

**QUESTION 1**

Which of the following represents the BEST process to accomplish resource planning?

- A. Identifying the required resources in the project charter
- B. Identifying the available resources and allocate them to all activities in the current phase of the project.
- C. Identifying the required resources and allocate them to all project activities.
- D. Identifying the resources that performed past similar projects, and allocate them to all project activities
- E. None of the above

Answer: C

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**QUESTION 2**

When preparing the probability distribution of cost outcomes for a project, what is the estimate with a 15% probability of being exceeded approximately one standard deviation \_\_\_\_\_?

- A. Above the mean.
- B. Below the mean.
- C. Below the median.
- D. Above the median.

Answer: A

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**QUESTION 3**

What would be the cost performance index if  
BCWP = 350, ACWP = 400, and BCWS = 325?

Note: Budgeted Cost of Work Performed (BCWP),  
Actual Cost of Work Performed (ACWP) and  
Budget Cost of Work Schedule (BCWS)

- A. 0.813
- B. 1.078
- C. 1.143
- D. 0.875

Answer: D

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**QUESTION 4**

Which technique would you be using if you analyze which sequence of activities has the least amount of flexibility when you need to predict project duration?

- A. Critical path

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- B. Dependency diagramming
- C. PERT
- D. Gantt chart
- E. Monte Carlo method

Answer: A

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**QUESTION 5**

Taking the following table into account, where would corrective action be MOST effective when you make use of Pareto's Rule?

Origin of Problem	Percent of Problems
Design	60
Development	15
Prototype	10
Testing	10
Fabrication	5

- A. Development
- B. Prototype
- C. Fabrication
- D. Design
- E. Testing

Answer: D

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**QUESTION 6**

Which of the following describes Fast Tracking?

- A. Circumventing loopholes.
- B. Developing workarounds for previous problems.
- C. Increased project risk.
- D. Getting people to work longer hours in overtime.
- E. Meeting schedule objectives by adding resources.

Answer: C

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**QUESTION 7**

Which of the following are included in cost control? (Choose all that apply.)

- A. Informing stakeholders of changes.
- B. Preparing cost estimates.
- C. Recording appropriate changes to the cost baseline.
- D. Monitoring cost performance.

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Answer: A, C, D

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**QUESTION 8**

Which of the following statements depicts the key difference between contract close-out and administrative closure?

- A. Contract close-out formalizes project completion.
- B. Contract close-out includes product verification.
- C. Contract close-out includes updating records with final results.
- D. Administrative closure includes procurement audits.
- E. None of the above.

Answer: B

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**QUESTION 9**

Which of the following factors are NOT included in cost control?

- A. Preparation of cost estimates.
- B. Informing stakeholders of changes.
- C. Monitoring cost performance.
- D. Recording appropriate changes to the cost baseline.

Answer: A

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**QUESTION 10**

Where does comparing actual to baseline schedules, examining the statement of work, understanding cost overruns, and assessing risk all occur?

- A. Stakeholder meeting.
- B. Resource leveling activity.
- C. Project audit.
- D. Contract negotiation.

Answer: C

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**QUESTION 11**

Which of the following is illustrated by a resource histogram?

- A. The expected requirements for critical path activities.
- B. The expected resource usage by time period.
- C. The resource assignments by work package.
- D. The resource assignments by activities.
- E. All of the above.

Answer: B

**QUESTION 12**

The "Cost of quality" project management concept includes \_\_\_\_?

- A. The costs involved when changes are made to the requirements
- B. The costs of ensuring that requirements are conformed to.
- C. The costs incurred when requirements are exceeded.
- D. The costs involved with quality control requirements.

Answer: B

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**QUESTION 13**

Consider the following situation: The customer was given a monthly report that indicates zero schedule variance. One of the teams members are aware of at least one milestone that has not been achieved. This missed milestone will result in an overall delay in the project.

Which of the following items were not reported on adequately?

- A. Critical path status
- B. Risk analysis
- C. Communication plan variance
- D. Resource management plan
- E. All of the above

Answer: A

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**QUESTION 14**

Which of the following is NOT an indirect cost?

- A. Insurance costs.
- B. Payroll tax cost.
- C. Subcontract costs.
- D. Accounting support costs.

Answer: C

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**QUESTION 15**

Which of the following represents a consequence to the project in the event of a resource being added to the project team during execution?

- A. Shorter project completion schedule.
- B. An indeterminable effect.
- C. A requirement for a scope change.
- D. An increase in project quality.

Answer: B

**QUESTION 16**

Which of the following statements BEST describes what project progress reports are?

- A. It is used to predict future status and progress.
- B. The project sponsor makes the most use of it.
- C. It is an important communications element.
- D. It is needed on a weekly basis.

Answer: C

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**QUESTION 17**

Which of the following requires an expenditure of the resources when working within an arrow diagramming method?

- A. Histograms.
- B. Accounting support costs.
- C. Pareto diagram.
- D. Milestone events.
- E. Path activities.

Answer: B

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**QUESTION 18**

What does a benefit-cost ratio of 3.22 indicate?

- A. A profit of \$3.22 per unit produced.
- B. A payback of \$3.22 for each dollar expended.
- C. The percentage of resources assigned to other tasks on the critical path.
- D. The gold plating result.
- E. A profit of \$3.22 for each dollar expended.

Answer: B

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**QUESTION 19**

Which of the following is NOT included in activity duration estimated?

- A. Project team knowledge.
- B. Commercial duration databases.
- C. Time studies.
- D. Information from previous experience.
- E. None of the above.

Answer: C

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**QUESTION 20**

What is the job title of the person who is primarily responsible for the quality of deliverables?

- A. The quality control inspector.
- B. The quality controller.
- C. The design engineer.
- D. The project manager.
- E. The quality manager.

Answer: D

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**QUESTION 21**

Which of the following is NOT an essential regarding a project close-out?

- A. Documenting formal acceptance of the product.
- B. Documenting the final risk assessment.
- C. Documenting the lessons learned.
- D. Documenting the final project scope
- E. None of the above.

Answer: B

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**QUESTION 22**

Which of the following is the distinguishing characteristic between the network diagram and the Gantt chart?

- A. Few resources
- B. Key milestones
- C. Critical dates
- D. Critical dependencies

Answer: D

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**QUESTION 23**

Which of the following are indicative of duration estimates?

- A. How many hours a resource will work on an activity.
- B. When an activity is expected to start.
- C. How many work periods an activity is expected to last.
- D. When an activity is expected to finish.

Answer: C

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**QUESTION 24**

Certain resources have been added to tasks on the critical path so as to reduce the

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project duration. As a result the plan should then be reviewed for the:

- A. Possible lag time on other paths.
- B. Resource assigned to other tasks on the critical path. C.  
The most time consuming task remaining in the plan.
- D. Emergence of a new critical path.

Answer: D

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**QUESTION 25**

Under which of the following circumstances would project management is the NOT be the preferred management approach?

- A. Cross functional tasks.
- B. Unique operations.
- C. Product manufacturing environment.
- D. Time-constrained deliverables.

Answer: C

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**QUESTION 26**

Which of the following should be done by the project manager upon completion of the project?

- A. Planning a turnover meeting.
- B. Obtaining a sign-off from the customer.
- C. Team celebration.
- D. Project evaluation.
- E. Performance evaluation of team members.

Answer: B

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**QUESTION 27**

Which of the following is the MAIN reason for including incentive clauses in a contract?

- A. Reducing costs to the buyer.
- B. Controlling contractor costs.
- C. Aligning contractor and buyer goals.
- D. Reducing production costs.
- E. Reducing contractor risk.

Answer: C

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**QUESTION 28**

In which of the following circumstances is it BEST to make use of the project

**PMI-001**

management approach? (Choose all that apply.)

- A. Cross functional tasks.
- B. Unique operations.
- C. Product manufacturing environment.
- D. Time-constrained deliverables.
- E. Production-line environment.

Answer: A, B, D

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**QUESTION 29**

Which of the following represents the pinnacle of Maslow's hierarchy of needs?

- A. Survival.
- B. Self-actualization.
- C. Safety.
- D. Esteem.
- E. Physiological satisfaction.

Answer: B

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**QUESTION 30**

Which of the following represents the final task during project close-out?

- A. Reassignment of team member.
- B. Verification that contractual obligations were met.
- C. Transferring the deliverables to the client.
- D. Completion of performance/lessons-learned records.

Answer: C

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**QUESTION 31**

Which of the following items is required when developing a detailed project cost estimate?

- A. Project character
- B. Management plan
- C. Cost plan
- D. Resource requirements

Answer: D

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**QUESTION 32**

Which of the following can be used to measure overall project performance?

- A. A work breakdown structure.

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- B. A Gantt chart.
- C. An earned value chart.
- D. A PERT chart.
- E. A flow chart.

Answer: C

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**QUESTION 33**

Which of the following represents the base point of Maslow's hierarchy of needs?

- A. Safety.
- B. Physiological satisfaction.
- C. Esteem.
- D. Survival.
- E. Self-actualization.

Answer: B

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**QUESTION 34**

How many ADDITIONAL lines of communication will be created when the number of team members involved during the project increases from five to ten?

- A. 10
- B. 35
- C. 45
- D. 50
- E. 55

Answer: B

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**QUESTION 35**

Management usually determines the costs and schedule for a project. Given this constraint, which of the following steps would be unnecessary?

- A. Inform management of the consequences.
- B. Negotiate scope.
- C. Accept is with no prior action.
- D. Perform risk assessment.
- E. All of the above.

Answer: C

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**QUESTION 36**

In an ideal situation resource leveling should be limited to activities with\_\_\_?

- A. With zero float time.

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- B. With negative float time.
- C. With positive float time.
- D. With critical float time
- E. On the critical path.

Answer: C

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**QUESTION 37**

Which of the following represents an example of developing alternative activity sequences?

- A. Rolling wave.
- B. Contingency planning
- C. Risk aversion
- D. Rework.
- E. All of the above

Answer: B

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**QUESTION 38**

Which of the following statements BEST describes an Estimate At Completion (EAC)?

- A. It is a periodic evaluation of total value of work performed to date. B. It is a periodic evaluation of total cost of the unfinished work.
- C. It is a periodic evaluation of total resources projected at project completion.
- D. It is a periodic evaluation of total forecasted project cost.

Answer: D

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**QUESTION 39**

Which of the following concepts are associated with the "Cost of Quality" in project management? (Choose all that apply)

- A. Appraisal costs
- B. Management costs
- C. Prevention costs
- D. Failure costs
- E. Planning costs

Answer: A, C, D

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**QUESTION 40**

Which of the following scheduling techniques incorporates a form of risk assessment?

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- A. Arrow Diagramming Method (ADM)
- B. Precedence Diagramming Method (PDM)
- C. Critical Path Method (CPM)
- D. Program evaluation and Review Technique (PERT)
- E. All of the above

Answer: D

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**QUESTION 41**

Which of the following is NOT a source selection tool or technique?

- A. Organizational policies
- B. A weighting system.
- C. A screening system.
- D. Independent estimates.

Answer: A

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**QUESTION 42**

In which of the following situations would the PERT method be applied most?

- A. When little experience exists on which to base estimated of activity duration.
- B. When knowledge of the interrelationships of activities are crucial.
- C. When there is limited knowledge regarding the cost estimation related to the project.
- D. When resource requirements are well defined.

Answer: A

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**QUESTION 43**

What should you as the project manager do in the event of reduced funding on your project?

- A. Perform detailed financial analysis and renegotiate for adequate funding.
- B. Only do as much work as the new budget permits and document actions taken.
- C. Inform in customer that the project will be delayed an adjust resources accordingly.
- D. Inform the customer of impacts and negotiate a change in scope.
- E. Abandon the project until funds are made available.

Answer: D

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**QUESTION 44**

Consider the following scenario: the contract is a fixed price/lump sum contract. The change control procedure in place states that written authorization for all changes is required. You noticed that there is a 200% budget overrun due to one of the project team members verbally instructing a supplier to perform work outside of its contracted scope of work.

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How would you as the project manager address this project team member for the apparent disregard for following directions? What conflict resolution style will you employ?

- A. Compromising
- B. Problem-solving
- C. Forcing
- D. Smoothing
- E. Withdrawal

Answer: B

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**QUESTION 45**

Which of the following are indirect costs? (Choose all that apply)

- A. Insurance costs.
- B. Payroll tax cost.
- C. Subcontract costs.
- D. Accounting support costs.

Answer: A, B, D

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**QUESTION 46**

Which of the following is neither a tool nor a technique for source selection?

- A. Independent estimates.
- B. A weighting system.
- C. A screening system.
- D. Organizational policies
- E. None of the above.

Answer: D

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**QUESTION 47**

Which of the following are the essentials regarding a project close-out? (Choose all that apply.)

- A. Documenting formal acceptance of the product.
- B. Documenting the final risk assessment.
- C. Documenting the final project scope.
- D. Documenting the lessons learned.
- E. All of the above.

Answer: A, C, D

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**QUESTION 48**

Team motivation, problem resolution, and space verification occurs during \_\_\_\_\_?

- A. The initiation phase.
- B. The close-out phase.
- C. The planning phase.
- D. The execution phase.
- E. None of the above.

Answer: D

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**QUESTION 49**

What happens if the level of conformance directly increases as a consequence of new processes?

- A. Required monitoring cost should be more predictable.
- B. Required monitoring cost should stay the same.
- C. Required monitoring cost should decrease.
- D. Required monitoring cost should increase.

Answer: C

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**QUESTION 50**

Which of the following represents the MOST important criterion when making a selection for a project manager for a project with a large scale in a technical industry?

- A. Specific technical specialization.
- B. Expertise and qualifications in relevant industrial field
- C. Financial management experience.
- D. Communication and integration skills.
- E. Industry and business experience.

Answer: D

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**QUESTION 51**

You are approached by the company where you have been working for a considerable length of time to manage an existing project. However you are not familiar with the area in which this project is occurring. There is a Project Management Plan in place and the baseline change thresholds have not been exceeded. The current status of the project does not please the customer. What would your first action be?

- A. Conducting team-building exercises with all stakeholders.
- B. Identifying critical float time.
- C. Verification of the customer's needs and expectations.

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- D. Verification that the change control system is operating properly.
- E. Preparation of a corrective action plan.

Answer: C

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**QUESTION 52**

Which of the following describes the optimal way of communication between project manager and team members?

- A. Through the formal chain of command.
- B. Via daily status report.
- C. By written and oral communication.
- D. Through approved documented forms.
- E. None of the above.

Answer: C

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**QUESTION 53**

Which of the following would you use in risk identification due to it allowing a systemic evaluation of the work?

- A. Conference chart
- B. Design specification
- C. Work breakdown structure.
- D. Project slow chart
- E. Project chart

Answer: C

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**QUESTION 54**

Which of the following items would be the most important aspect to communicate in an introductory meeting where the prime construction contractor in a renovation project withdrew during early construction and a new contractor was chosen and new crews reported to the job?

- A. Introducing the team members and the communications exchange.
- B. Establishing authority as the manager in charge.
- C. Ensuring that all crew members are cognizant of the line of command.
- D. Identifying the project goals and objectives.
- E. Outlining behavior and performance rules to the crew.

Answer: D

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**QUESTION 55**

As the project manager, which of the following techniques would you employ to control the project schedule?

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- A. Pareto diagram.
- B. Statistical sampling.
- C. Performance measurement.
- D. Parametric modeling.
- E. All of the above.

Answer: C

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**QUESTION 56**

Following are various outputs. Which output is a consequence of project plan execution?

- A. The work breakdown structure.
- B. The project character.
- C. The change requests.
- D. The responsibility assignment matrix.

Answer: C

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**QUESTION 57**

Conflict resolution techniques that may be practiced on a project include \_\_\_?

- A. Controlling, forcing, smoothing, and withdrawing.
- B. Confronting, compromising, smoothing and directing.
- C. Smoothing, confronting, forcing, and withdrawing.
- D. Withdrawing, compromising, controlling, and forcing.

Answer: C

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**QUESTION 58**

Which of the following facets of a project are usually affected by change requests?

- A. Schedule.
- B. Cost.
- C. Scope.
- D. All of the above.
- E. None of the above.

Answer: A, B, C, D

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**QUESTION 59**

Which of the following options is irrelevant to the resource assignment matrix in project planning?

- A. The communication lines both within and outside the project.

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- B. The authority to approve at various completion stages.
- C. The participant compensation level.
- D. The responsibility assignment to the work breakdown structure.

Answer: C

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**QUESTION 60**

Which of the following will you as the project manager need to determine the impact of a requested scope change by a customer? (Choose all that apply.)

- A. Performance reports.
- B. A Work breakdown structure
- C. A change request
- D. A scope management plan
- E. A Monte Carlo simulation.

Answer: A, B, C, D

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**QUESTION 61**

Which of the following are usually illustrated by bar charts?

- A. The critical path.
- B. Logical relationships.
- C. Budget relation ships.
- D. Progress of status.
- E. Budget constraints.

Answer: D

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**QUESTION 62**

When performing scope change control, which of the following options is necessary?

- A. A charter update.
- B. Risk mitigation.
- C. Scope verification.
- D. The cost-benefit analysis.

Answer: C

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**QUESTION 63**

On any project, quality should usually be of \_\_\_\_\_?

- A. Equal priority with schedule, but higher priority than cost.
- B. Equal priority with cost and schedule.
- C. Lower priority than cost and schedule.
- D. Higher priority than cost and schedule.

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E. Equal priority with cost, but higher priority than schedule.

Answer: B

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**QUESTION 64**

In which of the following types of organizational structures are the MOST anxiety experienced at project close-out?

- A. Weak matrix.
- B. Strong matrix.
- C. Functional.
- D. Projectized.
- E. Balanced matrix.

Answer: D

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**QUESTION 65**

Which of the following is NOT included in the quality management plan?

- A. Definitions.
- B. Assurance.
- C. Control.
- D. Planning.

Answer: A

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**QUESTION 66**

Which of the following methods will be MOST effective when developing a project team within a matrix organization?

- A. The communications plan.
- B. The staffing management plan.
- C. The training development plan.
- D. The scope change control plan.

Answer: B

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**QUESTION 67**

Which of the following actions are irrelevant when the critical path needs to be reduced by 35% on a project?

- A. Crashing time schedule.
- B. Paralleling activities.
- C. Adding resources.
- D. Eliminating float.
- E. All of the above.

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Answer: D

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**QUESTION 68**

At what stage in a project are Administrative closure activities performed?

- A. The customer acceptance phase.
- B. Upon the completion of each phase in the project.
- C. When the product is complete.
- D. The completion of execution phase.

Answer: B

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**QUESTION 69**

Which of the following will have the greatest impact on a product or service's reliability and maintenance characteristics?

- A. Function.
- B. Implementation
- C. Design.
- D. Cost.
- E. Fabrication.

Answer: C

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**QUESTION 70**

Consider the following situation: A scope change as requested by a client after acceptance of the design has potential impact on several components of the project. What should you as the project manager do FIRST in this situation?

- A. Convince the client to consider the request only upon completion of the original project.
- B. Make the change if it is critical, regardless of its cost and impact, and inform the change control board.
- C. Convince the client to postpone the change.
- D. Estimate the impact to the cost and schedule and the approval before proceeding.
- E. Perform a detailed analysis of the impact on the cost and schedule, and call a project team meeting.

Answer: D

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**QUESTION 71**

Which of the following options would you take to determine what impact a change had?

- A. Re-evaluating the work breakdown structure.

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- B. Performance measurement.
- C. Assessing the communication policy.
- D. Reviewing the earned value.

Answer: B

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**QUESTION 72**

The senior executive of the company where you work requires a monthly schedule update of your project. Which of the following items would you send to the executive?

- A. The project time-scaled network diagram
- B. The project arrow activity diagram
- C. The Milestone chart
- D. The project PERT chart

Answer: C

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**QUESTION 73**

Which of the following concepts refers to a response to a risk event that was not defined in advance and is currently happening?

- A. Risk mitigation response.
- B. Incidence response.
- C. Workaround response.
- D. Corrective action response.
- E. Contingency response.

Answer: C

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**QUESTION 74**

What is the purpose of the responsibility assignment matrix project management tool?

- A. It is used to establish team members' availability to engage with the project.
- B. It is used to develop the work breakdown structure taking the available resources into account.
- C. It is to make certain that all team members comprehend what their roles entail.
- D. It provides a graphical representation of the project's organizational structure.

Answer: C

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**QUESTION 75**

Which of the following should be archived upon completion of a project that involved significant procurement?

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- A. Project specifications.
- B. Progress charts.
- C. Financial records.
- D. Project charter.
- E. Inspection reports.

Answer: C

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**QUESTION 76**

Which of the following theories are illustrated by the principle: "Employees who believe that their efforts will lead to effective performance and who anticipate important rewards for their accomplishments become productive stay productive."

- A. The X-Y theory.
- B. Maslow's theory.
- C. The expectancy theory.
- D. Ouchi's Theory Z
- E. Herzberg's theory.

Answer: C

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**QUESTION 77**

Which of the following is the cost-effective rule for shortening a project?

- A. Crash the tasks with lowest cost.
- B. Crash the tasks with highest cost.
- C. Crash the non-critical tasks.
- D. Crash the critical tasks.

Answer: D

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**QUESTION 78**

Which point in time does a Payback period analysis identify?

- A. When monthly revenue exceeds monthly costs.
- B. When profit maximum is realized.
- C. When cumulative revenue exceeds cumulative costs.
- D. When unit profit is realized.

Answer: C

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**QUESTION 79**

Which of the following represents the reason why post-contract evaluations are important?

- A. The contract fee is contractor performance related.

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- B. It establishes a historical base for contractor selection.
- C. It acts as a point of reference for making legal procurements.
- D. Most contracts make them a necessity.
- E. They are legally required in many jurisdictions.

Answer: B

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**QUESTION 80**

Which of the following are source selection tools or techniques? (Choose all that apply.)

- A. Organizational policies
- B. A weighting system.
- C. A screening system.
- D. Independent estimates.
- E. None of the above.

Answer: B, C, D

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**QUESTION 81**

Which of the following is NOT a function of a kick-off meeting?

- A. Project cost estimation and presentation.
- B. Introducing the stakeholders.
- C. Identifying goals of the project.
- D. Obtaining commitment from all participants.

Answer: A

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**QUESTION 82**

Which of the following does not form part of Project Procurement Management?

- A. Administration.
- B. Planning
- C. Stakeholder analysis
- D. Work statement
- E. Solicitation

Answer: C

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**QUESTION 83**

You are the project manager. Which of the following would be required to ascertain what impact a change would have on the project in a situation where a customer requests a scope change in the project? Note: you already have the work breakdown structure, change request and scope management plan.

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- A. A histogram
- B. A responsibility matrix.
- C. Performance reports.
- D. A Monte Carlo simulation.
- E. A Pareto diagram

Answer: C

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**QUESTION 84**

Where is work packages described?

- A. Work charter.
- B. Work schedule.
- C. Work breakdown structure.
- D. Work project plan.
- E. Statement of work.

Answer: C

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**QUESTION 85**

Which of the following represents the BEST way to organize project activities for scheduling?

- A. By the critical path.
- B. By the task start date.
- C. By the date of commencement of project.
- D. By work breakdown structure.
- E. By the responsible organization.

Answer: D

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**QUESTION 86**

What are the schedule variance and the schedule performance index if BCWP= 350: ACWP= 400, and BCWS= 325?

Note: Budgeted Cost of Work Performed (BCWP), Actual Cost of Work Performed (ACWP) and Budget Cost of Work Schedule (BCWS)

- A. +25: 0.875
- B. -50: 0.875
- C. +25: 1.077
- D. -50: 1.07

Answer: C

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**QUESTION 87**

Which of the following terms is used to refer to the adjustment of task schedules to result in more effective human resource deployment?

- A. Resource fast tracking.
- B. Resource planning
- C. Resource leveling.
- D. Resource crashing.
- E. Resource loading.

Answer: C

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**QUESTION 88**

The authority to accept or reject a requested change in a large and complex project, should rest with \_\_\_\_\_?

- A. The sponsor.
- B. The president.
- C. The change control board.
- D. The client.
- E. The project manager.

Answer: C

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**QUESTION 89**

The process to change a contract clause is \_\_\_\_\_ the project change control system.

- A. Integrated within.
- B. Unrelated to.
- C. The same as.
- D. An input to.
- E. None of the above.

Answer: A

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**QUESTION 90**

Which of the following statements describes the result of resource leveling?

- A. Push out the end date of the project.
- B. Increase total costs for the project.
- C. Require more resources.
- D. Require fewer resources.
- E. All of the above.

Answer: A

**QUESTION 91**

What are correspondence, contract changes, and payment requests?

- A. Tools of contract administration.
- B. Functions of contract administration.
- C. Outputs of contract administration.
- D. Results of contract administration.
- E. Inputs of contract administration.

Answer: C

---

**QUESTION 92**

Which of the following is NOT necessary when developing a detailed project cost estimate? (Choose all that apply.)

- A. Management plan
- B. Resource requirements
- C. Cost plan
- D. Project character
- E. All of the above.

Answer: A, C, D

---

**QUESTION 93**

At what stage of a project does the development of a cohesive project team occur?

- A. During planning.
- B. During conflict resolution.
- C. Throughout the project.
- D. During initiation.
- E. At the kick-off meeting.

Answer: C

---

**QUESTION 94**

Which of the following statements describes quality control?

- A. Taking action for increased efficiency of the project.
- B. Evaluating the overall project performance on a regular basis.
- C. Monitoring specific project results to determine if they conform to relevant organizational quality standards.
- D. Identifying relevant quality standards for the project.

Answer: C

**QUESTION 95**

What is necessary to check whether the scope of the project is being met?

- A. Omit problems from the conference report.
- B. Ensure that changes to the project character are reflected in the definition.
- C. Verify the project schedule is on track.
- D. Define causes and symptoms of identified problems.
- E. Conduct periodic inspections, reviews, and walk-throughs.

Answer: E

---

**QUESTION 96**

Which of the following quality improvement approaches is LEAST likely to produce positive results?

- A. Continuous improvement.
- B. The ISO9000 certified process.
- C. Increased inspection.
- D. Statistical quality control.

Answer: C

---

**QUESTION 97**

Where would you document a change that was approved when the change that involves the upgrade of certain material, is proposed halfway during the implementation of the project and will not result in a change in the cost or schedule?

- A. Project charter
- B. Execution phase
- C. Procurement Management plan
- D. Work breakdown structure
- E. Quality assurance plan

Answer: C

---

**QUESTION 98**

During which of the following phases is a project's scope statements developed?

- A. The initiation phase.
- B. The implementation phase.
- C. The planning phase.
- D. The verification phase.
- E. The definition phase.

**PMI-001**

Answer: C

---

**QUESTION 99**

Random variance in a process can be directly reduced by \_\_\_\_\_?

- A. Studying scatter diagrams.
- B. Improving the overall system of production.
- C. Prohibiting any overtime work.
- D. Increasing the number of quality inspectors.
- E. Identifying patterns of variance.

Answer: B

---

**QUESTION 100**

During a weekly meeting, the IT department states that they are bringing new CRM application system online. Though no problems are anticipated, in the event that a problem does arise, they will work overtime to stay on schedule.

How would you react as the project manager operating in a matrix organization?

- A. Assess the cost implication of this activity in the implementation phase.
- B. Request that the IT department's commitment be in writing.
- C. Assess the risk of this activity and develop a response strategy.
- D. Note this information in the minutes of the conference report meeting.
- E. Request that the IT department delay implementation of the CRM application system until your project is completed.

Answer: C

---

**QUESTION 101**

Which of the following is included in activity duration estimation?

- A. Information from previous experience
- B. Project team knowledge
- C. Time studies
- D. Commercial duration databases
- E. All of the above

Answer: A, B, D

---

**QUESTION 102**

What is signified when a forward and backward pass indicates total float is equal to

- A. The project is estimated to be 20 days ahead of schedule.
- B. Two branches converge on a node.
- C. The critical path must be evaluated to determine actual slack time.

**PMI-001**

- D. Duration compression may be required to meet the original project scope.
- E. None of the above.

Answer: D

---

**QUESTION 103**

What should be done by a project team in the event of a situation where a project plan and end-date has been established already and the customer requests that additional work should be included without compromising the end date? (Cost is not a factor.)

- A. Initiate contingency plans.
- B. Request project team to work overtime to meet end date.
- C. Invoke the change control process.
- D. Commit to original project scope and open a new project to handle additional work.
- E. Modify the original project scope to include the additional work.

Answer: C

---

**QUESTION 104**

Which of the following approaches is likely to lead to the MOST lasting solutions in cases of conflict resolution?

- A. Smoothing
- B. Problem-solving
- C. Communicating
- D. Negotiating
- E. Compromising

Answer: B

---

**QUESTION 105**

Which of the following estimates would MOST accurately reflect the actual costs involved on a project?

- A. Top-down
- B. Bottom-up
- C. Appropriations
- D. Budget

Answer: B

---

**QUESTION 106**

Which of the following can you use to determine an individual's willingness to take a risk?

**PMI-001**

- A. Decision tree modeling.
- B. Utility theory.
- C. Monte Carlo method.
- D. Maslow's hierarchy of needs.
- E. Sensitivity analysis.

Answer: B

---

**QUESTION 107**

What is the term that is used when referring to the adjustment of task schedules in order to deploy human resource more effectively?

- A. Crashing.
- B. Smoothing
- C. Leveling.
- D. Fast tracking.
- E. Loading.

Answer: C

Explanation:

Smoothing is a term used to describe conflict resolution "to emphasize agreement rather than differences of opinion."

Resource leveling lets schedule slip and cost increase in order to deal with a limited amount of resources."

---

**QUESTION 108**

Which of the following represents the MAIN function of the change control board?

- A. Issue change requests.
- B. Assign new team members to increase output.
- C. Review the impact of change request.
- D. Identify new areas of project work. E.
- Represent top management interests.

Answer: C

---

**QUESTION 109**

What does a project manager need first and foremost to determine the necessary staffing requirements of a project?

- A. The work breakdown structure.
- B. The organization flow chart.
- C. The resource breakdown schedule.
- D. The responsibility assignment matrix.

**PMI-001**

Answer: A

---

**QUESTION 110**

What does one call the person responsible for the funding for a new project's conceptual study?

- A. The project manager.
- B. The president.
- C. The project sponsor.
- D. The client
- E. The chief financial officer.

Answer: C

---

**QUESTION 111**

Which of the following are technical staffs particularly responsive to?

- A. Ad hoc power
- B. Referent power.
- C. Expert power.
- D. Formal power.
- E. Functional power.

Answer: C

---

**QUESTION 112**

Which technique would you apply to control the project schedule?

- A. The pareto diagram.
- B. Parametric modeling.
- C. Performance measurement.
- D. Statistical sampling.

Answer: C

---

**QUESTION 113**

The determination of conformance with scope requirements is called \_\_\_\_?

- A. Quality Planning.
- B. Quality Control.
- C. Quality Management.
- D. Quality Assurance.

Answer: B

---

**PMI-001**

**QUESTION 114**

Which of the following factors has the most impact on the communications management plan?

- A. Physical location of team members.
- B. Distance between project teams.
- C. Specific needs of the project.
- D. Duration of the project.
- E. Project deliverables.

Answer: C

---

**QUESTION 115**

You are managing a software project. You are partway through the project, and your team has just delivered a preliminary version of part of the software. Your team gives a demonstration to the project sponsor and key stakeholders. Later, the sponsor informs you that there is an important client who will be using the software your team is building, and whose needs are not being met. As a result, you must now make a large and expensive change to accommodate that client. What is the BEST explanation for this?

- A. You do not have enough budget to perform the project
- B. The sponsor is being unreasonable
- C. Stakeholder analysis was not performed adequately
- D. The team made a serious mistake and you need to use punishment power to correct it

Answer: C

Explanation:

Stakeholder analysis means talking to the stakeholders and figuring out their needs, and it's something that you do when you're defining the project scope. If there's an important client who has needs that your project is supposed to fulfill, that client is always a stakeholder. And if your project is not meeting that client's needs, then you didn't do a good enough job when you were performing stakeholder analysis!

---

**QUESTION 116**

You're holding a PMP training seminar for people in your company to help them obtain enough hours to qualify to take the PMP exam. This is an example of:

- A. Contributing to the project management body of knowledge
- B. Lessons learned
- C. Cheating, which should be reported to PMI
- D. Organizational process assets

Answer: A

Explanation:

## PMI-001

Any time you hold a seminar, give a talk, write an article or help others learn about project management, you're contributing to the project management body of knowledge.

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### **QUESTION 117**

Customer satisfaction should be measured at the end of the project to maintain long-term relationships. Which of the following is NOT always an aspect of customer satisfaction?

- A. The project is profitable
- B. The product is high quality
- C. The product meets its stated and unstated requirements
- D. The customer's needs are met

Answer: A

Explanation:

Customers can be satisfied even when a project is not profitable - customer satisfaction isn't always about money. Rather, customer satisfaction is about making sure that the people who are paying for the end product are happy with what they get. When the team gathers requirements for the specification, they try to write down all of the things that the customers want in the product so that you know how to make them happy. Some requirements can be left unstated, too. Those are the ones that are implied by the customer's explicit needs. In the end, if you fulfill all of your requirements, your customers should be satisfied.

---

### **QUESTION 118**

Which of the following is NOT a characteristic of the Project Management Plan?

- A. Must be approved by project sponsor
- B. A bar chart that shows the order of tasks and their resource assignments
- C. Formal, written communication
- D. Collection of subsidiary plans

Answer: B

Explanation:

The Project Management Plan is not a bar chart (or a Gantt chart). It's the collection of all of the planning documents you create through all of the knowledge areas within the five process groups. It describes how your project will handle all of the activities associated with your project work.

---

### **QUESTION 119**

There have been several rounds of layoffs at your company. Now your project team is worried about their job security, and you've noticed that their performance has decreased significantly because of it. This is predicted by which motivational theory?

- A. McClelland's Achievement Theory

**PMI-001**

- B. Herzberg's Motivation-Hygiene Theory
- C. Maslow's Hierarchy of Needs
- D. McGregor's Theory of X and Y

Answer: C

Explanation:

Maslow's Hierarchy of Needs says that people have needs, and until the lower ones (like acceptance on the team, job safety or job security) are satisfied they won't even begin to think about the higher ones (fulfilling their potential and making a contribution).

---

**QUESTION 120**

One way contract closure differs from administrative closure is:

- A. Administrative closure is performed by the seller; contract closure is performed by the buyer
- B. Administrative closure involves the stakeholders and the team; contract closure involves only the team but not the stakeholders
- C. Administrative closure defines actions the team must take; contract closure defines legal commitments
- D. Administrative closure means verifying that the project is complete or terminated; contract closure means verifying that the contract terms were satisfied

Answer: D

Explanation:

When you close out a project, there are two main things you need to do: administrative closure and contract closure. Administrative closure means working with the team to make sure that all of your project's exit criteria are met. If the project was successful, then you need to make sure you have formal acceptance from the stakeholders, and that the product meets its requirements. If the project was terminated early, you still need to store the project documents. And in both cases you need to write lessons learned!

Contract closure is what you do to make sure that your contract's terms are satisfied. If your project went well, then this means making sure that payment was made and all of the clauses of the contract were adhered to. But even if the project got terminated, there may still be some contractual obligations that need to be met. Understanding the difference between these two things can really help you on the exam!

---

**QUESTION 121**

You've been hired by a large consulting firm to evaluate a software project for them. You have access to the CPI and EV for the project, but not the AC. The CPI is .92, and the EV is \$172,500. How much money has actually been spent on the project?

- A. \$158,700
- B. \$172,500
- C. There is not enough information to calculate the actual cost

**PMI-001**

D. \$187,500

Answer: D

Explanation:

You can figure out the actual cost that was spent on a project, even if all you're given are some of the project metrics. In this case, if you only have CPI and EV, you can figure out the AC by writing down the formula that has all three of them:  $CPI = EV / AC$ . Now flip the formula around:  $AC = EV / CPI = \$172,500 / .92 = \$187,500$ .

---

**QUESTION 122**

As you are executing your project you are constantly checking your risk register to be sure that you have planned responses for all of your risks. At one team status meeting, you find that a lower priority risk has suddenly become more likely. Where do you keep information about low priority risks?

- A. The watchlist
- B. Qualitative analysis documents
- C. Risk Management Plan
- D. Triggers

Answer: A

Explanation:

Sometimes you'll find that some risks have obviously low probability and impact, so you won't put them in your register. Instead, you can add them to a watchlist, which is just a list of risks that you don't want to forget about, but you don't need to track as closely. You'll check your watchlist from time to time to keep an eye on things.

---

**QUESTION 123**

In which process do you create the Risk Breakdown Structure?

- A. Risk Management Planning
- B. Risk Response Planning
- C. Risk Identification
- D. Qualitative Analysis

Answer: A

Explanation:

The RBS is part of the Risk Management Plan. It's structured very similarly to an WBS. The RBS helps you to see how risks fit into categories so you can organize your risk analysis and response planning.

---

**QUESTION 124**

Which of the following best describes the triple constraint?

**PMI-001**

- A. Cost, schedule, and scope
- B. Cost, schedule, and quality
- C. Cost, schedule, and product
- D. Cost, resources, and schedule

Answer: A

Explanation:

The triple constraint is cost, schedule, and scope. Any change to one of those constraints affects the other two. It's important to balance all three constraints as a project manager.

---

**QUESTION 125**

Which is NOT an example of cost of quality?

- A. The cost of training your team on techniques that will help them avoid defects. B.
- The cost of contracting another company to build part of the product.
- C. The cost of reviewing documents used to produce your product to be sure that they do not have defects.
- D. The cost of inspecting your product to be sure that it meets requirements.

Answer: B

Explanation:

Any activity that helps you find, prevent or fix defects in your product is included in the cost of quality. The activities you do to build the product don't count towards that number.

---

**QUESTION 126**

You've been hired by a large consulting firm to lead an accounting project. You determine the needs of the project and divide the work up into work packages so that you can show how all of it fits into categories. What are you creating?

- A. A Project Scope Statement
- B. A WBS
- C. A contract
- D. A schedule

Answer: B

Explanation:

A Work Breakdown Structure is the best way to visualize all of the work that will be done on your project. It divides all of the work up into work packages and shows how it fits into higher-level categories. By looking at the WBS, you can communicate to other people just how much work is involved in your project.

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**PMI-001**

**QUESTION 127**

A project manager uses a facilitator to gather opinions from experts anonymously. What tool or technique of Risk Identification is being performed?

- A. Delphi Technique
- B. Brainstorming
- C. Interviews
- D. SWOT Analysis

Answer: A

Explanation:

The Delphi technique is a way to get opinions and ideas from experts. This is a technique that uses a facilitator who uses questionnaires to ask experts about important project risks. They take those answers and circulate them - but each expert is kept anonymous so they can give honest feedback.

---

**QUESTION 128**

A team member is showing up late to work and leaving early, and it is affecting the project. The project manager decides that the team member must be reprimanded. Which of the following is the BEST way to handle this situation?

- A. In a one-on-one meeting with the team member
- B. Over e-mail
- C. At the next team meeting
- D. In a private meeting with the team member and his functional manager

Answer: A

Explanation:

Punishment power is exactly what it sounds like - you correct a team member for poor behavior. Always remember to do this one-on-one, in person, and in private! Punishing someone in front of peers or superiors is extremely embarrassing, and will be really counterproductive.

---

**QUESTION 129**

Your project team has completed the project work. All of the following must be done before the project can be closed EXCEPT:

- A. Make sure the scope of the project was completed
- B. Get formal acceptance of the deliverables from the customer
- C. Ensure that the schedule baseline has been updated
- D. Verify that the product acceptance criteria have been met

Answer: C

## PMI-001

Explanation:

Before you can close your project, there are a few things you need to do. Remember the acceptance criteria in the scope statement? Well, those criteria need to be met. And you need to get formal written acceptance from the customer. And every work item in the WBS needs to be completed. Until the customer accepts the final product, your project isn't done!

---

### **QUESTION 130**

Which of the following is NOT included in a cost of quality calculation?

- A. Project managers' time spent creating the project management plan
- B. Team members' time spent finding and repairing defects
- C. Team members' time spent reviewing specifications, plans and other documents
- D. Quality managers' time spent writing quality standards

Answer: A

Explanation:

Cost of quality is what you get when you add up the cost of all of the prevention and inspection activities you are going to do on your project. It doesn't just include the testing. It includes any time spent writing standards, reviewing documents, meeting to analyze the root causes of defects, rework to fix the defects once they're found by the team - absolutely everything you do to ensure quality on the project.

---

### **QUESTION 131**

Paul is a project manager for an industrial design project. The project has a 60% chance of making the company \$230,000 over the next year. It has a 40% chance of costing the company \$150,000. What's the project's EMV?

- A. \$230,000
- B. \$60,000
- C. \$78,000
- D. \$138,000

Answer: C

Explanation:

$\$230,000 \times 0.70 = \$138,000$  savings, and  $\$150,000 \times 0.40 = -\$60,000$  expenses. Add them together and you get \$78,000. When you calculate EMV, anything that saves your project money is counted as positive, and anything that costs it money is negative. Multiply each by the probability and add them together.

---

### **QUESTION 132**

Alberto is the project manager of a software implementation project. His company has made an organization wide decision to move to a new accounting and human resources software package. He has read that some projects to implement the same package have

## PMI-001

resulted in the loss of personnel data when they tried to import it into the new system. He backs up the data so that it could be restored in the event of such a problem but also buys insurance to cover the cost of keying in the data manually if the implementation doesn't work. Which response strategies are Alberto using?

- A. Mitigating and Accepting
- B. Mitigating and Sharing
- C. Mitigating and Transferring
- D. Mitigating and Avoiding

Answer: C

Explanation:

The Project Manager is mitigating the risk by backing up the data so that it doesn't get lost. He is transferring it to the insurance company by insuring the company for the cost of re-keying the information.

---

### **QUESTION 133**

You are managing a project with AC = \$25,100, ETC = \$45,600, VAC = -\$2,600, BAC = \$90,000 and EAC = \$92,100. Your sponsor asks you to forecast how much money you expect to spend on the remainder of the project. Which is the BEST estimate to use for this forecast?

- A. \$87,400
- B. \$45,600
- C. \$92,100
- D. \$90,000

Answer: B

Explanation:

Sometimes you don't need to do any calculations when you run across a question like this. The question asked you which number to use for a forecast of how much money you expect to spend on the rest of the project. Well, isn't that the definition of ETC? Since you were given the value of ETC, you could just use that number!

---

### **QUESTION 134**

Which of the following is NOT a tool in Risk Identification?

- A. Delphi technique
- B. SWOT Analysis
- C. Risk Urgency Assessment
- D. Brainstorming

Answer: C

## PMI-001

Explanation:

A Risk Urgency Assessment is a tool of Qualitative Analysis. Risk Identification is all about finding risks. Qualitative Analysis is about ranking them based on what your team thinks their impact and probability will be for your project. (Quantitative Analysis, on the other hand, is about getting the numbers to back up your opinions.)

---

### **QUESTION** 135

Which of the following are valid ways to breakdown the work in a WBS?

- A. By project phase or project deliverable
- B. By risk or quality metric
- C. By product feature or unit of work
- D. By charge code or initial estimate

Answer: A

Explanation:

The WBS work packages can be displayed by project phase or by project deliverable. It depends on how your company needs to see the work organized. If you use the same phased lifecycle for all projects, it can be easier to show all of the work as it breaks down within each phase. If you have various teams depending on the deliverables your team will produce, it can make sense to break the work down by project deliverable.

---

### **QUESTION** 136

Which of the following is NOT a tool of the Scope Definition process?

- A. Stakeholder Analysis
- B. Constrained Optimization
- C. Product Analysis
- D. Alternatives Identification

Answer: B

Explanation:

Constrained Optimization doesn't have anything to do with Scope Definition - it's a kind of benefit selection method. The other answers are all tools of the Scope Definition process.

---

### **QUESTION** 137

Two of your project team members approach you with a conflict that they are having with each other over the technical approach to their work. One of the two people is very aggressive, and tries to get you to make a decision quickly. The other team member is quiet, and seems less willing to talk about the issue. The conflict is starting to cause delays, and you need to reach a decision quickly. You spend the weekend studying conflict resolution techniques, which is an example of:

**PMI-001**

- A. Enhancing personal professional competence
- B. Contributing to the project management body of knowledge
- C. Maslow's Hierarchy of Needs
- D. Confronting (or problem-solving)

Answer: A

Explanation:

An important part of any project manager's career is enhancing personal professional competence. This means increasing your knowledge and applying it so that you can improve your ability to manage projects.

---

**QUESTION 138**

A project manager on a construction project includes a line item in the budget for insurance for the equipment and job site. This is an example of:

- A. Acceptance
- B. Transference
- C. Avoidance
- D. Mitigation

Answer: B

Explanation:

One effective way to deal with a risk is to pay someone else to accept it for you. This is called transference. The most common way to do this is to buy insurance.

---

**QUESTION 139**

You are managing a project with an EV of \$15,000, PV of \$12,000 and AC of \$11,000. How would you BEST describe this project?

- A. The project is behind schedule and within its budget
- B. The project is behind schedule and over its budget
- C. The project is ahead of schedule and over its budget
- D. The project is ahead of schedule and within its budget

Answer: D

Explanation:

This is a calculation question that's asking you to use SPI and CPI to evaluate your project. Luckily, it's easy to do that! First calculate  $SPI = EV / PV = \$15,000 / \$12,000 = 1.25$  - so your project is ahead of schedule. Then calculate  $CPI = EV / AC = \$15,000 / \$11,000 = 1.36$  - so your project is within its budget.

---

**QUESTION 140**

You are managing a construction project using a fixed price (FP) contract. The contract is

## PMI-001

structured so that your company will be paid a fee of \$85,000 to complete the work. There was a \$15,000 overhead cost that your company had to cover. It's now three months into the project, and your costs have just exceeded \$70,000. The project has now consumed the entire fee, and your company will now be forced to pay for all costs on the project from this point forward. What's the BEST way to describe this situation?

- A. The project is overdrawn
- B. The project manager has overspent the budget
- C. The project has reached the point of total assumption
- D. The project has ceased to be a profit center for the company

Answer: C

Explanation:

The point of total assumption is the point at which the seller assumes the costs. In a fixed price contract, this is the point where the costs have gotten so large that the seller basically runs out of money from the contract and has to start paying the costs.

---

### **QUESTION** 141

Mike is a project manager for an IT technology implementation project. He is using an Ishikawa diagram to figure out what could cause potential risks on his project. Which process is he doing?

- A. Qualitative Analysis
- B. Risk Response Planning
- C. Quality Control
- D. Risk Identification

Answer: D

Explanation:

Diagramming Techniques (including Ishikawa diagrams and Flowcharts) are a tool of the Risk Identification process. You use them to find the root cause of defects in Quality Management processes but they can also be useful in finding the risks that can lead to trouble in Risk Management.

---

### **QUESTION** 142

You are managing a software project. You are partway through the project, and your team has just delivered a preliminary version of part of the software. You are holding a weekly status meeting, when one of the team members points out that an important stakeholder is running into a problem with one of the features of the current software. The team member feels that there is a risk that the stakeholder will ask for a change in that feature, even though that change would be out of scope of the current release - and if the stakeholder requests that change, there is a high probability that the change control board would approve the change. What is the BEST action to take next?

## PMI-001

- A. Schedule a meeting with the stakeholder to discuss the risk
- B. Add the risk to the risk register and gather information about its probability and impact
- C. Add the risk to the issue log and revisit it when there is more information
- D. Mitigate the risk by asking a team member to get familiar with the feature of the software that might be changed

Answer: B

Explanation:

Your risk register is one of the most important project management tools that you have - that's why you review it and go over your risks at every meeting. Any time you come across a new risk, the first thing you should do is document it in the risk register. It's really easy to lose track of risks, especially when you're running a big project. By adding every risk to the register, you make sure that you don't forget about any of them. So once you've identified the risk, what's the next step? You analyze the impact and probability of the risk! That's what the Qualitative Risk Analysis process is for. You shouldn't take any other action until you've analyzed the risk. The reason is that it might turn out that the risk is very unlikely, and there might be another risk with a higher probability and larger impact that deserves your attention.

---

### **QUESTION** 143

What is the order of the Procurement Management processes?

- A. Plan Contracting, Plan Purchases and Acquisitions, Request Seller Responses, Select Sellers, Contract Administration, Contract Closure
- B. Plan Purchases and Acquisitions, Plan Contracting, Contract Administration, Request Seller Responses, Select Sellers, Contract Closure
- C. Plan Purchases and Acquisitions, Plan Contracting, Select Sellers, Request Seller Responses, Contract Administration, Contract Closure
- D. Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, Contract Closure

Answer: D

Explanation:

The Procurement Management processes build on each other. First you need to plan out all of your procurement activities (Plan Purchases and Acquisitions). Then you go through several processes for each of the contracts: planning, finding potential sellers, figuring out which sellers will actually do the work, making sure the contract is performed, and then closing it out.

---

### **QUESTION** 144

You are working with potential sponsors to determine which project your company will pursue. Based on the benefit-to-cost (BCR) ratios, which of the following four projects should you recommend?

**PMI-001**

- A. Project A has a BCR of 5:2
- B. Project C has a BCR of 3:1
- C. Project D has a BCR of 2:1
- D. Project B has a BCR of 5:4

Answer: B

Explanation:

When you're asked to use benefit-to-cost (BCR) ratios to select a project, always choose the project with the highest BCR because that's the project that gives you the most benefit for the least cost. An easy way to do it is to divide: Project A has a BCR of 5:2, and  $5 / 2$  is 2.5. Do that with all four projects, and you find that project C has the highest BCR.

---

**QUESTION 145**

Which of the following is NOT a tool or technique of Qualitative Risk Analysis?

- A. Probability and impact matrix
- B. Risk urgency assessment
- C. Risk categorization
- D. Expected monetary value analysis

Answer: D

Explanation:

Qualitative Risk Analysis is all about figuring out prioritizing each risk, and figuring out its probability and impact. It's an important part of risk planning. But it's not about coming up with specific numbers! That's what Quantitative Risk Analysis is for - and EMV analysis is part of Quantitative (not Qualitative) analysis, because it's where you assign numeric values to risks.

---

**QUESTION 146**

You are managing an industrial design project for an important client. Two of your team members have a disagreement on project priorities. One person wants to do certain activities first, while the other feels they should be left until the end of the project. You work with both people to forge a compromise where those activities are neither first nor last, but instead done in the middle of the project. Nobody is particularly unhappy with this solution. Another name for a compromise is a:

- A. Win-win solution
- B. Win-lose solution
- C. Standoff solution
- D. Lose-lose solution

Answer: D

## PMI-001

### Explanation:

A lot of people think compromise is a great way to handle conflicts. But any time there's a compromise, it means that everyone needs to give up something. That's why compromise is often called a lose-lose solution. It's always better to confront the problem and fix the root cause of the conflict. You should only force people to compromise if that's the only option.

---

### **QUESTION** 147

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

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

Answer: A

### Explanation:

When a change has been approved you always need to update the baseline and then implement the change. That way, you will be sure to track your performance versus new scope and schedule expectations and not the old ones.

---

### **QUESTION** 148

You are reviewing performance goals to figure out how much bonus to pay to your team members. What document would you consult to find your team's bonus plan?

- A. The human resource management plan
- B. The staffing management plan
- C. The project's budget
- D. The reward and recognition plan

Answer: B

### Explanation:

The Staffing Management plan includes a "Reward and Recognition" section that describes how you'll reward your team for good performance. It also contains training requirements and release criteria. There's no such thing as a "Reward and Recognition Plan" in the PMBOK(r) Guide.

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### **QUESTION** 149

Which of the following is the BEST example of a reward system?

## PMI-001

- A. The team will only get a bonus if the project comes in 50% under budget, schedule and quality metric goals. Even though the team leads know this goal is unrealistic, they agree that it will motivate the team to work harder.
- B. The team member who works the hardest will receive \$1000
- C. Everyone will get a bonus of \$500 if the project meets its quality goals, \$500 if it meets its budget goals and \$600 if it comes in on time.
- D. The five team members who put in the most hours will get a trip to Disneyland.

Answer: C

Explanation:

The key to a good bonus system is that it must be achievable and motivate everyone in the team to work toward it. If you are only rewarding one team member or a few people in the group, the rest of the team will not be motivated. Also, making the goals too aggressive can actually de-motivate people.

---

### **QUESTION 150**

You are interviewing new project managers for your company. One of the candidates claims to be a PMP-certified project manager, but you discover that she has never taken the PMP exam. What is the BEST way to handle this situation?

- A. Do nothing
- B. Report the person to PMI
- C. Call the police
- D. Report the person to your manager

Answer: B

Explanation:

If you discover that someone claims to have the PMP credential but is not actually certified, you must contact PMI immediately so that they can take action.

---

### **QUESTION 151**

Which of the following is the correct order of the Monitoring & Controlling processes for Scope Management?

- A. First Scope Verification, then Scope Control
- B. First Scope Control, then Scope Verification
- C. There is not enough information to decide
- D. Both happen simultaneously

Answer: C

Explanation:

Sometimes Scope Verification happens before Scope Control, and sometimes it happens afterwards -- and sometimes it happens both before AND afterwards. That actually makes

## PMI-001

a lot of sense when you look at what those two processes do, and how they interact with each other. You always perform some Scope Verification activities at the end of your project, because you need to verify that the last deliverable produced includes all of the work laid out for it in the Scope Statement. Most projects will almost certainly have gone through Scope Control before then. So it might seem like Scope Control always happens before Scope Verification. But you don't just perform Scope Verification at the end -- you actually do it after every deliverable is created, to make sure that all the work for that deliverable was done. Not only that, but sometimes Scope Verification fails because your team didn't do all of the work that was needed -- that's why Requested Changes are an output of Scope Verification. And if those changes include scope changes, then your project will end up going through Scope Control again -- possibly for the first time in the project, if this is the first scope change you've had to make. So Scope Control can happen before Scope Verification, but it can also happen afterward as well. That's why there's no prescribed order for those two processes: they can happen in any order.

---

### **QUESTION 152**

You are managing a software engineering project, when two team members come to you with a conflict. The lead developer has identified an important project risk: you have a subcontractor that may not deliver on time. Another developer doesn't believe that the risk is likely to happen; however, you consult the lessons learned from previous projects and discover that subcontractors failed to deliver their work on two previous projects. The lead developer suggests that you have two team members take three weeks to research the component being built by the subcontractor, and come up some initial work that you can fall back on in case that subcontractor does not deliver. You decide to follow the lead developer's advice over the objections of the other team member. Which of the following BEST describes this scenario?

- A. Avoidance
- B. Transference
- C. Acceptance
- D. Mitigation

Answer: D

Explanation:

Risk mitigation means taking some sort of action that will cause a risk, if it materializes, to do as little damage to your project as possible. Having team members spend time doing work to prepare for the risk is a good example of risk mitigation.

---

### **QUESTION 153**

You are managing a software project. During a walkthrough of newly implemented functionality, your team shows you a new feature that they have added to help make the work flow in the product easier for your client. The client didn't ask for the feature, but it does look like it will make the product easier to use. The team developed it on their own time because they wanted to make the client happy. You know this change would never have made it through change control. What is this an example of?

**PMI-001**

- A. Schedule Variance
- B. Alternatives Analysis
- C. Gold plating
- D. Scope creep

Answer: C

Explanation:

Gold plating is when you or your team add more work to the project that was not requested by the sponsor or client. It is always a bad idea to gold plate a project because the impact is sometimes not immediately known. Sometimes, a feature that might seem really useful to your team is actually a detriment to the client. Gold plated features can also introduce bugs that slow down later development.

---

**QUESTION 154**

A company is about to begin work on a large construction project to build four new buildings for a bank that wants to open new branches. The sponsor is writing a project charter. She recalls that a previous project the company performed for another bank ran over budget because the team had underestimated the effort required to install the reinforced walls in the vault. The previous project manager had documented the details of the lessons learned from this project. Where should the sponsor look for these lessons learned?

- A. The company's organizational process assets
- B. The project records management system
- C. The project's work performance information
- D. The project's performance reports

Answer: A

Explanation:

Lessons learned from past projects are always part of a company's organizational process assets, and are usually stored in a process asset library. The other three answers are important project tools, but they're not where you find lessons learned.

---

**QUESTION 155**

A project manager is faced with two team members who have conflicting opinions. One team member explains her side of the conflict. The other team member responds by saying, "I know you'll never really listen to my side, so let's just go with her opinion and get back to work." This is an example of:

- A. Smoothing
- B. Compromise
- C. Withdrawal
- D. Forcing

**PMI-001**

Answer: C

Explanation:

Withdrawal happens when someone gives up and walks away from the problem, usually because they're frustrated or disgusted. If you see a team member doing this, it's a warning sign that something's wrong.

---

**QUESTION 156**

You have been hired by a contractor, who wants you to manage a construction project for one of their clients. The project team has been working for two months, and is 35% done with the job. Two of your team members come to you with a conflict about how to handle the ongoing maintenance for a piece of equipment. You know that they can safely ignore the problem for a while, and you're concerned that if your project falls behind schedule before next week's stakeholder meeting, it will cause problems in the future. You tell the two team members that the problem really isn't as bad as they think it is, and if they take a few days to cool off about it you'll help them with a solution. This approach to conflict resolution is known as:

- A. Smoothing
- B. Compromise
- C. Forcing
- D. Withdrawal

Answer: A

Explanation:

Smoothing is minimizing the problem, and it can help cool people off while you figure out how to solve it. But it's only a temporary fix, and does not really address the root cause of the conflict.

---

**QUESTION 157**

Which of the following is NOT an output of Monitor & Control Project Work?

- A. Recommended defect repair
- B. Approved changes
- C. Recommended preventive and corrective actions
- D. Requested changes

Answer: B

Explanation:

The purpose of the Monitor & Control Project Work process is to look for potential problems and recommend responses. They don't get approved until the Integrated Change Control process.

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**PMI-001**

**QUESTION 158**

You are planning a project that uses the same team as a project that is currently being performed by your company. What should you consult to find information about when those people will be available for your project?

- A. The communications management plan for your project
- B. The project schedule for your project
- C. The staffing management plan for the project that the team is working on
- D. The project manager for the project that the team is working on

Answer: C

Explanation:

The staffing management plan tells you everything that you need to know about when resources will be released from a project. Since the team you need for your project is currently on another project, that project's staffing management plan will tell you when they will be released from that project and available for yours.

---

**QUESTION 159**

A project manager is negotiating with a contractor. Neither has a good idea of how long the project will take, or how much the materials will cost. Which contract type is MOST appropriate for this project?

- A. Time and Materials (T&M)
- B. Fixed price (FP)
- C. Cost plus percentage of costs (CPPC)
- D. Cost plus fixed fee (CPFF)

Answer: A

Explanation:

Time and Materials (T&M) contracts are used in labor contracts. In a T&M contract, the seller pays a rate for each of the people working on the team plus their material costs. The "Time" part means that the buyer pays a fixed rate for labor - usually a certain number of dollars per hour. And the "Materials" part means that the buyer also pays for materials, equipment, office space, administrative overhead costs, and anything else that has to be paid for.

---

**QUESTION 160**

Which of the following project selection methods is NOT a comparative approach (or benefit measurement model)?

- A. Murder boards
- B. Benefit-to-cost ratios
- C. Linear programming
- D. Peer review

**PMI-001**

Answer: C

Explanation:

There are two kinds of project selection methods. Benefit measurement models, or comparative methods, are used to compare the benefits and features of projects. Mathematical models use complex formulas to determine which project has the most value to the company. You should get familiar with some of the more common comparative approaches to project selection, like murder boards, benefit-to-cost ratios and peer reviews.

---

**QUESTION 161**

A notice sent to a sub-contractor about the contract is an example of which kind of communication?

- A. Informal Verbal
- B. Formal Written
- C. Formal Verbal
- D. Informal Written

Answer: B

Explanation:

Anytime you have any communication having to do with the contract, it's always formal written communication.

---

**QUESTION 162**

Which of the following is NOT an output of the Manage Stakeholders process?

- A. Approved corrective actions
- B. Organizational process asset updates
- C. Updates to the project management plan
- D. Deliverables

Answer: D

Explanation:

This question looks hard, but it's actually pretty easy if you remember that Manage Stakeholders is just an ordinary Monitoring & Controlling process - it's the one for the Communications Management knowledge area. Once you know that, it's easy to pick out the output that doesn't! When you're handling a change in a Monitoring & Controlling process, you update your project plan and organizational process assets, and you approve corrective actions. But you don't create deliverables

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**QUESTION 163**

You are managing a software project. The stakeholders have found a few requirements

## PMI-001

that were missed in the initial Project Scope Statement. You put the requested changes through change control and they are approved so you need to update the Scope Statement to include the new work. Where can you find the most updated version of the Scope Statement?

- A. In the Document Repository
- B. In the Communications Management Plan
- C. In the Configuration Management System
- D. In the Project Management Plan

Answer: C

Explanation:

The configuration management system is there to be sure that everybody on the team has the most updated version of all of the project documents. Whenever a project document is changed, it is checked into the Configuration Management System so that everyone knows where to go to get the right one.

---

### **QUESTION 164**

A project manager is planning the staffing levels that will be needed through the course of her project. She figures out the number of people that will be needed in each role over time and displays that information in a chart as part of her staffing management plan. What is that chart called?

- A. Resource histogram
- B. Gantt chart
- C. RACI matrix
- D. Organization chart

Answer: A

Explanation:

A Resource histogram is just a way to visualize the number of people in each role that you will need on your project as time goes on. Once you have figured out your schedule and the order of activities, you figure out how many people it's going to take to do the work and plot that out over time. Then you have a good idea of what the staffing needs of your project will be.

---

### **QUESTION 165**

The customer has reviewed the deliverables of a project and finds that they are acceptable, and must now communicate that acceptance to the project manager. Which form of communication is appropriate?

- A. Formal verbal
- B. Informal verbal
- C. Formal written

## PMI-001

D. Informal written

Answer: C

Explanation:

Once your project team is done with the work, it's time to check the deliverables against the scope statement, WBS and scope management plan. If your deliverables have everything in those documents, then they should be acceptable to stakeholders. When all of the deliverables in the scope are done to their satisfaction, then you're done with the project! What comes next? Formal acceptance, which means you have written confirmation from the stakeholders that the deliverables match the requirements and the project management plan. Since this communication is a project document, it's formal written communication.

---

### **QUESTION 166**

You are working on a construction project. You, your team, and your senior manager all feel that the work is complete. However, one of your stakeholders disagrees, and feels that one deliverable is not acceptable. What is the BEST way to handle this conflict?

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

Answer: B

Explanation:

Did you recognize that answer D - "follow the administrative and contract closure procedures" - was talking about the Close Project process? You can't close the project if there's still a claim that needs to be resolved. When there's a dispute between a buyer and a seller, that's called a claim. Most contracts have some language that explains exactly how claims should be resolved - and since it's in the contract, it's legally binding, and both the buyer and seller need to follow it. Usually it's not an option to renegotiate a contract, especially at the end of the project after the work is complete, and lawsuits should only be filed if there are absolutely, positively no other options.

---

### **QUESTION 167**

Which of the following best describes decomposition?

- A. Taking a deliverable and breaking it down into the smaller work packages so that it can be organized and planned
- B. Dividing work packages into deliverables that can be planned for.
- C. Waiting for a task to expire so that it can break down into smaller tasks
- D. Categorizing work packages

Answer: A

## PMI-001

### Explanation:

Decomposition is the main tool for creating the WBS. It just means breaking the work down into smaller and smaller pieces based on how your company does the work until it is small enough to categorize and organize hierarchically.

---

### **QUESTION 168**

You're managing a construction project to install several hundred air conditioner panels in a new office building. Every floor has identical panels. The customer, a construction contracting company, has provided specifications for the installations. The team is using a process to install and verify each panel. As the team completes each panel, your team's quality control inspector measures it and adds a data point to a control chart. You examine the control chart and discover that the process is out of control. Which of the following BEST describes what you found on the control chart?

- A. At least two consecutive measurements are either above or below the mean but within the control limits
- B. At least one point is outside of the control limits
- C. At least one point is above or below the mean
- D. At least seven measurements are within the control limits

Answer: B

### Explanation:

A control chart is a really valuable tool for visualizing how a process is doing over time. By taking one measurement after another and plotting them on a line chart, you can get a lot of great information about the process. Every control chart has three important lines on it: the mean (or the average of all data points), an upper control limit and a lower control limit. Any time you find a data point that's either above the upper control limit or below the lower control limit, that tells you that your process is out of control. And that's a really useful thing to know! It tells you that you need to take a close look at the process and make some change to the way the team does their work.

---

### **QUESTION 169**

You are a project manager on a construction project. You have just prepared an RFP to send around to electrical contractors. You get a call from your uncle who owns an electrical contracting company. He wants to bid on your project. You know he's done good work before, and it may be a good fit for your company. How do you proceed?

- A. You disclose the conflict of interest to your company, and disqualify your uncle's company
- B. You disclose the conflict of interest to your company, and make the selection based on objective criteria
- C. You do not disclose the conflict of interest, and give your uncle the bid
- D. You disclose the conflict of interest to your company, and provide your uncle with information that the other bidders don't have so that he has a better chance of winning the

## PMI-001

contract

Answer: B

Explanation:

Any time there's a conflict of interest, it's your duty to disclose it to your company. After that, you should always proceed based on your company's policies. If there are no specific policies about that, then make sure that the conflict does not affect your decisions.

---

### **QUESTION 170**

When are the most expensive defects most likely to be introduced into a product?

- A. When the quality management plan is being written
- B. When the product is being assembled
- C. When the product is being designed
- D. When the product is being reviewed by the customers

Answer: C

Explanation:

The most expensive defects are the ones introduced when the product is being designed. This is a little counterintuitive at first, but it really makes sense once you think about how projects are run. If your team introduces a defect into a product while it's being assembled, then they have to go back and fix it. But if there's a flaw in the design, then you have to halt production and go back and figure out all the things that flaw affected. You may have to order new parts, reassemble components, and maybe even go back and redesign the product from the ground up.

---

### **QUESTION 171**

A project manager is creating a report of the final status of a closed project to the stakeholders. Which of the following is NOT used in a final project report to communicate the status of a project?

- A. Status of deliverables
- B. Scope baseline
- C. Lessons learned
- D. Variance information

Answer: B

Explanation:

The scope baseline is not a particularly useful thing once a project's done. A baseline is what you use to measure any changes to the project - whenever there's a change, you always want to compare it against the baseline. But once the project is done, the baseline isn't necessary any more.

**QUESTION 172**

Joe is a project manager on an industrial design project. He has found a pattern of defects occurring in all of his projects over the past few years and he thinks there might be a problem in the process his company is using that is causing it. He uses Ishikawa diagrams to come up with the root cause for this trend over projects so that he can make recommendations for process changes to avoid this problem in the future. What process is he doing?

- A. Qualitative Risk Analysis
- B. Perform Quality Assurance
- C. Perform Quality Control
- D. Perform Quality Planning

Answer: B

Explanation:

Joe is doing root-cause analysis on process problems, that's Quality Assurance. Remember, Quality control is when you are trying to find problems in your work products through inspection. Quality Assurance is when you are looking at the way your process affects the quality of the work you are doing.

---

**QUESTION 173**

Mary is a project manager at a consulting company. The company regularly builds teams to create products for clients. When the product is delivered, the team is dissolved and assigned to other projects. What kind of organization is she working for?

- A. Strong Matrix
- B. Projectized C.
- Weak matrix D.
- Functional

Answer: B

Explanation:

Mary is working for a projectized organization. In those companies, the project manager has authority over the team as well as the project.

---

**QUESTION 174**

Which of the following is NOT a part of the preliminary scope statement?

- A. A list of project deliverables
- B. The project objectives
- C. A rough order of magnitude cost estimate
- D. A list of requested changes

## PMI-001

Answer: D

Explanation:

The preliminary scope statement contains a preliminary version of the things you see in the scope statement. It shows you an initial description of the work that needs to be done, so that you can begin planning. It does not contain any changes yet, because when you write it, you haven't created any deliverables yet, so there's nothing to change. Another way to think about it is that you build the preliminary scope statement at the very start of the project - that's why it's in the Initiating process group. You don't run into any requested changes until you start planning the project, so that's an easy way to know that your requested changes aren't part of the preliminary scope statement.

---

### **QUESTION 175**

Which of the following best describes the Plan-Do-Check-Act cycle?

- A. It means that you plan your project, then do it, then test it, and then release it.
- B. Also called the Deming Cycle, it's a method of making small changes and measuring the impact before you make wholesale changes to a process.
- C. Made popular by Phillip Crosby in the 1980s, it's a way of measuring your product versus its requirements
- D. Invented by Joseph Juran, it's a way of tracking how soon defects are found in your process.

Answer: B

Explanation:

The Plan-Do-Check-Act cycle is a way of making small improvements and testing their impact before you make a change to the process as a whole. It comes from W. Edwards Deming's work in process improvement.

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### **QUESTION 176**

Which of the following is NOT an example of a deliverable?

- A. Parametric Estimation
- B. Work Breakdown Structure
- C. Project Schedule
- D. Project Management Plan

Answer: A

Explanation:

Parametric estimation is a tool for creating estimates. It's not a deliverable.

---

### **QUESTION 177**

Which of the following contracts has the MOST risk for the seller?

**PMI-001**

- A. Cost plus fixed fee (CPFF)
- B. Fixed price (FP)
- C. Time and Materials (T&M)
- D. Cost plus percentage of costs (CPPC)

Answer: B

Explanation:

A Fixed price (FP) contract means that the buyer pays one amount regardless of how much it costs the seller to do the work. A fixed price contract only makes sense in cases where the scope is very well known. If there are any changes to the amount of work to be done, the seller doesn't get paid any more to do it.

---

**QUESTION 178**

You're managing a project that is currently executing. You're evaluating the work being performed by constantly measuring the project performance, and recommending changes, repairs and corrections where necessary. What process are you performing?

- A. Scope Control
- B. Monitor & Control Project Work
- C. Integrated Change Control
- D. Communications Management

Answer: B

Explanation:

An important part of making sure that your project goes well is keeping an eye on the work, and that's what the Monitor & Control Project work process is for. It's where you constantly evaluate the work being done, and any time you see a problem you recommend changes, defect repairs and preventive and corrective actions.

---

**QUESTION 179**

Which of the following BEST describes the contents of a WBS Dictionary entry?

- A. Work package ID and Name, Statement of Work, Responsible Organization, Schedule Milestones, Quality Requirements, Code of Account Identifier, Required Resources, Cost Estimate.
- B. Work Package ID and Name, Statement of Work, Risk Register, Earned Value Calculation, Scheduled Complete Date, and Cost
- C. Work Package ID and Name, Statement of Work, Required Resources, and Monte Carlo Analysis.
- D. The definition of the work package including its net present value.

Answer: A

Explanation:

## PMI-001

The WBS Dictionary always corresponds to an entry in the WBS by name and Work Package ID. So that's the easiest way to cross reference the two. The Statement of Work describes the work that will be done. The Responsible Organization is the team or department who will do it. Schedule Milestones are any set dates that will affect the work. The Quality Requirements describe how we will know if the work has been done properly. The Resource and Cost Estimates are just a list of how many people will be needed to do the work and how much it will cost. Answer A couldn't be right because net present value doesn't have anything to do with individual work packages. The other options mention Earned Value and Monte Carlo Analysis which have nothing to do with scope management as well.

---

### **QUESTION 180**

As you determine the requirements, constraints and assumptions for the project you record them in which document?

- A. Communications Management Plan
- B. Project Management Plan
- C. Project Scope Statement
- D. Project Charter

Answer: C

Explanation:

The Project Scope Statement is where you figure out exactly what your stakeholders need, and turn those needs into exactly what work the team will do to give them a great product. Any constraints or assumptions that need to be made to determine the work need to be written down in the scope statement as well.

---

### **QUESTION 181**

A junior project manager at your company does not know how to perform earned value analysis. You spend a weekend with him to teach him how to do this. This is an example of:

- A. Fraternizing, and should be discouraged
- B. Unpaid overtime
- C. Giving access to proprietary information, and should be reported to PMI
- D. Contributing to the project management body of knowledge

Answer: D

Explanation:

Any time you do coaching, mentoring, training or anything else to help others learn about project management, you're contributing to the project management body of knowledge.

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### **QUESTION 182**

Your client has terminated your project before it is complete. Which of the following is

**PMI-001**

true?

- A. You must update the project management plan to reflect this change
- B. You must work with the team to document the lessons learned
- C. You must stop all work and release the team immediately
- D. You must keep the team working on the project to give your senior management time to talk to the client

Answer: B

Explanation:

Even if a project is shut down before the work is completed, you still need to document the lessons learned and add them to the organizational process assets. In fact, if a project is terminated early, that's probably the best time to do that! When a project goes seriously wrong, then there are always important lessons that you can learn - even if it wasn't your fault!

---

**QUESTION 183**

You work for a consulting company and your team has implemented an approved scope change on your project. You need to inform your client that the change has been made. What's the best form of communication to use for this?

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

Answer: B

Explanation:

You should always use formal written communication when you are communicating with clients about changes in your project.

---

**QUESTION 184**

You're managing a project with a schedule performance index (SPI) of 1.07 and a cost performance index (CPI) of 0.94. How would you BEST describe this project?

- A. The project is behind schedule and over its budget
- B. The project is ahead of schedule and within its budget
- C. The project is behind schedule and within its budget
- D. The project is ahead of schedule and over its budget

Answer: D

Explanation:

When you're looking at CPI and SPI numbers, remember: lower = loser. If your CPI is

## PMI-001

below 1.0, then your project is over its budget. If the SPI is below 1.0, then the project is behind schedule. In this case, the project is ahead of schedule, since its SPI is above 1.0. But it's over its budget, because it's got a CPI that's below 1.0.

---

### **QUESTION 185**

You are conducting a status meeting and monitoring your risk register when you discover a risk that remains even after you implement all of your response strategies. What kind of risk is this and what should you do about it?

- A. It's a residual risk. You don't need to plan a response strategy for it because you've already implemented all of the risk responses you can plan for.
- B. It's a secondary risk. You don't need to worry about it.
- C. It's a contingency reserve. You should only use it if the first risk occurs.
- D. It's a residual risk. You need to plan a response strategy for it.

Answer: A

Explanation:

Residual risks are risks that remain even after you have planned for and implemented all of your risk response strategies. They don't need any further analysis because you have already planned the most complete response strategy you know in dealing with the risk that came before them.

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### **QUESTION 186**

You are managing a project with 23 team members and six key stakeholders. Two team members identify a problem with the current approach. Addressing that problem will require changes to the project plan and its subsidiary plans. One of the stakeholders previously indicated that any delays are unacceptable, and your team members tell you that it's possible the change could cause the team to miss at least one critical deadline. What is the BEST way to deal with this situation?

- A. Gather consensus among the team that you should make the change before approaching the stakeholders, so that they can see the team supports making the change.
- B. Deny the change because any delays are unacceptable.
- C. Analyze the impact that the change will have on the work to be done, the schedule and the budget.
- D. Make the change to the project plan and subsidiary plans, and ask the team to implement the change.

Answer: C

Explanation:

Not every change needs to be made. Before you make any change, you always need to evaluate its impact on the triple constraint - time, cost and scope - and how those changes will affect the quality of the deliverables. Until you analyze that impact, there's no way to know whether or not it makes sense to make the change.

**QUESTION 187**

As you complete each deliverable for your project, you check that it is correct along with your stakeholders and sponsors. Which process are you performing?

- A. Scope Control
- B. Activity Definition
- C. Scope Definition
- D. Scope Verification

Answer: D

Explanation:

You need to make sure that what you're delivering matches what you wrote down in the scope statement. That way, the team never delivers the wrong product to the customer. As you complete each deliverable, you work with the stakeholders and the sponsor to make sure that you did the right work.

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**QUESTION 188**

The project charter is typically approved by the project sponsor, although some charters can be approved by key stakeholders instead. Which of the following BEST describes the role of the project sponsor on the project?

- A. The sponsor verifies that all of the work was completed
- B. The sponsor negotiates all contracts
- C. The sponsor provides funding for the project
- D. The sponsor manages the project

Answer: C

Explanation:

The project sponsor is the person (or people) that pays for the project. Sometimes this means the sponsor directly provides funding; other times, it means the sponsor is the person who signs the organizational approval to assign resources. Either way, you can usually tell who the sponsor is by finding the person who can approve or deny the budget.

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**QUESTION 189**

Which is the BEST description of project scope?

- A. All of the features and deliverables your project will deliver
- B. All of the products your project will make
- C. All of the people involved in your project
- D. All of the work you will do to build the product

Answer: D

**PMI-001**

Explanation:

Product scope means the features and functions of the product or service being built.

Project scope means the work that's needed to build the product.

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**QUESTION 190**

There are 17 people on a project. How many lines of communication are there?

- A. 68
- B. 136
- C. 112
- D. 105

Answer: B

Explanation:

The formula for lines of communication is  $n \times (n-1) / 2$ . So the answer to this one is  $(17 \times 16) / 2 = 136$

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**QUESTION 191**

You are managing an accounting project when a new CFO is hired at your company. He'll be affected by all accounting projects in your company. What's the BEST thing for you to do?

- A. Work with him to understand the current requirements and determine if he has new ones to add to the project.
- B. Keep working on the project and get his feedback when he can review the finished product.
- C. Show him the Project Charter so that he knows that you are in charge of the project.
- D. Add him to the communications plan.

Answer: A

Explanation:

Since the CFO is affected by your project, that means he's a stakeholder. The best thing you can do in this situation is get the new stakeholder's opinion incorporated in the project up front. It's important that all of the project stakeholders understand the needs and objectives that the project is meant to address. The worst case is to have the stakeholder's opinion incorporated at the end of the project -- that could mean a lot of re-work or even an entirely unacceptable product.

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**QUESTION 192**

Complete the following sentence: "The later a defect is found, \_\_\_\_\_."

- A. the more expensive it is to repair
- B. the easier it is to find

**PMI-001**

- C. the less important it is to the product
- D. the faster it is to repair

Answer: A

Explanation:

The reason we work to do quality planning up front is that it is most expensive to deal with problems if you find them late in the project. The best case is when you never inject the defects in the first place, then it doesn't cost anything to deal with them. Prevention is always better than inspection.

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**QUESTION 193**

Which of the following BEST describes the records management system?

- A. A system to store human resource records, salary information and work performance history
- B. A system to store contracts and project records for future project managers to reference
- C. A library that stores the lessons learned for past projects
- D. A filing system to store paid invoices

Answer: B

Explanation:

The records management system is one of the tools that you use in the Contract Closure process. It's what you use to store your contracts and any related documents, so that future project managers can refer to them in future projects.

---

**QUESTION 194**

You're managing a construction project to install several hundred air conditioner panels in a new office building. Every floor has identical panels. The customer, a construction contracting company, has provided specifications for the installations. The team is using a process to install and verify each panel. As the team completes each panel, your team's quality control inspector measures it and adds the data point to a control chart. You examine the control chart, and discover that the process is out of control and you need to take close look at it immediately. Which of the following BEST describes what you found on the control chart?

- A. At least one point is inside of the control limits
- B. At least one point is above or below the mean
- C. At least seven consecutive measurements are inside of the control limits
- D. At least seven consecutive measurements are either above or below the mean but within the control limits

Answer: D

## PMI-001

Explanation:

A control chart is a really valuable tool for visualizing how a process is doing over time. By taking one measurement after another and plotting them on a line chart, you can get a lot of great information about the process. Every control chart has three important lines on it: the mean (or the average of all data points), an upper control limit and a lower control limit. There's an important rule called the Rule of Seven that helps you interpret control charts. That rule tells you that if you find seven consecutive measurements that are on the same side of the mean, there's something wrong. That's because it's extremely unlikely for seven measurements like that to occur - it's much more likely that there's a problem with your process. If you can figure out an improvement to fix that, you'll have a lot fewer defects to repair later!

---

### **QUESTION 195**

Your project just completed, and one of your subcontractors has sent you floor seats to the next big hockey game to thank you for your business. What is the BEST way to respond?

- A. Ask for tickets for the entire team, so that it is fair to everyone
- B. Report the subcontractor to PMI
- C. Thank the subcontractor, but politely refuse the gift
- D. Thank the subcontractor, but do not give him preference in the next RFP

Answer: C

Explanation:

The PMP Code of Professional Conduct says that you're not allowed to accept any kind of gift, not even if it's after the project has finished. That would be the same thing as taking a bribe.

---

### **QUESTION 196**

During contract closure, a procurement audit includes all of the following EXCEPT:

- A. Identifying successes and failures that should be recognized
- B. Using the payment system to process consideration as per the terms of the contract
- C. Reviewing the contract terms to ensure that they have all been met
- D. Documenting lessons learned

Answer: B

Explanation:

Once you've closed out a contract, it's important to conduct a procurement audit. This is where you go over everything that happened on the project to figure out the lessons learned, and look for anything that went right or wrong. However, consideration - or payment - is not part of an audit (unless there was a problem processing or paying it). the contract until it's been paid.

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**PMI-001**

**QUESTION 197**

Which of the following helps you identify the root cause of 80% of the defects in your project using the 80/20 rule?

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

Answer: D

Explanation:

Pareto charts plot out the frequency of defects and sort them in descending order. The right axis on the chart shows the cumulative percentage. This helps you figure out which root cause is responsible for the largest number of defects. The 80/20 rule states that 80% of defects are caused by 20% of the root causes you can identify. So if you do something about that small number of causes, you can have a big impact on your project.

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**QUESTION 198**

The terms of union contracts are considered \_\_\_\_\_ in your project plan.

- A. Assumptions
- B. Collective bargaining agreements
- C. Constraints
- D. Requirements

Answer: C

Explanation:

When you work with a union then the union contract can have an impact on your project. That means you need to consider the union itself a stakeholder, and when you do your planning you need to make sure any union rules and agreements are considered as constraints.

---

**QUESTION 199**

A project manager is faced with two team members who have conflicting opinions. One team member explains her side of the conflict, and presents a possible solution. But before the other team member starts to explain his side of things, the project manager says, "I've heard enough, and I've decided to go with the solution I've heard." This is an example of:

- A. Smoothing
- B. Forcing
- C. Compromise
- D. Withdrawal

**PMI-001**

Answer: B

Explanation:

Forcing means putting your foot down and making a decision. One person wins, one person loses, and that's the end of that.

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**QUESTION 200**

Your project has a virtual team. Half of your team members are located in another country, where they are working for a subcontractor. You want to promote the top performing foreign team member to a leadership position, but you are told by the other team members that women are not allowed to hold positions of authority. When you bring it up with their manager, you are informed that it is the subcontractor's policy not to promote women, and that in their country, it is culturally considered offensive for a man to take orders from a woman. What is the BEST way to respond to this situation?

- A. Request that the team attend sensitivity training
- B. Promote another team member, but find a different way to reward the woman for her work
- C. Do nothing, because discrimination against women is a cultural norm in the subcontractor's country
- D. Inform the subcontractor that they must adopt a non-discriminatory policy or you will be forced to terminate the contract and find a subcontractor that does not discriminate against women

Answer: D

Explanation:

Sexism, racism or other discrimination should never be tolerated, no matter what the circumstances. You must separate your team from discriminatory practices, even if those practices are normal in the country where you're working.

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**QUESTION 201**

Tom is the project manager on a construction project. Midway through his project, he realizes that there's a problem with the lumber they've been using in a few rooms and they're going to have to tear down some of the work they've done and rebuild. One of his team members suggests that the defect isn't bad enough to cause all of that re-work. Tom says that he's worked on a project that made this same mistake before and they ended up having to redo the work when inspectors looked at the house. He convinces the team member that it's probably better to fix it now than later. What kind of power is he using to make the decision?

- A. Reward
- B. Referent
- C. Expert
- D. Legitimate

## PMI-001

Answer: C

Explanation:

Tom is using expert power. Since he's been through this problem before, his team is more likely to accept his authority. Expert power is the best form of power to use when making project decisions. The team will respect decisions that are based on experience and expertise.

### **QUESTION 202**

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

- A. Change the Scope Baseline to include your recommendation
- B. Start Procurement Planning so you can get the contract ready for the vendor. C. Fix the component
- D. Write up the change request and take it to the change control board

Answer: D

Explanation:

Once you've figured out the impact of the change to your schedule, budget, and scope, the next step is to take the change request to the Change Control Board. If they approve your recommendation, then the request will be approved and you can update your baseline and implement the change.

### **QUESTION 203**

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Which of the following contracts has the MOST risk for the buyer?

- A. Cost plus fixed fee (CPFF)
- B. Cost plus percentage of costs (CPPC)
- C. Time and Materials (T&M)
- D. Fixed price (FP)

Answer: B

Explanation:

Cost-plus contracts are ones where the seller bills the buyer for any costs incurred on the project. A "Cost plus percentage of costs" (CPPC) contract is one where the seller agrees to pay a percentage of the total costs of the project. This is the riskiest kind of contract for the buyer, because if the costs get really high then they're passed along to the buyer - and the seller doesn't have any incentive to keep them down!

**QUESTION 204**

You need to determine when to release resources from your project. Which part of the staffing management plan will be most useful for this?

- A. Training needs
- B. Resource histogram
- C. Recognition and rewards
- D. Safety procedures

Answer: B

Explanation:

One of the most important elements of the staffing management plan is the timetable, which tells you who will work on what, and when they will be released from the project. One of the most common ways of showing the timetable is the resource histogram (or staffing histogram). That timetable will let you know exactly when you plan to release your project resources.

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**QUESTION 205**

Information about the project must be distributed to all stakeholders. Which of the following process outputs is used to report the status and cost of project activities?

- A. Work performance information
- B. Issue logs
- C. Project records
- D. Status reports

Answer: A

Explanation:

You create one of the most important outputs of your entire project when the team is doing the project work. Work Performance Information tells you the status of each deliverable in the project, what the team's accomplished, and all of the information you need to know in order to figure out how your project's going. But you're not the only one who needs this - your team members and stakeholders need to know what's going on, so they can adjust their work and correct problems early on.

---

**QUESTION 206**

You are developing the project charter for a new project. Which of the following is NOT part of the enterprise environmental factors?

- A. The work authorization system
- B. Government and industry standards that affect your project
- C. Knowledge of which departments in your company typically work on projects
- D. Lessons learned from previous projects

**PMI-001**

Answer: D

Explanation:

Lessons learned are part of the organizational process assets, not enterprise environmental factors. Your company's enterprise environmental factors tell you about how your company typically does business - like how your company's departments are structured, and the regulatory and industry environment your company operates in. An important enterprise environmental factor that you'll run across when you're planning a project is the work authorization system. That's your company's system to determine who is supposed to be working on what, and when the work should get done.

---

**QUESTION 207**

Which of the following is NOT a type of communication?

- A. Formal Written
- B. Nonverbal
- C. Noise
- D. Paralingual

Answer: C

Explanation:

Noise is something that interferes with communication. It's not a communication type.

---

**QUESTION 208**

You are managing a project where you work with 7 other team members and two sponsors. How many lines of communications are there between stakeholders on this project?

- A. 45
- B. 54
- C. 21
- D. 36

Answer: A

Explanation:

This is a simple application of the lines of communication formula:  $\# \text{ lines} = n \times (n - 1) / 2$ . Don't forget to count yourself! There are a total of 10 people - 7 team members, two sponsors and the project manager. So the number of lines is  $10 \times 9 / 2 = 45$ .

---

**QUESTION 209**

You are working on a construction project. You, your team, and your senior manager all feel that the work is complete. Your stakeholders have communicated their final acceptance of the project. You are now meeting with your team to update the

**PMI-001**

organizational process assets with a record of knowledge gained about the project to help future project managers with their projects. This is BEST described as:

- A. Project records
- B. Work performance information
- C. Lessons learned
- D. Project management information system (PMIS)

Answer: C

Explanation:

Lessons learned are some of your most important organizational process assets. At the end of every project, you sit down with the project team and write down everything you learned about the project. This includes both positive and negative things. That way, when you or another project manager in your company plans the next project, you can take advantage of the lessons you learned on this one.

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**QUESTION 210**

When do you perform stakeholder analysis?

- A. When putting changes through change control
- B. When defining the project scope
- C. When developing the project charter
- D. When creating the project management plan

Answer: B

Explanation:

Stakeholder Analysis is one of the tools and techniques of the Scope Definition process. And that shouldn't really be a surprise. After all, the goal of stakeholder analysis is to write down the needs of your stakeholders. And when is it most important to figure out what your stakeholders need? When you're defining the scope of the project work!

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**QUESTION 211**

At the close of your project, you measure the customer satisfaction and find that some customer needs were not fully met. Your supervisor asks you what steps you took on your project to improve customer satisfaction.

Which subsidiary plan would you consult to determine this information?

- A. Staffing management plan
- B. Communications management plan
- C. Risk management plan
- D. Quality management plan

Answer: D

## PMI-001

### Explanation:

Customer satisfaction is an important part of modern quality management. Remember, customer satisfaction is about making sure that the people who are paying for the end product are happy with what they get. But the way that you make sure that your customers are happy is by meeting their needs - and you do that by ensuring the product the team builds meets the customer's requirements. That's what quality management is all about, and it's an important reason that you do quality management.

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### **QUESTION 212**

Which of the following describes the contents of a staffing management plan?

- A. Sponsor, Organizational Chart, Scope Verification Plan, and Schedule
- B. Organizational Chart, Training needs, Estimated Labor Cost, and Release Criteria
- C. RACI Matrix, Organizational Chart, Performance Improvement Plan, and Budget
- D. Resource Histogram, Training Needs, Recognition and Rewards, and Release Criteria

Answer: D

### Explanation:

The Staffing Management Plan always includes a Resource Histogram, so that should be your first clue about which one of these answers is right. The Resource Histogram shows what kind of resource is needed through each week of your project and how many staff members you need. When planning out your staffing needs, you need take into account the training it will take to get them up to speed as well as the kinds of incentives you are going to offer for a job well done. Release criteria are important too, but they might not be familiar to you if you don't work in a consulting organization. You need to think about what each staff member needs to get done before they are released to work on other projects.

### **QUESTION 213**

You are managing a software engineering project, when two team members come to you with a conflict. The lead developer has identified an important project risk: you have a subcontractor that may not deliver on time. The team estimates that there is a 40% chance that the subcontractor will fail to deliver. If that happens, it will cost an additional \$15,250 to pay your engineers to rewrite the work, and the delay will cost the company \$20,000 in lost business. Another team member points out an opportunity to save money in another area to offset the risk: if an existing component can be adapted, it will save the project \$4,500 in engineering costs. There is a 65% probability that the team can take advantage of that opportunity. What is the expected monetary value (EMV) of these two things?

- A. \$6,100
- B. - \$14,100
- C. - \$11,175
- D. \$39,750

## PMI-001

Answer: C

Explanation:

To calculate the expected monetary value (EMV) of a set of risks and opportunities, multiply each probability by its total cost and add them together. In this question, the cost of the risk is  $-\$15,250 + -\$20,000 = -\$35,250$ , so its EMV is  $40\% \times -\$35,250 = -\$14,100$ . The value of the opportunity is  $\$4,500$  and its probability is  $65\%$ , so its EMV is  $65\% \times \$4,500 = \$2,925$ . So the total EMV for the two is  $-\$14,100 + \$2,925 = -\$11,175$ . opportunity is positive.

---

### **QUESTION 214**

Over half of conflicts on projects are caused by:

- A. Bad habits, defects, technology
- B. Resources, priorities, schedules
- C. Technology, money, personalities
- D. Budget, carelessness, personalities

Answer: B

Explanation:

Over half of the conflicts on projects come from resources, priorities, and schedules. It can be tough to get resources assigned to projects, especially if they have skills that are in high demand. Sometimes multiple projects (and even roles within projects) are vying to get top priority. Finally, you probably don't need to think too hard to remember a conflict about schedules on a project you've worked on - many projects start with overly aggressive deadlines that cause conflicts from the very beginning.

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### **QUESTION 215**

The scope baseline consists of:

- A. The Scope Management Plan, the Preliminary Scope Statement, and the WBS.
- B. The Scope Management Plan, the Project Scope Statement, and the WBS C.
- The Project Scope Statement, the WBS, and the WBS Dictionary
- D. The Scope Management Plan, the WBS, and the WBS Dictionary

Answer: C

Explanation:

The scope baseline is made up of the Project Scope Statement and the WBS and the WBS Dictionary. The WBS Dictionary is considered a supporting document to the WBS, so if the WBS were to change, then the dictionary would, too.

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### **QUESTION 216**

Which of the following is NOT an input to Perform Quality Control?

**PMI-001**

- A. Recommended Defect Repairs
- B. Checklists
- C. Deliverables
- D. Work Performance Information

Answer: A

Explanation:

The most important part of the Perform Quality Control process is that your team has to inspect each deliverable in order to verify that it meets its requirements. So what do you need to do that? Well, obviously you need the deliverables! And checklists are really useful too, because they help you inspect each deliverable. You need work performance information, because that tells you how well the team is doing the job. But Recommended Defect Repairs aren't an input - they're the output!

---

**QUESTION 217**

A project manager is working in a country where it is customary to pay the police for private protection services. The project manager's supervisor tells him that in another country, that would be considered a bribe. What is the BEST way for the project manager to proceed?

- A. Ask the supervisor for guidance
- B. Do not pay the police for private protection services, because that would be a bribe
- C. Pay the police for private protection services, because it is customary in the country they are operating in
- D. Consult the Cost Management Plan about payment

Answer: C

Explanation:

Some questions on the exam might ask you about how to operate in another country. In this case, the question is about whether or not something is a bribe. Clearly, if it's a bribe, you can't pay it. But is it? If a payment to a government official (or anyone else) is customary, then it's not a bribe. You should go ahead and pay the police - as long as it's acceptable and legal in that country.

---

**QUESTION 218**

Amit is the manager of a software project. His client has agreed on a Project Scope Statement at the beginning of the project, but whenever the client verifies deliverables, he comes up with features that he would like to add into the product. Amit is working with the client to find what requirements were missed in the planning stages of the project and how to plan better in the future. What is the BEST description of his project's current situation?

- A. Schedule variance
- B. Gold plating

**PMI-001**

- C. Alternatives analysis
- D. Scope creep

Answer: D

Explanation:

The project's scope is changing every time the client is asked to verify the product - that's scope creep. The best way to avoid that is to be sure that the Project Scope Statement that is written in the planning stages of the project is understood and agreed to by everyone on the project. Scope changes should never come late in the project; that's when they cost the most and will jeopardize the team's ability to deliver.

---

**QUESTION 219**

What is a risk owner?

- A. The person who is responsible for the response plan for the risk.
- B. The person who makes a risk happen.
- C. The person who meets with stakeholders to explain the risk. D.
- The person who monitors the watchlist that contains the risk.

Answer: A

Explanation:

Every risk should have a risk owner listed in the register. That person is responsible for keeping the response plan up to date and make sure the right actions are taken if the risk does occur.

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**QUESTION 220**

The project manager for a construction project discovers that the local city council will vote on a zoning change that would open up a new neighborhood to commercial building. She contacts other construction companies in the area that would benefit from the change to ask them to attend the council meeting in order to convince the city council to vote for the change. A "Yes" vote will benefit all of the companies. This is an example of which risk response strategy?

- A. Exploit
- B. Mitigate
- C. Share
- D. Enhance

Answer: C

Explanation:

The project manager is asking the other companies to help her make this opportunity happen and they can all share in the benefits of it.

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**PMI-001**

**QUESTION 221**

Which of the following is the correct order of actions that you take during the Closing processes?

- A. Get formal acceptance, close the contract, write lessons learned, release the team
- B. Get formal acceptance, write lessons learned, release the team, close the contract
- C. Write lessons learned, release the team, get formal acceptance, close the contract
- D. Get formal acceptance, release the team, write lessons learned, close the contract

Answer: B

Explanation:

The team always needs to help you document the lessons learned for the project.

This question isn't hard if you remember one really important fact: you need your team's help when you're writing the lessons learned. That's why you can't release the team until the lessons learned are documented and added to the organizational process assets. Also, the last thing you do on the project is close the contract. The reason for this is that you don't want to have to wait for payment before releasing the team, because most contracts have payment terms that allow for some period of time before full payment is required.

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**QUESTION 222**

Which of the following types of power is the most effective in leading teams?

- A. Expert
- B. Punishment
- C. Referent
- D. Reward

Answer: A

Explanation:

The most effective type of power for a project manager is Expert power. That's when your team respects you because they know that you know what you are talking about.

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**QUESTION 223**

You're the project manager on a software project that is planning out various approaches to technical work. There's a 20% chance that a component you are going to license will be difficult to integrate and cost \$3000 in rework and delays. There's also a 40% chance that the component will save \$10,000 in time and effort that would have been used to build the component from scratch. What's the EMV for these two possibilities?

- A. - \$600
- B. \$3,400
- C. \$7,000
- D. \$13,000

## PMI-001

Answer: B

Explanation:

The expected monetary value (or EMV) of the problems integrating the component is the probability (20%) times the cost (\$3,000), but don't forget that since it's a risk, that number should be negative. So its EMV is  $20\% \times \$3,000 = -\$600$ . The savings from not having to build the component from scratch is an opportunity. It has an EMV of  $40\% \times \$10,000 = \$4,000$ . Add them up and you get  $-\$600 + \$4,000 = \$3,400$ .

---

### **QUESTION 224**

Approved changes are implemented in which process?

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

Answer: A

Explanation:

Changes are found in Monitor and Control Project Work, they are approved in Integrated Change Control and implemented in Direct and Manage Project Execution. When you are monitoring and controlling the project work, you are always looking for changes that might need to be made to your plan and assessing their impact. Then you present those changes to the change control board for approval. If they approve, you implement them in the Direct and Manage Project Execution process - that's where all the work gets done.

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### **QUESTION 225**

Which of the following is NOT one of the triple constraints?

- A. Cost
- B. Quality
- C. Scope
- D. Time

Answer: B

Explanation:

Every project, regardless of what is being produced or who is doing the work, is affected by the triple constraint of time, scope, and cost. Any time you make a change to one or more of these constraints, it can also affect the other two - and the change can also affect quality, which is NOT one of the constraints. That's why you need to pay attention to all three constraints if you want your project to do well.

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### **QUESTION 226**

You are managing a software engineering project, when two team members come to you

## PMI-001

with a conflict. The lead developer has identified an important project risk: you have a subcontractor that may not deliver on time. Another developer doesn't believe that the risk is likely to happen; however, you consult the lessons learned from previous projects and discover that subcontractors failed to deliver their work on two previous projects. You decide that the risk is too big; you terminate the contract with the subcontractor, and instead hire additional developers to build the component. Both team members agree that this has eliminated the risk. Which of the following BEST describes this scenario?

- A. Avoidance
- B. Acceptance
- C. Mitigation
- D. Transference

Answer: A

Explanation:

The best thing that you can do with a risk is avoid it - if you can prevent it from happening, it definitely won't hurt your project. The easiest way to avoid a risk is to cut it out of your project entirely; in this case, getting rid of the subcontractor avoids the risk. Sometimes avoiding one risk can lead to another. It's possible that there was a reason that you went with the subcontractor in the first place, and now you've exposed the project to a different risk! That's why Risk Management is so important.

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### **QUESTION 227**

You are currently performing the Select Sellers process. You are considering two bids from companies on your qualified sellers list. Your project is on a tight budget, and you have been instructed by senior management to consider the cost over any other criteria. You used the company that submitted the lower bid on a previous project, and you were not happy with their work. The company that submitted the higher bid has a reputation for treating their clients well, flying project managers first class and giving them accommodations in five-star hotels. What is the BEST way to handle this situation?

- A. Give the manager at the company with the higher bid information that will allow him to tailor his bid so that it better meets your needs
- B. Select the company with the lowest bid
- C. Select the company with the higher bid
- D. Rewrite the RFP so that the company with the lowest bid is excluded

Answer: B

Explanation:

There are a few really important ethical issues in this question. Your senior management was clear about the rules: go with the lowest bidder. And that's what you should do. But on top of that, you shouldn't choose your sellers based on perks that you'll get - that's called a bribe. And you should always refuse bribes.

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**PMI-001**

**QUESTION 228**

Which conflict resolution technique is most effective?

- A. Withdrawal
- B. Compromise
- C. Smoothing
- D. Confronting

Answer: D

Explanation:

Confronting means figuring out the cause of the problem and fixing it. That's the best way to be sure that the right decision is made.

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**QUESTION 229**

Which is the BEST definition of quality?

- A. A product made with a lot of care by the team who built it.
- B. A product that passes all of its tests.
- C. A product made of very expensive materials.
- D. A product that satisfies the requirements of the people who pay for it.

Answer: D

Explanation:

Quality management is all about making sure that the product you are building conforms to your customer's requirements. If you have done a good job of gathering and understanding those requirements, all of the measurements you take on your project should help you see if what you are building will make your clients satisfied in the end.

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**QUESTION 230**

Which of the following is NOT true of obtaining project plan approval?

- A. It's important for the entire team to buy into the Project Management Plan for it to be successful.
- B. Only one person needs to approve the Project Management Plan and that's the Project Manager.
- C. Until you obtain plan approval, you don't need to put changes to it through change control.
- D. Change control makes sure that only approved changes can make it into the approved plan.

Answer: B

Explanation:

It's not enough that the Project Manager approves of the Project Management Plan; it

## PMI-001

needs to be approved by all of the stakeholders in the project. Everyone on the team should feel comfortable with the processes that are going to be used to do the work.

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### **QUESTION 231**

While identifying risks for a new construction project, you discover that a chemical you are using on your building cannot be applied in rainy conditions. You also learn that your project will be ready for the chemical application around the time when most of the rainfall happens in this part of the country. Since the project can't be delayed until after the rainy season and you need to make sure the building gets the chemical coating, you decide that your team will just have to work around the rain. This is an example of which strategy?

- A. Accept
- B. Exploit
- C. Transfer
- D. Mitigate

Answer: A

Explanation:

This is an example of accepting a risk. The team can't do anything about the weather, so the project manager has accepted the fact that they could end up being delayed by it.

---

### **QUESTION 232**

After a status meeting, one of your team members, John, pulls you aside and tells you that he was insulted by a comment from another team member. He felt that the comment was racist. You meet with the team member who made the comment, Suzanne, but she says that the other team member's performance has been very poor. She has never made a comment like this before at the company. You review the records, and see that she is correct - he has consistently delivered lower quality work than any other team member. What is the BEST way to handle this situation?

- A. Get John additional help for his poor performance
- B. Reprimand Suzanne in private for her racist comments, and follow any company policies for reporting racism among employees
- C. At the next team meeting, reprimand John for his poor performance and Suzanne for the racist comment
- D. Suzanne has never had this problem before, so she should be given another chance

Answer: B

Explanation:

Project managers must have a "zero tolerance" policy on racist remarks, or any other cultural insensitivity. If there is an incident involving racism, sexism or any other kind of discrimination, your top priority is to correct that. Every company has a policy that

## PMI-001

guides how you handle this kind of situation, so a question involving racism will usually involve the company's policy or HR department.

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### **QUESTION 233**

Which of the following is a defect?

- A. A project management plan that does not meet its requirements
- B. A change request that's been rejected by the change control board
- C. A change that the team needs to make in how they do the work
- D. A mistake made by a team member on the job

Answer: A

Explanation:

It's easy to get change, defects and corrective actions mixed up - they're all words that sound suspiciously similar! Just remember: a defect is any deliverable that does not meet its requirements. A defect is NOT always caused by a mistake - defects can come from lots of sources, and team members' errors only cause some defects. For example, plenty of defects are caused by equipment problems.

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### **QUESTION 234**

Your top team member has performed extremely well, and you want to reward her. She knows that you don't have enough money in the budget to give her a bonus, so she approaches you and requests an extra day off, even though she is out of vacation days. She asks if she can take one of her sick days, even though the company doesn't allow that. Which of the following is correct?

- A. You should give her the time off, because Expectancy Theory says that you need to give people an expectation of a reward in order to motivate them
- B. You should give her the time off, because a Theory Y manager trusts the team
- C. You should give her the time off, because McClelland's Achievement Theory states that people need achievement, power, and affiliation to be motivated
- D. You should not give her the time off

Answer: D

Explanation:

You must always follow your company's policy - it's your ethical duty as a project manager. You should find some other way to reward her that is not against your company's rules.

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### **QUESTION 235**

Your team has identified a risk with some of the chemicals you are using on your highway construction project. It is really difficult to mix them just right and, based on past projects, you've figured out that there's a high probability that about 14% of the chemical supply will be lost in mixing problems. You decide to buy an extra 15% of the

## PMI-001

chemicals up front so that you will be prepared for those losses and your project won't be delayed. Which response strategy are you using?

- A. Accept
- B. Mitigate
- C. Avoid
- D. Transfer

Answer: B

Explanation:

By buying the extra chemical stock, you are mitigating the risk.

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### **QUESTION** 236

An important part of performing stakeholder analysis is documenting quantifiable expectations. Which of the following expectations is quantifiable?

- A. The project must yield a 15% reduction in part cost
- B. The project should be higher quality
- C. All stakeholders' needs must be satisfied
- D. The project must improve customer satisfaction

Answer: A

Explanation:

It's very hard to figure out whether or not your project is successful unless you can measure that success. That's why you need to come up with goals that have numbers attached to them - which is what quantifiable means. Of all four answers, only answer C has a goal that you can actually measure.

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### **QUESTION** 237

Joe is an excellent programmer. He was promoted to a role of Project Manager because he understands technology better than anyone else in the company. Unfortunately, he is having trouble doing the project management job and his projects are failing. What is this an example of?

- A. Ground rules
- B. Gold plating
- C. Halo effect
- D. Pre-assignment

Answer: C

Explanation:

The halo effect is when you put someone in a position they can't handle, just because

## PMI-001

they're good at another job. Just because Joe is a great programmer, that doesn't mean he'll be a good Project Manager.

---

### **QUESTION 238**

You are managing a design project. You find that bringing all of your team members into a single room to work increases their communication, and helps build a sense of community. This is referred to as a:

- A. Common area
- B. War room
- C. Socially active team
- D. Virtual team

Answer: B

Explanation:

Co-location means that you have all of your team located in the same room. When you do this, you can increase communication and help them build a sense of community. Sometimes the room the co-located team meets in is called a war room.

---

### **QUESTION 239**

When you look at a control chart that measures defects in the product produced by your project, you find that seven values are showing up below the mean on the chart. What should you do?

- A. Look into the process that is being measured. There's probably a problem there. B. This means that the mean is too high.
- C. You should adjust your lower control limit - the values indicate a problem with where the limits have been set.
- D. Ignore the anomaly. This is the rule of seven, so statistically the data doesn't matter.

Answer: A

Explanation:

Seven values on one side of the mean in a control chart indicate a problem with the process that is being measured.

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### **QUESTION 240**

You are the project manager of a software project. Two developers, Bill and Alfredo, are having an argument about how to implement a feature. Bill thinks that it's more important that the project get done quickly, so he's suggesting that you re-use some work that's been done on a previous project to get started. Alfredo thinks that that work doesn't apply to this project and will just waste time. Bill is almost always right about these things and he's very influential on the team, so it's important that you keep him happy. What should you do?

**PMI-001**

- A. Since you do want to get the project done quickly, you side with Bill.
- B. Side with Alfredo. It could end up taking longer in the end.
- C. Call a meeting to hear both sides of the situation and decide in favor of the solution that is best supported by objective evidence.
- D. Call a meeting in private with Bill to hear more about his position.

Answer: C

Explanation:

You can't know the answer to technical questions as well as your team. So, while it's important to understand both sides of the issue, your job is to make sure that problems are confronted and fairly evaluated.

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**QUESTION 241**

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

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

Answer: C

Explanation:

Performance measurement is what you're doing when you look at the work that the team is performing in order to determine whether the project is ahead or behind schedule. A really good way to do that is to use schedule variance (SV) and schedule performance index (SPI) calculations.

---

**QUESTION 242**

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

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

Answer: C

Explanation:

The project charter is created long before you start identifying work packages and activities. Those things are done as part of the project planning, which only happens after the project charter is completed.

**QUESTION 243**

Which of the following is NOT an output of the Close Project process?

- A. Project files
- B. Project closure documents
- C. Project management methodology
- D. Formal acceptance documentation

Answer: C

Explanation:

The project management methodology describes the process that you use to manage your project. It really doesn't have anything to do with closing the project. The other three answers, however, do! You need project closure documents to show that the project really was closed out. You gather all of the project files together so that they can be archived. And formal acceptance documentation is what you get from your customer that tells you they've approved the final product.

---

**QUESTION 244**

You are managing a large construction project that's been broken down into sub-projects (or phases). Each of these sub-projects is scheduled to take between three and six months to complete. At the end of each subproject, you plan to go through the closing processes and document lessons learned. Which of the following BEST describes what you must do at the beginning of each sub-project or phase?

- A. Use the Earned Value Technique to decide whether or not to finish the project
- B. Make sure you don't involve the team, to avoid introducing too much project management overhead
- C. Develop the preliminary scope statement for the phase
- D. Release all resources from the project and contact sellers to renegotiate all contracts

Answer: C

Explanation:

When you have a project that's broken up into sub-projects or phases, it's important that you perform the Initiating processes at the beginning of the project. Answer B is the one that best describes something that happens during the processes in the Initiating group - developing the preliminary project scope statement.

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**QUESTION 245**

Which of the following is not true about the Project Charter?

- A. It formally assigns the project manager
- B. Includes a high level milestone schedule
- C. It is always created by the project manager

**PMI-001**

D. It contains external constraints and assumptions

Answer: C

Explanation:

The Project Charter is often created without the project manager's involvement. Sometimes it is handed to the Project Manager by the sponsor or high level manager.

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**QUESTION 246**

Your company's quality assurance department has performed a quality audit on your project. They have found that your team has implemented something inefficiently, and that could lead to defects. What's the NEXT thing that should happen on your project?

- A. You document recommended corrective actions and submit them to the change control board
- B. You meet with the manager of the quality assurance department to figure out the root cause of the problem
- C. You add the results of the audit to the lessons learned
- D. You work with the quality department to implement a change to the way your team does their work

Answer: A

Explanation:

Quality Audits are when your company reviews your project to see if you are following its processes. The point is to figure out if there are ways to help you be more effective by finding the stuff you are doing on your project that is inefficient or that causes defects. When you find those problem areas, you recommend corrective actions to fix them.

---

**QUESTION 247**

A new project management software tool has come onto the market. You spend the weekend taking an online tutorial to learn about it. This is an example of:

- A. Not paying for copyrighted software
- B. Lessons learned
- C. Enhancing personal professional competence
- D. Contributing to the project management body of knowledge

Answer: C

Explanation:

The PMP Code of Professional Conduct tells us that an important part of any project manager's career is enhancing personal professional competence. This means increasing your knowledge and applying it so that you can improve your ability to manage projects.

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**PMI-001**

**QUESTION 248**

Which is NOT an input to the Create WBS process?

- A. Organizational Process Assets
- B. Scope Management Plan
- C. Project Scope Statement
- D. WBS Dictionary

Answer: D

Explanation:

The WBS Dictionary is an output of the Create WBS process. It is created along with the WBS and gives all of the details about each work package in the WBS.

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**QUESTION 249**

When is the BEST time to have project kickoff meetings?

- A. At the beginning of the project
- B. When the Communications Management plan is approved
- C. At the start of each phase
- D. When each deliverable is created

Answer: C

Explanation:

If your project is broken up into phases, you should have a Kickoff meeting at the start of each phase. You use that meeting to talk about lessons learned from past projects and establish the way people will communicate as the project work goes on.

---

**QUESTION 250**

You are using a Pareto chart to examine the defects that have been found during an inspection of your product. Which process are you performing?

- A. Scope Verification
- B. Perform Quality Planning
- C. Perform Quality Control
- D. Perform Quality Assurance

Answer: C

Explanation:

Whenever you use any of the seven basic tools of quality to examine the results of an inspection of your product, you are performing Quality Control. If you were examining the process your company uses to build multiple projects, you would be performing Quality Assurance.

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**PMI-001**

**QUESTION 251**

You are the project manager for a railroad construction project. Your sponsor has asked you for a forecast for the cost of project completion. The project has a total budget of \$80,000 and CPI of .95. The project has spent \$25,000 of its budget so far. How much more money do you plan to spend on the project?

- A. \$109,210
- B. \$80,000
- C. \$59,210
- D. \$84,210

Answer: C

Explanation:

This question is asking you to create a forecast using estimate to complete (ETC), which uses CPI to project how much money is likely to be spent for the rest of the project. The first step is to plug the numbers into the formula  $EAC = BAC / CPI$ , which yields  $EAC = \$80,000 / .95 = \$84,210$ . That's how much money you're likely to spend on the project. Now you can figure out  $ETC = EAC - AC = \$84,210 - \$25,000 = \$59,210$ .

---

**QUESTION 252**

Which of the following is NOT one of the most common sources of project conflict?

- A. Resources
- B. Priorities
- C. Schedules
- D. Costs

Answer: D

Explanation:

It's important to know that resources, schedules and priorities cause 50% of project problems and conflicts. Sure, it's important for the PMP exam. But even more importantly, if you're trying to confront a problem by looking for the root cause of a conflict, the odds are that you'll find that cause in one of those three areas!

---

**QUESTION 253**

Which of the following BEST describes when you perform the Monitor and Control Project Work process?

- A. As soon as every deliverable is completed
- B. Continuously throughout the project
- C. At scheduled milestones or intervals during the project
- D. At the end of every project phase

Answer: B

## PMI-001

### Explanation:

One of the most important things that you do as a project manager is to constantly monitor the project for changes, and take the appropriate action whenever you make a change. But changes don't happen on any sort of schedule - if they did, it would make project management a whole lot easier! That means you need to continuously monitor your project to figure out whether or not its plans and scope need to change.

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### **QUESTION 254**

Which of the following is NOT a stakeholder?

- A. The project sponsors
- B. A project team member
- C. An attorney from your company's competitor
- D. A representative from your project team's union

Answer: C

### Explanation:

A stakeholder is anyone who is affected by the cost, time, or scope of your project. And that includes unions - if you have team members who are in a union, then you always need to consider that union as a stakeholder and make sure their needs are met. However, you don't need to consider the needs of your company's competitors.

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### **QUESTION 255**

Which of the following is not a tool or technique of the Perform Quality Control process?

- A. Statistical sampling
- B. Quality audits
- C. Pareto charts
- D. Inspection

Answer: B

### Explanation:

Quality audits are when your company reviews your project to make sure that you are following all of the processes in your company correctly. They are a tool of the Perform Quality Assurance process.

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### **QUESTION 256**

You're managing an industrial design project. Your project is currently in the Initiating phase. The project charter has been created, and you are working on developing the preliminary scope statement. Which of the following is NOT something that you should do?

- A. Create the change control system

**PMI-001**

- B. Identify internal and external constraints
- C. Document initial project risks
- D. Write down any assumptions that you have made

Answer: A

Explanation:

An important part of initiating the project is identifying any constraints on the project, creating a list of initial project risks, and documenting assumptions that you've made so far. If you do this, it will make it much easier to plan your project later on. However, you don't create the change control system in the Initiating phase - that's something that you do as part of your project planning activities.

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**QUESTION 257**

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

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

Answer: C

Explanation:

The RACI matrix shows roles and responsibilities on your project. RACI stands for Responsible, Accountable, Consult, Inform. Some people on your project will be responsible for activities, others might be accountable for them. The RACI matrix is a table that shows people and how they relate to the work that is being done. .

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**QUESTION 258**

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

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

Answer: D

Explanation:

Just because the change will help the project's timeline doesn't mean that it will be an overall benefit to the project. It's important to check how the project will impact the other

## PMI-001

two constraints as part of your change request. Once you know all the facts about the change, the change control board can make an informed decision about how to proceed.

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### **QUESTION 259**

A change has occurred on your project. You've documented the change, filled out a change request, and submitted that request to the change control board (CCB). What's the NEXT thing that must happen on the project?

- A. The project manager meets with the team to analyze the impact of the change on the project's time, scope and cost.
- B. Stakeholders on the CCB use expert judgment to evaluate the requested change for approval.
- C. The project manager informs the CCB whether or not to approve the change.
- D. A senior manager decides whether or not to make the change and informs the project management team of the decision.

Answer: B

Explanation:

A change control board (or CCB) is a group of people that approves or rejects changes. It usually includes the sponsor, which makes sense because the sponsor is the one funding the project. It's not the project manager's job to tell the CCB whether or not to approve a change - they use their expert judgment to figure out whether or not the change is valuable. It IS the project manager's job to make sure the impact of the change on the triple constraint (time, scope and cost) is evaluated, but that impact analysis should happen BEFORE the change request is sent to the CCB.

---

### **QUESTION 260**

Tom is the project manager of an accounting project. He has just finished defining the scope for the project and is creating the WBS. He goes to his organizational process asset library and finds a WBS from a past project to use as a jumping off point. Which of the following is the tool of the Create WBS process is he using?

- A. Templates
- B. Delphi Technique
- C. Decomposition
- D. Brainstorming

Answer: A

Explanation:

Tom is using a Template. As your company completes projects, the documents created along the way are stored in an Organizational Process Asset library. The WBS's from those past projects can be a great way to be sure that you are thinking of all of the work that you will need to do from the very beginning. Your project will never match the old

**PMI-001**

WBS exactly, but there could be work packages listed there that you might not have thought of on your own but really are necessary in your project.

---

**QUESTION 261**

What are the strategies for dealing with positive risks?

- A. Transfer, mitigate, avoid, exploit
- B. Avoid, mitigate, transfer, accept
- C. Mitigate, enhance, exploit, accept
- D. Exploit, share, enhance, accept

Answer: D

Explanation:

Positive risks are opportunities that could happen on your project. The strategies for dealing with them are all about making sure that your project is in a position to take advantage of them or at least share in them with other projects if possible.

---

**QUESTION 262**

Which of the following processes is in the Initiating process group?

- A. Activity Definition
- B. Develop preliminary scope statement
- C. Scope Definition
- D. Develop project management plan

Answer: B

Explanation:

It's pretty easy to remember which processes are in the Initiating group, because there are only two of them! But more importantly, it's useful to know what you need to do when you initiate a project. First the project charter needs to be created, which authorizes the project manager to do the work. And then you need to develop the preliminary scope statement, which gives an initial overview of the work that needs to be done so that you can start planning.

---

**QUESTION 263**

Given this portion of the network diagram to the right, what's the LF of activity F?

- A. 11
- B. 10
- C. 17
- D. 16

Answer: B

## PMI-001

Explanation:

It's just easy to calculate the late finish (LF) of an activity in a network diagram. Look at the following activity, take its LS (late start), and subtract one. If there's more than one following activity, use the one with the lowest LS. So for activity F in the question, the following activities are G, with an LS of 17, and H, with an LS of 11. So the LF of F is  $11 - 1 = 10$ .

---

### **QUESTION 264**

You're managing a software project. Your team has discovered a problem, and as a result you've requested a change. The change will cost the project an extra three weeks, but without it several stakeholders might have problems with the final product. What's the NEXT thing that you should do?

- A. Don't make the change because it will delay the project
- B. Call a meeting with each stakeholder to figure out whether or not to make the change
- C. Instruct the team to make the change
- D. Document the change and its impact, and put it through the change control system

Answer: D

Explanation:

Every change request needs to be evaluated to determine whether or not it should be made. That's what we do in the Integrated Change Control process - every change is analyzed to determine its impact. It's then documented as a change request and put into the change control system. That's where the stakeholders on the CCB determine if the change should be made.

---

### **QUESTION 265**

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

- A. Create the preliminary scope statement
- B. Develop the project charter
- C. Create the work breakdown structure
- D. Develop the project management plan

Answer: A

Explanation:

Take a look at the answers to this question. What do you see? A list of processes - "Create WBS", "Develop Project Management Plan", "Develop Project Charter" and "Develop Preliminary Scope Statement". So your job is to figure out which of these processes comes next. So what clues do you have to tell you where you are in the project lifecycle? Well, you've just been authorized to manage a new project. Since the project charter is what authorizes a project manager to work on a project, it means that the Develop Project Charter process has just been performed. So which process comes next?

**PMI-001**

The first thing you do after the project charter is signed is perform the Develop Preliminary Scope Statement process.

---

**QUESTION 266**

You are managing a construction project to install new door frames in an office building. You planned on spending \$12,500 on the project, but your costs are higher than expected, and now you're afraid that your project is spending too much money. What number tells you the difference between the amount of money you planned on spending and what you've actually spent so far on the project?

- A. AC
- B. CV
- C. VAC
- D. SV

Answer: B

Explanation:

The cost variance (CV) is the difference between the amount of money you planned on spending and the total that you've spent so far. This should make sense - if your CV is negative, it means that you've blown your budget.

---

**QUESTION 267**

Tom is a project manager on an industrial design project. He is always watching when his team members come into the office, when they take their breaks and when they leave. He periodically walks around the office to be sure that everyone is doing work when they are at their desks and he insists that he make every project decision, even minor ones. What kind of manager is he?

- A. Effective
- B. Cost cutter
- C. Theory X
- D. Theory Y

Answer: C

Explanation:

Tom is a Theory X manager. He believes that employees need to be watched all of the time and that all of his team members are selfish and unmotivated.

---

**QUESTION 268**

Which risk analysis tool is used to model your risks on a computer to show random probabilities?

- A. Computerized risk audit
- B. EMV analysis

**PMI-001**

- C. Delphi technique
- D. Monte Carlo analysis

Answer: D

Explanation:

Monte Carlo analysis is a way of seeing what could happen to your project if probability and impact values changed randomly.

---

**QUESTION 269**

You are the project manager on a construction project. As you're planning out the work your team will do, you divide up all of the work into work packages and create a WBS that shows how they fit into categories. For each one of the work packages, you write down details such as initial estimates and information about what account it should be billed against. Where do you store all of that information?

- A. WBS
- B. Project Scope Statement
- C. WBS Dictionary
- D. Scope Management Plan

Answer: C

Explanation:

The WBS Dictionary is the companion document to the WBS. It gives all the details that you know about each work package in the WBS including estimates and billing information.

---

**QUESTION 270**

You are having lunch with one of your colleagues. He tells you in confidence that he lied about having a PMP certification, and never actually passed the exam. What is the BEST way to handle this situation?

- A. Report the person to PMI
- B. Report the person to his manager
- C. Do nothing because you were told this in confidence
- D. Ask him to tell the truth to his manager

Answer: A

Explanation:

If you discover that someone claims to have the PMP credential but is not actually certified, you must contact PMI immediately so that they can take action.

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**QUESTION 271**

You are the project manager for a railroad construction project. Your sponsor has asked

**PMI-001**

you for a forecast for the cost of project completion. Which of the following is the BEST metric to use for forecasting?

- A. ETC and VAC
- B. SPI and CPI
- C. EV and AC
- D. SV and CV

Answer: A

Explanation:

Forecasting is a cost monitoring tool that helps you predict how much more money you'll need to spend on the project. So which of the cost metrics would you use to do that? There are two useful numbers that you can use for forecasting. One of them is called Estimate to Complete (ETC), which tells you how much more money you'll probably spend on your project. And the other one, Variance at Completion (VAC), predicts what your variance will be when the project is done.

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**QUESTION 272**

A bar chart shows the number and type of resources you need throughout your project is called a \_\_\_\_\_.

- A. Organizational Chart
- B. Resource Histogram
- C. Staffing Timetable
- D. Resource Schedule

Answer: B

Explanation:

The Resource Histogram is a bar chart that shows your staffing needs over time. If you need more testers in the end of the project than you do while you're building a product, for example, you can forecast how many you will need and what their skill level needs to be from the beginning. That way, you'll be sure that they're available when you need them.

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**QUESTION 273**

You are being hired to manage a highway construction project for a contractor working for Smith County. The sponsor is a project officer who works for the Smith County municipal government. You have three separate teams working all three shifts, with a separate foreman for each team. Each team has members from two different unions, and each union has its own representative. Who is the BEST person to approve the project charter?

- A. The team foreman
- B. The project manager

**PMI-001**

- C. The two union representatives
- D. The Smith County project officer

Answer: D

Explanation:

Since the Smith County project officer is the sponsor, he's the person who is best suited to signing the charter. A project charter is typically approved and signed by the sponsor. Some projects are approved by key stakeholders, but they are never approved by project managers (since the project manager is only granted authority once the project is signed) or team members.

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**QUESTION 274**

What are the 5 kinds of power?

- A. Legitimate, expert, reward, political, and bargaining
- B. Legitimate, expert, reward, political, and punishment
- C. Legitimate, expert, reward, economic, and bargaining
- D. Legitimate, expert, reward, referent, and punishment

Answer: D

Explanation:

Legitimate power is the kind of power you have when you tell someone who reports to you to do something. Expert power is when your opinion carries weight because people know that you know what you're talking about. Reward power is when you promise a reward for doing as you ask. Referent power is when people do what you say because of your association with somebody else. Punishment power is when people do what you say because they are afraid of the consequences.

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**QUESTION 275**

Which enterprise environmental factor defines how work is assigned to people?

- A. Resource histogram
- B. RACI matrix
- C. Work authorization system
- D. Project Management Information System (PMIS)

Answer: C

Explanation:

The work authorization system is a part of your company's Enterprise Environmental Factors, and it's generally part of any change control system. It defines how work is assigned to people. If work needs to be approved by specific managers, the work authorization system will make sure that the right people are notified when a staff member's work assignments change.

**QUESTION 276**

You have identified an opportunity to potentially increase the project's value. Which of the following is an example of enhancing that opportunity?

- A. By taking additional actions, you increase the potential reward without reducing its probability
- B. By forming a partnership with another company, the project's value will increase for both companies
- C. By taking out insurance, you can reduce potential costs to the project
- D. By documenting the opportunity in the register, you can keep track of it and ensure it gets exploited

Answer: A

Explanation:

There are four things you can do with any opportunity. You can exploit it by making sure you do everything you can to take advantage of it. You can share it by working with another company in a way that gives you a win-win situation. You can enhance it by figuring out a way to increase its value. Or, if there's no way to take advantage of it, you can just accept it and move on. In this case, taking additional actions that will increase the potential reward is enhancing the opportunity.

---

**QUESTION 277**

Which of the following is NOT part of a typical change control system?

- A. Stakeholder analysis
- B. Approval
- C. Change control board
- D. Project management information system

Answer: A

Explanation:

It's not part of change control.

Change control is how you deal with changes to your project management plan. And a change control system is the set of procedures that lets you make those changes in an organized way. A typical change control system includes a change control board, utilizes a project management information system, and ends with either approval or rejection.

---

**QUESTION 278**

You are managing a project with a total budget of \$450,000. According to the schedule, your team should have completed 45% of the work by now. But at the latest status meeting, the team only reported that 40% of the work has actually been completed. The team has spent \$165,000 so far on the project. How would you BEST describe this project?

## PMI-001

- A. The project is ahead of schedule and over its budget
- B. The project is behind schedule and within its budget
- C. The project is ahead of schedule and within its budget
- D. The project is behind schedule and over its budget

Answer: B

Explanation:

If you want to evaluate how the project is doing with respect to the schedule and budget, you need to calculate CPI and SPI. The first step is to write down the information you have so far: BAC = \$450,000, planned % complete = 45%, actual % complete = 40% and AC = \$165,000. Now you can calculate PV = BAC x planned % complete = \$450,000 x 45% = \$202,500. And you can calculate EV = BAC x actual % complete = \$450,000 x 40% = \$180,000. Now you have the information you need to calculate CPI and SPI.  $CPI = EV / AC = \$180,000 / \$165,000 = 1.09$ , which is above 1.0 - so your project is within its budget. And you can calculate  $SPI = EV / PV = \$180,000 / \$202,500 = .89$ , which is below 1.0 - so your project is behind schedule.

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### **QUESTION 279**

Your team has recommended a change to the scope verification process. What's the first thing you should do?

- A. Write up a change request.
- B. Tell your team that the process has already been decided and they should follow it.
- C. Analyze the change versus the Project Management plan to see what its impact will be.
- D. Implement the change.

Answer: C

Explanation:

You may get a question on the exam that asks what to do when you encounter a change. You always begin dealing with change by consulting the project management plan.

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### **QUESTION 280**

Which of the following is NOT a tool or technique of Risk Monitoring and Control?

- A. Revisiting your risk register to review and reassess risks
- B. Using Earned Value analysis to find variances that point to potential project problems
- C. Bringing in an outside party to review your risk response strategies
- D. Gathering information about how the work is being performed

Answer: D

Explanation:

## PMI-001

When do you gather work performance information? You do it when you're reporting on the performance of the team - that's why it's a tool and technique of the Performance Reporting process. But that's not something you do during Risk Monitoring and Control - Work Performance Information is an input to that process, which means it needs to be gathered BEFORE you start monitoring and controlling your risks.

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### **QUESTION 281**

What is the main output of the Scope Definition process?

- A. Preliminary Scope Statement
- B. Scope Dictionary
- C. Project Scope Statement
- D. Scope Definition

Answer: C

Explanation:

The Project Scope Statement builds on the Preliminary Scope Statement to define the scope of work for the project. The Project Scope Statement is where everyone comes to a common understanding about the work that needs to be accomplished on the project.

---

### **QUESTION 282**

A company uses a management technique that employs quality assurance techniques to continuously improve all processes. This is called:

- A. Ishikawa Diagrams
- B. Kaizen
- C. Inspection
- D. Just In Time Management

Answer: B

Explanation:

Kaizen is a Japanese word that means "improvement" - and it's also a management technique that helps your company use problem-solving to constantly find new ways to improve. Kaizen focuses on making small improvements and measuring their impact. It's a philosophy that guides management, rather than a particular way of doing quality assurance.

---

### **QUESTION 283**

At the beginning of the project, you hold a meeting with all of the stakeholders in your project in order to figure out how everyone will communicate as the work goes on. Which of the following terms best describes that meeting?

- A. Qualitative Analysis
- B. Communication Plan meeting

**PMI-001**

- C. Kick-off meeting
- D. Status meeting

Answer: C

Explanation:

The Kick-off meeting gets all of the stakeholders together to explain how communication will go. That way, everyone knows who to talk to if things go wrong or they run into any questions.

---

**QUESTION 284**

You have been asked to select between three projects. Project A has a net present value of \$54,750 and will take six months to complete. Project B has a net present value of \$85,100 and will take two years to complete. Project C has a net present value of \$15,000 and a benefit-cost ratio of 5:2. Which project should you choose?

- A. Project A
- B. There is not enough information to decide
- C. Project B
- D. Project C

Answer: C

Explanation:

The idea behind net present value (or NPV) is that you can compare potential projects by figuring out how much each one is worth to your company right now. A project's NPV is figured out by coming up with how much the project is worth, and then subtracting how much it will cost. If you're asked to choose between projects and given the NPV of each of them, choose the one with the biggest NPV. That means you're choosing the one with the most value!

---

**QUESTION 285**

You are managing a construction project to install wiring in an office building. You discover that one of your team members has taken a box of cable from the job site so he can wire his attic. What is the BEST way to respond?

- A. Report the team member to PMI
- B. Call the police
- C. Report the team member to your manager
- D. Do nothing

Answer: B

Explanation:

If you discover that someone has broken the law, it is your duty to call the authorities and report that person. You need to do this, even if it seems like the offense is minor.

**QUESTION 286**

You are managing a construction project that is currently being initiated. You met with the sponsors and several important stakeholders, and have started to work on the preliminary scope statement. You've documented several key assumptions that have been made, and identified project constraints and initial risks. Before you can finish the preliminary scope statement, you must make a rough order of magnitude estimate of both time and cost, so that the sponsor can allocate the final budget.

What's the range of a rough order of magnitude (ROM) estimate?

- A. -50% to +100%
- B. -50% to +50%
- C. -10% to +10%
- D. -100% to +200%

Answer: A

Explanation:

A rough order of magnitude (ROM) estimate is an estimate that is very rough. Typically, you should expect a ROM estimate to be anywhere from half (-50%) to twice (+100%) the actual result. That means that if your ROM estimate for a project is 6 months, then you should expect the actual project to be anywhere from 3 months to 12 months. (That's what it means for your estimate to be within an order of magnitude.)

---

**QUESTION 287**

A project manager discovers that a project problem has occurred. The problem was never discussed during risk planning activities or added to the risk register, and it will now cost the project money. What is the BEST response?

- A. Stop all project activity and approach senior management for advice
- B. Add the risk to the risk register and gather information about its probability and impact
- C. Use the management reserve to cover the costs of the problem
- D. Don't take any action, just accept that there's a problem that the team did not plan for

Answer: C

Explanation:

This is a tough situation for any project manager. You've got a problem that's happened, and you didn't plan for it. Now it's going to cost you money. What do you do? Well, you can't just accept it and move on - that's only something you do with risks that have no other option. You have options with a problem that happens during your project. And you can't just go to the boss, because you're the project manager and it's your job to figure out what to do. There's no use in doing risk planning, because you already know the probability (100%) and impact (the cost of fixing the problem). So what do you do? That's where your reserve comes in. There are two kinds of reserves: a contingency

## PMI-001

reserve and a management reserve. The contingency reserve is what you use for "known unknowns" - you use it to pay for risks that you've planned for. But this situation isn't like that. That's why you tap into the management reserve. That's the money in the budget you set aside for "unknown unknowns" - problems that you didn't plan for but which came up anyway.

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### **QUESTION 288**

Two of your project team members approach you with a conflict that they are having with each other over the technical approach to their work. One of the two people is very aggressive, and tries to get you to make a decision quickly. The other team member is quiet, and seems less willing to talk about the issue. The conflict is starting to cause delays, and you need to reach a decision quickly. What's the BEST approach to solving this conflict?

- A. Escalate the issue to your manager.
- B. Since it's a technical problem, tell the team members that they should take it to the functional manager.
- C. Tell the team members that they need to work this out quickly, because otherwise the project could face delays.
- D. Confront the issue, even though one team member is hesitant.

Answer: D

Explanation:

The best way to resolve any problem is to confront the issue - because "confronting" means figuring out the source of the problem and then resolving the root cause of the conflict. Any time you have an opportunity to confront the problem, you should do it. Remember, one of the most important things that a project manager does is make sure that team conflicts get resolved. Sometimes questions are worded so that the word "confronting" sounds negative. Even when it is, it's still the best approach to resolving conflicts!

---

### **QUESTION 289**

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

- A. Procedures for managing changes to contracts
- B. Constraints and limitations on the project work
- C. The business case for the project
- D. Assumptions that have been made about the project

Answer: A

Explanation:

The procedure for managing changes to a contract is found in the contract management plan. The other three answers - the business case, constraints and assumptions - are all things you typically find in a project charter.

**QUESTION 290**

Which of the following tools is used to document the lessons that were learned when the contract was administered?

- A. Buyer-conducted performance review
- B. Contract review
- C. Procurement audit
- D. Quality audit

Answer: C

Explanation:

Once you've closed out a contract, it's important to conduct a procurement audit. This is where you go over everything that happened on the project to figure out the lessons learned, and look for anything that went right or wrong.

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**QUESTION 291**

Dave is the project manager for a construction project that is building a gazebo. When the project first started, he met with the stakeholders to define the scope. The sponsors mentioned that the gazebo is a really important part of their daughter's wedding ceremony that was planned for 7 months from then. In fact, they said that if the gazebo couldn't be completed in 7 months, it wouldn't be worth it for them to even start the project. Dave wrote down the 7-month deadline to put in his Project Scope Statement. In which section of the document did the deadline appear?

- A. Project Objectives
- C. Project Constraints
- D. Project Assumptions
- B. Project Deliverables

Answer:

Explanation:

Since the project absolutely must be completed in 7 months for it to be worth doing, the deadline is a constraint. It must be met for the project to be considered successful.

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**QUESTION 292**

Which of the following is NOT a cost estimation tool or technique?

- A. Bottom-up
- B. Analogous
- C. Parametric
- D. Cost aggregation

Answer: D

**PMI-001**

Explanation:

Cost Aggregation is used to build your budget, but it is not a tool for cost estimation.

Bottom-up, Parametric, and Analogous estimation techniques are used for both cost and time estimates.

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**QUESTION 293**

You are managing a construction project. During your risk identification interviews you learn that there has been a string of construction site thefts over the past few months in the area where you will be building your project. The team agrees that it's unlikely that people will be able to steal from your site. Even if thieves could get around your security, it's even more unlikely that your project will lose a significant amount of material if a theft does occur. You decide to monitor the risk from time to time to be sure that it continues to have a low probability and impact. Where do you record the risk so that you don't lose track of it?

- A. In the Probability and Impact Matrix
- B. In a trigger
- C. On a watchlist
- D. In the Monte Carlo analysis report

Answer: C

Explanation:

A watchlist is where you keep risks that don't have a high enough probability or impact to make it into the risk register but still need to be monitored. By recording the risk in a watchlist, you will have a reminder to check to be sure that circumstances haven't changed as your project goes on. That should give you enough time to come up with a risk response strategy if circumstances change as time goes on.

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**QUESTION 294**

Your project files need to be sent via overnight mail to your company's central office. If the files do not arrive tomorrow, your company will not be able to deliver the project on time and you will lose an important client. The deadline cannot be negotiated. The team worked right up to the last minute in order to give you the files. Due to a traffic jam, you are running late and the overnight delivery company will close in five minutes. You can only make it if you drive over the speed limit. Which of the following is correct?

- A. You must drive over the speed limit so that you can save the client relationship
- B. You must stay within the speed limit, even if you lose the client
- C. You can use the earned value metrics to show that the SPI is over 1, meaning the project is not late
- D. You must negotiate a new deadline

Answer: B

Explanation:

## PMI-001

The PMP Code of Professional Conduct states that you must follow every law, no matter how trivial, and no matter how serious the consequences are. Any time that you see a question that asks about breaking a law, your answer should always be the choice that doesn't break it - no matter how minor the infraction, and how serious the consequences.

---

### **QUESTION 295**

You are developing the project scope statement for a new project. Which of the following is NOT part of creating a project scope statement?

- A. Obtaining plan approval
- B. Scope verification
- C. Using the Preliminary Scope Statement
- D. Alternatives identification

Answer: B

Explanation:

Scope Verification is the Monitoring & Controlling process for the Scope Management knowledge area. It doesn't have anything to do with planning out the scope of the project - you do it as you complete each project phase to make sure that your team has completed all of the project work. Stakeholder analysis and alternatives identification are both tools used in the Scope Definition process to write the Project Scope Statement. Of course, your Scope Statement will need to be approved before you can get to work as well.

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### **QUESTION 296**

You are managing a software engineering project. Your team is having trouble completing their object design tasks. One of your team members tells you that her friend at another company sent her a copy of a software package they own that will help your team meet its deadline. Without that software package, your project will probably be late. But you don't have enough money in the budget to purchase it. What's the BEST way to handle this situation?

- A. Use the software so that your project comes in on time.
- B. Purchase the software so that you have a licensed copy.
- C. Tell the team member that you need to maintain plausible deniability, so she should just do what's necessary and not tell you about it.
- D. Tell the team member not to use the software, and accept that the project will be late.

Answer: D

Explanation:

As a certified project management professional, it's your duty to respect copyrights. Purchased software is copyrighted, and you cannot use it without a license. Ever. If you don't have the budget to buy it, you can't use it.

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## PMI-001

### **QUESTION 297**

You're managing a construction project to install several hundred air conditioner panels in a new office building. Every floor has identical panels. The customer, a construction contracting company, has provided specifications for the installations. The team is using a process to install and verify each panel. As the team completes each panel, your team's quality control inspector measures it and identifies defects. The root cause of each defect is identified. You want to identify the ongoing trends of defective installations. Which is the BEST tool to use for this?

- A. Run chart
- B. Pareto chart
- C. Control chart
- D. Fishbone diagram

Answer: A

Explanation:

Run charts tell you about trends in your project by showing you what your data looks like as a line chart. If the line in the chart were the number of defects found in your product through each quality activity, that would tell you that things were getting worse as your project progressed. In a run chart, you are looking for trends in the data over time.

---

### **QUESTION 298**

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

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

Answer: A

Explanation:

The project scope management plan is a really important tool in your project. It tells you exactly how you'll create the project scope, define the WBS, verify that the work has been done, and make changes to the scope. But it doesn't tell you about specific assumptions that you and the team have made, or constraints on your project. To find those, you should look in the charter and preliminary scope statement - and talk to the stakeholders, because they'll definitely tell you about constraints on your project.

---

### **QUESTION 299**

You are managing a project to build a new wing onto a local school building over a summer break. One night, the school and your construction site are destroyed by a tornado. Your client demands that you continue work despite the disaster, but you consult the contract, and find a clause that states that you are not responsible for any more work.

## PMI-001

This is referred to as:

- A. Mitigation
- B. An "act of God" clause
- C. A force majeure clause
- D. An ex parte communication

Answer: C

Explanation:

"Force majeure" is a kind of clause that you'll see in a contract. It says that if something like a war, riot, or natural disaster happens, you're excused from the terms of the contract.

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### **QUESTION 300**

You are a project manager for a software project. As you are defining the scope of the work you need to do, you sit down with all of the project's stakeholders and record all of the requirements you can get from them. Which of the following is NOT a valid requirement from stakeholder analysis?

- A. The quality of the product must be within organizational metrics for software quality.
- B. The budget must be within 10% of our projected cost.
- C. The work the team does must be better than they did on their last project.
- D. There can be no more than 5% schedule variance on the project

Answer: C

Explanation:

Saying that the work must be "better" is subjective. Requirements gathered in stakeholder analysis need to be quantifiable. That way, the team has a goal they can shoot for and you can always tell how close or far from it you are.

---

### **QUESTION 301**

A project manager is running into problems with the team. People are repeatedly running into trouble over seemingly small problems: who takes notes at meetings, what dress is appropriate for the office, who people need to notify when they take a day off. The problems started out small, but as more people run into more problems the situation is rapidly escalating. This situation is most likely caused by a lack of:

- A. Ground rules
- B. A reward system
- C. Sensitivity training
- D. Common courtesy

Answer: A

Explanation:

## PMI-001

Ground rules help you prevent problems between team members, and let you establish working conditions that everyone on the team can live with. You set up the ground rules for a project to help guide people in their interactions with each other. Make sure you discuss the ground rules with the team during the kick-off meeting!

---

### **QUESTION 302**

Which of the following is NOT an input of the Contract Administration process?

- A. Selected Sellers
- B. Contract Management Plan
- C. Procurement Management Plan
- D. Work Performance Information

Answer: C

Explanation:

Contract Administration is the Monitoring & Controlling process for Procurement Management. It's when you run into a change that has to be made to a specific contract. The key here is that it's only about one specific contract - every contract has its own way of dealing with changes, which is why you consult the Contract Management Plan (which deals with just that one contract), and not the Procurement Management Plan (which deals with the entire Procurement Management area.)

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### **QUESTION 303**

Which of the following is a "hygiene factor" under Herzberg's Motivation-Hygiene Theory?

- A. Self-actualization
- B. Recognition for excellent work
- C. Good relations with coworkers and managers
- D. Clean clothing

Answer: C

Explanation:

Herzberg's Motivation-Hygiene Theory states that people need things like good working conditions, a satisfying personal life, and good relations with the boss and coworkers - these are called "hygiene factors." Until people have them, they generally don't care about "motivation factors" like achievement, recognition, personal growth, or career advancement.

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### **QUESTION 304**

Your project has a virtual team. Half of your team members are located in another country, where they are working for a subcontractor. The subcontractor's team members speak a different dialect of English than your team does. After a conference call, two of your team members make jokes about the way your subcontractor's team members speak.

**PMI-001**

What is the BEST way to handle this situation?

- A. Correct the team members individually, and hold a training session for your team to help remove communications barriers
- B. Immediately correct the two people in front of the rest of the team
- C. Report the team members to senior management and recommend that they be punished
- D. Remove noise from the communication by contacting the subcontractor and requesting that the team adjust the way they speak

Answer: A

Explanation:

The PMP Code of Professional Conduct requires cultural sensitivity to others. It's unacceptable to belittle anyone based on how they speak, the way they dress, or any other aspect of their cultural background. If you see a member of your team doing this, it's your responsibility to do what's necessary to correct the behavior and prevent it from happening in the future.

---

**QUESTION 305**

Which of the following is NOT part of the Contract Closure process?

- A. An audit to verify that all of the legal obligations have been met
- B. Making sure all invoices have been paid
- C. Obtaining formal acceptance of all deliverables from all stakeholders
- D. Writing down lessons learned

Answer: C

Explanation:

One way to remember this is to think about how a company bills for its services. If you've finished the work and delivered the product, the product is done and you can close it out. But it may take some time for your invoice to be paid, and you can't close out the contract until you get the money! By the time the Contract Closure procedure happens, you should have already gotten formal written acceptance for the deliverables. That's what the Scope Verification process is for, and you verify that formal acceptance in the Close Project process.

---

**QUESTION 306**

You are the project manager for a software development project. When you need to get staff from the manager of the QA department, he suggests a few test engineers with performance problems for your team. Which is the BEST response to this situation?

- A. Tell the manager that you know which team members you want for your team and he needs to give them to you.
- B. Call a meeting with the QA manager to try to figure out why he suggested those candidates and how the two of you can work together to find team members with suitable

## PMI-001

skills and interests for your team.

C. Tell the QA manager that the staffing problems are really no big deal, and you're sure that the two of you can eventually figure out the right answer together.

D. Stop talking to the QA manager.

Answer: B

Explanation:

You need to figure out the root cause of the problem if you are going to find a lasting solution to it. The best choice is to meet with the manager and understand why he offered the team members to you and what you can do to work together to find the right people for your team. It's possible that he has some information about those staff members that make them a good fit after all.

---

### **QUESTION** 307

Rekha is a project manager on a large construction project. Late in the project, her client demands a big change. She assesses the impact of the change and tells the client how much time and money it will cost. But the client won't allow any change to the schedule and won't pay anything more for change. Rekha explains that the proposed change is well outside the documented scope of the original work. The client tells Rekha that he doesn't care what was in the original scope and that she needs to implement the change with no impact to schedule or budget. What conflict resolution technique is he the client using?

- A. Confronting
- B. Smoothing
- C. Withdrawal
- D. Forcing

Answer: D

Explanation:

The client is trying to command Rekha to do what he says even though she has good reasons for not doing it. He isn't working to solve the problem, he's just forcing the resolution to go his way.

---

### **QUESTION** 308

In which plan do you define the processes that will be used to keep people informed throughout the project?

- A. Communications Management Plan
- B. Staffing Management Plan
- C. Schedule Management Plan
- D. Project Management Plan

Answer: A

**PMI-001**

Explanation:

The Communications Management Plan defines all of the processes that will be used for communication on the project.

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**QUESTION 309**

Which of the following is an output of Direct and Manage Project Execution?

- A. Contract
- B. Preliminary Scope Statement
- C. Work Performance Information
- D. Statement of Work

Answer: C

Explanation:

The two main outputs of Direct and Manage Project Execution are Deliverables and Work Performance Information. Deliverables are the documents and other work products your project produces, and Work Performance Information is a name for all of the performance metrics and reports you can generate to track how your project is doing versus your plan.

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**QUESTION 310**

A project manager is reporting the final status of the closed contract to the stakeholders. Which form of communication is appropriate?

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

Answer: C

Explanation:

All project reports must be communicated as formal written documents. Not only that, but anything that has to do with a contract DEFINITELY needs to be formal written.

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**QUESTION 311**

Which of the following BEST describes the main purpose of the project charter?

- A. It describes the initial scope of the work
- B. It contains a list of all activities to be performed
- C. It identifies the sponsor and describes his or her role on the project
- D. It authorizes the project manager to work on the project

Answer: D

## PMI-001

Explanation:

The project charter does several important things: it lays out the project requirements, describes an initial summary milestone schedule, documents the business case and identifies initial risks, assumptions and constraints. But the most important thing that a project charter does is that it identifies the project manager, and assigns him or her the authority necessary to get the job done.

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### **QUESTION 312**

Rekha is a project manager on a large construction project. Late in the project, her client demands a big change. She assesses the impact of the change and tells the client how much time and money it will cost. But the client says that he doesn't have the time or budget to allow the change. What's the BEST way for Rekha to handle this situation?

- A. Hold a meeting with the client to figure out why he's asking for the change
- B. Have the client find more money for the budget
- C. Do nothing; she's the project manager, so she sets the rules
- D. Have her senior managers meet with the client to explain the situation

Answer: A

Explanation:

This project is not in good shape. The client has needs that aren't being met, but there may not be enough time or money to meet them. What's the project manager going to do? Well, the first thing that you should do any time you have a problem is try to figure out what's causing it. All of the other answers involved taking some sort of action, and you should never take action until you've figured out the root cause of the problem.

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### **QUESTION 313**

You finished your project for a customer to implement a business software solution. All deliverables have been handed over and are already in use by the company. There is a minor last payment to be made by the customer on contract closure. You believe that it is now getting time to finally close the contract with the customer and then administratively close down the project.

You approached the customer this morning and found that they are reluctant to finally close the contract. But you do not exactly understand why. What should you not do?

- A. Based on the contract and all documents which are relevant for the formal relationship with the customer, write a close-out report describing what was contractually required and what was obtained.
- B. Focus on your next project and leave the customer the time to get familiar with the software. They will come back to you anyway after some weeks to terminate the contract and make the last payment.
- C. Update all documents related to the project and the product so that they reflect the final specifications and the status of both the project and the product. Organize them in a fashion for easy access.
- D. Make sure that there are no active purchase orders against the contract or any other

**PMI-001**

pending obligations, requests or claims from either party which need to be resolved. Then insist on formal contract closure.

Answer: B

---

**QUESTION 314**

Post-mortem analysis of a project shows a CPI of 0.8 and an SPI of 1.25. What is a plausible explanation for that?

- A. The project has evidently been finished over budget and ahead of schedule.
- B. The project has produced additional deliverables which were originally not required.
- C. The project has evidently been finished under budget and behind of schedule.
- D. The project was terminated early. At that time, it was over budget and ahead of schedule.

Answer: D

---

**QUESTION 315**

What is true for a project when a Phase gate approach is being used?

- A. Phase gates are often used to verify entry criteria of a previous phase and exit criteria of the next one.
- B. The order of phases must be strictly consecutive without overlapping in order to allow for gates.
- C. Approaching phase gates early is a common signal that project planning has been poor.
- D. Gates are often called kill points, when they are used to eliminate weak team members.

Answer: B

---

**QUESTION 316**

You are in the process of contacting sellers to obtain bids and proposals. You found out that it may be time-consuming to ensure that they have a clear and common understanding of the procurement process and of the needs of your project. Which technique may help you saving time?

- A. Qualified sellers list
- B. Advertising
- C. Bidder conferences
- D. Four-eyes meetings

Answer: C

---

**QUESTION 317**

Which of the following types of limits is often not directly linked to a process output?

**PMI-001**

- A. Control limits
- B. Tolerances
- C. Warning limits
- D. Specification limits

Answer: B

---

**QUESTION 318**

A difference between a Statement of work and a Scope statement is:

- A. The statement of work is prepared by the customer while the scope statement is developed by the project management team.
- B. A project scope statement can become a contract document; a statement of work cannot.
- C. The statement of work focuses on physical or technical matters, while the project scope statement focuses on a functional view.
- D. The project scope statement is in most projects developed before the statement of work is written.

Answer: A

---

**QUESTION 319**

During project execution you found out that work is often not performed at the right time and in the right order. Deliverables are made by one team member that cannot be processed by another one. This already leads to timely rework and bad morale among team members.

Which project management tool is most appropriate to deal with problems like this?

- A. Organization chart
- B. RACI matrix
- C. Communications management plan
- D. Work authorization system

Answer: D

---

**QUESTION 320**

At the end of an internal project, you find several key stakeholders including the sponsor reluctant to finally accept all deliverables and then close the project. What should not be your next step in this situation?

- A. Invite earnest feedback from all sides and try to identify misunderstandings.
- B. Identify any open issues and get them solved. Then be firm on formal closure.
- C. Formally close the project. Stakeholders will find a way by themselves to sort things out.
- D. Identify and openly discuss personal rationales underlying the reluctance.

Answer: C

---

**QUESTION 321**

What is not true for Change requests?

- A. Change requests are always a sign of bad planning and should therefore be avoided.
- B. Change requests should always be handled in a controlled and integrative fashion.
- C. Professionally managed, change requests can help improving a project and resolving emerging problems.
- D. Change requests surpassing the formal change control processes can lead to scope creep.

Answer: A

---

**QUESTION 322**

What is the most important benefit of a 360 degree review?

- A. Managers will be assessed by their subordinates, enforcing a more participative style.
- B. One can use a simple standard questionnaire to gather data from the reviewers.
- C. The reviewed person will regard the assessment process as fair and developmental.
- D. Assessments from different perspectives leave no weak spot of a person unaddressed.

Answer: C

---

**QUESTION 323**

You are running a project to engineer and implement a set of business processes and a software solution for Customer relationship management. The project involves a big number of performing organizations-a major corporation and many suppliers of different size.

During the project you observed a restraining effect of differences between the companies' corporate cultures. This leads to different expectations on how such a project should be handled and to frequent misunderstandings between stakeholders. Another effect is a growing degree of distrust and skepticism.

What should you try first to integrate the diverse stakeholder groups?

- A. Develop a joint quality policy for the project and seek commitment by all organizations.
- B. Focus on project work. As a project manager you should not get distracted by big egos.
- C. Let the problems grow further until they are obvious for all. Then escalate them.
- D. Analyze probability and impact of the risks linked with the situation and plan how to respond to them.

Answer: A

---

**QUESTION 324**

What is best used to calculate the profit from an internal project?

- A. Discounted net savings from the product over n years minus project costs for internal charges
- B. The reduction in Total cost of ownership of the current product compared with its predecessor product
- C. The Economic value added (EVA) to the organization taking into account taxes and capital costs
- D. Discounted net revenues from the product over n years minus project costs for internal charges

Answer: C

---

**QUESTION 325**

Which statement describes best the meaning of Leadership?

- A. Sustaining an ongoing business over a long period of time
- B. Developing a vision and strategy and motivating people
- C. Adhering to publicized standards and procedures
- D. Ensuring predictability in an uncertain environment

Answer: B

---

**QUESTION 326**

Which statement is false for Constructive changes?

- A. Constructive changes are contract changes which are construed from actions taken by either party, not from a change document.
- B. Field changes should be meticulously documented to avoid an interpretation as constructive change.
- C. Constructive changes are limited to the execution processes, when the product of the project is getting constructed.
- D. Constructive changes are a frequent cause of disputes and claims of one contract party against the other.

Answer: C

---

**QUESTION 327**

Projects frequently do not meet customer expectations from which of the following reasons?

- A. Technical inability and poor risk management by the contractor
- B. Unclear Scope definition by the customer for whom the project is performed
- C. Poor technical ability of the contractor running the project for the customer
- D. Poor risk management by the contractor running the project

**PMI-001**

Answer: A

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**QUESTION 328**

Processes of configuration management commonly include all of the following except

- A. Configuration chartering
- B. Configuration status accounting
- C. Configuration identification
- D. Configuration auditing

Answer: A

---

**QUESTION 329**

What is often referred to as the Original duration of an activity?

- A. The total of actual duration and remaining duration when reporting schedule activity progress.
- B. The duration assigned to an activity which was used to calculate a price used in a time and material (T&M) contract.
- C. The overall duration which is imposed on the project team and which- whatever happens-must not be exceeded.
- D. The activity duration originally assigned to a schedule activity and not updated as progress is reported.

Answer: D

---

**QUESTION 330**

Which statement describes best the purpose of the Communications management plan?

- A. The communications management plan describes the information delivery needs including format and level of detail.
- B. The communications management plan focuses on the use of communications technologies by the project management team.
- C. The project management plan is a subsidiary document of the overall communications management plan.
- D. The communications management plan describes rules of behavior and respect for communications in cross-cultural teams.

Answer: A

---

**QUESTION 331**

Which is not an output of the Activity definition process?

- A. Work breakdown structure
- B. Milestone list

**PMI-001**

- C. Activity attributes
- D. Activity list

Answer: A

---

**QUESTION 332**

You are about to close a project which comprises of the development of a production line for an automotive component. A key metric of the component has a diameter of 1".

To get acceptance for the production plant, acceptance sampling during a test run is being used. Results will be depicted on a control chart with  $\pm 3\sigma$  precision.

It has been agreed that over a representative sample size of 150, the standard deviation of the production variation of this metric must not exceed 4.2um.

During the acceptance run, the metric is being taken with new measuring equipment. The data sheet of the measuring equipment states a standard deviation of its measuring variation of 3.0um.

The measurements taken show a variation for the metric with a standard variation of 5.0Xm.

- A. The production variation is over the limit. The production line should not be accepted.
- B. If all other requirements have been met too, the production line has to be accepted.
- C. The number of measurements is not sufficient to make a decision on acceptance.
- D. Statistical sampling is inappropriate for acceptance; it is used for process control only.

Answer: B

---

**QUESTION 333**

Which factors have the strongest influence on customer satisfaction?

- A. Conformance to requirements of the project and fitness for use of the deliverables
- B. Attractive price of the project and low running costs of the product
- C. Efficiency of the project and skills of the project manager
- D. Friendly project manager and effective after-project service

Answer: A

---

**QUESTION 334**

Being the project manager in a high risk electronics project with a lot of new technologies, you developed a Risk management plan and identified risks which you documented in a Risk register. Then, the risks were analyzed and response planned.

It is getting obvious during Risk monitoring and control meetings: The documents which you created are not very helpful. What have you probably done wrong?

- A. You did the first processes alone.
- B. You did not identify Triggers.
- C. You failed to use an RBS.
- D. You did not calculate EMVs.

**PMI-001**

Answer: A

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**QUESTION 335**

What does a project manager need to perform the Manage project team process?

- A. Work performance information
- B. Preliminary project scope statement
- C. Cost baseline
- D. Statement of work

Answer: A

---

**QUESTION 336**

Post mortem Earned value analysis of a project which is going to be closed showed the following data:

SPI: 0.72

CPI: 1.00

What is this telling you?

- A. The entire work of the project has been finished behind schedule and on budget.
- B. The entire work of the project has been finished ahead of schedule and on budget.
- C. The project has been terminated before completion. At that time it was ahead of schedule and on budget.
- D. The project has been terminated before completion. At that time it was behind schedule and on budget

Answer: D

---

**QUESTION 337**

A project manager reported the following Earned value data:

PV: \$12,400,000

EV: \$14,500,000

AC: \$14,500,000

What does this mean?

- A. The project is under budget and on schedule. B.  
The project is on budget, but behind schedule.
- C. The project is on budget and ahead of schedule.
- D. The project is over budget and on schedule.

Answer: C

---

**QUESTION 338**

Together with your team, you applied three-point estimation on a Critical path which consists of two activities.

**PMI-001**

The following duration uncertainties are all calculated assuming a  $\pm 3\sigma$  Confidence interval.

The duration uncertainty-defined as pessimistic minus optimistic estimate-of the first activity is 18 days; the second estimate has an uncertainty of 24 days.

Applying the PERT formula, what is the duration uncertainty of the entire path?

- A. No statement is possible from the information given.
- B. 42 days
- C. 21 days
- D. 30 days

Answer: D

---

**QUESTION 339**

According to Bruce Tuckmann, which are the stages of team development?

- A. Forming, storming, norming, performing
- B. Honeymoon, rejection, regression, acceptance, re-entry
- C. Direct, support, coach, delegate
- D. Tell, sell, consult, join

Answer: A

---

**QUESTION 340**

What is typical for high-context cultures?

- A. Technical means for communications can focus on transfer of spoken and written language.
- B. Communication is preferred which avoids passing over a great deal of additional information.
- C. To understand a message, no information on history or personal opinions is needed.
- D. A message has little meaning without an understanding of the surrounding context.

Answer: D

---

**QUESTION 341**

You are in the process of planning a project and found that stakeholders often have varying objectives and requirements which makes it hard create a plan in such way that all objectives will be met. What is probably most helpful to ensure comm. understanding?

- A. Create an exhaustive document describing your point of view and ask stakeholders to review it.
- B. Let each stakeholder write a statement of work, merge the documents to a project scope statement.
- C. Use your authorization as the project manager to clearly prioritize the different objectives.

**PMI-001**

D. Ask the project stakeholders to build focus groups to discuss and remedy conflicting interests.

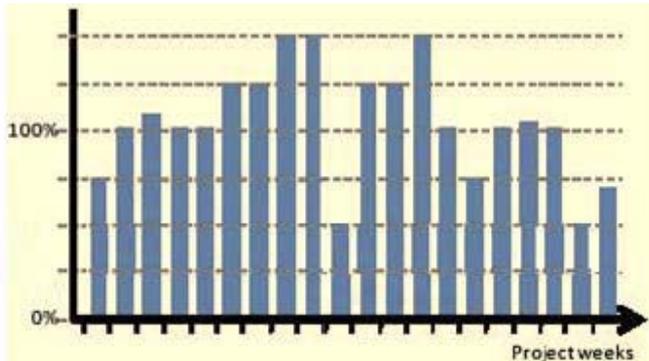
Answer: D

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**QUESTION 342**

You assigned staff members to activities, estimated work and scheduled your project. Then, you depicted the following resource histogram for your staff:

Exhibit:



What is the diagram telling you?

- A. You may run into problems with dual reporting relationships.
- B. You may be able to finish the project early by reassigning work.
- C. The project can probably not be finished as scheduled.
- D. You should avoid network logic diagramming for scheduling.

Answer: C

---

**QUESTION 343**

Which is not a goal in both Project management and Quality management?

- A. Prevention over inspection
- B. Management responsibility
- C. Customer satisfaction
- D. Triple constraint

Answer: D

---

**QUESTION 344**

The proposal manager of your company approached you recently. You made some estimates on direct costs for an offer on a firm fixed price contract. As indirect costs are to be calculated as a percentage of the direct costs, the sum of both cost types led him to calculating a far too high price. How should you not react?

- A. You make the proposal manager aware that a reduction of direct costs may reduce the numbers for overhead cost allocation, but will not influence the actual overheads.

**PMI-001**

- B. You reduce your direct cost assessments by reducing the amount of work and the rates allocated to them. This allows a reduction of the overhead costs and a lower price.
- C. You say that there is no direct link between the price for work to be paid by a customer and the costs occurring on contractor side. It is the sales person's job to make the price.
- D. Calculating overheads as a percentage of direct costs is just a model to simplify calculations. A more specific analysis of these costs may lead to a more realistic project price.

Answer: B

---

**QUESTION 345**

You are the project manager for the development of a new type of power plant. Your project is making fast progress, and it is getting nearer to the day of product acceptance. Which technique will be most important for product acceptance?

- A. Audit
- B. Impact analysis
- C. Inspection
- D. Team review

Answer: C

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**QUESTION 346**

A work breakdown structure which has become part of a contract is often referred to as...

- A. ...FWBS (Final WBS)
- B. ...SWBS (Scoped WBS)
- C. ...CWBS (Contract WBS)
- D. ...MDBS (Mandatory WBS)

Answer: C

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**QUESTION 347**

Which of the following documents is not used as input for product acceptance?

- A. The Project scope management plan, it describes the acceptance process.
- B. The Project scope statement, it describes the acceptance criteria.
- C. The RACI matrix, it describes accountabilities in case of product rejection.
- D. The Work breakdown structure (WBS), it describes the deliverables for acceptance.

Answer: C

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**QUESTION 348**

You are just leaving a meeting, during which you have been assigned as the project manager in a project to build a substation, which is part of a major electric power

## PMI-001

distribution system. The decision to run the project has been made before your assignment and without your involvement. Some basic decisions on deliverables, staffing, budgeting and on the completion date have also already been made. What should you do first?

- A. Create a Project schedule for your project which shows all major milestones and deadlines linked with them. Then try to obtain approval for the schedule.
- B. Start developing a detailed Risk register which includes identified risks with their qualitative and quantitative assessments and a response plan.
- C. Obtain the documents which describe the project selection processes and make sure that they describe all decision processes and their outcomes.
- D. Start the Quality assurance process by developing test procedures for the final deliverable and defining metrics against which the tests will be performed.

Answer: C

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### **QUESTION 349**

How should change management be planned for?

- A. Changes are generally not predictable, therefore planning for change management cannot be sensible.
- B. Changes are a sign of bad planning. One should avoid changes during a project thus eliminating the need to manage them.
- C. Change management can be planned in a set of management plans or a specific change management plan.
- D. Planning for change management should be done while the various change control processes are being applied.

Answer: C

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### **QUESTION 350**

You scheduled a kick-off meeting in order to announce the start of your project, present the plan and develop consensus on it. Another topic will be explanation of each team member's role. In addition, you planned some time for discussions.

You published the agenda of the kick-off meeting some weeks ago to all invited attendees.

Now, short term before the event, you receive various cancellations by team members, who say that they cannot join the meeting. But they will be with you when project work will start.

- A. If you force team members' presence, they would anyway be distracted by their current problems.
- B. It is probably a good idea to reschedule the meeting to a day, when all team members can attend.
- C. You should insist on the presence of the team members to the appointed date.
- D. The kick-off meeting is secondary, you are happy if the team members will do their

**PMI-001**

jobs.

Answer: C

---

**QUESTION 351**

In Configuration management, which of the following is necessary to maintain the integrity of Baselines?

- A. Releasing only approved changes for incorporation into products or services.
- B. Ensuring that team members adhere to a code of ethical conduct and behavior.
- C. Analyzing variances by comparing baseline information with actual project data.
- D. Ensuring transparency across all project management processes and activities.

Answer: A

---

**QUESTION 352**

You are going to take over a new project as the project manager in an enterprise, which is still unknown to you. What should you investigate during the chartering process?

- A. Team performance reports
- B. Enterprise environmental factors
- C. Project management plan
- D. Project risk register

Answer: B

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**QUESTION 353**

As a project manager, you must demonstrate transparency in...

- A. ...relation to proprietary information.
- B. ...your decision making processes.
- C. ...passing on unproven information and gossip.
- D. ...relation to confidential information.

Answer: B

---

**QUESTION 354**

You are currently finishing a project under contract to develop and build some machining equipment for a customer. Your organization took over the obligation to solve certain problems if they come up during a contractual Warranty period of one year after Start of production.

What do you not consider during the warranty period?

- A. At the end of the warranty period, the responsibility for the equipment will be turned over to the customer.
- B. Some team members must be held available during the warranty period in case that

**PMI-001**

they have to solve problems.

C. Incoming problems reported to the team must be handled immediately and with high priority.

D. Parts which were marked As "Is must be held available for free replacement in case of failure.

Answer: D

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**QUESTION 355**

A Run chart is a useful tool to show...44

A. ...patterns and trends in a row of data points.

B. ...behavior of data points against specifications.

C. ...the error margin of a sample versus a whole population.

D. ...behavior of data points against control criteria.

Answer: A

---

**QUESTION 356**

Your project team is on its way to finish work on the project, while you have the impression that a staff member is already negotiating the next assignment in another project. You are afraid that the person may come under pressure to start working on the other job before she has finished her work for your project. Her task is very complex, and it would be hard for someone else to take up the partial results and finish them.

What action is most likely to resolve the situation?

A. Have a private meeting with the person and discuss your observations. Make the person aware of the contract and of the legal consequences of unfinished work.

B. Ignore your observations and let the team member do her job. It is quite uncommon that staff drops work for a project before it is completely finished.

C. Use your network of project managers to find another assignment for the person which allows for smooth transition and does not conflict with your needs.

D. Have a meeting with the entire team and discuss the person's expected early leave. Use team dynamics to buy in the commitment from the person to finish work orderly.

Answer: C

---

**QUESTION 357**

During a post-mortem meeting, discussions come up who has to take responsibility for some major failures. It has become obvious that the attendees of the meeting will not come to a jointly accepted conclusion.

What is not an appropriate strategy for such a situation?

A. Suspend this discussion and schedule another meeting

B. Focus on interests, not positions

C. Insist on objective criteria and standards

**PMI-001**

D. Separate the people from the problem

Answer: A

---

**QUESTION 358**

What should you take care of when you Monitor and control project work?

- A. Ensure that forecasts on work and costs are adhered to.
- B. Ensure that approved change requests are being executed.
- C. Ensure that rejected change requests are not getting executed by mistake.
- D. Avoid that so-called experts influence your project.

Answer: C

---

**QUESTION 359**

Projects may be chartered by all of the following bodies, except?

- A. A program management body
- B. A portfolio management body
- C. The project team
- D. The organization

Answer: C

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**QUESTION 360**

During Human resource planning you identified that your team members are not sufficiently qualified for their tasks. Which may be an appropriate solution to this problem?

- A. Plan quality audits
- B. Develop a training plan
- C. Reduce level of effort
- D. Plan quality inspections

Answer: B

---

**QUESTION 361**

Who should always issue the project charter?

- A. A project initiator or sponsor
- B. A low-level manager of the performing organization
- C. A high-level manager of the performing organization
- D. A person internal to the project organization

Answer: A

---

**QUESTION 362**

What is typical for Critical chain project management?

- A. Management of buffers
- B. Management of leads and lags
- C. Management of total floats and free floats
- D. Management of resource over-allocations

Answer: A

---

**QUESTION 363**

Understanding cultural key similarities and differences is especially important for...151

- A. ...globally dispersed, cross-cultural and virtual teams.
- B. ...teams under high budget and schedule pressure.
- C. ...culturally homogeneous, co-located teams.
- D. ...project sub-teams and work cells.

Answer: A

---

**QUESTION 364**

What is not a reason for companies to organize Lessons learned?

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

Answer: D

---

**QUESTION 365**

In most jurisdictions, a legally required order of formal statements establishing a contract is:

- A. Invitation to treat, offer, PO
- B. MoU, LoI, final agreement
- C. Inquiry, bid, order
- D. Offer, acceptance

Answer: D

---

**QUESTION 366**

Which is not a point used for Three-point estimation?

**PMI-001**

- A. Budget estimate
- B. Optimistic estimate
- C. Pessimistic estimate
- D. Most likely estimate

Answer: A

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**QUESTION 367**

You took over a customer project for your company. From the inputs available, including Contract, Statement of work, Project charter and a Preliminary scope statement, you developed a Project management plan.

You presented your plan in a meeting with key stakeholders including your project sponsor and some representatives from the customer organization.

During the meeting you perceived a high level of dissatisfaction by the customer executives, who signaled that the project might not produce the results that the company expected. In your understanding, all necessary actions have been planned to meet the customer's requirements.

What should you do next?

- A. Do not over-react. Performed according to your plan, the project will produce a convincing product for the customer. As soon as the executives will see it, they will probably change their opinion and accept it.
- B. Request a formal meeting on top executive level to get the misunderstandings sorted out, then arrange a change request, re-plan your project where necessary and go ahead with the project work.
- C. Request a written statement from the customer detailing the requirements which they believe are not addressed by your plan. Use this statement to update the project plan.
- D. Arrange meetings with the customer to identify their needs, wants and expectations for the project. Then create a narrative Scope statement from this information to document the agreed upon project scope.

Answer: D

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**QUESTION 368**

Key stakeholders on every project do not include

- A. Media representatives
- B. Project manager and project management team
- C. Project customer and users
- D. Project sponsor

Answer: A

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**QUESTION 369**

When should Lessons learned be organized?

**PMI-001**

- A. During the project lifecycle and at the end.
- B. At the end of the project during closing.
- C. Lessons learned can be organized when there is time available.
- D. After the end of the project at a project post-mortem meeting.

Answer: A

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**QUESTION 370**

Processes of Configuration management do in general not include...

- A. ...documenting and auditing changes and the implementation status
- B. ...assigning responsibilities for change control and documentation
- C. ...identification and documentation of system or item characteristics
- D. ...controlling changes to these characteristics in an integrative fashion

Answer: B

---

**QUESTION 371**

A WBS dictionary is a document which...

- A. ...describes technical terms used for scope management.
- B. ...translates essential WBS terms for global project teams.
- C. ...helps translating functional into technical requirements.
- D. ...describes the details for each component in the WBS.

Answer: D

---

**QUESTION 372**

Your management announced that they want to put you on a Stretch assignment. In this situation, you should consider that...

- A. ...key stakeholders must have timely and complete information regarding your qualifications to make decisions regarding your suitability for the assignment.
- B. ...you should avoid the increased hassle coming with the assignment. It will not be enough for you to simply satisfy requirements and achieve objectives. You will have to learn a lot.
- C. ...a stretch assignment is over your qualifications right from the start. Whatever your education, knowledge and skills are, you cannot fail. Congratulations.
- D. ...stretch assignments bear an increased risk of failure, and this is rarely outweighed by the learning and development experience expected to come with the assignment.

Answer: A

---

**QUESTION 373**

As a project manager, when should you especially consider cultural differences?

**PMI-001**

- A. When you assign human resources to do the work in a Schedule activity.
- B. When you develop acceptance criteria for work results to be achieved by the team members.
- C. When you break down scope to create a Work breakdown structure (WBS).
- D. When you decide upon recognition and awards during Team development.

Answer: D

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**QUESTION 374**

What is least important when it comes to archiving project records?

- A. Updated records reflecting final results
- B. Integration of the archive with business software
- C. A well-designed records management system
- D. Easy availability of information for future use

Answer: B

---

**QUESTION 375**

40. During which process is the Cost baseline developed?

- A. Integrated change control
- B. Schedule development
- C. Cost budgeting
- D. Cost estimating

Answer: C

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**QUESTION 376**

Your management applies the 10 percent solution: It has requested that you reduce the budget for the project which you are currently initiating by 10%. What will this probably mean for your project?

- A. Most projects have "padded" estimates, and the budgetary reduction will force out the padding from the project.
- B. If the project budget is an honest one, then a reduction in budget must be accompanied by a trade"off in either time or performance.
- C. If the budget is cut by 10 percent, then the project will have an accompanying degradation of quality by 10 percent.
- D. A 10 percent reduction in budget will be accompanied by a loss of performance much less than the target reduction in cost.

Answer: B

---

**QUESTION 377**

What is the five whys method used for?

- A. Identification of special causes
- B. Root cause analysis
- C. Identification of random causes
- D. Identification of causes of conflicts

Answer: B

---

**QUESTION 378**

When is passive risk acceptance an appropriate approach?

- A. When it is best to deal with a risk as it occurs.
- B. When the risk occurrence is hard to identify.
- C. When the likeliness of risk occurrence is verylow.
- D. When the risk cannot be assessed or analyzed.

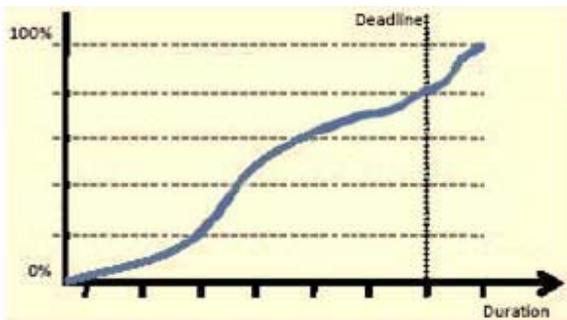
Answer: A

---

**QUESTION 379**

The following diagram depicts a cumulative likelihood distribution for the duration of a project:

Exhibit:



What is the diagram telling you?

- A. The likeliness that the project will finish exactly at the date marked with "Deadline" is 80%.
- B. If the project team will meet the deadline, project costs will be 80% of the budgeted costs.
- C. The likeliness that the project will meet its deadline or will finish earlier is at 80%.
- D. The likeliness that the project team will exceed the date marked with "Deadline" is at 80%.

Answer: C

---

**PMI-001**

**QUESTION 380**

A review of your project team member's most recent performance reports shows a major drop in output. Which is the best approach to raise team productivity in a project?

- A. Improve feelings of trust and cohesiveness among team members.
- B. Increase the frequency of team review meetings and status reports.
- C. Increase the pressure on each team member to adhere to deadlines.
- D. Post a special reward for the best performing team member.

Answer: A

---

**QUESTION 381**

What is not a major benefit of co-locating team members from different cultures in one place instead of having a team dispersed over many countries?

- A. Identical working hours without time zone difference
- B. Reduced burden from traveling and international meetings
- C. Short distance to the customer markets
- D. Enhanced communications and a sense of community

Answer: C

---

**QUESTION 382**

What is true for Statistical sampling?

- A. Variables sampling includes collection of quantitative data on the degree of conformity for each item of a sample.
- B. Statistical sampling can be used to verify for each individual item in a lot, whether it can be accepted or must be rejected.
- C. Attribute sampling means collection of quantitative data showing the level of conformity for each item of a sample.
- D. Statistical sampling is commonly used in Quality assurance to examine if items of a lot conform to quality standards.

Answer: A

---

**QUESTION 383**

Administrative closure procedure for a project phase does not include

- A. Analyzing success or failure
- B. Gathering lessons learned
- C. Collecting project records
- D. Approving the next phase

Answer: D

---

**PMI-001**

**QUESTION 384**

You are assigned as a project manager for an internal project. During cost planning and budgeting you found out, that there are peak times of costs during the project and other times when costs are fairly low. What could this mean for the project?

- A. You may find another project manager with a project which has a different rhythm of high and low costs. Then, you may be able to move budget during one project's low cost periods to the other project.
- B. You are a project manager and work with a lifecycle budget for your project. Fiscal budgets are a matter of the functional organization, and you have generally not to care about them.
- C. You can silently create budget contingencies during low-cost periods and re-use them later during those periods when you have to cover peak levels in project costs.
- D. The fiscal budget mechanism which is used by the performing organization may not allow for cost peaks in your project, and you may have to smooth expenditures over time.

Answer: D

---

**QUESTION 385**

What is commonly the purpose of the Manage stakeholders process?

- A. Resolving issues.
- B. Ensuring stakeholder value.
- C. Identifying stakeholders.
- D. Ensuring the order of phases.

Answer: A

---

**QUESTION 386**

Which is not an activity included in the Integrated change control process?

- A. Performing Milestone trend analysis (MTA)
- B. Documenting the allover impact of Requested changes
- C. Reviewing and approving Change requests
- D. Maintaining the integrity of Baselines

Answer: A

---

**QUESTION 387**

The members of your project team have been assigned to your project with general availability levels of 50%.

Yesterday, they reported to you that significant variances occurred during project execution. You observed that the team members are spending less than 50% of their time working for your project. Your project schedule is on the way to become heavily delayed and deadlines are in jeopardy. What should you do?

**PMI-001**

- A. Talk to your sponsor and try to get more resources assigned on similar conditions as the existing ones.
- B. Ignore the difficulties, adjust your schedule and negotiate new deadlines according to the slower progress.
- C. Talk with the line managers. Negotiate clear and written assignments with predictable levels of effort.
- D. Focus on internal charges. Make sure that your project is not getting charged for more than the actual work.

Answer: C

---

**QUESTION 388**

What should project managers focus on when they perform the Executing process group?

- A. Ensuring accountability for errors.
- B. Doing project work.
- C. Avoid third-party influence.
- D. Coordinating people and resources.

Answer: D

---

**QUESTION 389**

As a leader, how should you deem Ethical conduct?

- A. You are the role model for the team. Your personal integrity demonstrates the desired skills, behavior, and attitudes whose adoption may benefit team members.
- B. You should ensure ethical conduct throughout the team by use of means including recognition and awards and in tight cooperation with the team members' line managers.
- C. There are often dilemma situations in business. Then you may have to suspend your integrity and do what is appropriate. There may be long term negative effects, but these are not your responsibility
- D. Ethical conduct is all right as long as it does not impact the achievement of objectives and does not damage the performing organization's immediate options for profits.

Answer: A

---

**QUESTION 390**

The term Baseline is used in both disciplines Project management and Configuration management. Which statement is not true?

- A. Project management baselines are used for performance measurement. B.
- In configuration management, baselines are used to control change.
- C. In project management, baselines help assessing variance and trends.
- D. Baselines in system configurations are often also referred to as Deltas.

Answer: D

**PMI-001**

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**QUESTION 391**

During execution of your project you observed that a team member is being isolated by other team members. Which is a wrong approach to such a situation?

- A. You should apply team building measures to improve the team's effectiveness.
- B. You should try to get feedback from the isolated team member to understand the situation.
- C. The interpersonal relationships between team members are their private issue. You should not interfere.
- D. You should try to get feedback from the other team members to understand the situation.

Answer: C

---

**QUESTION 392**

When should a Time and material contract with a contractor been chosen instead of a Fixed price contract?

- A. When project scope includes the progressive elaboration of the scope of deliverables.
- B. When subcontractors are being used and the customer will reimburse their invoices.
- C. When only a limited amount of money can be made available to fund the project.
- D. When cost risks for the customer should be limited but not schedulerisks.

Answer: A

---

**QUESTION 393**

You are running a major project with four sub-projects. Each of the sub-project managers has developed a risk management plan, identified many risks, analyzed them and planned for risk response.

It is now two months later. What should you not do?

- A. Ensure that they handle all risks to save you from project level risk monitoring and control.
- B. Make sure that the sub project managers monitor their project work for new and changing risks.
- C. Make sure that the sub project managers keep track of the identified risks and those on the watchlist.
- D. Make sure that the sub-project managers monitor trigger conditions for contingency plans.

Answer: A

---

**QUESTION 394**

Which statement describes best the purpose of brainstorming sessions?

**PMI-001**

- A. Ideas of team members are gathered and structured during the session in the categories of strengths, weaknesses, opportunities and threats.
- B. Team members wear hats with different colors, each of which stands for a way of thinking. They discuss topics each from the viewpoint of their thinking.
- C. The project manager tries during the session to eradicate deviating ideas and concepts of team members so that the entire team follows the project manager's principles.
- D. Thoughts and ideas are creatively gathered without any discussion or frowning. These ideas are only filtered and structured after the end of the session.

Answer: D

---

**QUESTION 395**

A Pareto chart helps focusing on...

- A. ...special causes of process variations which should be investigated to avoid type 1 errors.
- B. ...the minority of causes, which create the majority of problems and delays.
- C. ...the standard deviation of process variation which should not be investigated.
- D. ...causes which create a repeating and often seasonal pattern of problems.

Answer: B

---

**QUESTION 396**

When control charts are being used, outliers are...

- A. ...insignificant results, often measurement errors, whose causes should not be further investigated.
- B. ...a typical result of a rare random cause which is difficult to replicate and to verify.
- C. ...measurements that are inconsistent with a run of 7 results over or under a mean value.
- D. ...measurements that are outside the bandwidth between an upper and lower control limit.

Answer: D

---

**QUESTION 397**

You monitored figures on cost and planned/earned value for each individual project week until the data date at the end of the sixth week. What is the status of this project at this date?

Project week	Actual costs	Earned value	Planned value
1	\$65,000	\$61,000	\$67,000
2	\$85,000	\$79,000	\$89,000
3	\$100,000	\$102,000	\$110,000
4	\$125,000	\$124,000	\$121,000
5	\$135,000	\$133,000	\$139,000

**PMI-001**

6 \$125,000 \$120,000 \$131,000

- A. The project is ahead of schedule and under budget.
- B. The project is behind schedule and under budget.
- C. The project is ahead of schedule and over budget.
- D. The project is behind schedule and over budget.

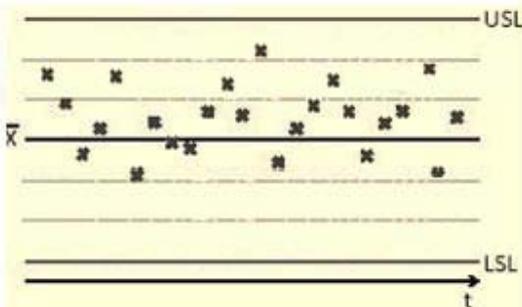
Answer: D

---

**QUESTION 398**

You could obtain measuring equipment with very high accuracy and precision. You used it to make a sequence of measurements directly at a production process output and depicted the results on the following Control chart.

Exhibit:



Which statement is the best conclusion from these results?

- A. The process has high precision but low accuracy. It should be adjusted.
- B. The process has high precision but low accuracy. It should be improved.
- C. The process has high accuracy but low precision. It should be improved.
- D. The process has high accuracy but low precision. It should be adjusted.

Answer: A

---

**QUESTION 399**

The concept of the \_\_\_\_\_ states that changes related to one requirementscope, time or cost-will at least influence one other element.

- A. Triple constraint
- B. Three-point estimation
- C. Three needs theory
- D. Three wise men

Answer: A

---

**QUESTION 400**

Milestones are best characterized by which description?

- A. A period between two project phases including a review

**PMI-001**

- B. A planning tool used to replace progress measurements
- C. A fixed or imposed date during the project lifecycle
- D. A significant point in the project with zero duration

Answer: D

---

**QUESTION 401**

In a project, a Cost incentive contract has been awarded to a contractor with the following parameters:

Target cost: \$1,000,000

Target contractor fee: \$100,000

Cost benefit sharing ratio: 80%/20%

Price ceiling: \$1,200,000

What is the Point of total assumption (PTA, Breakpoint) of the project?

- A. \$1,200,000
- B. \$1,100,000
- C. \$1,125,000
- D. \$1,000,000

Answer: C

---

**QUESTION 402**

In project management, Work authorization is normally not...

- A. ...a permission written by the project manager to begin work on a specific activity.
- B. ...a document issued by a sponsor authorizing the project manager to apply resources to project activities.
- C. ...a written direction used by a project manager to ensure work is done properly and correctly.
- D. ...a permission written by the project manager to begin work on a specific work package.

Answer: B

---

**QUESTION 403**

A project has the following Earned value data assessed:

AC: \$ 4,000,000

CV: \$ -500,000

SPI: 1.12

BaC: \$ 9,650,000

What is the Earned value of the project?

- A. \$3,000,000
- B. \$5,650,000
- C. \$3,500,000

**PMI-001**

D. \$4,480,000

Answer: C

---

**QUESTION 404**

\_\_\_\_\_ is normally not a method of RoI (Return on investment) analysis.

- A. Net present value projection
- B. Sunk cost analysis
- C. Internal rate of Return
- D. Simple payback calculation

Answer: B

---

**QUESTION 405**

Respect is...

- A. ...a duty to show a high regard for oneself, others, and the resources entrusted.
- B. ...a limitation to trust, confidence and performance excellence through cooperation.
- C. ...accepting a level of information which may lead to disrespectful behavior.
- D. ...limited to respecting the physical and intellectual property rights of others.

Answer: A

---

**QUESTION 406**

You are managing an internationally dispersed project team. The members of your team have different cultural backgrounds and primary languages, but all are educated and communicate skillfully in English. You should nevertheless bear in mind that...

- A. ...you may have to accept that team members from one country may not be prepared to work with colleagues from certain other countries.
- B. ...spoken communications can cause misunderstandings you may not find in written communications. These may be hard to identify.
- C. ...certain groups will be happy to stay awake over night to join telephone and video conferences during other members' working time.
- D. ...there are cultural differences. You should write one Code of conduct for each nationality. You should then limit access to these codes.

Answer: B

---

**QUESTION 407**

How can a Process flow chart help in Quality management?

- A. A process flow chart may help reacting later.
- B. A process flow chart may help anticipating problems.
- C. A process flow chart may help spotting staff accountable.

**PMI-001**

D. A process flow chart may help indentifying outliers.

Answer: B

---

**QUESTION 408**

In a country with high level of violence in public, a local police officer requires a private money transfer to ensure the safety of your team. How do you react?

- A. You regard this as bribery or at least as palm greasing and do not pay.
- B. You regard it as a facilitation payment and pay the person.
- C. You do not pay, but follow the chain of command and solicit a decision.
- D. You regard the situation as a gray area and pay through an agent.

Answer: C

---

**QUESTION 409**

The \_\_\_\_\_ is a document which describes how the project management team will implement the performing organization's quality policy.

- A. Quality management plan
- B. Quality audit
- C. Quality assurance plan
- D. Quality commitment

Answer: A

---

**QUESTION 410**

Using Force field analysis to monitor and control how attributes of a project manager and the team influence a project, which should not be found among the strongest driving forces for personal drive, leadership and motivation?

- A. First project management experience
- B. Work challenge
- C. Desire for accomplishment
- D. Interest in project

Answer: A

---

**QUESTION 411**

During Planning processes, you used Monte-Carlo simulation to quantitatively assess cost and schedule risks of your project. Now, during Risk monitoring and control, you repeat the technique, and it leads to different results. What should not be the reason for that?

- A. New risks may have been identified. These influence the input data used for Monte-Carlo simulation in a way which was not predictable at the time when the

**PMI-001**

simulation was run.

B. Some assumptions during planning have meanwhile become fact-based knowledge, so that the risks related to them have vanished or have become certain problems.

C. Some dummy activities in the network logic have an element of uncertainty, which gets bigger over time. While the project proceeds, it is getting even harder to predict how the team members assigned to them will perform.

D. Some constraints have been identified originally, but their influence on the project was unclear when the simulation was run for the first time. By now, the team understands these constraints much better and could adjust the simulation.

Answer: C

---

**QUESTION 412**

Which document is developed along the risk management processes from Risk identification through Risk response planning and Risk monitoring and control?

- A. Risk mitigation
- B. Decision tree
- C. List of risk triggers
- D. Risk register

Answer: D

---

**QUESTION 413**

Which is not an example of a correctly handled Contract closure procedure?

- A. Early termination of a contract because of a repudiatory breach
- B. Settling and finally closing the contract agreement
- C. Early termination of a contract because of an immaterial breach
- D. Product verification by stakeholders and administrative closure

Answer: C

---

**QUESTION 414**

What do you expect when you are submitting an Invitation to Bid to sellers?

- A. Offers which are not primarily written to win against competition.
- B. General information on a seller's ability to provide the goods or services.
- C. Offers which are similar enough to allow a selection based on price.
- D. Offers which will differ significantly in solution approach and price.

Answer: C

---

**QUESTION 415**

Your organization discusses running a project which will entail an investment of \$1,000,000. The product from the project is forecasted to create revenues of \$250,000 in

**PMI-001**

the first year after the end of the project and of \$420,000 in each of the two following years.

What is true for the Net present value of the project over the three years cycle at a Discount rate of 10%?

- A. The net present value is negative, which makes the project attractive.
- B. The net present value is negative, which makes the project unattractive.
- C. The net present value is positive, which makes the project unattractive. D.
- The net present value is positive, which makes the project attractive.

Answer: B

---

**QUESTION 416**

You are defining evaluation criteria for your project. The procurement item is readily available from a number of acceptable sellers. On which criterion may you focus on in such a situation?

- A. Seller's management approach
- B. Price offered by the seller
- C. Seller's financial capacity
- D. Understanding of your need

Answer: B

---

**QUESTION 417**

Which is generally not regarded as one of the three categories of culture that managers should master?

- A. National culture
- B. Organizational culture
- C. Functional culture
- D. Project culture

Answer: D

---

**QUESTION 418**

You are the manager of a major project to develop a system of barriers to prevent a seaside city from flooding. Together with your team you created a Code of conduct stating that the Change control board must be immediately notified of gifts when the value exceeds \$90. The same applies to invitations when the value exceeds \$150.

Today, a contractor executive sent you an invitation for a night at an opera with a value of \$95. It is a one-time event and you tried to obtain tickets by yourself without success. The person told you that he would so much wish to join you, but he will not be available on that day, and he could get hold of only one ticket anyway.

What do you have to do?

**PMI-001**

- A. One may regard the ticket as a gift, but it is just at the limit: You do not have to notify the CCB.
- B. The ticket is a gift and over of the limit. You have to notify the CCB who will make the decision.
- C. You are allowed to accept invitations with a value of up to \$150, so there should be no problem.
- D. You are the project manager. The rules are in place to strengthen your position. They do not apply to you.

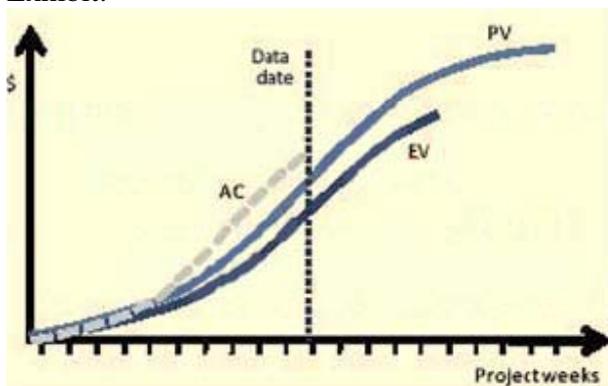
Answer: B

---

**QUESTION 419**

What is wrong in this diagram?

Exhibit:



- A. The data date must be accurately between weeks.
- B. EV cannot be assessed beyond the data date.
- C. AC cannot be higher than PV when EV is lower.
- D. PV cannot be assessed beyond the data date.

Answer: B

---

**QUESTION 420**

When should the Project schedule be developed?

- A. As early in the project as possible. A stable schedule should be there before performing any other planning processes.
- B. When most planning processes from scope and time management have been finished. This will be iterated when necessary.
- C. During initiating. The project schedule should be developed concurrently with the preliminary scope statement.
- D. Scheduling should be avoided. Agile approaches with a backlog and a 4 to 8-weekly meeting cycle are sufficient.

Answer: B

---

**PMI-001**

**QUESTION 421**

Understanding of \_\_\_\_\_ characteristics of people is not part of understanding the cultural and social environment.

- A. economic
- B. ethnic and religious
- C. individual
- D. educational

Answer: C

---

**QUESTION 422**

During the execution of a project to build a complex defence system, your team has run into a deep crisis.

The project's goal and objectives have been challenging right from the start, but now you discovered that your team members got increasingly unaware of them. Being busy solving detail problems, they often fail to understand the overall requirements. Then, they develop solutions which resolve issues in their area of limited responsibility, while creating new problems at the interfaces with other system components.

Meanwhile, the team members show signs of growing frustration, and time is running away. How can you help your team in this situation?

- A. Ignore the low-level issues and focus on achieving the overall requirements, details can be sorted out during test and handover.
- B. If everybody simply does their jobs, then there should be no problem. Make sure that team members are fully aware of their accountability.
- C. Problems of this dimension have their origin in fundamental personal incompatibilities between team members. You should replace them all.
- D. Accompany your team members along a sequence of maturity levels from dependence through independence to interdependence.

Answer: D

---

**QUESTION 423**

Which is a technique often used for Quality assurance?

- A. Quality audit.
- B. Code review.
- C. Scope verification.
- D. Inspection.

Answer: A

---

**QUESTION 424**

Which of the following are not common Barriers to project team building?

**PMI-001**

- A. Differing outlooks, priorities, and interests
- B. Excessive team member commitment
- C. Role conflicts
- D. Unclear project objectives/outcomes

Answer: B

---

**QUESTION 425**

Your project run for a customer is coming to an end. The customer has been contractually granted a three years warranty period for the product of the project. What should you do first?

- A. There is no additional work to be done. The contract should describe all processes in sufficient detail.
- B. Hand all relevant documentation over to the organizational unit responsible for handling the warranty.
- C. Changes on the product can affect warranty clauses. Ensure that these clauses are aligned with the final specifications.
- D. According to many legislations, you cannot formally close a project before the end of the warranty period.

Answer: C

---

**QUESTION 426**

During execution in a project to build a major road bridge, your team found a hefty flaw in the technical drawings. On an ad-hoc base, they had to find and implement a workaround to avoid delays and mitigate technical problems. What should you do next?

- A. It is normal in projects that, during project execution, inconsistencies arise between planning documents and actual implementation. This is no problem as long as the functional status of the product is maintained.
- B. A formal change request from hind side is not sensible. Create some additional documents describing the workaround and sign them by yourself, you can present them during the next regular CCB meeting.
- C. Meticulously document the problem and the workaround to create a requested change to the project management plan, which will then be passed to the body responsible for the change control decision.
- D. The workaround was performed on a technical level only. As long as it does not influence the function of the bridge or the organizational configuration of the project, a change request will not be necessary.

Answer: C

---

**QUESTION 427**

What is important for Quality auditors?

**PMI-001**

- A. They must be in-house personnel.
- B. They must be third-party staff.
- C. They must be properly trained.
- D. They must be mandated by the auditee.

Answer: C

---

**QUESTION 428**

Your organization has the choice between several internal projects it could run. In order to select projects, the organization assessed their strategic importance, investment requirements, and expected cash inflow from the projects' products, services and results. What should the organization assess in addition?

- A. The assessments done should be sufficient.
- B. The frequency of changes to strategic goals.
- C. The probability of changes to strategic goals.
- D. The probability of the expected cash inflows.

Answer: D

---

**QUESTION 429**

The Contract management plan differs from the Procurement management plan by which characteristics?

- A. The contract management plan is written by the project manager, the procurement management plan is written by the procurement department.
- B. The procurement management plan relates to the project, while a contract management plan may be written for each individual procurement item.
- C. The contract management plan describes the type of contracts to be used. The procurement management plan describes how the contract will be managed.
- D. The contract management plan is output of the Plan contracting and acquisition process, the procurement management plan is output of the Select sellers process.

Answer: B

---

**QUESTION 430**

What is not true for project deliverables?

- A. Once project deliverables have been identified, their description should not be changed any more.
- B. The acceptance process for deliverables and how rejection will be addressed should be described in the contract.
- C. Project deliverables may be products, capabilities for services or other kinds of results.
- D. Project deliverables should be identified, described and agreed upon as early in the project as possible.

**PMI-001**

Answer: A

---

**QUESTION 431**

Which statement is false? Progressive elaboration of project scope...

- A. ... means developing in steps. It not should be confused with scope creep.
- B. ...when properly managed, integrates elaboration of project and deliverable specifications.
- C. ...is a characteristic of projects that accompanies the concepts of temporary and unique.
- D. ...signals a weak spot in the scope definition process, caused by incomplete contracts and specifications.

Answer: D

---

**QUESTION 432**

Being assigned as a project manager, you noticed during executing that conflicts arise in the team on both, technical and interpersonal level. What is an appropriate way of handling conflicts?

- A. A conflict should be handled in a meeting so that the entire team can participate in solution finding.
- B. Conflict should be addressed early and usually in private, using a direct, collaborative approach.
- C. Conflicts distract the team and disrupt the work rhythm. You should always smooth them when they surface.
- D. You should use your coercive power to quickly resolve conflicts and then focus on goal achievement.

Answer: B

---

**QUESTION 433**

A project manager tracks the work of team members using a network logic diagram. Which effect will the presence of an actual finish date have on the calculation of float for finished activities?

- A. Finished activities have only float left when they have been completed on schedule.
- B. When an activity has been finished, float gets often converted to become slack.
- C. When an activity has been finished, total float gets often converted to become free float.
- D. Calculating free float and total float is generally not reasonable for finished activities.

Answer: D

---

**QUESTION 434**

Frequent stimuli for a project include the following, except

- A. A business need
- B. A market demand
- C. A technological advance
- D. Regular plant maintenance

Answer: D

---

**QUESTION 435**

Product acceptance criteria should be laid down in which document?

- A. Resource assignments
- B. Project scope management plan
- C. Project scope statement
- D. Work breakdown structure

Answer: C

---

**QUESTION 436**

Geert Hofstede's cultural dimension of Individualism refers to...

- A. ...the degree of dependence relationships between individuals.
- B. ...the tolerance for ambiguity or uncertainty in the workplace.
- C. ...the identification with the gender role of an individual.
- D. ...the significance of the person versus that of the group.

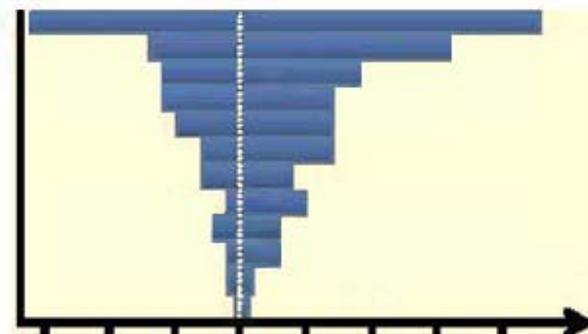
Answer: D

---

**QUESTION 437**

What is the purpose of the following diagram?

Exhibit:



- A. Describing the influence of extreme weather conditions on progress and on the achievement of project objectives.
- B. Comparing the relative importance of variables that have a high degree of uncertainty

**PMI-001**

with those that are more stable.

C. Evaluating the degree to which project work and deliverables conform to the expectations of key stakeholders.

D. Evaluating team performance and identifying team members with low productivity and work effectiveness.

Answer: B

---

**QUESTION 438**

A request, demand or assertion of a contract partner for consideration, compensation or payment under a legally binding contract, such as a disputed change, is often referred to as a99

A. Refinement

B. Trial

C. Audit

D. Claim

Answer: D

---

**QUESTION 439**

You identified a technical risk in your project and assigned a contingency for that. Planning contingency reserves is part of what risk response strategy?

A. Passive risk acceptance

B. Active risk acceptance

C. Active risk mitigation

D. Passive risk avoidance

Answer: B

---

**QUESTION 440**

A project underwent a major Scope change, which increased cost and work levels. What does this mean for Earned value data?

A. As baselines should generally not be adjusted, the project is due to exceed its budget from now on.

B. There are several reasons to change a baseline, but not scope changes. The project will exceed its budget.

C. The cost baseline will be updated and the new baseline will be the basis for future earned value analysis.

D. Earned value analysis becomes useless after a scopechange, the technique should not be used any more.

Answer: C

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**PMI-001**

**QUESTION 441**

Which is not a type of project review meeting?

- A. Project status meeting
- B. Customer review meetings
- C. Executive management review meetings
- D. Team review meetings

Answer: A

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**QUESTION 442**

You are running a project to develop the production process for a future electronic component. You found out during some first test batches, that the precision is generally very good, but that you have some irregular outliers in a completely unpredictable pattern. What should you do?

- A. Research outliers, they may give you important insights into problems which may trouble later production.
- B. Ignore the outliers; they are not relevant as long as the yield from the production is sufficiently high.
- C. Tell the designated production manager of your observations and ask him to take care after handover.
- D. Try to increase the accuracy of the process by adjustments, thus reducing the number of outliers.

Answer: A

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**QUESTION 443**

Which of the following is generally not regarded as an element of active listening?

- A. Interpreting the information
- B. Making eye contact
- C. Paraphrasing
- D. Interrupting when appropriate

Answer: D

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**QUESTION 444**

How does a project management team stay in touch with the work and the attitudes of project team members?

- A. Using closed questions during team meetings
- B. Through third-party assessments
- C. By observation and communication
- D. Through the team members' functional managers

**PMI-001**

Answer: C

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**QUESTION 445**

A facilitator should...

- A. ...be in full control of the discussion and its outcomes.
- B. ...avoid a flip chart Parking lot.
- C. ...give guidance as required without interfering.
- D. ...always take notes by herself.

Answer: C

---

**QUESTION 446**

You have just taken over a project as a project manager, which will create many benefits to the performing organization, but you sense a high level of resistance by various stakeholders right from the start. What is the most appropriate action to resolve the problem?

- A. Do not talk to these stakeholders too much at thistime, instead create Faits accomplis, which will later force the stakeholders to support the project due to a lack of alternatives for them.
- B. Develop an organization diagram, which places each of the stakeholders at an appropriate position inside the project and allows for certain lines of communication while disallowing others.
- C. Develop a responsibility assignment matrix which clearly shows the responsibility of each stakeholder for the various project activities andwho needs to be consulted and informed.
- D. Schedule a meeting with these stakeholders to present the project, discuss and establish ground rules, ensure their involvement and identify initial personal and organizational issues.

Answer: D

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**QUESTION 447**

What is the purpose of a Preliminary scope statement?

- A. To break down the scope of the project into smaller, better manageable components for further planning and estimating.
- B. To link the project, which is going to be planned, executed, and monitored/controlled to the ongoing work of the organization.
- C. To formally authorize the project and provide the project manager with the authority to apply organizational resources.
- D. To address and document the characteristics and boundaries of the project and its associated products and services.

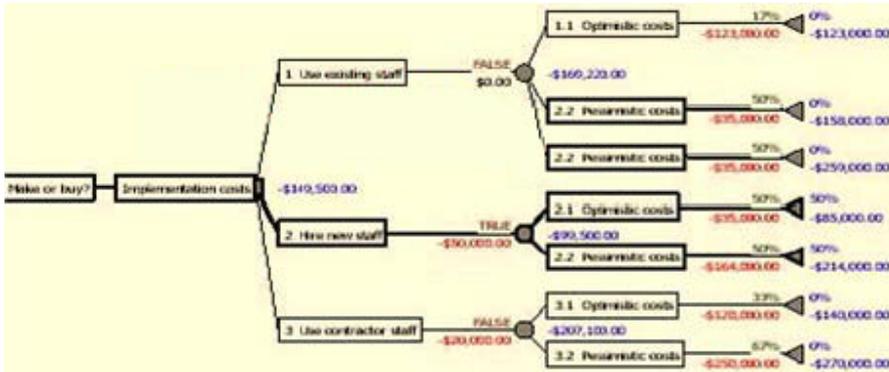
**PMI-001**

Answer: D

**QUESTION 448**

Which technique has been applied to develop the following diagram?

Exhibit:



- A. Risk breakdown structure
- B. P/I matrix
- C. Decision tree
- D. Strategic scoring

Answer: C

**QUESTION 449**

A management point in a Work breakdown structure (WBS), which is used to consolidate and process work package data and forward the results to the project manager is called

- A. Account limit
- B. Chart of accounts
- C. Control limit
- D. Control account

Answer: D

**QUESTION 450**

Your project exceeded costs in the past caused by an underestimation of resource costs in the cost baseline:

PV: \$1,200,000, EV: \$1,000,000, AC: \$1,200,000

You expect the underestimation to influence the future as much as it did in the past.

If the BTC (Budget to complete) is at \$1,000,000, what should be your new EAC (Estimate at Completion)?

- A. \$2,000,000
- B. \$2,200,000
- C. \$2,400,000

**PMI-001**

D. \$1,800,000

Answer: C

---

**QUESTION 451**

A project was budgeted at \$1,000,000. The project is meanwhile being executed, and the following current figures have been assessed:

PV: \$500,000

EV: \$450,000

AC: \$550,000

Assuming that the Cost variance was caused by one-time cost drivers, which are no more effective, what Estimate at completion (EaC) can you derive from these figures?

A. \$1,222,222

B. \$1,000,000

C. \$1,100,000

D. \$900,000

Answer: C

---

**QUESTION 452**

You recently took over the assignment for a project. The project charter and a preliminary scope statement have been developed. What is an appropriate next step for you?

A. Develop the project schedule.

B. Get approval for the project management plan.

C. Develop the risk register.

D. Develop management plans.

Answer: D

---

**QUESTION 453**

Being the project manager in a software project which is currently initiated, you want to assess high level risks. What should you do?

A. Identify and analyze risk events using qualitative and quantitative techniques.

B. Develop contingency plans and fallback plans in case the original plan proves wrong.

C. Discuss the risks documented in your risk register with the project key stakeholders.

D. Develop a preliminary scope statement and document initially identified risks in this document.

Answer: D

---

**QUESTION 454**

You are running a project which was budgeted based on some Rough order of magnitude

## PMI-001

(ROM) estimates with a precision of -50% /+100%. Meanwhile, with new estimates made on detail level and some work already finished, you found out that these estimates were consistently too low and the budget will not be sufficient to successfully run and finish the project. What should you do?

- A. Try to reduce scope or quality in areas where it cannot create difficulties for you and the team. Finally, it is not your responsibility that an insufficient budget has been created for the project.
- B. Bring the issue up to your sponsor and discuss how this should be handled. Together with the sponsor adhere to the guidelines which describe how budgets will be reviewed and refined.
- C. Find a contractor who can run the project for you. Set the budget as a price limit during the bidding process and accept only Firm fixed price (FFP) offers which do not exceed this price.
- D. You shouldn't worry too much, It is quite normal that early estimates are too optimistic, later estimates are too pessimistic and the project costs will finally settle somewhere in between. So relax!

Answer: B

---

### **QUESTION 455**

A customer requires from you a minor scope change and expects you to do this without delays and additional costs. You believe that you have adequate authorization to make the decision by yourself, but you are not quite sure.

What should be your next steps?

- A. Customer satisfaction is your top priority. The customer gives you an opportunity to increase their satisfaction, which you should use to the maximum benefit. Most project managers have contingencies to cover risks; these can be used to pay the additional costs.
- B. A requested change is always an opportunity to get more money paid by the customer and to secretly solve schedule and quality problems. You should make some reasonable estimates on time, costs, risks etc. and then add a nice margin on top of that to calculate the new price.
- C. Before making a decision you should have a look at the customer's parking lot. If you find there many expensive, new models, it is likely that you can use the requested change to increase the profit from the contract. Otherwise you should reject the request.
- D. Handle the request according to the integrated change control processes described in your management plans. Then make a decision together with the appropriate change control body, whether the increased customer satisfaction will be worth the extra costs, work, risks etc.

Answer: D

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### **QUESTION 456**

What is true for the process of Scope verification?

**PMI-001**

- A. The project team members must achieve acceptance of the deliverables. This process is coordinated and documented by the project management team.
- B. Insufficient documentation is not a reason to reject deliverables, as long as in all other respects they are built according to specifications agreed upon.
- C. Formal acceptance will finally reconcile all inconsistencies among deliverables and documents that were caused by bad change control and scope creep.
- D. It is the project management team's responsibility to obtain stakeholder's formal acceptance of the completed project scope and deliverables.

Answer: D

---

**QUESTION 457**

You have recently been named as the project manager of a new project under contract. The sponsor of the project gave you the contract which has been signed by the customer and a document Statement of work. He asked you to go on with initiation. Which document should you develop next?

- A. Scope statement
- B. Preliminary scope statement
- C. Project charter
- D. Project schedule

Answer: C

---

**QUESTION 458**

Which question is not appropriate for a weighting system to evaluate seller's performance according to weighted criteria?

- A. Has a CV of the prospective project manager been sent with the proposal?
- B. What financial status and reputation in the market place could be assessed?
- C. What is the yearly investment in development of personnel per year and employee?
- D. How many reference customers have been verified by the seller in the specific field?

Answer: A

---

**QUESTION 459**

The Communications management plan is a document, which includes descriptions of

- A. Responsibility assignments
- B. Stakeholder communication requirements
- C. Activity level status reports
- D. Project level performance reports

Answer: B

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**PMI-001**

**QUESTION 460**

What is the benefit of a Weighting system over a Screening system when used for selection among sellers?

- A. A weighting system is faster and easier to use.
- B. A weighting system is less prone to subjective prejudice.
- C. Criteria for a weighting system are easier to define.
- D. A weighting system allows prioritization of selection criteria.

Answer: D

---

**QUESTION 461**

Crashing describes a technique to speed up a project by...

- A. ...overlapping activities which were originally planned to be done in sequence.
- B. ...reallocating existing resources or assigning additional resources to the project.
- C. ...reducing the number of features of the product in order to reduce development work.
- D. ...reducing the duration estimates for activities to increase the pressure applied to the staff.

Answer: B

---

**QUESTION 462**

What are extrinsic motivators?

- A. Motivators derived from within the individual
- B. Incentives such as money, gifts, and rewards.
- C. Hygiene factors of the work environment
- D. Motivators specific to an individual.

Answer: D

---

**QUESTION 463**

As a project manager you can assign any one of two team members to a highly coveted task. Both are equally capable, but one of them is a member of your in-group. To the other one, you have far more distance. How should you behave?

- A. You take the person not in your in-group to avoid misunderstandings.
- B. You delegate the decision to a third team member to avoid the conflict.
- C. Chose their in-group person. The trustful relation will benefit the project.
- D. You disclose the situation to stakeholders and solicit a joint decision.

Answer: D

---

**PMI-001**

**QUESTION 464**

What should you avoid when you are organizing documents as Lessons learned?

- A. Writing lessons learned should be an exercise enhancing your personal learning experience. Make sure you grasp what you are writing down.
- B. Devise the lessons learned documentation in a wording which is easy to understand for a reader who is not familiar with the project.
- C. Keep lessons learned documents at a place where they are easy to access and to retrieve for those who may later need the information.
- D. Lessons learned must detail how certain groups or persons caused failures and delays, especially if they are inside the own organization.

Answer: D

---

**QUESTION 465**

Which statement describes best the term Sink node?

- A. It is a node in a WBS, where several branches are brought back together.
- B. It is a node in a Conditional network diagram, at which it becomes deterministic.
- C. It is a node in a Decision tree, showing various branches with the same chance.
- D. It is a node in a Network logic diagram which has multiple predecessors.

Answer: D

---

**QUESTION 466**

Situational leadership as defined by Hersey and Blanchard consists of the stages

- A. Must-be requirements, one-dimensional requirements, attractive requirements
- B. Acquisition stage, learning stage, performance stage, exhaustion stage
- C. Directing, supporting, coaching, delegating.
- D. Direct style, instrumental style, relational style.

Answer: C

---

**QUESTION 467**

The use of scarce resources must be decided upon with functional managers before it causes delays in your project. Which is probably your most important skill right now?

- A. Negotiating
- B. Facilitating
- C. Documenting
- D. Planning

Answer: A

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**PMI-001**

**QUESTION 468**

You are project manager for a project with a multi-million value assigned by a company that is listed at a US stock exchange.

Recent Earned value analysis after app. 25% completion told you that your project has a CPI of 0.76. What should you do right now?

- A. It is still early in the project and data are yet inaccurate. Wait a while and allow numbers from the project to stabilize.
- B. The variance is a signal of a sound project which is well under budget. There is no need for action.
- C. You should immediately inform your management, which should then assess whether this CPI constitutes a material financial issue.
- D. A project that much under budget may be a problem for negotiating future budgets. Try to spend money somewhere else.

Answer: C

---

**QUESTION 469**

The \_\_\_\_\_ can be used to assess outlays and funding requirements.

- A. Cost variance analysis.
- B. Cost assignment matrix
- C. Cost control plan
- D. Cost baseline

Answer: D

---

**QUESTION 470**

\_\_\_\_\_ are not necessarily used to establish the Cost baseline of a project?

- A. The Risk breakdown structure and the Risk register.
- B. The Project schedule and Resource calendars.
- C. Schedule activity or work package cost estimates.
- D. The Work breakdown structure and WBS dictionary.

Answer: A

---

**QUESTION 471**

Which statement describes best handling of assumptions during the Initiating processes?

- A. Risks are a sign of uncertainty. Avoiding all uncertainties means that a project should have no risks at all.
- B. Managing and organizing assumptions means avoiding risks right from the start of the project.
- C. It is the responsibility of the sales person in charge to identify all risks related to a customer project.

**PMI-001**

D. Organizational, environmental and external assumptions should be addressed by the project charter.

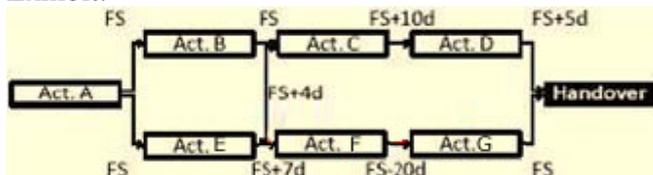
Answer: D

**QUESTION 472**

The manager of the following project cannot hand over the project's product to the customer before all activities have been finished.

From the information shown in the Network logic diagram, which activity is most likely to cause problems when the project reaches the Handover milestone?

Exhibit:



- A. Activity D
- B. Activity F
- C. Activity C
- D. Activity E

Answer: B

**QUESTION 473**

In an organization, project managers report directly to the head of a Project management office (PMO). In this case, which statement is probably not true?

- A. Projects will be run by the functional organization and project managers are expediting change control.
- B. The head of the project management office can strengthen the matrix as a manager of project managers.
- C. The project management office will actually be responsible for direct management of the projects.
- D. It will be easier for the PMO to ensure that the organizational process assets provided are being used.

Answer: A

**QUESTION 474**

You gathered a lot of knowledge on project management in your business life. What is an appropriate use for that?

- A. Your job is managing projects for your customers. You should not worry about other project managers.
- B. There are better project managers somewhere in this world. They should help developing the professional community.

**PMI-001**

- C. It is your knowledge, and it has a high market value. You may consider it you intellectual property, which you keep secret.
- D. Share your knowledge with the professional community in form of books, articles, lectures, seminars etc.

Answer: D

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**QUESTION 475**

What is the meaning of the acronym CSOW?

- A. A Statement of work on project level that cumulates statements of work on Cost account level
- B. A Statement of work that is currently valid;this contrasts with the scope baseline, a formerly valid SOW.
- C. A Statement of work that is part of a Contingency plan; it is commonly linked with Contingency reserves.
- D. A Statement of work that has been formally agreed upon by both parties and is therefore part of a Contract.

Answer: D

---

**QUESTION 476**

What are the cost types in modern quality management?

- A. Prevention costs - appraisal costs - failure costs
- B. Planning costs - assurance costs - control costs
- C. Planning costs - doing costs - checking costs - acting costs
- D. Costs of good quality - costs of bad quality

Answer: A

---

**QUESTION 477**

You need a batch of 100 identical valves which will be custom made for your project to build a food processing plant. There is a risk of deterioration of victuals during processing; therefore you placed requirements on the quality of the raw materials for the valves, which will make production very costly.

Unfortunately, in order to test the valves against these requirements, you would have to destroy them. And you have no experience with the vendors at all. What should you do?

- A. Do 100% inspection on delivery to your premises,then order another batch of 100 valves.
- B. Require the seller to supply the valves together with appropriate certificates from their raw materials suppliers.
- C. Negotiate a contract over more than 100 items and perform acceptance sampling for the surplus of the batch on delivery.
- D. Do 0% inspection. You have to trust the selected supplier that they will use the

**PMI-001**

materials according to your specification.

Answer: C

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**QUESTION 478**

A project was assessed and the following Earned value data have been found:

PV: \$750,000

EV: \$750,000

AC: \$900,000

What is the Burn rate of the project?

- A. 1.00
- B. 0.83
- C. 1.10
- D. 1.20

Answer: D

---

**QUESTION 479**

During Risk identification sessions, you and your team identified more than 150 risks for your project. You are afraid that evaluating each of these risks quantitatively will cost you an enormous amount of time, while not all of them are really relevant and important enough to justify such a measure. What should you do next?

- A. Assess the probability of each risk qualitatively and further analyze only those risks with high probability.
- B. Identify Risk triggers where possible. Analyze only those risks quantitatively for which no trigger could be found.
- C. Assess the potential impact of each risk qualitatively and further analyze only those risks with high impact.
- D. Use Qualitative risk analysis in order to prioritize risks for further action, such as Quantitative risk analysis.

Answer: D

---

**QUESTION 480**

A project customer and a contractor agreed on regular Quality audits during execution by a third party audit team, which is working on an assignment for the customer.

What should the contractor have prepared for the audits?

- A. Quality documentation
- B. Measurements and test results
- C. Contract related correspondence
- D. Work results

Answer: A

**QUESTION 481**

What does the term Best practice often refer to?

- A. A standardized set of deliverables, like plans, reports, and checklists.
- B. The concept of State of the art applied to project management.
- C. A specific sequence of work, described in terms of Soft logic.
- D. A set of Tools and techniques that a project manager should master.

Answer: C

---

**QUESTION 482**

You created a Baseline of your System configuration and added several changes to that as amendments. Meanwhile you are afraid that the big number of Deltas may cause inconsistencies and make you unable to understand the current system configuration. What should you do?

- A. Create an entirely new configuration.
- B. Proclaim a Design freeze.
- C. Revise the baseline.
- D. Go on with amendments.

Answer: C

---

**QUESTION 483**

During execution of a project, you observe that the performance of some of your team members is dropping, while others are doing a consistently good job. What should you try first to bring the team as a whole back to performance?

- A. Organize a team meeting and discuss openly the bad performance of the weak team members. Try to find a joint solution during the meeting.
- B. Introduce a system of formal and informal performance appraisals, research causes for bad performance and solicit mutual feedback.
- C. Introduce a competitive incentive system with a bonus for the 20% of your team which is performing better than the other 80%.
- D. Do not interfere, but allow the team some time to organize itself and sort the problem out by low-level conflict management.

Answer: B

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**QUESTION 484**

Which is not a characterizing content of a document referred to as Activity attributes?

- A. The person executing the work in a schedule activity
- B. Schedule activity identifiers, codes and descriptions
- C. Schedule activity predecessors and successors

**PMI-001**

D. The cost baseline assigned to the schedule activity

Answer: D

---

**QUESTION 485**

Which concept of locating team members can help them best to enhance their ability to perform as a team?

- A. Virtual e-teams
- B. Co-location
- C. Cross-functional dispersion
- D. Global team dispersion

Answer: B

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**QUESTION 486**

At the beginning of Project execution, you notice different opinions between team members relating to project work and deliverables and to the level of overall complexity. What should you do right now?

- A. Organize meetings to identify and resolve misunderstandings between team members in order to early avoid interface problems, disintegration and costly rework.
- B. Use interviews in private with each individual team member to inform them of your expectations and your requirements in an atmosphere of confidence.
- C. Give your team members some time to develop a common understanding of the project scope and product scope. Upcoming interface problems may be resolved later.
- D. Use the Risk management processes to identify and assess risks caused by misunderstandings and develop a plan with measures in order to respond to them.

Answer: A

---

**QUESTION 487**

A Project charter is a document that...76

- A. ...breaks down the project scope over several steps to describe the project on work package level.
- B. ...describes all activities which are necessary to create the project deliverables.
- C. ...describes both the project scope and the product scope at detail level.
- D. ...authorizes the project and the use of organizational resources to meet project requirements.

Answer: D