Answer B

3 The highest point of Maslow's hierarchy of needs is:

1. Physiological satisfaction.
2. Attainment of survival.
3. Need for association.
4. Esteem.

Answer D

4 Who is ultimately responsible for quality management on the project?

1. Project engineer
2. Project manager
3. Quality manager
4. Team member

Answer B

5 A heuristic is best described as a:

1. Control tool.
2. scheduling method.
3. planning tool.
4. rule of thumb.

Answer: D

6 If earned value (EV) = 350, actual cost (AC) = 400, planned value (PV) = 325, what is cost variance (CV)?

1. 350
2. -75
3. 400
4. -50

Answer D

7 A project manager has just been assigned to a new project and has been given the preliminary project scope statement and the project charter. The first thing the project manager must do is:

1. create a project scope statement.
2. confirm that all the stakeholders have had input into the scope.

3. analyze project risk.
4. begin work on a project management plan.

Answer: B

8 You are taking over a project during the planning process group and discover that six individuals have signed the project charter. Which of the following should most concern you?

1. Who will be a member of the change control board
2. Spending more time on configuration management
3. Getting a single project sponsor
4. Determining the reporting structure

Answer: D

9 The project manager is making sure that the product of the project has been completed according to the project management plan. What part of the project management process is he in?

1. Planning
2. Executing
3. Monitoring and controlling
4. Closing

Answer: D

10 The WBS and WBS dictionary are completed. The project team has begun working on identifying risks. The sponsor contacts the project manager, requesting that the responsibility assignment matrix be issued. The project has a budget of U.S. \$100,000 and is taking place in three countries using 14 human resources. There is little risk expected for the project and the project manager has managed many projects similar to this one. What is the next thing to do?

1. Understand the experience of the sponsor on similar projects.
2. Create an activity list.
3. Make sure the project scope is defined.
4. Complete risk management and issue the responsibility assignment matrix.

Answer: B

11 Risk tolerances are determined in order to help:

1. the team rank the project risks.
2. the project manager estimate the project.
3. the team schedule the project.
4. management know how other managers will act on the project.

Answer A

12 A project manager is employed by a construction company and is responsible for the furnishing of the completed building. One of the first things that the project manager for this project should do is to write a:

1. Work breakdown structure.
2. Budget baseline.
3. Project charter.
4. Project plan.

Answer: C

13 Your company has an emergency and needs contracted work done as soon as possible. Under these circumstances, which of the following would be the helpful to add to the contract?

1. A clear contract statement of work
2. Requirements as to which subcontractors can be used
3. Incentives
4. A force majeure clause

Answer C

14 The "halo effect" refers to the tendency to:

1. promote from within.
2. hire the best.
3. move people into project management because they are good in their technical fields.
4. move people into project management because they have had project management training.

Answer C

15 A project manager is trying to complete a software development project, but cannot get enough attention for the project. Resources are focused on completing process-related work and the project manager has little authority to properly assign resources. What form of organization must the project manager be working in?

1. Functional
2. Matrix
3. Expediter
4. Coordinator

Answer: A

16 All of the following are characteristics of a project EXCEPT:

1. Temporary
2. Definite beginning and end
3. Interrelated activities
4. Repeats itself every month

Answer D

17 A team is using a fishbone diagram to help determine what quality standards will be used on the project. What part of the quality management process are they in?

1. Perform quality control
2. Perform quality assurance
3. Quality planning
4. Variable analysis

Answer C

18 The equivalent of cost reimbursable contracts is frequently termed:

1. Back charge contracts.
2. Fixed price contracts.
3. Progress payment contracts.
4. Cost plus contracts.

Answer: D

19 A buyer extends a formal invitation that contains a scope of work that seeks a response that will describe the methodology and results that will be provided to the buyer. This is called:

1. Invitation to bid.
2. Request for information.
3. Request for proposal.

4. Request for bid.

Answer: C

20 A project manager must have some work done by an outside contractor. This work has a great deal of risk associated with it, and it has become very difficult to find a contractor willing to take on the job. Which of the following types of contract would offer the greatest incentive to the contractor?

1. Cost plus percentage of cost as an award fee
2. Cost plus fixed fee
3. Cost plus incentive fee
4. Firm fixed price

Answer: A

21 Purchasing insurance is considered an example of risk:

1. mitigation.
2. transfer.
3. acceptance.
4. avoidance.

Answer B

22 A cost performance index (CPI) of 0.89 means:

1. at this time, we expect the total project to cost 89 percent more than planned.
2. when the project is completed we will have spent 89 percent more than planned.
3. the project is only progressing at 89 percent of that planned.
4. the project is only getting 89 cents out of every dollar invested.

Answer: D

23 In the matrix management organization, which of the following is true?

1. The project manager is responsible for employee skills improvement.
2. The functional manager is responsible for employee skills improvement.
3. The project manager is responsible for the employee's annual appraisal.
4. The employee is responsible for his or her own skills improvement.

Answer: B

24 Your program manager has come to you, the project manager, for help with a bid for her newest project. You want to protect your company from financial risk. You have limited scope definition. What is the BEST type of contract to choose?

1. Fixed price (FP)
2. Cost plus percent of cost (CPPC)
3. Time and material (T&M)
4. Cost plus fixed fee (CPFF)

Answer D

25 The project management process groups are:

1. Initiating, planning, expediting, and control.
2. Plan, organize, develop, and control.
3. Plan, do, observe, commit.
4. Initiating, planning, executing, controlling, and closeout.

Answer: D

26 In which project management process group is the detailed project budget created?

1. Initiating
2. Before the project management process
3. Planning

4. Executing

Answer C

27 Which of the following conflict resolution techniques will generate the MOST lasting solution?

1. Forcing
2. Smoothing
3. Compromise
4. Problem solving

Answer D

28 Decomposing the major deliverables into smaller, more manageable components to provide better control is called:

1. Scope planning.
2. Scope definition.
3. Scope baselining.
4. Scope verification.

Answer B

28 Any numbering system that is used to monitor project costs by category such as labor, supplies, or materials, for example, is called:

1. Chart of accounts.
2. Work breakdown structure.
3. Universal accounting standard.
4. Standard accounting practices.

Answer A

29 Which of the following is NOT an input to the initiating process group?

Company processes The company culture Historical WBSs Project scope statement

Answer D

30 Workarounds are determined during which risk management process?

1. Risk identification
2. Quantitative risk analysis
3. Risk response planning
4. Risk monitoring and control

Answer D

31 A person who is involved in or may be affected by the activities or anyone who has something to gain or lose by the activity of the project is called a:

1. Team member.
2. Customer.
3. Stakeholder.
4. Supporter.

Answer D

32 Quality is:

1. meeting and exceeding the customer's expectations.
2. adding extras to make the customer happy.
3. the degree to which the project meets requirements.
4. conformance to management's objectives.

Answer C

33 A schedule performance index (SPI) of 0.76 means:

1. you are over budget.
2. you are ahead of schedule.
3. you are only progressing at 76 percent of the rate originally planned.
4. you are only progressing at 24 percent of the rate originally planned.

Answer C

34 Contract closure is different from administrative closure in that contract closure:

1. occurs before administrative closure.
2. is the only one to involve the customer.
3. includes the return of property.
4. may be done more than once for each contract.

Answer A

35 During the full life cycle of the project, a plot of the project's expected expenditures will usually follow a characteristic "S" shape. This indicates that:

1. There is a cyclic nature to all projects.
2. Problems will always occur in the execution phase.
3. There are high expenditures during closeout.
4. The bulk of the project budget will be spent in the execution phase.

Answer D

36 An output of administrative closure is the creation of:

1. project archives.
2. a project charter.
3. a project management plan.
4. a risk analysis plan.

Answer A

37 A temporary endeavor undertaken to create a new product or service is called a:

1. New product development.
2. Project.
3. Program.
4. Enterprise.

Answer B

38 An example of scope verification is:

1. Reviewing the performance of an installed software module.
2. Managing changes to the project schedule.
3. Decomposing the WBS to a work package level.
4. Performing a benefit-cost analysis to determine if we should proceed.

Answer A

39 What conflict resolution technique is a project manager using when he says, "I cannot deal with this issue now!"

1. Problem solving
2. Forcing
3. Withdrawal
4. Compromising

Answer C

40 Approved corrective action is an input to:

1. scope control and scope verification.

2. direct and manage project execution and integrated change control.
3. develop project management plan and develop project charter.
4. develop project management plan and schedule development.

Answer B

41 A group of related projects that are managed in a coordinated way that usually include an element of ongoing activity is called a:

1. Major project.
2. Project office.
3. Program.
4. Group of projects.

Answer C

42 To control the schedule, a project manager is reanalyzing the project to predict project duration. She does this by analyzing the sequence of activities with the least amount of scheduling flexibility. What technique is she using?

1. Critical path method
2. Flowchart
3. Precedence diagramming
4. Work breakdown structure

Answer A

43 A project manager has assembled the project team, identified 56 risks on the project, determined what would trigger the risks, rated them on a risk rating matrix, tested their assumptions and assessed the quality of the data used. The team is continuing to move through the risk management process. What has the project manager forgotten to do?

1. Simulation
2. Risk mitigation
3. Overall risk ranking for the project
4. Involvement of other stakeholders

Answer D

44 Configuration management is:

1. Used to ensure that the description of the project product is correct and complete.
2. The creation of the work breakdown structure.
3. The set of procedures developed to ensure that project design criteria are met.
4. A mechanism to track budget and schedule variances.

Answer C

45 A rough order of magnitude estimate is made during which project management process group?

1. Project planning
2. Project closing
3. Project executing
4. Project initiating

Answer D

46 The breakdown structure the lowest level of the breakdown for the project manager is called the:

1. Activity.
2. Task.
3. Work package.
4. Cost account.

Answer C

47 All of the following are examples of the cost of nonconformance EXCEPT?

1. Rework
2. Quality training
3. Scrap
4. Warranty costs

Answer B

48 What type of contract do you not want to use if you do not have enough labor to audit invoices?

1. Cost plus fixed fee (CPFF)
2. Time & material (T&M)
3. Fixed price (FP)
4. Fixed price incentive fee (FPIF)

49 A project manager has just been assigned to a project. The document that recognizes the existence of the project is called:

1. The statement of work.
2. The project assignment.
3. The project charter.
4. The product description.

Answer C

50 The WBS for the project represents:

1. All the tangible items that must be delivered to the client.
2. All the work that must be completed for the project.
3. The work that must be performed by the project team.
4. All the activities of the project.

Answer B

51 A manager that manages a group of related projects is called a:

1. Project manager.
2. Project expeditor.
3. Program coordinator.
4. Program manager.

Answer D

52 A functional manager needs to communicate the needs of his or her personnel requirements and the utilization of each person as well as the assignments that they have in the future. To best accomplish this, what type of document should be used?

1. Gantt chart
2. Network diagram
3. Staffing plan
4. Responsibility matrix

Answer C

53 A project manager is faced with making a decision about a risk that the team has identified. The risk involves the design of a bicycle. It has been found that the neck of the bicycle, where the steering bearing is located and the two supporting bars of the frame come together, will corrode in a high salt environment. If this takes place the neck may fail and injure the rider. The project team decides that the design of the bicycle should be

modified by using corrosion resistant materials in the design of the neck. This will eliminate the risk from consideration. This technique is called:

1. Risk avoidance.
2. Risk acceptance.
3. Risk rejection.
4. Risk deflection.

Answer A

54 You are a project manager leading a cross-functional project team in a weak matrix environment. None of your project team members report to you functionally and you do not have the ability to directly reward their performance. The project is difficult, involving tight date constraints and challenging quality standards. Which of the following types of project management power will likely be the most effective in this circumstance?

1. Referent
2. Expert
3. Penalty
4. Formal

Answer B

55 If project A has a net present value (NPV) of U.S. \$30,000 and project B has an NPV of U.S. \$50,000, what is the opportunity cost if project B is selected?

1. \$23,000
2. \$30,000
3. \$20,000
4. \$50,000

Answer B

56 The contingency budget will:

1. Reduce the probability of scope changes.
2. Reduce the probability of cost overruns.
3. Increase the probability of a cost overrun.
4. Increase the probability of scope changes.

Answer B

57 A project manager is quantifying risk for her project. Several of her experts are offsite, but wish to be included. How can this be done?

1. Use Monte Carlo analysis using the Internet as a tool.
2. Apply the critical path method.
3. Determine options for recommended corrective action.
4. Apply the Delphi Technique.

Answer D

58 What percentage of the total distribution are 3 sigma from the mean equal to?

1. 68.26%
2. 99.99%
3. 95.46%
4. 99.73%

Answer D

59 A project manager holds the first risk meeting of the project team. The client is present at the meeting. At the meeting several risks are identified and assigned to members of the project team for evaluation and quantification. The result of the meeting is:

1. Expected value of the risk events.

2. Strategies for the risk events.
3. A list of potential risk events.
4. General statements about risks for the project.

Answer C

60 A project manager is using weighted average duration estimates to perform schedule network analysis. Which type of mathematical analysis is being used?

1. Critical path method
2. PERT
3. Monte Carlo
4. Resource leveling

Answer B

61 An activity has an early start (ES) of day 3, a late start (LS) of day 13, an early finish (EF) of day g, and a late finish (LF) of day ig. The activity:

1. is on the critical path.
2. has a lag.
3. is progressing well.
4. is not on the critical path.

Answer D

62 Conflict resolution techniques that may be used on a project include confronting, smoothing, forcing and:

1. withdrawing.
2. directing.
3. organizing.
4. controlling.

Answer A

63 In the Monte Carlo technique, what is the criticality index?

1. The number of days the project will be late divided by the project duration
2. The percent of time a given activity will be on the critical path
3. The percent of time an activity will be late
4. The sum of the duration of the critical path activities divided by the project expected value for duration

Answer B

64 Which phase of the project is likely to have the greatest amount of its funding spent?

1. Initiating
2. Executing
3. Planning
4. Closeout

Answer B

65 A control chart shows seven data points in a row on one side of the mean. What should be done?

1. Perform a design of experiments.
2. Adjust the chart to reflect the new mean.
3. Find an assignable cause.
4. Nothing. This is the rule of seven and can be ignored.

Answer C

66 The document that is proof of upper management's commitment to the project and gives the authority to manage the project to the project manager is called:

1. The project plan.
2. The project goals and objectives.
3. The project charter.
4. The project definition.

Answer C

67 Which of the following represents the estimated value of the work actually accomplished?

1. Earned value (EV)
2. Planned value (PV)
3. Actual cost (AC),
4. Cost variance (CV)

Answer A

68 A project manager is managing a project. The original scope baseline of the project was budgeted at \$100,000. Since work on the project started there have been seventeen authorized and approved changes to the project. The changes have a value of \$17,000 and the cost of investigating them prior to their approval was \$2,500. What is the current budget for the project?

1. \$100,000
2. \$114,500
3. \$117,000
4. \$119,500

Answer D

69 A project team has completed, and the customer has accepted, the completed project scope. However, the lessons learned required by the project management office have not been completed. What is the status of the project?

1. The project is incomplete because the project needs to be re-planned.
2. The project is incomplete until all project and product deliverables are complete and accepted.
3. The project is complete because the customer has accepted the deliverables.
4. The project is complete because the project has reached the due date.

Answer B

70 You are the project manager for a project that has high visibility. Your manager wants you to prepare a presentation for him to present at a conference. Most of the material in the presentation will be facts that are the results of your project. Your manager intends to present the material under his own name. Your name will not appear. What should you do?

1. Refuse to work on the presentation unless you are listed as a coauthor.
2. Do the work as you were told by your manager.
3. Present your own presentation.
4. Meet with your manager's manager and discuss the problem.

Answer B

71 A project manager works in a company favoring the weakest authority for the project manager. The type of organization that holds the project manager to be the weakest is:

1. Projectized organization.
2. Strong matrix organization.
3. Weak matrix organization.
4. Balanced matrix.

Answer C

72 A system development project is nearing project closing when a previously unidentified risk is discovered. This could potentially affect the project's overall ability to deliver. What should be done next?

1. Alert the project sponsor of potential impacts to cost, scope or schedule.
2. Qualify the risk.
3. Mitigate this risk by developing a risk response plan.
4. Develop a workaround.

Answer B

73 You just found out that a major subcontractor for your project consistently provides deliverables late. The subcontractor approaches you and asks you to continue accepting late deliverables in exchange for a decrease in project costs. This offer is an example of:

1. confronting.
2. compromise.
3. smoothing.
4. forcing.

Answer B

74 Which of the following contains Change Management Plan ?

1. Scope management plan
2. Communications management plan
3. Configuration management plan
4. Quality management plan

Answer A

75 You are managing a project in a just in time environment. This will require more attention, because the amount of inventory in such an environment is generally:

1. 45 percent.
2. 10 percent.
3. 12 percent.
4. 0 percent.

Answer D

76 Resource leveling will generally:

1. Reduce the time needed to do the project.
2. Increase the total time necessary to do all the tasks.
3. Reduce the overutilization of resources.
4. Reduce resources to the lowest skill that is possible.

Answer C

77 A task was scheduled to use two persons, full time, and take two weeks to complete. Instead, the project manager was only able to assign one person to this task. At the end of two weeks, the person assigned to the task was 75% complete. What is the cost performance index?

1. 0.75
2. 1.50
3. 0.25
4. 1.15

Answer B

78 You are a project manager who was just assigned to take over a project from another project manager who is leaving the company. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the FIRST thing you should do as the new project manager?

1. Check risk status.
2. Check cost performance.
3. Determine a management strategy.
4. Tell the team your objectives.

Answer C

79 Which of the following is considered to be a simulation technique?

1. PERT analysis
2. GERT analysis
3. Monte Carlo analysis
4. Critical path method

Answer C

80 Extensive use of ----- communication is most likely to aid in solving complex problems.

1. verbal
2. written
3. formal
4. nonverbal

Answer B

81 When checking the calendar of a team member to schedule a meeting, you see she has scheduled a meeting with a key stakeholder that you were not informed of. The best approach would be to:

1. avoid mentioning it to the team member but continue to watch her activities.
2. notify your boss about the problem.
3. address the concern with the team member's boss.
4. address the concern with the team member.

Answer D

82 Project A has an internal rate of return (IRR) of 21 percent. Project B has an IRR of 7 percent. Project C has an IRR of 31 percent. Project D has an IRR of 19 percent. Which of these would be the BEST project?

1. Project A
2. Project B
3. Project C
4. Project D

Answer C

83 The program evaluation and review technique (PERT) method of scheduling differs from the critical path method (CPM) because the PERT method:

1. Uses weighted averages of activity durations to calculate project duration.
2. Uses ..dummy.. activities to represent logic ties.
3. Uses ..free float.. instead of ..total float.. in the schedule calculations.
4. Uses bar charts instead of logic diagrams to portray the schedule.

Answer A

84 The key inputs to activity definition are:

1. Work breakdown structure, the project schedule, and the network diagram.
2. Project schedule, progress reports, and change requests.

3. The project network diagram, constraints, and durations.
4. The work breakdown structure, the scope statement, and historical information that supports the applicable activity

Answer D

85 The customer requests a change to the project that would increase the project risk.

Which of the following should you do before all the others?

1. Include the expected monetary value of the risk in the new cost estimate.
2. Talk to the customer about the impact of the change.
3. Analyze the impacts of the change with the team.
4. Change the risk management plan.

Answer C

86 An Ishikawa diagram helps to:

1. put information in its order of priority
2. explore past outcomes.
3. show team responsibilities.
4. show functional responsibilities.

Answer 13

87 The lowest level at WBS is one of the following:

1. The task.
2. The activity.
3. The work package.
4. The element.

Answer C

88 A project manager would like to manage his project in such a way that he will be able to identify specific tasks that should be watched and managed more closely than others. The project manager should use which method?

1. The PERT method
2. The critical path method
3. The GERT method
4. The PCDM method

Answer B

89 What characteristic best describes the cost baseline?

1. Total budget for the project
2. Time phased budget for the project
3. Total budget for the project including the contingency budget
4. Total budget for the project including the contingency budget and the management reserve

Answer B

90 In attempting to complete the project faster, the project manager looks at the cost associated with crashing each activity. The best approach to crashing would also include looking at the:

1. risk impact of crashing each activity.
2. customer's opinion of which activities to crash.
3. boss's opinion of which activities to crash and in which order.
4. project life cycle phase in which the activity is due to occur.

Answer A

91 A project manager has a problem with a team member's performance. What is best form of communication for addressing this problem?

1. Formal written communication
2. Formal verbal communication
3. Informal written communication
4. Informal verbal communication

Answer D

92 Your employee is three days late with a report. Five minutes before the meeting where the topic of the report is to be discussed, she hands you the report. You notice some serious errors in it. What should you do?

1. Cancel the meeting and reschedule when the report is fixed.
2. Go to the meeting and tell the other attendees there are errors in the report.
3. Force the employee to do the presentation and remain silent as the other attendees find the errors.
4. Cancel the meeting and rewrite the report yourself.

Answer A

93 The act of doing anything that will help to bring future project performance into line with the project plan is called:

1. Budget update.
2. Revised cost estimate.
3. Corrective action.
4. Contingency planning.

Answer C

94 A project is engaged in making electronic devices. It is necessary for them to purchase materials to make the printed circuit boards. All of the parts are common parts that are available from several vendors. The most likely contract that should be issued for these parts is:

1. Unit price contract.
2. Firm fixed price contract.
3. Cost reimbursable contract.
4. Award fee contract.

Answer B

95 You are the project manager for a large project that is completed on time and on budget. The customer and all of the stakeholders are pleased with the results. As a direct result of the successful completion of the project, your manager approves a bonus of \$25,000 to you. There are fifteen members of the project team. One of the people on the project team has been a very low contributor to the project; the other fourteen have all been above standard. What should you do with the money?

1. Keep the money yourself; you deserve it, and the manager gave it to you.
2. Divide the money equally among all the team members.
3. Ask the team members how they would divide the money.
4. Divide the money equally among the team members except for the substandard team member.

Answer C

96 A project manager is using a cause and effect diagram with the team to determine how various factors might be linked to potential problems. In what part of the quality management process is the project manager involved?

1. Quality analysis

2. Perform quality assurance
3. Perform quality control
4. Quality planning

Answer D

97 During which risk management process is a determination to transfer a risk made?

1. Risk identification
2. Quantitative risk analysis
3. Risk response planning
4. Risk monitoring and control

Answer C

98 Your cost forecast shows that you will have a cost overrun at the end of the project. Which of the following should you do?

1. Eliminate risks in estimates and re-estimate.
2. Meet with the sponsor to find out what work can be done sooner.
3. Cut quality.
4. Decrease scope.

Answer A

99 At the request of the project team for a large project, the company's purchasing department advertises that they intend to let a contract for construction work associated with the project. This is called:

1. Procurement planning.
2. Solicitation.
3. Advertising.
4. The procurement process.

Answer B

100 A project is considered complete when the :

1. BAC is equal to the PV.
2. The EV is equal to the AC.
3. The PV is equal to the AC.
4. The BAC is equal to the EV.

Answer D