PMP Sample Exam I

Test 1

1) Which performance measurement tells us how much more of the budget is required to finish the project?

   a) ETC
   b) EV
   c) AC
   d) EAC

2) Which of the following compression techniques increases risk?

   a) Crashing
   b) Resource Leveling
   c) Fast tracking
   d) Lead and Lag

3) You are a project manager for Waterways Houseboats, Inc. You've been asked to perform a benefit/cost analysis for two proposed projects. Project A costs $2.4 million with potential benefits of $12 million and future operating cost of $3 million. Project B costs $2.8 million with potential benefits of $14 million and future operating costs of $2 million. Which project should you recommend?

   a) Project A because the cost of implement is cheaper than Project B
   b) Project A because the potential benefits plus the future operating costs are less in value than the same calculation for Project B
   c) Project B because the potential benefits minus the implementation and future operating costs are greater in value than the same calculation for Project A
   d) Project B because the potential benefits minus the costs to implement are greater in value than the same calculation for Project A

4) These diagrams rank order factors for corrective action by frequency of occurrence. They are also a type of histogram:

   a) Control charts
   b) Process flowcharts
   c) Scatter diagrams
   d) Pareto diagrams

5) You've been assigned as a project manager on a research and development project for a new dental procedure. You've published the scope statement and are working on the scope management plan. What is the purpose of the scope management plan?

   a) It describes and documents a scope baseline to help make future project decisions
   b) It decomposes project deliverables.
   c) It describes how project scope changes will be incorporated into the project and how project scope will be managed
   d) It describes how cost and time estimates can be composed for project scope changes

6) What is one of the most important skills a project manager can have?
   a) Negotiation skills
   b) Influencing skills
   c) Communication skills
   d) Problem-solving skills

7) The project manager has the greatest influence over quality during which process?

    a) Quality Planning
    b) Quality Assurance
    c) Quality Control
    d) Quality Change Control

8) Project managers have the highest level of authority and the most power in which type of organizational structure?

    a) Projectized
    b) Strong Matrix
    c) Functional
    d) Balanced Matrix

9) You are the project manager of Heartthrobs by the Number Dating Services. You're working on an updated Internet site that will display pictures as well as short bios of prospective heartbreakers. You have your activity list and resource requirements in hand and are planning on using qualitatively based durations and reserve time to determine activity durations. Which of the following is true?

    a) You are using inputs of the Activity Duration Estimating Process
    b) You are using tolls and techniques of the Cost Estimating Process
    c) You are using tools and techniques of the Activity Duration Estimating Process
    d) You are using inputs of the Cost Estimating Process

10) You are a project manager who has recently held a project team kick-off meeting where all the team members were formally introduced to each other. Some of the team members know each other from other projects and have been working with you for the past 3 weeks during the Planning process. Which of the following is true?

    a) Team building begins once all the members of the team are identified and introduced to each other. This team is in the storming state of Team Development
    b) Team building begins at the Planning process. This team is in the storming stare of Team Development
    c) Team Building begins once all the members of the team are identified and introduced to each other. This team is in the forming stage of Team Development
    d) Team building begins at the Planning process. This team is in the forming stage of Team Development

11) Project managers spend what percentage of their time communicating?

    a) 90
    b) 85
    c) 75
    d) 50

12) All of the following are true regarding configuration management except:

    a) Requires all acceptance decisions to be made through the CCB
    b) Serves as a change control system
    c) Describes the physical characteristics of the product of the project
    d) Controls changes to the characteristics of an item

13) Which of the following project-schedule techniques allows for conditional and probabilistic treatment?

    a) GERT

b) CPM
c) PERT
d) CPM & PERT

14) Which of the following contracts should you use for projects that have a degree of uncertainty and require a large investment early in the project life cycle?

a) Fixed Price
b) Cost reimbursable
c) Lump sum
d) Unit price

15) You are the project manager for Lucky Stars Candies. You've identified the deliverables and requirements and documented them where?

a) In the scope statement, which will be used as in input to the Scope Definition Process
b) In the scope definition document, which is used as an input to the Scope Planning process
c) In the WBS, which is an output of the Scope Planning process
d) In the WBS, which is a tool and technique of the Scope Definition Process

16) All of the following are true regarding Ishikawa diagrams in the Quality Planning process except:

a) They are also called cause-and-effect diagrams.
b) They are also called fishbone diagrams.
c) They are a tool and technique of this process.
d) They are an output of this process.

17) The primary function of the Closing process is to:

a) Formalize lessons learned and distribute this information to project participants
b) Perform audits to verify the project results against the project requirements
c) Formalize project completion and disseminate this information to project participants
d) Perform post-implementation audits to document project successes and failures

18) What is the purpose of the project charter?
a) To recognize and acknowledge the project sponsor
b) To recognize and acknowledge the existence of the project and commit organizational resources to the project
c) To acknowledge the existence of the project team, project manager and project sponsor
d) To describe the selection methods used to choose this project over its competitors

19) Which performance measurement tells us what the projected total cost of the project will be at completion?

a) ETC
b) CPI
c) SPI
d) EAC

20) People are motivated by the need for achievement, power or affiliation according to which theory?

a) Expectancy theory
b) Achievement theory

c) Contingency theory
d) Theory X

21) You are a project manager working in a foreign country. You observe that some of your project team members are having a difficult time adjusting to the new culture. You provided them training on cultural differences and the customs of this country before arriving, but they still seem uncomfortable and disoriented. Which of the following is true?

a) This is the result of working with teams of people from two different countries
b) This condition is known as culture shock
c) This is the result of jet lag and travel fatigue
d) This condition is known as global culturalism

22) The Project Management Knowledge Areas:

a) Include Initiation, Planning, Executing, Controlling and Closing
b) Consist of nine different areas that bring together processes that have things in common
c) Consist of five different processes that bring together phases of projects that have things in common
d) Include Planning, Executing and Controlling processes, as these three processes are commonly interlinked.

23) You are the project manager for a construction Company that is building a new city and county office building in your city. You recently looked over the construction site to determine if the work to date was conforming to the requirements and quality standards. Which tool and technique of Quality Control are you using?

a) Performance measurements
b) Inspection
c) Sampling
d) D. Prevention   .   .

24) Which of the following is true regarding Administrative Closure?

a) It occurs at the end of a project phase and at the end of the project
b) It occurs at the end of the project phase only
c) It occurs at the end of the project only
d) It is performed prior to Contract Closeout.

25) You are the project manager for Heart of Texas casual clothing company. Your project involves installing a new human resources system. You've identified the risks associated with this project and are ready for the next step. What is the next step?

a) You will evaluate the risks and assign probabilities and impacts using Qualitative and/or Quantitative Risk Analysis
b) You will use the Delphi technique to confirm the risks you've detailed and identify others you may have missed
c) You must evaluate the risks and assign probabilities and impacts using both Qualitative Risk Analysis, which comes first, then Quantitative Risk Analysis.
d) You will define the steps to take to respond to the risks and detail them in the risk response plan.

26) The project sponsor has approached you with a dilemma. The CEO announced at the annual stockholders meeting that the project you're managing will be completed by (he end of this year. The problem is that this is six months prior to the scheduled completion date. It's too late to go back and correct her mistake, and stockholders are expecting

implementation by the announced date. You must speed up the delivery date of this project. Your primary constraint before this occurred was the budget. What actions can you take to help speed up the project?

a) Hire more resources to get the work completed faster. .
b) Ask for more money so that you can contract out one of the phases you had planned to do with in-house resources.
c) Utilize negotiation and influencing skills to convince the project sponsor to speak with the CEO and make a correction to her announcement.
d) Examine the project plan to see if there are any phases that can be fast tracked, and then revise the project plan to reflect the compression of the schedule.

27) During your project meeting, a problem was discussed and a resolution to the problem was reached. During the meeting, the participants started wondering why they thought the problem was such a big issue. Sometime after the meeting, you received an e-mail form one of the meeting members saying they've changed their mind about the solution reached in the meeting and need to resurface the problem. The solution reached during the initial project meeting is an example of which of the following conflict resolution techniques?

a) Confrontation
b) Forcing
c) Smoothing
d) Storming

28) You are the project manager for Heartthrobs by the Numbers, Dating Services. You're working on an updated Internet site that will display pictures as well as short bios of prospective heartbreakers. You've just completed your project staff assignments and published the project team directory. Which process are you in?

a) Resource Planning
b) Organizational Planning
c) Project Development Planning
d) Staff Acquisition

29) Which of the following describes the Executing process?

a) Project plans are put into action.
b) Project performance measurements are taken and analyzed.
c) Project plans are developed.
d) Project plans are published.

30) Each of the following describes an element of the Scope Definition process except:

a) Breaking down the major deliverables of the project into smaller, manageable components;
b) Supporting detail
c) Decomposition
d) Improving the accuracy of time and cost estimates

31) Which of the following are tools and techniques of the Initiation process?

a) Project selection methods and expert judgment
b) Project selection criteria and expert judgment
c) Constraints and assumptions and expect judgment
d) Expert judgment and project charter

32) Your project involves the research and development of a new food additive. You're ready to release the product to your customer when you discover that a minor reaction^ might occur in people with certain conditions. The reactions to date have been very minor, and no known long-lasting side effects have been noted. As project manager you should:

a) Do nothing because the reactions are so minor that very few people will be affected.
b) Inform the customer that you've discovered this condition and tell them you'll research it further to determine the impacts.
c) Inform your customer that there is no problem with the additive except for an extremely small percentage of the population and release the product to them.
d) Tell the customer you'll correct the reaction problems in the next batch but you'll release the first batch of product to them now to begin using.

33) According to the Guide to the PMBOK, the project manager is identified and assigned during which process?

a) As an input to the Initiation process
b) As an input to the Planning process
c) As an output of the Initiation process
d) As an output of the Scope Planning process

34) All of the following are true regarding the ADM method except:

a) It's a tool and technique of Activity Sequencing.
b) It uses one time estimate to determine durations.
c) It's also called AOA.
d) It's rarely used today.

35) You have been assigned to a project that will allow job seekers to fill out applications and submit them via the company website. You report to the VP of human resources. You are also responsible for screening applications for the information technology division and setting up interviews. The project coordinator has asked for the latest versions of your changes to the online application page for his review. Which organizational structure do you work in?

a) Functional organization
b) Weak matrix organization
c) Projectized organization
d) Balanced matrix organization

36) What type of organization experiences the least amount of stress during project closeout?

a) Projectized
b) Functional
c) Weak matrix
d) Strong matrix

37) You work for a company that writes billing software programs for the communication industry. You've just been assigned a new project. The customer is located in a distant country that limits the number of foreigners allowed into the country. You identify this risk in your risk management plan. The critical point during the project is installation and setup. You might do which of the following given these circumstances?

a) Use a design of experiments technique to develop a contingency plan.
b) Develop a cause-and-effect diagram that identifies the contract type you should use for a project like this.

    c) Use sensitivity analysis to assist you in developing the appropriate risk response for this situation.

    d) Develop a contingency plan for installation.

38) You are working on a project that will upgrade the phone system in your customer service center. You have used bottom-up estimating techniques to assign costs to the project activities and have determined the cost baseline. Which, of the following is true?

    a) You have completed the Cost Estimation process and now need to complete the Cost Budgeting process to determine the project's baseline.

    b) You have completed the Project Plan Development process and established a project baseline to measure future project performance against.

    c) You have completed the Cost Estimating process and now need to complete the Project Plan Development process to establish a project baseline to measure future project performance against.

    d) You have completed the Cost Budgeting process, and the cost baseline will be used to measure future project performance.

39) You know that PV = 470, AC = 430, EV = 480, EAC = 500, and BAC = 525. What is VAC?

    a) 70

    b) 20

    c) 25

    d) 30

40) All of the following are characteristics of the project Closing processes except:

    a) Probability for success is greatest here

    b) The project manager's influence is the greatest here

    c) The stakeholders' influence is the least here

    d) Risk is greater here

41) You are refining the product description for your company's new line of ski boots. Which of the following is true?

    a) You are in the Initiation process of your project and know that the product description will contain more detail in this stage and that a decreasing amount of detail will be added to it as the project progresses.

    b) You are in the Planning process of your project and know that the product description will contain less detail in this stage and greater detail as the project progresses.

    c) You are in the Initiation process of your project and know that the product description should contain the most detail possible at this stage, as this is critical information for the Planning process.

    d) You are in the Initiation process of your project and know that the product description will contain less detail in this stage and greater detail as the project progresses.

42) This process applies evaluation criteria to the bids and proposals received form potential vendors:

    a) Solicitation

    b) Contract Administration

    c) Source Selection

    d) Quality Assurance

43) All of the following are tools and techniques of the Integrated Change Control process except:

a) Configuration management
b) Performance measurements
c) Change requests
d) Additional planning

44) You need to convey some very complex, detailed information to the project stakeholders. The best method of communicating this kind of information is?

a) Verbal
b) Vertical
c) Horizontal
d) Written

45) You have just prepared an RFP for release. Your project involved a substantial amount of contract work detailed in the RFP. Your favorite vendor drops by and offers to give you and your spouse the use of their company condo for your upcoming vacation. It's located in a beautiful resort community that happens to be one of your favorite places to go for a get away. What is the most appropriate response?

a) Thank the vendor but decline the offer, as you know this could be considered a conflict of interest.
b) Thank the vendor and accept. This vendor is always offering you incentives like this, so this offer does not likely have anything to do with the recent RFP release.
c) Thank the vendor, accept the offer, and immediately tell your project sponsor so they're aware of what you're doing.
d) Thank the vendor but decline the offer because you've already made another arrangement for this vacation. Ask them if you can take a rain check and arrange another time to use the condo.

46) PERT is:

a) The longest path
b) A weighted average technique
c) A simulation technique
d) Widely used in practice to determine schedule duration

47) What are the scope Planning process tools and techniques?

a) Benefits/cost analysis, work breakdown structure templates, expert judgment, and supporting detail.
b) Product analysis, benefit/cost analysis, alternatives identification, and expert judgment
c) Product analysis, work breakdown structure templates, supporting detail, and expert judgment
d) Benefit/cost analysis, alternatives identification, supporting details, and expert judgment

48) You are a project manager for Swirling Seas Cruises food division. You're considering two different projects regarding food services on the cruise lines. The initial cost of Project Fish'n for Chips will be $800,000 with expected cash inflows of $300,000 per quarter. Project Picnic's payback period is six months. Which project should you recommend?

a) Project Fish'n for Chips because its payback period is two months shorter than Project Picnic's
b) Project Fish'n for Chips because the costs on Project Picnic are unknown

c) Project Picnic because Project Fish'n for Chips' payback period is four months longer than Project Picnic's
d) Project Picnic because Project Fish'n for Chips' payback period is two months longer than Project Picnic's

49) You are the project manager for Xylophone Phonics. They produce children's software programs that teach basic reading and math skills. You're performing cost estimates for your project and don't have a lot of details yet. You will use which Of the following techniques?

a) Analogous estimating techniques, because this is a form of expert judgment that uses historical information from similar projects
b) Bottom-up estimating techniques because this is a form of expert judgment that uses historical information from similar projects.
c) Monte Carlo Analysis, because this is a modeling technique that uses simulation to determine estimates
d) Parametric modeling, because this is a form of simulation used to determine estimates

50) As a PMP, one of your responsibilities is to ensure integrity on the project. When your personal interest are put above the interests of the project or when you use your influence to cause others to make decisions in your favor without regard for the project outcome, this is considered:

a) Conflict of interest
b) Using professional knowledge inappropriately
c) Culturally unacceptable
d) Personal conflict issue

51) Your project is in the Scope Definition process. You've just completed the WBS. Which of the following is true?

a) The WBS breaks the project' deliverables down to a level where alternatives identification can be used to determine how level two assignments should be made
b) The WBS breaks the project deliverables down to a level where project constraints and assumptions can be easily identified
c) The WBS breaks the project deliverables down to the work package level where product analysis can be documented
d) The WBS breaks the project deliverables down to the work package level where cost and time estimates can be easily determined and quality control measurements can be determined.

52) The product description, strategic plan, project selection criteria and historical information are considered:

a) Inputs to the project Planning process
b) Inputs to the project Overview process
c) Inputs to the project Initiation process
d) Inputs to the project Execution process

53) What are decision models?

a) Project selection criteria
b) Project selection methods
c) Project selection committee
d) Project resource and budget selection criteria

54) Performance reporting tools and techniques include all of the following except:

a) Earned value analysis
b) Statistical sampling
c) Variance analysis
d) Performance reviews

55) Which of the following is true regarding constraints and assumptions?

a) Constraints restrict the actions of the project team, and assumptions are considered true for planning purposes.
b) Constraints are considered true for planning purposes, and assumptions limit the options of the project team.
c) Constraints consider vendor availability and resource availability to be true for planning purposes. Assumptions limit the project team to work within predefined budgets or time lines.
d) Constraints and assumptions are inputs to the Initiation process. They should be documented, as they will be used throughout the project planning process.

56) You are the project manager for a construction company that is building a new city and county office building in your city. Your CCB recently approved a scope change. You know that scope change might come about as a result of all of the following except:

a) Schedule revisions
b) Product scope change
c) Changes to the agreed-upon WBS
d) Changes to the project requirements

57) What are the tools and techniques of the Quantitative Risk Analysis process?
a) Checklists, flowcharting, interviewing
b) Interviewing, sensitivity analysis, decision tree analysis, simulation
c) Checklists, sensitivity analysis, decision tree analysis, information gathering techniques
d) Interviewing, checklists, assumptions analysis, risk probability impact

58) Name the ethical code you'll be required to adhere to as a PMP

a) Project Management Policy and Ethics Guide
b) Project Management Professionals Standards and Ethics
c) Project Management Code of Professional Ethics
d) Project Management Professional Code of Professional Conduct

59) You are the project manager for Xylophone Phonics. They produce children's software programs that teach basic reading and math skills. You are ready to assign project roles, responsibilities and reporting relationships. Which project planning process are you working on?

a) Resource Planning
b) Organizational Planning
c) Staff Acquisition
d) Human Resource Acquisition

60) Critical path tasks are those tasks that:

a) Have equal pessimistic, optimistic and most likely estimated times
b) Have a float time of zero

c) Have the same start date
d) Have multiple early start dates and early finish dates

Test 2

61) Which organization has set the de facto standards for project management techniques?

   a) PMBOK
   b) PMO
   c) PMI
   d) PMA

62) The VP of marketing approaches you and requests that you change the visitor logon screen on the company's website to include a username with at least six characters. This is considered:

   a) Project Initiation
   b) Ongoing operations
   c) A Project
   d) Project execution

63) Your company manufactures small kitchen appliances. They are introducing a new product line of appliances in designer colors with distinctive features for- kitchens in small spaces. These new products will be offered indefinitely starting with the spring catalog release. Which of the following is true?

   a) This is a project because this new product line has never been manufactured and sold by this company before
   b) This is an ongoing operation because the company is in the business of manufacturing kitchen appliances. Introducing designer colors and features is simply a new twist or an existing process.
   c) This is an ongoing operation because the new product line will be sold indefinitely. Its not temporary
   d) This is not a project or an ongoing operation. This is a new product introduction not affecting ongoing operations.

64) Your company manufactures small kitchen appliances. They are introducing a new product line of appliances in designer colors with distinctive features for kitchens in small spaces. These new products will be offered indefinitely starting with the spring catalog release, in order to determine the characteristics and features of the new product line, you will have to perform which of the following?

   a) Fast tracking
   b) Consulting with the stake holders
   c) Planning the project life cycle
   d) Progressive elaboration

65) A project is considered successful when:
   a) The product of the project has been manufactured.
   b) The project sponsor announces the completion of the project
   c) The product of the project is turned over to the operations area to handle the ongoing aspects of the project
   d) The project meets or exceeds the expectations of the stakeholders.

66) The VP of customer service has expressed concern over a project you're involved in. His specific concern is that if the project is implemented as planned, he'll have to purchase additional equipment to staff his customer service center. The cost is substantial and was not taken into consideration in the project budget. The project sponsor insists that the'

project must go forward as originally planned or the customer will suffer. Which of the following is true?

a) The VP of customer service is correct. Since the cost was not taken into account at the beginning of the project, the project should not go forward as planned. Project initiation should be revisited to examine the project plan and determine how changes can be made to accommodate customer service.
b) The conflict should be resolved in favor of the customer
c) The conflict should be resolved in favor of the project sponsor
d) The conflict should be resolved in favor of the VP of customer service

67) Which of the following brings together a set of tools and techniques used to describe, organize and monitor the work of project activities?

a) Project managers
b) *Guide to the PMBOK*
c) Project Management
d) Stakeholders

68) What are the triple constraints?

a) Time, Schedules and Quality
b) Time, Availability and Quality
c) Time, Money and Schedules
d) Time, Money and Quality

69) You are the project manager for a large construction project. The project objective is to construct a set of outbuildings to house the Olympic support team that will be arriving in your city 18 months from the project start date. You've been given a budget of $12 million to complete this project. Resources are easily attained. Which of the triple constraints is the primary constraint for this project?

a) Time, because the date cannot be moved
b) Money, because the budget is set at $12 million
c) Resources, because they are not fixed
d) Quality, because the buildings have to be functional and safe

70) You are the project manager for a large construction project. The project objective is to construct a set of outbuildings to house the Olympic support team that will be arriving in your city 18 months from the project start date. Resources are not readily available as they are currently assigned to other projects. Jack, an expert crane operator, is needed for this project two months from today. Which of the following skills will you use to get Jack assigned to your project?

a) Negotiation and influencing skills
b) Communication and organizational skills
c) Communication skills
d) Problem-solving skills

71) You are a project manager with technical expertise in the pharmaceutical industry. You've decided to try your hand at project management in the entertainment industry. Which of the following is true?

a) You will likely be successful because communication skills are your strong suit. You anticipate having technical experts on your project team to address industry specifics that you're not familiar with.

b) You will likely be successful because your organizational skills are excellent. You anticipate having technical experts on your project team to address industry specifics that you're not familiar with.

c) You will probably be successful because you have a friend in the entertainment industry that has briefed you on all the important aspects of this project that you'll need to know. You anticipate

d) Having technical experts on your project team to address industry specifics that you're not familiar with.

e) You will probably not be successful because you have little knowledge of the entertainment industry even though you anticipate having technical experts on your project team to address industry specifics that you're not familiar with.

72) You are managing a project to install a new postage software system that will automatically print labels and administer postage for certified mailings, overnight packages, and other special mailing needs. You've attempted to gain the cooperation of the business analyst working on this project and need some answers. She is elusive and tells you that this project is not her top priority. To avoid situations like this in the future, you should:

a) Establish the business analyst's duties well ahead of due date and tell her you'll be reporting on her performance to her functional manager.

b) Establish the business analyst's duties well ahead of due date and tell her you are expecting her to meet these expectations because the customer is counting on the project meeting due dates to save significant costs on their annual mailings.

c) Negotiate with the business analyst's functional manager during the planning process to establish expectations and request to participate in the business analyst's annual performance review.

d) Negotiate with the business analyst's functional manager during the planning process to establish expectations and inform the functional manager of the requirements of the project. Agreement from the functional manager will assure the cooperation of the business analyst.

73) The amount of authority a project manager possesses can be related to:

a) The project manager's communication skills
b) The organizational structure
c) The amount of authority the manager of the project manager possesses
d) The project manager's influencing skills

74) What is one of the advantages of a functional structure?

a) All employees report to one manager and have a clear chain of command.
b) All employees report to two or more managers, but project team members show loyalty to functional managers.
c) The organization is focused on projects and project work.
d) Teams are collocated.

75) You have been assigned to a project in which the objectives are to direct customer calls to an Interactive Voice Response system before being connected to a live agent. You are in charge of the media communications for this project. You report to the project manager in charge of this project and the VP of marketing, who share responsibility for this project. Which organizational structure do you work in?

a) Functional organization
b) Weak matrix organization
c) Projectized organization
d) Balanced matrix organization

76) You have been assigned to a project in which the objectives are to expand three miles of the north-south highway through your city by two lanes in each direction. You are in charge of the demolition phase of this project, and you report to the project manager in charge of this project. You have been hired on contract and will be released at the completion of the demolition phase. What type of organizational structure does this represent?

a) Functional organization
b) Weak matrix organization
c) Projectized organization
d) Balanced matrix organization

77) What are the five project management process groups, in order?

a) Initiation, Executing, Planning, Controlling, and Closing
b) Initiation, Controlling, Planning, Executing, and Closing
c) Initiation, Planning, Controlling, Executing, and Closing
d) Initiation, Planning, Executing, Controlling, and Closing

78) You have been assigned to a project in which the objectives are to expand three miles of the north-south highway through your city by two lanes in each direction. You are interested in implementing a new project process called design-build in order to speed up the project schedule. The idea is that the construction team will work on the first mile of the highway reconstruction at the same time the design team is coming up with plans for the third mile of the reconstruction rather than completing all design before any construction begins. This is an example of:

a) Managing the projects as a program
b) Fast tracking
c) Progressive elaboration
d) Collocation

79) During which project management process are risk and stakeholder's ability to influence project outcomes the highest at the beginning of the process?

a) Planning
b) Executing
c) Initiation
d) Controlling

80) You are a project manager working on gathering requirements and establishing estimates for the project. Which process group are you in?

a) Planning
b) Executing
c) Initiation
d) Controlling

Test 3

81) The Project Integration Management knowledge area is made up of which of the following processes?

   a) Initiation, project Plan Development, and Integrated Change Control
   b) Project Plan Development, Project Plan Execution, and Integrated Change Control
   c) Project Plan Development, Initiation, and Scope Planning
   d) Initiation, Scope Planning, and Integrated Change Control

82) When a project is being performed under contract, the product description is provided by which of the following?

   a) The buyer
   b) The project sponsor
   c) The project manager
   d) The contractor

83) You are the project manager for. Fun Days vacation packages. Your new project assignment is to head up the Fun Days resort opening in Austin, Texas. You are estimating the duration of the project plan activities, devising the project schedule, and monitoring and controlling deviations from the schedule. Which of the Project Management Knowledge Areas are you working on?

   a) Project Scope
   b) Project Quality
   c) Project Integration
   d) Project Time

84) The Project Human Resource Management knowledge area contains which of the following processes?

   a) Staff Acquisition, Team Development, and Resource Planning
   b) Staff Acquisition, Team Development, and Performance Reporting
   c) Organizational Planning, Staff Acquisition, and Team Development
   d) Organizational Planning, Team Development and Resource Planning

85) Your company is going to introduce a new service called Phone Home. This service will allow you to speak the name of the person you want to call into your cellular phone. To call home, you would simply speak the word home into the phone, and it will dial that number for you. Your company is taking advantage of the progress that has been made recently with voice recognition software. Initial projections show that market demand is very high for this product. This project came about as a result of which of the following?

   a) Marketing demand
   b) Customer request
   c) Business need
   d) Technological advance

86) You are a project manager for the information technology division of a local satellite TV broadcasting company. This spring, the chief information officer for your company gave you the project to convert and upgrade all the PCs in the department to the latest release of a specific desktop application. Prior to this conversion, all manner of desktop software existed on machines throughout the company and had caused increasing problems with sharing files and information across the company. A lot of unproductive hours were spent typing

information into several formats. This project came about as a result of which of the following?

a) Technological advance
b) Business need
c) Customer request
d) Legal requirement

87) What are the inputs to the Initiation process?

a) Product description, strategic plan, project selection criteria, and historical information
b) Product description, strategic plan, project overview document, and historical information
c) Strategic plan, project overview document, feasibility study and historical information
d) Product description, strategic plan, constraints, and assumptions

88) You work for a lager manufacturing plant. You're working on anew project for an overseas product release. This is the company's first experience in the overseas market, and they hope to make a big splash with the introduction of this product. The project entails producing your product in a concentrated formula and packaging it in smaller containers than the U.S. product uses. A new machine is needed in order to mix the first set of ingredients in the concentrated formula. Which of the following is true?

a) The new machine, the concentrated formula, and the smaller package are each project constraints.
b) The new machine, the concentrated formula, and the smaller package description must be incorporated into- the product description document.
c) The new machine, the concentrated formula, and the smaller package are each project assumptions.
d) The new machine, the concentrated formula, and the smaller package are each considered deliverables.

89) You work for a large manufacturing plant. You're in the Initiation process of a new project for an overseas product release. This is the company's first experience in the overseas market, and they hope to make a big splash with the introduction of this product. The project entails producing your product in a concentrated formula and packaging it in smaller containers than the U.S. product uses. A new machine is needed in order to mix the first set of ingredients in the concentrated formula. Which of the following actions should the project manager take?

a) The project manager should document the project's goals and known deliverables in a high-level overview document and recommend the project proceed.
b) The project manager should document the project's goals and known deliverables in a high-level overview document and assume the project is a go.
c) The project manager should document the project's goals and known deliverables in a high-level overview document and recommend a feasibility study be performed.
d) The project manager should document the project's goals and known deliverables in a high-level overview document and deliver it to the stakeholders.

90) What are the Initiation process outputs?

a) Project charter, identification and assignment of project manager, constraints, and project overview documents
b) Project charter, project overview, feasibility study, and constraints
c) Project charter, identification and assignment of project manager, constraints, and assumptions

d) Identification and assignment of project manager, project overview, constraints, and assumptions

91) The purpose of the Initiation process is to:

a) Formally recognize the existence of a project or project phase
b) Formally recognize the need that brought about the project be it marketing demand, customer requests, business need, technological advances, or legal requirements
c) Formally recognize the stakeholders of the project and identify them in the project charter
d) Formally recognize the project sponsor and document his or her project goals

92) Your nonprofit organization is preparing to host its first annual 5K run/walk in City Park. You worked on a similar project for the organization two years ago when it co-hosted the 10K run through Overland pass. Which of the Initiation process inputs might be helpful to you on your new project?

a) The strategic plan, because you'll want to make sure the project reflects the overall strategic direction of the organization.
b) Historical information on the 10K run project. You might be able to gather helpful project information since this new project is similar in nature.
c) The product description, which would describe all the details of the run/walk program.
d) Historical information from the recent blood drive project.

93) Which of the following is true regarding product descriptions?

a) The product description is an output of the Initiation process. It describes the characteristics of the product or service.
b) The product description is an output of the Initiation process. It describes the characteristics of the product or service and contains less detail in the early phases of the project.
c) The product description is an input of the Initiation process. It describes the characteristics of the product or service and contains a lot of detail in the early phases of the project.
d) The product description is an input of the Initiation process. It describes the characteristics of the product or service.

94) Deliverables can be described as:

a) The purpose for undertaking the project
b) The verifiable results of products or services that must be produced to consider the project complete
c) The specifications regarding the goals of the project that must be produced to consider the project complete
d) The measurable outcomes of the project goals

95) You are a project manager working on a new software product your company plans to market to businesses. The project sponsor told you that the project must be completed by September 1. The company plans to demo the new software product at a trade show in late September and therefore needs the project completed in time for the trade show. However, the sponsor has also told you that the budget is fixed at $85,000 and cannot be increased by even $10 due to overall budget cuts this year. You must complete the project within the given time frame and budget. Which of the following is the Primary constraint for this project?

a) Budget

b) Quality
c) Time
d) Schedule

96) You are a project manager for a documentary film company. In light of a recent national tragedy, the company president wants to get a new documentary on the rescue efforts of the heroic firefighters to air as soon as possible. She's looking to you to make this documentary the best that's ever been produced in the history of this company. She guarantees you free rein to use whatever resources you need to get this project done quickly. However, the best photographer in the company is currently working on another assignment. Which of the following is true?

   a) The primary constraint is time because the president wants the film done quickly. She told you to get it to air as soon as possible.
   b) Resources are the primary constraint. Even though the president has given you free rein of resource use, you assume she didn't mean those actively assigned to projects.
   c) The schedule is the primary constraint. Even though the president has given you free rein on resource use, you assume she didn't mean those actively assigned to projects. The photographer won't be finished for another three weeks on his current assignment, so schedule adjustments will have to be made.
   d) The primary constraint is quality because the president wants this to be the best film ever produced by this company. She's given you free rein to use whatever resources needed to get the job done.

97) What limits the options of the project team?

   a) Technology
   b) Constraints
   c) Deliverables
   d) Assumptions

98) Your project depends on a key deliverable from a vendor you've used several times before with great success. You're counting on the delivery to arrive on June 1. This is an example of:

   a) Constraint
   b) Objective
   c) Assumption
   d) Goal

99) Halloween is approaching fast. Your market research shows that the little yellow chicks and pink bunny marshmallow candies are the best selling candy at Easter time, outselling all other types of candies. This prompts the company to introduce a new version of marshmallow candies with Halloween themes this season. Which of the following is true?

   a) This project came about due to customer request, and the primary constraint is time.
   b) This project came about due to market demand, and the primary constraint is time.
   c) This project came about due to market demand, and the primary constraint is quality.
   d) This project came about due to customer request, and the primary constraint is quality.

100) Your company provides answering services for several major catalog retailers. The number of calls coming into the service center per month has continued to increase over the past 18 months. The phone system is approaching the maximum load limits and needs to be upgraded. You've been assigned to head up the upgrade project. Base on the company's experience with the vendor who worked on the last phone upgrade project, you're confident they'll be able to assist you with this project as well. Which of the following is true?

a) You've made an assumption about vendor availability and expertise. The project came about due to a business need.
b) Vendor availability and expertise are constraints. The project came about due to a business need.
c) You've made an assumption about vendor availability and expertise. The project came about due to a marketing demand.
d) Vendor availability and expertise are constraints. The project came about due to marketing demand.

Test 4

101) What are the tools and techniques used in the Initiation process?

    a) Project selection criteria, historical information, expert judgment
    b) Project selection methods, historical information, expert judgment
    c) Project selection criteria, expert judgment
    d) Project selection methods, expert judgment

102) Comparative methods, scoring methods, and economic and cash flow analysis are all part of which of the following?

    a) Benefit measurement methods, which are tool and technique in Initiation
    b) Constrained optimization methods, which are a tool and technique in Initiation
    c) Benefit measurement methods, which are an input to Initiation
    d) Decision models, which are an output of Initiation

103) You are the project manager for the Late Night Smooth Jazz Club chain/ with stores in 12 states. Smooth Jazz is considering opening a new club in Arizona or Nevada. You have derived the following information:

Project Arizona: Payback period is 18 months, and the NPV is <250>.
Project Nevada: Payback period is 24 months, and the NPV is 300.

Which project would you recommend to the selection committee?

    a) Project Arizona because the payback period is shorter than Project Nevada
    b) Project Nevada because the NPV is a positive number
    c) Project Arizona because the NPV is a negative number
    d) Project Nevada because the NPV is a higher number than Project Arizona's NPV

104) You are the project manager for the Late Night Smooth Jazz Club chain, with stores in 12 states. Smooth Jazz is considering opening a new club in Kansas City or Spokane. You have derived the following information:

Project Kansas City: The payback period is 27 months, and the IRR is 35%.
Project Spokane: Payback period is 25 months, and the IRR is 32%.

Which project would you recommend to the selection committee?

    a) Project Spokane because the payback period is shortest
    b) Project Kansas City because the IRR is highest
    c) Project Spokane because the IRR is lowest -
    d) Project Kansas City because the payback period is longest

105) Which of the following is true regarding NPV?

    a) NPV assumes reinvestment at the cost of capital.
    b) NPV decisions should be made based on the highest value for all of the selections.
    c) NPV assumes reinvestment at the prevailing rate.
    d) NPV assumes reinvestment at the NPV rate.

106) You are the project manager for Insomniacs International. Since you don't sleep much, you get a lot of project work done. You're considering recommending a project that costs $575,000, and expected inflows are $25,000 per quarter for the first 2 years, and then $75,000 per quarter thereafter. What is the payback period?

a) 40 months
b) 38 months
c) 39 months
d) 41 months

107) Which of the following is true regarding IRR?

a) IRR assumes reinvestment at the cost of capital.
b) IRR is the discount rate when NPV is greater than zero.
c) IRR is a constrained optimization method.
d) IRR is the discount rate when NPV is equal to zero.

108) Mathematical models using linear, dynamic, integer, or algorithm models are considered:

a) Project selection criteria
b) A form of expert judgment
c) Project selection methods
d) A form of historical information

109) You are the newly appointed project manager for a pharmaceutical company. Your company has asked you to head up a project to research a new children's medication. You've identified the lab equipment you'll need, the software needed to perform analysis and measurements, and the skill level and types of the technicians and researchers for this project. Which of the following is true?

a) The project manager and resources have been identified as part of the outputs of the Initiation process, and this information can be found in the project charter.
b) The resources and project manager have been identified as an input to the project Initiation phase. Further information is needed to produce the project charter, which will include the resources and project manager.
c) The project manager and resources have been identified as part of the project selection process. The selection committee requires resource information to make a final decision.
d) The resources and project manager have been identified as a result of a tool and technique in the Initiation process.

110) Your selection committee meets on a semiannual basis. They've determined that projects must meet or exceed a specific profit limit in order to be accepted and prioritized on the project list. Which of the following is true?

a) The selection committee has defined project selection criteria, which is a tool and technique of Initiation.
b) The selection committee has defined project selection methods, which is a tool and technique of Initiation.
c) The selection committee has defined project selection methods, which are an input to Initiation.
d) The selection committee has defined project selection criteria, which is an input to Initiation.

111) What are the Initiation process outputs?

a) Project charter, historical information, and project manager identification and assignment
b) Project charter, project manager identification, constraints and assumptions
c) Project charter, historical information, constraints and assumptions
d) Project charter, constraints and assumptions

112) Ruby is an administrative assistant with another department. Her manager has agreed to loan Ruby's services to you on a part-time basis during your current project. Ruby is putting together the cost projections you've gathered so far. You want to include these costs on the project charter. Ruby is formatting this information for you into a spreadsheet package and is printing copies. Which of the following is true?

   a) All of the costs, including Ruby's time, are charged to the project.
   b) All of the costs Ruby is typing into the spreadsheet are project costs. Ruby's time is not directly related to the project and should not be included
   c) The project costs, including Ruby's time, should be included in the project charter.
   d) The project costs, excluding Ruby's time, should be considered project constraints.

113) Your project selection committee used a weighted scoring model and found that Project B, with a score of 54, should be chosen over the other competing projects. Which of the following is true?

   a) Weighted scoring models are a benefit measurement method, which is a tool and technique in the Initiation process.
   b) Weighted scoring models are a constrained optimization method, which is an output of the Initiation process.
   c) Weighted scoring models are a constrained optimization method, which is a tool and technique in the Initiation process.
   d) Weighted scoring models are a benefit measurement method, which is an output of the Initiation process.

114) Your selection committee is debating between two projects. Project A has a payback period of 18 months. Project B has a cost of $125,000 with expected cash inflows of $50,000, the first year and $25,000 per quarter after that. Which project should you recommend?

   a) Either Project A or Project B because the payback periods are equal
   b) Project A because Project B's payback period is 21 months
   c) Project A because Project B's payback period is 24 months
   d) Project A because Project B's payback period is 20 months

115) Which of the following is true?

   a) Discounted cash flow analysis is the least precise of the cash flow techniques as it does not consider the time value of money
   b) NPV is the least precise of the cash flow analysis techniques as it assumes reinvestment, at the discount rate.
   c) Payback period is the least precise of the cash flow analysis techniques, as it does not consider the time value of money.
   d) IRR is the least precise of the cash flow analysis techniques because it assumes reinvestment at the cost of capital.

116) Project selection criteria might include:

   a) Benefit measurement methods
   b) Constrained optimization analysis
   c) NPV calculations
   d) Potential market share or increased public perception

117) You are a project manager for Zippy Tees. Your selection committee has just chosen a project you recommended for implementation. Your project is to manufacture a line of miniature stuffed bears that will be attached to your company's trendy T-shirts. The bears will be wearing the same T-shirt design as the shirt they're attached to. Your project

sponsor thinks you've really impressed the big boss and wants you to skip to the manufacturing process right away. What is your response?

a) To agree with the project sponsor because they are your boss and they have a lot of authority and power in the company.
b) To require that a preliminary budget be established and a resource list be put together to alert other managers of the requirements of this project. This should be published and signed by the other managers who are impacted by this project.
c) C, To require a project charter be published and signed off on by all stakeholders before proceeding
d) To require a project charter be written to include the resources needed, budget, and project manager's authority. The project manager is the only one who needs to see this document, as other documents will be distributed later that contain the same detail as the charter.

118) Which of the following is true regarding the project charter?

a) The project charter should be published under the name of a manager external to the project
b) The project charter should be published under the project sponsor's name
c) The project charter should be published under the name of the project manager
d) The project charter should be published under the name of the project champion

119) You are the project manager for Zippy Tees. Your company has decided to outsource the manufacturing of miniature bears to be attached to your trendy T-shirts, Which of the following is true?

a) A good product description is all that's required. The project manager will supply this to the vendor.
b) The contract can serve as the project charter. The product description will be included in the contract.
c) The project manager should write the project charter because the project manager will be managing the vendor portion of this project as well.
d) The vendor should write the project charter, as they are responsible for manufacturing the bears.

120) The project charter:

a) Includes a product description, describes the business need of the project, and is published by the project manager.
b) Includes a product description, describes the business need of the project, and is published by the project sponsor.
c) Includes the contract when the project is performed by a vendor and is published by a manager external to the project.
d) Includes a product description, describes the business need of the project, and is published by a manager external to the project.   .

Test 5

121) You are a project manager for Laredo Pioneer's Traveling Rodeo Show. You're heading up a project to promote a new line of souvenirs to be sold at the shows. You need to gather the inputs to write the scope statement. You gather which of the following?

   a) Project charter, product description, assumptions and constraints
   b) Project charter, product analysis, and cost benefit analysis
   c) Product description, product analysis, and project charter
   d) Product description, assumptions, constraints and product analysis

122) You are a project manager for Laredo Pioneer's Traveling Rodeo Show. You're heading up a project to promote a new line of souvenirs to be sold at the shows. You're ready to write the scope statement, and you know it should contain which of the following?

   a) Project justification, benefit/cost analysis, project deliverables, and product analysis
   b) Product analysis, project product, and project deliverables
   c) Project justification, project product, project deliverables and project objectives
   d) Product analysis, project deliverables, benefit/cost analysis and project objectives

123) Which of the following is true regarding the scope statement?

   a) It describes how to make changes to project scope
   b) It describes project deliverables and serves as a baseline for future project decisions
   c) It assesses the stability of the project scope and is a baseline for future project decisions
   d) it assesses the reliability of the project scope and describes the frequency for changes and their impact

124) You are a project manager for an agricultural supply company. You have just completed and obtained sign-off on the scope statement for your new Natural Bug Busters project. A key stakeholder has informed you that a deliverable is missing from the scope statement. This deliverable is a critical success factor. You should do which of the following?

   a) Inform the stakeholder that work not stated in the scope statement is excluded from the project
   b) Modify the scope statement to reflect the new deliverable
   c) Inform the stakeholder that this deliverable can be included in the next project since sign-off has already been obtained.
   d) Modify the scope statement after an approved change request has been received from the stakeholder

125) You are a project manager responsible for the construction of a new office complex. You are taking over for a project manager who recently left the company. The prior project manager completed the project charter and the scope statement for this project. In your interviews with some key stakeholders, you conclude that the scope statement was poorly constructed. You know all of the following are true except:

   a) It will be difficult to assess future project decisions form this scope statement.
   b) It will be difficult to decompose the deliverables form this scope statement.
   c) It will be difficult to assess cost and time estimates from this scope statement.
   d) It will be difficult to create an accurate WBS from this scope statement.

126) You are a project manager responsible for the construction of a new office complex. You are taking over for a project manager who recently left the company. The prior project manager completed the scope statement and scope management plan for this project. In your interviews with some key stakeholders, you conclude which of the following?

a) They understand that the scope statement assesses the stability of the project scope and outlines how to incorporate scope changes into the project.
b) They understand that the scope management plan assesses the stability of the project scope and outlines how to incorporate scope changes into the project.
c) They understand that the scope management plan is deliverables oriented and cost estimates can be easily derived from it.
d) They understand that the scope statement is deliverables oriented and cost estimates can be easily derived from it.

127) All of the following are true about decomposition except:

a) It's an output of the Scope Definition process.
b) It's a tool and technique of the Scope Definition process.
c) It is used to create a WBS.
d) It subdivides the major deliverables into smaller components.

128) Your company has asked you to be the project manager for the product introduction of their new Desk Top Rock media system. You recently published a document that establishes the scope baseline. Which of the following is true?

a) This is the scope statement, which is an output of the Scope Planning process.
b) This is the scope statement, which is an output of the Scope Definition process.
c) This is the scope statement, which is a tool and technique of the Scope Definition process.
d) This is the scope management plan, which is an output of the Scope Definition process.

129) What are the outputs of the Scope Planning process?

a) Product analysis, scope statement, and scope management plan
b) Scope statement, scope management plan, and WBS
c) Scope statement, supporting detail, and WBS
d) Scope statement, supporting detail, and scope management plan

130) Your company has asked you to be the project manager for the product introduction of their new Desk Top Rock media system. You recently published the scope statement and the supporting detail. The supporting detail contains all of the following except:

a) Constraints
b) Other project information not noted in the scope statement
c) Code of accounts
d) Assumptions

131) You are a project manager for Giraffe Enterprises. You've recently taken over for a project manager who lied about his PMI certification and was subsequently fired. Unfortunately, he did a poor job of Scope Definition. You know if you don't correct this, one of the following could happen:

a) The stakeholders will require overtime from the project team to keep the project on schedule.
b) The WBS wilt adversely affect the deliverable breakdowns, and costs will increase
c) The scope management plan will require changes.
d) The project costs could increase, there might be rework, and schedule delays may result.

132) Scope definition is necessary for all of the following reasons except:

a) To subdivide project deliverables into smaller components
b) To assess the stability of the project scope
c) To facilitate time and cost estimates
d) To facilitate responsibility and assignment

133) You are working on a project that is similar in scope to a project performed last year by your company. You might consider which of the following?

a) Using the previous project's alternatives identification as a template
b) Reusing the previous project's benefit/cost analysis as justification for this project
c) Using the previous project's WBS as a template
d) Reusing the previous project's product description when writing the scope-statement

134) Your company. Kick That Ball Sports, has appointed you project manager for their new Cricket product line introduction. This is a national effort, and all the retail stores across the country need to have the new products on the shelves before the media advertising blitz begins. The product line involves three new products, some with multiple deliverables. You are ready to create the WBS. Which of the following is true?

a) The WBS should include the three new products and the advertising campaign as level two deliverables.
b) The WBS should include the three new products as level two deliverables.
c) The WBS should include the three new products as level two deliverables and the advertising campaign as a level three deliverable.
d) The WBS should include the three new products and the advertising campaign as level three deliverables.

135) Your company. Kick That Ball Sports, has appointed you project manager for their new Cricket product line introduction. This is a national effort, and all the retail ^stores across the country need to have the new products on the shelves before the media advertising blitz begins. The product line involves three new products, some with multiple deliverables. The Scope Definition process is now complete. Which of the following is true?

a) The WBS template, an output of the Scope Definition process, was sued from the previous project to create the WBS for this project. The WBS encompasses the major deliverables for the project.
b) The WBS template from the previous project, an output from the Scope Planning process, was used to create the WBS for this project. The WBS encompasses the major deliverables for the project.
c) The WBS, an output of the Scope Planning process, has been created, and it encompasses the full scope of work for the project.
d) The WBS, an output of the Scope Definition process, has been created, and it encompasses the full scope of work for the project.

136) All of the following are true regarding the WBS expert:

a) It is a deliverables-oriented grouping of project deliverables and elements.
b) It defines and organizes the work of the project in a hierarchical form.
c) It provides a framework for the work of the project, and work not shown on the WBS is not included in the project.
d) It defines all the- deliverable of the project, but the activities level should not be listed on the WBS.

137) You are the project manager for Lucky Stars nightclubs. They specialize in live country and western band performances. Your newest project is in the Planning process. You've published the scope statement and scope management plan. The document that describes

who will receive copies of this information as well s future project information/ how it should be distributed, and how the information should be stored and filed is which of the following?

a) Scope management plan
b) Communications management plan
c) Information distribution plan
d) Project charter

138) You are the project manager for Lucky Stars nightclubs. They specialize in live country and western band performances. Your newest project is in the Planning process. You are working on WBS. The finance manager has given you a numbering system to assign to the WBS. Which of the following is true?

a) The numbering system is a unique identifier knov/n as the code of accounts, which is used to track the costs of the WBS elements.
b) The numbering system is a unique identifier known as the WBS dictionary, which is used to track the descriptions of individual work elements.
c) The numbering system is a unique identifier known as the code of accounts, which is used to track time and resource assignments for individual work elements.
d) The numbering system is a unique identifier known as the WBS dictionary, which is used to assign quality control codes to the individual work elements.

139) You've constructed the WBS fro your recent project. Level two assignments have been made, and you've requested that the subproject managers' report back to you in 3 weeks with each of their individual WBSs constructed. All of the following are true except:

a) The work package level facilitates resource assignments.
b) The work package level is the lowest level in the WBS.
c) The work package level defines the agreed-upon deliverables.
d) The work package level facilitates cost and time estimates.

140) The grouping of project elements by deliverables is known as what?

a) The code of accounts
b) The work package
c) The work breakdown structure
d) The work breakdown dictionary

Test 6

141) Which of the following is true regarding the Resource Planning Process?

    a) Resource Planning involves the human resource aspect of planning only, and its output is staffing requirements.
    b) Resource Planning involves the human resource aspect of planning only, and its output is resource requirements.
    c) Resource Planning encompasses all the physical resources needed for the project, and its output is staffing requirements.
    d) Resource Planning encompasses all physical resources needed for the project, and its output is resource requirements.

142) Sally is a project manager working on the Resource Planning process. She should consider all of the following when developing the resource requirements output except:

    a) WSS
    b) Supply purchase policies
    c) Resource rates
    d) Special knowledge and talents

143) Which of the following are constraints that you might find during the Organizational Planning process?

    a) Organizational structure, expected staff assignments, collective bargaining agreements, and project management team preferences
    b) Organizational structure, organizational interfaces, technical interfaces, and interpersonal interfaces.
    c) Organizational interfaces, expected staff assignments, collective bargaining agreements, and project management team preferences
    d) Organizational interfaces, technical interfaces, and interpersonal interfaces

144) You are the project manager for a scheduled version release of your company's software tracking product. You have linked the WBS and project scope definition and assigned roles and responsibilities. You might want to display the roles and responsibilities in which of the following?

    a) RDM
    b) PDM
    c) AOA
    d) RAM

145) Which of the following is true regarding the staffing management plan?

    a) It details the resource requirements and the quantity of resources needed for project activities. It is an output of the Resource Planning process.
    b) It details how and when staff resources will be brought on and off the project. It is an output of the Organizational Planning process.
    c) It details how and when staff resources will be brought on and off the project. It is an output of the Resource Planning process.
    d) It details the resource requirements and the quantity of resources needed for project activities. It is an output of the Organizational Planning process.

146) All of the following describes the activity except:

    a) It's an extension of the WBS.

b) It includes all activities of the project.
c) It describes the WBS updates.
d) It includes a description of project activities.

147) You are the project manager for Design Your Web Site, Inc. Your company is designing the website for a national grocery store chain. You have your activity list in hand and are ready to diagram the activity dependencies using the PDM technique. You know that:

a) PDM uses AON diagramming methods.
b) PDM uses AOA diagramming methods.
c) PDM uses ADM diagramming methods.
d) PDM uses PDM diagramming methods..

148) You are the project manager for Design Your Web Site, Inc. Your company is designing the website for a national grocery store chain. You have your activity list in hand and several time estimates for each activity and are ready to diagram the activity dependencies. You should use which of the following?

a) PDM techniques
b) PDM or ADM techniques
c) AON techniques
d) ADM techniques

149) All of the following are true regarding the tools and techniques of Activity Sequencing except:

a) GERT uses analogous methods
b) GERT allows for loops
c) GERT is a conditional diagramming methods
d) GERT allows for conditional branches

150) You are the project manager for changing Tides video games. You have produced a project network diagram and have updated the activity list. Which process have you just finished?

a) The Activity Sequencing process/ which identifies all the specific activities of the project.
b) The Activity Sequencing process, which identifies all the activity dependencies.
c) The Activity Duration Estimating process, which diagrams project network time estimates
d) The Activity Duration Estimating process, which identifies all the dependent activities of the project

151) You are the project manager for Changing Tides video games. You have gathered the inputs for the Activity Duration Estimating Process. You will employ which tools and techniques to produce the outputs for this process?

a) Activity list, analogous estimating, qualitatively based durations, and alternatives identification
b) Activity list, analogous estimating, expert judgment, and qualitatively based durations
c) Expert judgment, analogous estimating, quantitatively based durations, and reserve time
d) Expert judgment, alternatives identification, quantitatively based durations, and reserve time

152) As project manager, you know that all of the following are true concerning analogous estimating techniques except:

a) It's a qualitatively based estimating technique.
b) It's a top-down estimating technique.

c) It's a tool and technique of Activity Duration Estimating and Cost Estimating.
d) It's a form of expert judgment.   .

153) You have been hired as a contract project manager for Grapevine Vineyards. Grapevine wants you to design an Internet wine club for their customers. Customers must pre register before being allowed to order wine over the Internet so that legal age can be established. You know that the module to verify pre registration must be written and tested using data from Grapevine's existing database. This new module cannot be tested until the data from the existing system is leaded. This is an example of which of the following?

a) Preferential logic
b) Soft logic
c) Discretionary dependency
d) Hard logic

154) You have been hired as a contract project manager for Grapevine Vineyards. Grapevine wants you to design an Internet wine club for their customers. One of the activities for this project is the installation and testing of several new servers. You know from past experience it takes about 16 hours per server lo accomplish this task. Since you're installing 10 new servers, you estimate this activity to take 160 hours. Which of the estimating techniques have you used?

a) Analogous estimating
b) Bottom-up estimating
c) Quantitatively based durations
d) Reserve time

155) Your project sponsor has requested a cost estimate for the project. She would like the cost estimate to be as accurate as possible as this might be her one and only chance to secure the budget for this project due to recent cuts in special projects. You decide:

a) To use analogous estimating techniques
b) To use bottom-up estimating techniques
c) To use top-down estimating techniques
d) To use expert judgment techniques

156) Your project sponsor has requested a cost estimate for the project you're working on. This project is similar in scope to a project you worked on last year. She would like to get the cost estimates as soon as possible. Accuracy is not her primary concern right now. She needs a ball park figure by tomorrow. You decide to use:

a) Analogous estimating techniques
b) Bottom-up estimating techniques
c) Parametric modeling techniques
d) Computerized modeling techniques

157) All of the following are true regarding parametric modeling except:

a) It's a form of top-down estimating.
b) It's a mathematical model.
c) It's a tool used to estimate project costs.
d) It's a tool used to estimate project time.

158) Your project's primary constraint is quality. In .order to make certain the project team members don't feel too pressed for time and to avoid schedule risk, you decide to use which of the following activity estimating tools?

a) Expert judgment
b) Quantitatively based durations
c) Reserve time
d) Analogous estimating

159) You are the project manager for BB Tops, a nationwide toy store chain. You are working on estimates for your latest project and have gathered several variables for your model. You've determined the following:

a) Parametric modeling is a top-down technique that uses variables to produce time estimates.
b) Parametric modeling is a mathematical formula that uses variables to produce cost estimates.
c) Contingency estimating is a top-down technique that uses variables to produce cost estimates.
d) Contingency estimating is a mathematical model that uses variables to produce time estimates.

160) Which logical relationship does the PDM use most often?

a) Start to finish
b) Start to start
c) Finish to finish
d) Finish to Start

Test 7

161) What are the Quality Planning process outputs?

    a) Quality management plan, benchmarking, checklists, evaluation criteria
    b) Quality management plan, benchmarking. Operational definitions
    c) Quality management plan, checklists, inputs to other processes
    d) Quality management plan, operational definitions, checklists, inputs to other processes.

162) Three people are responsible for establishing cost of quality theories. Crosby and Juran are two of them, and their theories respectively are:

    a) Grades of quality, fitness for use
    b) Fitness for use, zero defects
    c) Zero defects, fitness for use
    d) Cost of quality, zero defects

163) The theory that 85 percent of the cost of quality is a management problem is attributed to:

    a) Deming
    b) Kaizen
    c) Juran
    d) Crosby

164) All of the following are benefits of meeting quality requirements except:

    a) An increase in stakeholder satisfaction
    b) Less rework
    c) Low turnover
    d) Higher Productivity

165) You are a project manager for Fountain of Youth Spring Water bottlers. You are installing a new accounting system and have identified several problems and their causes. You decide to use which of the following flowcharts to diagram the problems' causes and effects?

    a) Decision tree diagram
    b) Fishbone diagram
    c) Benchmark diagram
    d) Simulation tree diagram

166) You are a project manager for Fountain of Youth Spring Water bottlers. You are installing a new accounting system and have identified several problems and their causes. You decide to use which of the following to identify the variables .that will have the greatest effect on project outcomes?

    a) Designing of experiments
    b) Benchmarking
    c) Benefit/cost analysis
    d) Flowcharting

167) Each of the following is true regarding the risk management plan except:

    a) The risk management plan is an output of the Risk Management Planning process.
    b) The risk management plan includes a description of the responses to risks and triggers.
    c) The risk management plan includes thresholds, scoring and interpretation methods, responsible parties, and budgets.

d) The risk management plan is an input to all the remaining risk planning processes.

168) Information-gathering techniques used in the Risk Identification process include all of the following except:

a) Brainstorming.
b) Delphi technique
c) Interviewing
d) Kaizen technique

169) Which of the following processes assess the likelihood of risk occurrences and their consequences using numeric probability assignments?

a) Qualitative Risk Analysis
b) Risk Identification
c) Quantitative Risk Analysis
d) Risk Response Planning

170) You are the project manager for a new website for the local zoo. You need to perform Qualitative Risk Analysis. When you've completed this process, you'll produce all of the following outputs except:

a) Overall risk ranking for the project
b) List of prioritized risks
c) Inputs to other processes
d) List of risks for additional analysis and management

171) You are the project manager for a new website for the local zoo. You need to perform Quantitative Risk Analysis. You'll use all of the following tools and techniques to accomplish this except:

a) Data precision ranking
b) Sensitivity analysis
c) Decision tree analysis
d) Interviewing

172) Which of the following tools and techniques shows the impacts of one decision over another as well as the probability and cost of each risk along a logical path?

a) Simulation
b) Decision tree
c) Probability/impact risk matrix
d) Sensitivity analysis

173) Which of the following describes the cost of quality associated with scrapping, rework and downtime?

a) Internal failure costs
b) External failure costs
c) Prevention costs
d) Appraisal costs

174) Your hardware vendor left you voicemail saying, that a potential snowstorm in the Midwest might prevent your equipment from arriving on time. She wanted to give you a heads-up and asked that you return the call. Which of the following is true?

a) This is a secondary risk, which is an output of Risk Response Planning.
b) This is a contingency plan, which is an output of Risk Response Planning.
c) This is a risk, which is an output of Risk Identification.
d) This is a trigger, which is an output of Risk Identification.

175) You are constructing a probability/impact risk rating matrix for your project. Which of the following is true?

a) The PI matrix multiples the risk's probability by the cost of the impact to determine an expected value of the risk event.
b) The PI matrix multiplies the risk's probability scales, which fall between 0.0 and 1.0, and the risk's impact scales to determine a risk score.
c) The PI matrix multiplies the risk's probability by the expected value of the risk event to determine the risk event to determine the risk impact and assign a risk score based on a predetermined threshold.
d) The PI matrix multiples the risk's probability scales and the risk's impact scales, which fall between 0.0 and 1.0, to determine a risk score.

176) All of the following strategies are tools and techniques of Risk Response Planning used to reduce or control risk except:

a) Mitigation
b) Simulation
c) Avoidance
d) Acceptance

177) Your hardware vendor left you voicemail saying that a snowstorm in the Midwest will prevent your equipment from arriving on time. You identified a risk response for this risk and have arranged for a local company to lease you the needed equipment until yours arrives. This is an example of which risk response strategy?

a) Transference
b) Acceptance
c) Mitigation
d) Avoidance

178) You are the project manager for an upcoming outdoor concert event. You're working on the procurement plan for the computer software program that will control the lighting and screen projections during the concert. You're comparing the cost of purchasing a software product to the cost of your company programmers writing a custom software program. You are engaged in which of the following?

a) Procurement planning
b) Sensitivity analysis
c) Transference of risk
d) Make or buy analysis

179) You are the project manager for an outdoor concert event scheduled for 1 year from today. You're working on the procurement plan for the computer software program that will control the lighting and screen projections during the concert. You've decided to contract with a professional services company that specializes in writing custom software programs. You want to minimize the risk to the organization, so you'll opt for which contract type?

a) Fixed price plus incentive   -
b) Cost plus fixed fee
c) Fixed price

d) Cost plus incentive

180) You are the project manager for Heart of Texas casual clothing company. They're introducing a new line of clothing called Black Sheep Ranch Wear. You will outsource the production of this clothing line to a vendor. The vendor has requested a SOW. All of the following are true except:

a) The SOW contains a description of the new clothing line.
b) As the purchaser, you are required to write the SOW
c) The SOW contains the objectives of the project
d) The vendor requires a SOW to determine if they can produce the clothing line given the very detailed specifications of this project.
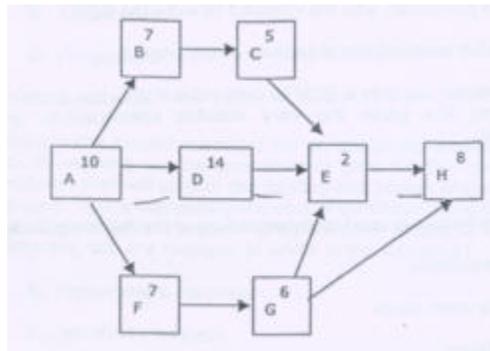
Test 8

181) The project schedule is used to determine all of the following except:

    a) Cost estimates
    b) Activity start dates
    c) Float times
    d) Activity end dates

182) You are a project manager for Picture Shades, Inc. They manufacture window shades for hotel chains that have replicas of Renaissance printings on the inside of the shades. Picture Shades is taking product to the home market, and you're managing the new project. They will offer their products at retail stores as well as on the website. You're developing the project schedule for this undertaking and have determined the critical path. Which of the following is true?
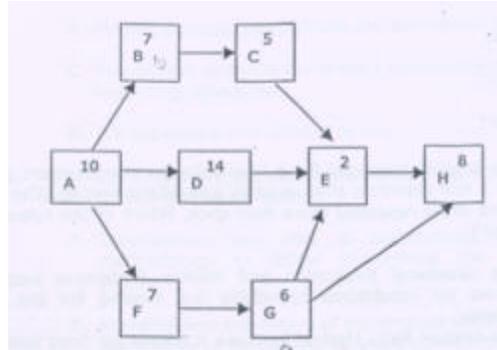
    a) You calculated the most likely start date and most likely finish dates, float time, and weighted average estimates.
    b) You calculated the activity dependency, and the optimistic and pessimistic activity duration estimates.
    c) You calculated the early and late start dates, early and late finish dates, and float times for all activities.
    d) You calculated the optimistic, pessimistic and most likely duration times and the float times for all activities.

183) You are a project manager for Picture Shades, Inc. They manufacture window shades for hotel chains that have replicas of Renaissance-era printings on the inside of the shades. Picture Shades is taking their product to the home market, and you're managing the new project. They will offer their products at retail stores as well as on their website. You're developing the project schedule for this undertaking. Look at the graph below, which path is the critical path?

    a) A-B-C-E-H
    b) A-D-E-H
    c) A-F-G-H
    d) A-F-G-E-H

184) Use the example graphic shown below to answer this question. If the duration of activity B was changed to 10 days and the duration of activity G was changed to 9 days, which of the following is the critical path?

   a) A-B-C-E-H
   b) A-D-E-H
   c) A-F-G-H   .
   d) A-F-G-E-H

185) Which of the following is true regarding the critical path?

   a) It should never be compressed
   b) It allows for looping and branching
   c) The critical path technique is the same as PERT
   d) It's the duration of all tasks with zero float

186) All of the following are tools and techniques of the Schedule Development process except:

   a) CPM
   b) RAM
   c) GERT
   d) PERT

187) You are a project manager for a new software development project. You have a few activities that require specialized testing. The testing might need to be repeated more than once. Which of the following do you choose?

   a) The Graphical Evaluation and Review Technique because it allows for conditional branching and looping for the testing activity
   b) The Critical Path Method because it allows for float time to be calculated for the testing activity
   c) The Program Evaluation and Review Technique because it allows for conditional branching and looping for the testing activity
   d) The Program Evaluation and Review Technique because it allows for a weighted average distribution/ which will even out the time needed for the testing activity

188) You are a project manager for Move It Now trucking company. Your company specializes in moving household goods across the city or across the country. Your project involves upgrading the nationwide computer network for the company. Your lead engineer has given you the following estimates for a critical path activity: 60 days most likely, 72 days pessimistic, 48 days optimistic. What is the expected value, or weighted average?

   a) 54
   b) 65
   c) 60
   d) 30

195) What is one of the problems with project management software?

    a) The project manager manages the software instead of the project.
    b) Project duration calculations are sometimes approximate.
    c) You cannot override the project management software decisions regarding schedules.
    d) It's expensive and difficult to use.

196) Obtaining formal project plan approval and sign-off is important for all of the following reasons except:

    a) Stakeholders are able to recommend a project Planning methodology to follow throughout the remaining process groups.
    b) Stakeholders are aware of the project details/ which make them more likely to participate in future project decisions.
    c) Stakeholders will be more likely to cooperate
    d) Stakeholders are aware of the specific details regarding project schedules, budgets, and risks.

197) Which of the following are the tools and techniques of the Cost Budgeting process?

    a) Project management information system, analogous estimating, bottom-up estimating, mathematical analysis
    b) Analogous estimating, bottom-up estimating, mathematical analysis, computerized tool
    c) Project management software, analogous estimating, bottom-up estimating, parametric modeling
    d) Analogous estimating, bottom-up estimating, parametric modeling, computerized tools

198) You are the project manager for a custom home-building construction company. You are working on the model home project for the upcoming Show Home Tour. The model home includes Internet connections in every room and talking appliances. You are working on the cost budget for this project. All of the following are true except:

    a) This process assigns cost estimates to project activities including risk and contingency plans.
    b) The cost baseline will be used to measure variances and future project performance.
    c) This process assigns cost estimates for expected future period operating costs.
    d) The cost baseline is the expected cost for the project.

199) Which of the following is displayed as an S-curve?

    a) Gantt
    b) Cost baseline
    c) Critical path
    d) PERT

200) All of the following are true regarding the project plan except:

    a) Some of its inputs are outputs from other Planning processes
    b) It's used to guide the project Executing ad Controlling processes and is the baseline used to measure project performance
    c) It consists of one document that should be formally approved and signed by stakeholders
    d) It contains things like the WBS, project schedule, and resource assignments.

Test 9

201) You are a project manager for an international marketing firm. You are ready to assign resources to your new project using a work authorization system. All of the following are true except:

   a) Work authorization systems clarify and initiate the work for each work package.
   b) Work authorization systems are written procedures defined by the organization.
   c) Work authorization systems are tools and techniques of the Project Plan Execution process.
   d) Work authorization systems are an output of the Project Plan Execution process.

202) Your project is progressing as planned. The project team has come up with a demo that the sales team will use when making presentations to perspective clients. You will do which of the following at your next stakeholder project status meeting?

   a) Report on the progress of the demo and note that it's a completed task
   b) Preview the demo for stakeholders and obtain their approval and sign-off
   c) Review the technical documentation of the demo and obtain approval and sign-ff
   d) Report that the demo has been noted as a completed task in the information retrieval system

203) All of the following are tools and techniques of the Project Plan Execution process except:

   a) Project management information system
   b) Work authorization system
   c) Organizational policies
   d) General management skills

204) You are the project manager for a growing dairy farm. They offer their organic dairy products regionally and are expanding their operations to the West Coast. They're in the process of purchasing and leasing dairy farms to get operations under way. You are in charge of the network operations part of this project. An important deadline is approaching that depends on the successful completion of the testing phase. You've detected some problems with your hardware in the testing phase and discover that the hardware is not compatible with other network equipment. You take corrective action and exchange the hardware for more compatible equipment. Which of the following is true?

   a) This is not a corrective action as corrective action involves human resources, not project resources.
   b) Corrective action is taken here to make sure the future project outcomes are aligned with the project plan.
   c) Corrective action is not necessary in this case, as the future project outcomes aren't affected.
   d) Corrective action serves as the change request to authorize exchanging the equipment.

205) You are the project manager for a growing dairy farm. They offer their organic dairy products regionally and are expanding their operations to the West Coast. They're in the process of purchasing and leasing dairy farms to get operations under way. The subproject manager in charge of network operations has reported some hardware problems to you. You're also having some other problems coordinating and integrating other elements of the project. Which of the following is true?

   a) You are in the Project Plan Execution process.
   b) Your project team doesn't appear to have the right skills and knowledge needed to perform this project.

c) You are in the Information Distribution process.
d) Your project team could benefit from some team-building exercises.

206) Which of the following processes serve as inputs to each other?

a) Executing and Controlling
b) Planning and Executing
c) Planning and Controlling
d) Executing and Initiation

207) You are the project manager for a cable service provider. Your team members are amiable with each other and are careful to make project decisions jointly. Which of the following is true?

a) They are in the smoothing stage of Team Development.
b) They are in the norming stage of Team Development.
c) They are in the forming stage of Team Development.
d) They are in the forcing stage of Team Development.

208) You are the project manager for a cable service provider. Your project team is researching anew service offering. They have been working together for quite sometime and are in the performing stage of Team Development. A new member has been introduced to the team. Which of the following is true?

a) The Team Development process will start all over again with the storming stage.
b) The team will continue in the performing stage.
c) The Team Development process will start all over again with the forming stage.
d) The team will start all over again at the storming stage but quickly progress to the performing stage.

209) You are the project manager for a cable service provider. Your project team is researching a new service offering. They have been working together for quite sometime and are in the performing stage of Team Development. This stage of Team Development is similar to which of the following?

a) Smoothing
b) Achievement theory
c) Hygiene theory
d) Self-actualization

210) Receivers in the communication model filter their information through all of the following except:

a) Culture
b) Knowledge of subject
c) Conflict
d) Language

211) You've promised your team two days of paid time off plus a week's training in the latest technology of their choice if they complete their project ahead of schedule. This is an example of which of the following?

a) Achievement theory
b) Expectancy theory
c) Maslow's theory
d) Contingency theory

212) What are the outputs of the Team Development process?

   a) Performance improvements, input to performance appraisals
   b) Input to performance appraisals, reward and recognition systems
   c) Performance improvements, inputs to performance appraisals, performance report.
   d) Work results, input to performance appraisals, performance reports

213) Your team is split between two buildings on either side of town. As a result, the team isn't very cohesive because the members don't know each other well. The team is still in the storming stage because of the separation issues. Which of the following should you consider?

   a) Corrective action
   b) Collocation
   c) Training
   d) Conflict resolution

214) Your project team is a close group all busily working on project activities. They're close to approaching the performing stage of Team Development. All six members must communicate frequently with each other. How many lines of communication are there?

   a) 12
   b) 15
   c) 18
   d) 14

215) Project managers use this conflict resolution technique most often:

   a) Smoothing
   b) Confronting
   c) Norming
   d) Forcing

216) You are the project manager for a web development project. You hold regular project status meetings and publish status reports on a timely basis. You know that communication is one of your most important functions. As such, all of the following are true except:

   a) Senders are responsible for sending clear, concise, complete messages.
   b) Receivers are responsible for understanding the message.
   c) Communication can be vertical or horizontal or both.
   d) Effective communication techniques include making eye contact, nodding, and asking clarifying questions.

217) You are a fabulous project manager, and your team thinks highly of you. You are well respected by the stakeholders, management team, and project team. When you make decisions, others follow your lead as a result of which of the following?

   a) Referent power
   b) Expert power
   c) Legitimate power
   d) Punishment power

218) Theory Y managers believe which of the following?

   a) That people are motivated only by money, power or position

b) That people will perform their best if they're given proper motivation and expectations
c) That people are motivated to achieve a high level of competency
d) That people are motivated by expectation of good outcomes

219) You have accumulated project information throughout the project and need to distribute some important information you just received. All of the following are part of information distribution methods except:

a) Electronic mail
b) Videoconferencing
c) Electronic databases
d) Voice mail

220) You know that the next status meeting will require some discussion and a decision for a problem that has surfaced on the project. In order to make the most accurate decision, you know that the number of participants in the meeting should be limited to:

a) 1 to 5
b) 5 to 11
c) 7 to 16
d) 10 to 18

Test 10

221) You are a project manager for Dakota Software Consulting Services. You're working with a major retailer that offers their products through mail-order catalogs. They're interested in knowing customer characteristics, the amounts of first-time orders, and similar information. As a potential bidder for this project, you worked on the RFP response and submitted the proposal. When the selection committee received the RFP responses from all the vendors bidding on this project, they used a weighted system to make a selection. Which process did this occur in?

   a) Source Selection
   b) Solicitation
   c) Requisition
   d) Contract Administration

222) You have been asked to submit a proposal for a project that has been put out for bid. First, you attend the bidders conference to ask questions of the buyers and to hear the questions some of the other bidders will ask. Which of the following is true?

   a) Bidders conferences are a tool and technique of the Source Selection process.
   b) Bidders conferences are an output of the Source Selection process.
   c) Bidders conferences are an output of the Solicitation process.
   d) Bidders conferences are a tool and technique of the Solicitation process.

223) You have been asked to submit a proposal for a project that has been put out for bid. Prior to submitting he proposal, your company must register so that their firm is on the qualified seller list. Which of the following is true?

   a) The qualified seller list provides information about the sellers and is a tool and technique of the Solicitation process.
   b) The qualified seller list provides information about the project and the company that wrote the RFP and is an input to the Solicitation process.
   c) The qualified seller list provides information about the project and the company that wrote the RFP and is a tool and technique of the Source Selection process.
   d) The qualified seller list provides information about the sellers and is an input to the Solicitation process.

224) The tools and techniques of the Source Selection process include all of the following except:

   a) Contract negotiation
   b) Correspondence
   c) Independent estimates
   d) Screening system

225) Which of the following processes negotiates the sequence of award by rank ordering the proposals?

   a) Source Selection
   b) Solicitation
   c) Contract Administration
   d) Procurement

226) During the opening rounds of contract negotiation, the other party uses a fait accompli tactic. Which of the following is true?

a) One party agrees to accept the offer of the other party but secretly knows they will bring the issue back up at a later time.
b) One party claims the issue under discussion was documented and accepted as part of Scope Verification.
c) One party claims the issue under discussion has already been decided and can't be changed.
d) One party claims to accept the offer of the other party provided a contract change request is submitted describing the offer in detail.

227) Your procurement department has obtained independent estimates. The vendor's proposal is substantially different than the independent estimates. All of the following are true except:

a) The SOW was not detailed enough.
b) The vendor failed to respond according to the terms of the proposal.
c) The vendor failed to respond to all items in the SOW.
d) The vendor failed to respond to all items in the contract.

228) What are the tools and techniques of the Contract Administration process?

a) Contract change control system, payment system, payment requests
b) Contract change control system, contract negotiations/ payment system
c) Contract change control system, contract negotiations, contract changes
d) Contract change control system, performance reporting, payment system

229) You are a project manager for an engineering company. Your company won the bid to add ramp-metering lights to several on-ramps along a stretch of highway at the south end of the city. You subcontracted a portion of the of the project to another company. The subcontractor's work involves digging the holes and setting the lamp poles in concrete. The subcontractor's performance is not meeting the contract requirements. All of the following are valid options except:

a) You document the poor performance in written, form and send the correspondence to the subcontractor.
b) You terminate the contract for poor performance and submit a change request through Contract Administration
c) You submit a change request through Contract Administration to ask the subcontractor to comply with the terms, of the contract.
d) You agree to meet with the subcontractor to see if a satisfactory solution can be reached.

230) You are a project manager for an engineering company. Your company won the bid to add ramp-metering lights to several on-ramps along a stretch of highway at the south end of the city. You subcontracted a portion of the project to another company. The subcontractor's work involves digging the holes and setting the lamp poles in concrete. You've discovered the subcontractor's work is not correct because the poles are not buried to the correct depth. Which of the following is true?

a) You are in the Quality Assurance process and have performed a quality audit to assure correctness of work.
b) You are in the Scope Verification process and have performed a quality audit to assure correctness of work.
c) You are in the Contract Administration process and have completed a contract audit to assure the subcontractor's performance meets the contract requirements.
d) You are in the Performance Reporting process and have completed a performance review of the contractor's work

231) The purpose of a quality audit includes all of the following except:

   a) Examines the work of the project and formally accepts the work results
   b) Determines how the project is progressing and makes corrections
   c) Identifies lessons learned
   d) Reviews quality management activities to ensure the right quality elements are being examined

232) You are a project manager for Dakota Software Consulting Services. You're working with a major retailer that offers their products through mail-order catalogs. They're interested in knowing customer characteristics, the amounts of first-time orders, and similar information. The stakeholders have accepted the project scope. Work has begun on the project, and you're confirming some of the initial work results with the stakeholders. You've asked for acceptance of the work results. Which process are you in?

   a) Quality Assurance
   b) Quality Control
   c) Scope Verification
   d) Performance Reporting

233) All of the following are tools and techniques of the Performance Reporting process except:

   a) Variance analysis
   b) Performance reporting
   c) Information distribution   .
   d) Performance reviews

234) This measurement is the value of the work that's been completed to date:

   a) PV
   b) AC
   c) EV
   d) EAC

235) You are a contract project manager for a wholesale flower distribution company. .Your project is to develop a website for the company that allows retailers to place their flowers orders online. You will also provide a separate link for individual purchases that are ordered, packaged, *and* mailed to the consumer directly from the *grower's* site. This project involves coordinating the parent company/growers, and distributors. You are preparing a performance review and have the following measurements at hand: PV = 300; AC = 200; and EV = 250. What do you know about this project?

   a) The EAC is a positive number, which means the project will finish under budget.
   b) You do not have enough information to calculate CPI.
   c) The CV is a negative number in this case, which means you've spent less than what you planned as of the measurement date.
   d) The CV is appositive number in this case, which means you're under budget as of the measurement date.

236) A negative result from an SV calculation means which of the following?

   a) PV is higher than EV.
   b) PV equals one.
   c) EV is higher than PV.
   d) EV is higher than AC.

237) You are a contract project manager for a wholesale flower distribution company. Your project is to develop a website for the company that allows retailers to place their flowers orders online. You will also provide a separate link for individual purchases that are ordered, packaged, and mailed to the consumer directly from the grower's site. This project involves coordinating the parent company, growers, and distributors. You are preparing a performance review and have the following measurements at hand: PV = 300; AC = 200; and EV = 250. What is the CPI of this project?

   a) 0.80
   b) 1.25
   c) 1.5   .
   d) 0.83

238) You do not expect the types of variance that have occurred on the project to date to continue. If BAC = 300, ETC = 275, PV = 300, AC = 200, EV = 250, and CPI = 1.25, what is the EAC?

   a) 240
   b) 250
   c) 475
   d) 150

239) You know that BAC = 375, PV = 300, AC = 200 and EV = 250. Variances that have occurred on the project to date are not expected to continue. What is the ETC?

   a) 75
   b) 50
   c) 125
   d) 150

240) What are the outputs of the Performance Reporting process?

   a) Performance reports and change requests
   b) Performance reports and other project records
   c) Change requests and performance reporting
   d) Change requests and performance measurements

Test 11

241) You are a project manager for Bluebird Technologies. Bluebird writes custom billing applications for several industries. A scope change has been requested. You know change is concerned with all of the following except:

a) Managing change
b) Verifying change
c) Influencing causes of change
d) Determining that a change occurred

242) 2You are a project manager for Bluebird Technologies. Bluebird writes custom billing applications for several industries. One of your users verbally requests changes to one of the screen displays. You explain to her that the change needs to go through the change control system. You explain that a change control system does all of the following except:

a) Document procedures for change requests
b) Track the status of change requests
c) Describe the management impacts of change
d) Determine if changes are approved or denied.

243) Change control system, configuration management, performance measurement, additional planning, and project management information system are tools and techniques of which process?

a) Integrated Change Control
b) Scope Change Control
c) Schedule change control
d) Cost change control

244) You are a project manager for Star Light Strings. Star Light manufactures strings of lights for outdoor display. Their products range from simple light strings to elaborate lights with animal designs, bug designs, memorabilia, and so on. Your newest project requires a scope change. You have documented the characteristics of the product and its functionality using which of the following tools and techniques?

a) Change control system
b) Corrective action
c) Configuration management
d) Updates to the scope management plan

245) You are a project manager for Star Light Strings. Star Light manufactures strings of lights for outdoor display. Their products range from simple light strings to elaborate lights with animal designs, bug designs, memorabilia, and so on. Your newest project requires a change. One of the business unit managers submitted a change through the change control system, which utilizes a CCB. Which of the following is true regarding the CCB?

a) Describes how change requests are managed
b) Requires all change requests in writing
c) Approves or denies change requests
d) Requires updates to the appropriate management plan

246) You are working on a project that was proceeding well until a manufacturing glitch occurred that requires corrective action. It turns out the glitch was an unintentional enhancement to the product, and the marketing people are absolutely crazy about its potential. The corrective action is canceled, and you continue to produce the product with the newly

discovered enhancement. As the project manager, you know that a change has occurred to the product scope as the glitch changed the characteristics of the product. Which of the following is true?

a) Changes to product scope are reflected in the project scope.
b) Changes to product scope are reflected in the integrated change control plan.
c) Changes to product scope are a result of changes to the product description.
d) Changes to product scope are a result of corrective action.

247) You are working on a project that was proceeding well until a manufacturing glitch occurred that requires corrective action. It turns out the glitch was an unintentional enhancement to the product, and the marketing people are absolutely crazy about its potential. The corrective action is canceled, and you continue to produce the product with the newly discovered enhancement. As the project manager, you know that a change has occurred to the project scope. Which of the following is true?

a) Project scope changes do not require CCB approval.
b) Performance measurement baselines are affected by scope changes.
c) Project scope change uses inspection to determine if change has occurred.
d) Project scope change uses workarounds to correct unexpected problems with scope change.

248) Your project has recently experienced change. Some of the agreed upon *WBS* elements have been changed as a result. What kind of change has occurred?

a) Schedule change
b) Risk response change
c) Quality change
d) Scope change

249) Your project has experienced some changes to the agreed upon WBS elements. The changes were approved through the proper change control process. The WBS changes may in turn require which of the following?

a) Scope changes
b) Cost changes
c) Schedule revisions
d) Risk response changes

250) Which of the following is true regarding schedule variance?

a) They impact scope, which impacts the schedule.
b) They sometimes impact the schedule.
c) They always impact the schedule.
d) They never impact the schedule.

251) You are a project manager for laurel's theater productions. Your new project is coming in over budget and requires a cost change through the cost change control system. The cost variance was projected using which of the following tools and techniques?

a) Performance measurements
b) Cost baseline measurements
c) Computerized tools
d) Performance reports

252) You are a project manager for Laurel's theater productions. Your new project is coming in over budget and requires a cost change through the cost change control system. You know all of the following are true regarding Cost Control except:

a) Performance is monitored to detect variances.
b) Changes are reflected in the cost baseline.
c) Changes are monitored and reflected in the project scope.
d) Changes are monitored so that inappropriate changes do not get into the cost baseline.

253) Which of the following might require rebaselining of the cost baseline?

a) Corrective action
b) Revised cost estimates
c) Updates to the cost management plan
d) Budget updates

254) You are working on a project to develop a new website for your company. You are monitoring results of the project to determine if they comply with standards set out during the Planning process. You are also taking steps to eliminate unsatisfactory results. This might mean rework in some cases. Which process are you in?

a) Risk monitoring and control
b) Quality control
c) Integrated change control
d) Scope change control

255) This tool and technique of Quality Control keeps errors from reaching the customer:

a) Inspection
b) Prevention
c) Corrective action
d) Performance measurements

256) Common causes of variances are a result of all of the following except:

a) Random variances
b) Predictable variances
c) Special variances
d) Variances that are always present in the process

257) You are a project manager in the manufacturing industry. You are using sample variance measurements to monitor the results of the process over time. Which tool and technique of Quality Control are you using?

a) Statistical sampling
b) Scatter diagrams
c) Control charts
d) Pareto diagrams

258) All of the following are true regarding Pareto diagrams and Pareto theory except:

a) Pareto diagrams are histograms.
b) Pareto diagrams rank order factors.
c) A small number of causes create the majority of problems.
d) Pareto diagrams use tow variables.

259) You are preparing a diagram that plots two variables, the dependent variable and the independent variable, to see the relationship between the two elements. What kind of diagram are you using?

    a) Cause-and-effect diagram
    b) Control chart
    c) Flowchart
    d) Scatter diagram

260) Your project progressed as planned up until yesterday. Suddenly, an unexpected risk event occurred. You quickly devised a response to deal with this negative risk event using which of the following outputs of Risk Monitoring and Control?

    a) Risk management plan updates
    b) Workarounds
    c) Corrective action
    d) Additional risk identification

<u>Test 12</u>

261) You are the project manager for a top secret software project for an agency of the United States Government. Your mission, should you choose to accept it/ is to complete the project using internal resources. The reason is because getting top secret clearances for contractors takes quite a bit of time and waiting for clearances would jeopardize the implementation date. Your programmers are 80 percent of the way through the programming and testing work when your agency appoints a new executive director. Slowly but surely your programmers are taken off this project and reassigned to the executive director's hot new project. Which of the following type of project ending is this?

    a) Starvation
    b) Extinction
    c) Addition
    d) Integration

262) You are the project manager for a top secret software project for an agency of the United States Government. Your mission, should you choose to accept it/ is to complete the project using internal resources. The reason is because getting top secret clearances for contractors takes quite a bit of time and waiting for clearances would jeopardize the implementation date. Your programmers are 80 percent of the way through the programming and testing work when your agency appoints a new executive director. Your programmers are siphoned off this project to work on the executive director's hot new project. Which of the following addresses the Scope Verification in this case?

    a) It determines the correctness and completion of all the work.
    b) It documents the level and degree of completion.
    c) It determines if the project results comply with quality standards.
    d) It documents the correctness of the work according to stakeholders' expectations

263) You are a project manager for Cinema Snicker Productions. Your company specializes in producing comedy films for the big screen. Your latest project has just been canceled due to budget cuts. Which of the following is true?

    a) This project ended due to starvation because the funding was cutoff
    b) This project ended due to integration because the resources were distributed elsewhere
    c) This project ended due to starvation because the resources were distributed elsewhere
    d) This project ended due to integration because the funding was cut off

264) All of the following are types of project closures or endings except:

    a) Addition
    b) Integration
    c) Verification
    d) Extinction

265) You are a project manager for Cinema Snicker Productions. Your company specializes in producing comedy films for the big screen. Your latest project has just been completed and accepted. You've been given your next project, which starts right away. Which of the following is true?

    a) This project ended due to extinction because it was completed and accepted.
    b) This project ended due to integration because it was completed and accepted and the project manager moved on to a new project.
    c) This project ended due to addition because it was completed and accepted and achieved into the company's catalog of available films.

d) This project ended due to integration because it was competed and accepted.

266) Which of the following processes are performed in the Closing process group and in what order?

   a) Administrative Closure then Contract Closeout
   b) Scope Verification then Administrative Closure
   c) Contract Closeout the Scope Verification
   d) Contract Closeout then Administrative Closure

267) You are a project manager for Dutch Harbor Consulting. Your latest project involved the upgrade of an organization's operating system on 236 servers. You performed this project under contract. You are in the Contract Closeout process and know that you should document:

   a) Lessons learned
   b) Performance measurements
   c) Formal acceptance
   d) Product verification

268) Which of the following are the outputs of the Contract Closeout process?

   a) Project archives, formal acceptance and closure, contract file
   b) Contract file, formal acceptance and closure
   c) Project archives, contract file
   d) Contract file, formal acceptance and closure, lessons learned

269) You are a project manager for Dutch Harbor Consulting. Your latest project involved the upgrade of an organization's operating system on 236 servers. You performed this project under contract. You are in the Closing process and know that 'product verification is for what purpose?

   a) To verify the goals of the project and assure the product of the project is complete
   b) To evaluate all the work of the project and compare results to project scope
   c) To verify all the work was completed correctly and satisfactorily
   d) To evaluate project goals and assure the product of the project meets the requirements

270) You are a project manager for Dutch Harbor Consulting. Your latest project involved the upgrade of an organization's operating system on 236 servers. You performed this project under contract. You are in the Contract Closing process and have reviewed the contracting process to identify lessons learned. What is the name of the tool and technique of Contract Closeout you used to perform this function?

   a) Procurement audits
   b) Performance reviews
   c) Performance audits
   d) Procurement reviews

271) All of the following are inputs to the Administrative Closure process except:

   a) Performance measurement documents
   b) Documentation of the product of the project
   c) Other documents
   d) Contract documents   .

272) You are a project manager of Penguin Software. Your company creates custom software programs for hospitals and large dental offices. You have just completed a project and are gathering the documentation of the product of the project. This might include all of the following except:

    a) Technical specifications
    b) Electronic files
    c) Programming plans
    d) Performance measurements

273) The outputs of the Administrative Closure process include all of the following except:

    a) Project archives
    b) Project closure
    c) Lessons learned
    d) Formal acceptance

274) You are a project manager of Penguin Software. Your company creates custom software programs for hospitals and large dental offices. You have just completed a project and are performing earned value analysis, trend analysis, and performance reviews. Which of the following is true?

    a) This is performance measurement documentation, which is an input to the Contract Closeout process.
    b) This is performance measurement documentation, which is an input to the Administrative Closure process.
    c) These are performance reporting tools and techniques of the Administrative closure.
    d) These are performance reporting tools and techniques of the Contract Closeout process.

275) You have collected the performance measurement documentation for your project to be included in the project archives. What is the purpose of the performance measurement documentation?

    a) It's used as part of the formal acceptance process to verify contract expenditures.
    b) It's reviewed to make certain the project goals and objective were met.
    c) It's included in the project archive documentation after confirming the accuracy of the measurements.
    d) It's used as historical information for future projects that are similar in scope to this project.

276) Your project was just completed. Due to some unfortunate circumstances, the project was delayed causing cost overruns at the end of the project. Which of the following is true?

    a) You document the circumstance as lessons learned.
    b) You pay particular attention to archiving the financial records for this project.
    c) Your project ended due to starvation because of the cost overruns.
    d) You document the circumstances surrounding the project completion during the Scope Verification process.

277) Your project was just- completed. Due to some unfortunate circumstances, the project was delayed causing cost overruns at the end of the project. This information might be useful on future projects in all of the following activities except:

    a) Cost estimating
    b) Allocating resources
    c) Product verification

  d) Activity estimating

278) Your project was just completed, accepted/ and dosed. As is customary for your organization, you. conduct a post-implementation audit. The purpose of this audit includes all of the following except:

  a) Evaluating project goals and comparing them to project product
  b) Reviewing successes and failures
  c) Documenting the acceptance of the work results
  d) Documenting possible improvements for future projects

279) Contract documentation is an input to the Contract Closeout process. Contract documentation might include all of the following except:

  a) Supporting documents
  b) Contract changes
  c) Financial documents
  d) Procurement audit documents

280) Procurement audits review what?

  a) The procurement process from Procurement Planning through Contract Administration
  b) The contract administration process from Solicitation Planning through Contract Administration
  c) The procurement process from Procurement Planning through Contract Closeout
  d) The contract administration process from Solicitation Planning through Contract Closeout

Test 13

281) As a project manager, you're responsible for maintaining and ensuring integrity for all of the following except:

    a) Personal integrity of others
    b) Project management process
    c) Personal integrity
    d) Product integrity

282) You are a project manager working on contract. You've performed earned value analysis and discovered that the project will be completed on time and under the original estimated amount. This means the profit to your company will decrease as will your personal bonus. Which of the following should you do?

    a) Add activities to the project to increase the cost enough to meet the original estimated amount.
    b) Tell the customer you're adding additional requirements to the project that were originally cut because of cost constraints.
    c) Upon completion information the customer the project has come in under budget.
    d) Bill the customer for the full amount of the contract, as this was the original agreed-upon price.

283) Integrity in the project management field is accomplished through all of the following except:

    a) Training to learn how to manage relationships with others from different cultures
    b) Adhering to an ethical code
    c) Applying established project management processes
    d) Following the *Project Management Professional Code ofProfessional Conduct*

284) You are a project manager for a manufacturing firm that produces Civil War-era replicas and memorabilia. You discover a design error during a test production run on your latest project. Which of the following is the most likely response to this problem?

    a) Reduce the technical requirements so that the error is no longer valid.
    b) Go forward with production and ignore the error.
    c) Go forward with production but inform the customer of the problem.
    d) Develop alternative solutions to address the error.

285) You are a project manager for a telecommunications firm. You're working on a project that entails upgrading technical hardware and equipment. The estimated cost of the hardware and equipment is $1,725,000. You are reviewing products from three different vendors. One of the vendors invites you to lunch. What is the most appropriate response?

    a) Thank them but let them know this could be a conflict of interest since you haven't made a decision about which vendor you're 'going to choose.
    b) Thank them and decline. You know this could be considered personal gain, which could call your integrity into question.
    c) Thank them and accept. You don't believe there is a conflict of interest or a personal integrity issue.
    d) Thank them and decline. You believe this could be a conflict of interest on the part of the vendor, and you don't want to encourage that behavior.

286) You are a project manager for a telecommunications firm. *You're* working on a project that entails upgrading technical hardware and equipment. The estimated cost of the hardware and equipment is $1,725,000. You are reviewing products from three different vendors. One

of the vendors invites you and your family the use of the company yacht for the upcoming three-day weekend. What is the most appropriate response?

a) Thank them and accept. You don't believe there is a conflict of interest or an integrity issue at stake.
b) Thank them and decline. You know this could be considered personal gain, which could call your integrity into question.
c) Thank them and accept. Immediately report your actions to the project sponsor so that your motives are not called into question after the fact.
d) Thank them and decline. You know this could be considered an integrity issue on the part of the vendor.

287) You are a project manager working on contract with a company in a foreign country. At the project kick-off meeting, you are given an expensive-looking gift. The person who presented this to your said that it is customary in their country to give their business partners gifts. What is the most appropriate response?

a) Thank them and decline. Explain that this is considered personal gain, which is unacceptable in your country.
b) Thank them and accept. You don't believe there is a conflict of interest or an integrity issue at stake.
c) Thank them and decline. Explain that this is considered a conflict of interest, which is unacceptable in your country.
d) Thank them and accept since you know that it would be considered offensive to decline the gift in their culture. Immediately report the acceptance of the gift to the appropriate parties at your company so that your actions are not called into questions later.

288) You are a project manager and are in the Closing processes of the project. Your customer has been presented with a formal acceptance and sign-off document. They refuse to sign, claiming the product does not meet their expectations. You know that this situation could have been prevented by doing all of the following except:

a) Documenting the requirements
b) Documenting the customer's refusal to sign
c) Performing quality inspections during the process
d) Requesting sing-off at important milestones

289) As a project manager, you know that the most important activity to ensure customer and stakeholder satisfaction is which of the following:

a) Documenting the requirements
b) Documenting the performance measurements
c) Reporting changes and updating the project plan and other, project documents where appropriate
d) Reporting project status timely and regularly

290) As a PMP, you will be required to comply with the *Project Management Professional Code of Professional Conduct.* This code refers to all of the following except:

a) Reporting conflicts of interest
b) Reporting experience and PMP status truthfully
c) Complying with stakeholder requirements
d) Complying with rules and policies of foreign countries

291) You are a contract project manager working with the State of Bliss. Your latest project involves rewriting the Department of Revenue's income tax system. One of the key

stakeholders is a huge movie buff, and she has the power to promote you into a better position at the conclusion of this project. She's discovered that one of her favorite superstars lives in the State of Bliss and therefore must file income tax returns in that state. She asks you to look up the account of this movie star. What is the most appropriate response?

a) Report her to the management team
b) Refuse to comply with the request, citing conflict of interest and violation of confidential company data.
c) Look up the information she's requested. Since the data is considered part of the project, there is no conflict of interest.
d) You believe that tax records are public information, so you comply with the request.

292) You are a contract project manager working with the State of Bliss. Your latest project involves rewriting the Department of Revenue's income tax system. As project manager, you have taken all the appropriate actions regarding confidentiality of data. One of the key stakeholders is a huge movie buff, and she has the power to promote you into a better position at the conclusion of this project. She's reviewing some report data that just happens to include confidential information regarding one of her favorite movie superstars. What is the most appropriate response?

a) Report her to the management team
b) Request that she immediately return the information, citing conflict of interest and violation of confidential company data.
c) Do nothing as she has the proper level of access rights to the data and this information showed up unintentionally
d) Request that she immediately return the information until you can confirm that she has the proper level of access rights to the data.

293) As a PMP, you will be required to comply with the *Project Management Professional Code of Professional Conduct.* Part of your responsibility concerns applying professional knowledge. All of the following are part of applying professional knowledge except:

a) Developing relationships based on mutual respect
b) Staying abreast of project management practices
c) Keeping up with industry trends and new technology
d) Honestly reporting your project management experience

294) You are a project manager with several years of experience in project management. You've just accepted your first project in a foreign country. You've been in the country a week or two and are experiencing some disoriented feeling. This is known as:

a) Collocation
b) Diversity shock
c) Global culturing
d) Culture shock

295) You are the project manager for a software-manufacturing firm. The project you've just finished created a new software product that is expected to become a number-one seller. A friend of yours is a certified software instructor. They have asked you for a copy of the software prior to the beta release through the marketing department so that they can get familiar with it. What is the most appropriate response?

a) Since your friend is certified to teach your company's brand of software, provide them with a copy of the software.
b) Ask them to sign a nondisclosure agreement before releasing a copy of the software.

    c) Decline the request since you stand to gain from this transaction by receiving free training.

    d) Decline the request because the software is the intellectual property of the company.

296) Your upcoming project includes project team members from a foreign country, in order to make certain that cultural differences don't interfere with team performance, thereby affecting the success of the project, your first course of action is to do which of the following:

    a) Provide diversity training to all the team members.

    b) Collocate the project team.

    c) Perform team-building exercises.

    d) Inform the team members of the organization's rules and standards.

297) You are a project manager for Pizza Direct, which is a retail pizza delivery store. Your company is competing with another retail store for the option of opening two new stores in a foreign country. You have been invited to dinner with the prospective foreign business partners and their spouses upon your arrival. You know that all of the following are generally true except:

    a) You should spend time building relationships with your prospective foreign business partners before getting down to business.

    b) You should explain your company's rules, standards, and operating policies at your first meeting with the prospective foreign business partners.

    c) You should build an atmosphere of mutual trust and cooperation.

    d) You should respect the cultural differences you'll encounter when working with your prospective foreign business partners.

298) You are a project manager for Pizza Direct, which is a retail pizza delivery store. Your company is competing with another retail store for the option of opening two new stores in a foreign country. You've been told that it is culturally unacceptable' to eat certain foods in this country. You know that one of these foods happen to be a secret ingredient in the pizza sauce. What is the most appropriate response?

    a) Inform the potential partners that your sauce recipe is a secret, but you're certain there are no forbidden ingredients in it.

    b) Inform the potential partners that you suspect there might be a forbidden ingredient in the sauce and you'll request an investigation to determine if any of them exist in the sauce.

    c) Inform the potential partners that a forbidden ingredient exists in the sauce and determine to work with them to come up with another ingredient to replace that one.

    d) Don't tell the potential partners about the ingredient because the sauce they'll be using in the stores is shipped to them already prepared in cans. They won't know the ingredient is in the sauce.

299) You are a project manager for Pizza Direct, which is a retail pizza delivery store. Your company is competing with another retail store for the option of opening two new stores in a foreign country. You know, but have not yet informed your company, that you are going to go to work for the competitor, which happens to be bidding for this same opportunity. What is the most appropriate response?

    a) You decline to participate in the initial meetings with the foreign business partners, due to conflict of interest.

    b) You've not yet received an official offer from the competing company for your new job opportunity, so you choose to participate in the initial meetings with the foreign business partners.

    c) You decide to participate in the initial meetings with the foreign business partners because any information you gain now will help you when you make the move to the new company.

    d) You inform the foreign business partners that you're going to be working with a new company and that you know the deal they'll receive from the competing company is better than the one this company is proposing.

300) You are the project manager for a new construction project in your city. Your longtime personal friend is bidding on the project. They've asked you to give them an indication of the budget for this project so that they do not overbid and lose the deal. What is the most appropriate response?

    a) Give the information to your friend. You know their character and can trust that they won't tell anyone.

    b) Tell your friend that after all this time, they should know you better than to think you'd put your personal integrity on the line or compromise your job due to a conflict of interest. Decline to give them the information.

    c) Tell your friend you'll give them the information if they'll promise not to tell anyone and if they'll agree to help you out with some materials on your basement-refinishing project.

    d) Give the information to your friend and inform the project sponsor so that the information can be shared with the other bidders as well.

Practice Exam

301) You are going to take some performance measurements for your current project. You know that PV = 450, AC = 500, and EV = 375. What are the CV and SV respectively?

   a) CV = 125, and SV = 75
   b) CV = -75, and SV = -125
   c) CV = 75, and SV = 125
   d) CV = -125, and SV = -75

302) You are the project manager for a software consulting firm that is working on developing a new software program for a customer in another country. Things seem to be progressing well. Recently your stakeholder examined the work of the project and formally accepted the work results. Which process was just performed?

   a) Scope Verification
   b) Quality Assurance
   c) Performance Reporting
   d) Quality Control

303) You are a project manager for Candy Works candy factory. Your project involves reporting information from the newly installed candy-counting machine to the financial system. This will give executives the ability to see production run counts at any time during the day. The project sponsor has promised you a bonus if you get this project completed two weeks sooner than the scheduled project end date. The bonus will come in handy on your trip to the Bahamas planned for later this spring. You've got a few remaining project activities to wrap up before you can close out the project. Which of the following is the most appropriate response?

   a) You tell the sponsor the project is complete and treat the remaining activities as though they're problems that came up after project closure so that you can still get the bonus.
   b) You tell the sponsor the remaining activities are outside the scope of the project so the project really completed and collect your bonus.
   c) You tell the sponsor the stakeholders added these requirements after the project was well under way and you never agreed to include them in the project, so the project really is complete, and you collect your bonus.
   d) You tell the sponsor you aren't going to make the two-week early completion date, as there are remaining activities to finish up.

304) You've reached a state of independence where you're able to express yourself and perform at your peak level of performance. Being the best you can be is the motivator that drives you. Which of the following is true?

   a) This is an example of the Expectancy theory.
   b) You've reached self-actualization in Maslow's Hierarchy.
   c) This is an example of the Hygiene theory.
   d) You've reached the highest level of the Achievement theory.

305) Intellectual property includes all of the following except:

   a) Software
   b) Patents
   c) Hardware
   d) Business processes

306) The project manager, stakeholders and project team members all have roles and responsibilities throughout the project. As the project manager, you might link the project scope definition to the project roles and indicate which activities each person will participate in. You might display this information in which of the following ways:

   a) PDM
   b) RAM
   c) SOW
   d) RRM

307) During a recent team meeting, you reached a resolution to a problem that's been troubling the team for several weeks. You took responsibility for searching out the facts of this problem and uncovered the right answer to this problem. You presented the facts at the project status meeting, and everyone reached agreement on the recommended solution based on the facts you presented. This is an example of what type of conflict resolution technique?

   a) Compromise
   b) Smoothing
   c) Confrontation
   d) Forcing

308) You are a project manager for Capella Systems. Your company writes custom software for accounting and financial systems for medium to large-sized corporations. Your recent project has experienced some setbacks, and you've been forced to rework the design of one of the programs because it doesn't match the customer's requirements. Since some parts of the program have already been written, it will have to be rewritten so that it matches the design changes. This rework has increased costs, and you're beginning to notice some signs of poor morale because of the rework. Which of the following is true?

   a) The problems occurred because the WBS was not constructed properly.
   b) The quality assurance plan was carried out correctly, which is how the design problems were discovered.
   c) The problems occurred as a result of poor scope definition.
   d) The Risk Management Planning process details these kinds of risks and the responses you should put into place should they occur.

309) You are a project manager for a network cabling project for your organization. Your project team is made up of six full-time employees and three contractors. This is the first time they have all worked together. This project requires accurate information exchange at all times during the life of the project, how many lines of communication exist among the project team members?

   a) 36
   b) 41
   c) 18
   d) 34

310) You are a project manager for Candy Works candy factory. Your project involves reporting information from the newly installed candy-counting machine to the financial system. This will give executives the ability to see production run counts at any time during the day. You need to purchase an expensive piece of hardware as part of this project. One of the vendors bidding on the project is a dose friend. In order to win the bid, she needs to know how much money the company is willing to spend on the equipment and consulting. Your friend asks you to give her this confidential information and not tell anyone you did. Which of the following is the most appropriate response?

a) Tell your friend that as a PMP, you're required to abide by the *Project Management Professional Code of Professional Conduct* and this would violate the code, as it's a conflict of interest.

b) Tell your friend that as a PMP, you're required to abide by the *Project Management Professional Code of Professional Conduct* and this would violate the code, as it's a personal interest.

c) Tell your friend that as a PMP, you're required to abide by the *Project Management Professional Standards and Ethics Code* and this would violate the code, as it's a conflict of interest.

d) Tell your friend that as a PMP, you're required to abide by the *Project Management Professional Standards and Ethics Code* and this would violate the code, as it's an ethics violation.

311) Which of the following describes a unique characteristic of the project Executing and Controlling processes?

a) The core processes in the Executing and Controlling processes are from the Project Integration knowledge area.

b) Both the Executing and Controlling processes measure variances in project performance and use corrective action to bring performance back in line with the plan.

c) Executing is an input to the Controlling processes, and Controlling is an input to Execution

d) Executing and Controlling each have only one core process.

312) You are preparing a cash flow analysis for a project the company is considering undertaking. The project's cost is $525,000, and expected cash inflows are $125,000 the first year and then $75,000 per quarter the second year and $100,000 per quarter after that. What is the payback period?

a) 16 months

b) 27 months

c) 32 months

d) 28 months.

313) You are going to take some performance measurements for your current project. You know that PV = 450, AC = 500 and EV = 375. What is the CPI and SPI respectively?

a) CPI = .90, and SPI = 1.2.

b) CPI= .75, and SPI = .83.

c) CPI = 1.2, and SPI == .90.

d) CPI = .83, and SPI = .75

314) All of the following are true regarding the Execution processes except:

a) Executing has one core process.

b) The majority of the project budget .is spent here.

c) The greatest conflicts are schedule conflicts.

d) Project performance is measured to identify variances.

315) You are a project manager for a network cabling project, for your organization. Your project team is made up of six full-time employees and three contractors. This is the first time they have all worked together. You know that the team wi4 go through the stages of team development in the following order:

a) Forming, storming, norming and performing

b) Storming, norming, forming and performing
c) Norming, Storming, forming and performing
d) Forming, norming. Storming and performing

316) All of the following are tools and techniques of the Quality Control process except:

a) Monte Carlo Analysis
b) Statistical sampling
c) Pareto diagrams
d) Trend Analysis

317) You are a project manager working for Mail House King. Your company processes orders for several mail-order catalog companies. Your project is to install new mail-sorting equipment and software. You've had some problems and experienced some variances so far during the project. You don not expect these variances to continue, as they're atypical. Your project sponsor has asked for an EAC. You know the following information: PV = 800, BAC = 700, EV = 675, AC = 750, and ETC = 30. Which of the following is the correct EAC given the circumstances?

a) 25
b) 760
c) 775
d) 833

318) You are working on a project and are in the Quality Planning process. You know that if the customer requirements are not satisfied while the product is still in the control of the organization, it may result in corrective action, rework, scrapping and downtime. Which of the following is true regarding the cost of quality?

a) Cost of quality is an output of this process, and this is an internal failure cost.
b) Cost of quality is a tool and technique of this process, and this is a prevention cost.
c) Cost of quality is an output of this process, and this is a prevention cost.
d) Cost of quality is a tool and technique of this process, and this is an internal failure cost.

319) You are the project manager for your company's annual Spring Fling. You've made all the plans and reserved the outdoor grounds for the appropriate day and time. You are now two days away from the big day, and the forecast is calling for light rain showers in the afternoon. You rented tents just in case this risk occurred. This is an example of which Risk Response Planning tool and technique?

a) Passive acceptance
b) Contingency planning
c) Avoidance
d) Transference

320) You are a project manager who believes people will always perform at their best if given the proper expectations and motivation. Which theory do you subscribe to?

a) Theory X
b) Hygiene theory
c) Contingency theory
d) Theory Y

321) The tools and techniques of Source Selection include all of the following except:

a) Contract negotiation

b) Work authorization system
c) Weighting systems
d) Independent estimates

322) You are an international project manager from the United States living in a foreign country. The project you're working on has lasted two and a half years. During that time you've really gotten to feel comfortable in the foreign country and have enjoyed living in their culture. The project has just ended, and you've returned to the United States. Upon your return, you're surprised to find that you're feeling a little disoriented as you've gotten so used to the foreign culture and its slower pace that you've forgotten what some things are like in the US. This experience is known as:

a) Diversity shock
b) Global norming
c) Culture shock
d) Culture norming

323) Which performance measurement is the cost of work budgeted for an activity within a certain time frame?

a) AC
b) PV
c) EV
d) EAC

324) You are a project manager for Undo Sam's Flag Company. Your company has designed a new line of products featuring the American flag. Due to some unique circumstances, the products are in hot demand and the project sponsor has asked you to do whatever it takes to get this project completed early and make the products available. You regularly check the progress of the project with your team members using which of the following techniques?

a) E-mail communication
b) Status review meetings
c) Project management information systems
d) Receiver communication model

325) What is the process in the Executing process group that determines if the project satisfies quality standards identifies lessons learned, and reviews quality management activities to verify the correct quality elements are being examined?

a) Quality Control
b) Quality Monitoring and Control
c) Quality Assurance
d) Scope Verification

326) You are a project manager for Snow Fun, a chain of retail shops specializing in winter sports gear and clothing. You've been working on contract with Snow Fun and are ready to move on to your next assignment. As the project manager, you know all of the following are true regarding the project Closing processes except:

a) Administrative Closure is always required at the close of the project.
b) The Closing processes are the most often skipped processes.
c) Administrative Closure should occur prior to Contract Closeout
d) Both Closing processes verify that the work and product of the project were completed satisfactorily.

327) You are the project manager for Cashiers Systems. Your company produces cashiering systems and software for the retail industry. Your customer has requested a change that will change the characteristics of the cashiering system. You've described the characteristics of the cashiering system using this tool and technique of the Integrated Change Control process:

   a) Product description
   b) Product analysis
   c) Decomposition
   d) Configuration management

328) The lowest level of the WBS is called what?

   a) Code of accounts
   b) Requirement
   c) Milestone
   d) Work package

329) Your organization regularly uses a tool and technique of the Contract Closeout process to identify lessons learned, including the successes and failures, which will benefit future activity on this project and on future projects. Which tool and technique are they using?

   a) Product documentation inspection
   b) Contract process review
   c) Performance measurement review
   d) Procurement audit

330) You are a project manager for Safari Outfitters. Your company is going to offer a new product line in the upcoming spring catalog. Your project team has 10 months to secure contracts with suppliers, finalize the designs, get the product into the catalog, and stock the warehouse. This is an example of

   a) An assumption because the project team has worked on projects like this before and know they can meet the 10-month deadline
   b) An assumption because the project team has a limited amount of time to complete the project
   c) A constraint because the project team has a limited amount of time to complete the project
   d) A constraint because the project team is working with a new product line that hasn't been developed before

331) What is the name of the unplanned response used to deal with negative risk events in the Risk Monitoring and Control process?

   a) Mitigation
   b) Contingency plans
   c) Workarounds
   d) Corrective action

332) You are ready to perform the Activity Sequencing process for your project. To make your job easier, you're going to use a software tool to help you draw a PDM network diagram. Most software programs use this technique. You know all of the following are true regarding the PDM except:

   a) It shows the activities on arrows and connects them to dependencies usually depicted as circles.

b) It is also called AON.
c) It shows the activities in boxes with arrows connecting the dependent activities.
d) It uses four types of dependency relationships of which finish to start is one.

333) Project managers have the greatest amount of authority in which kind of organizational structure?

   a) Functional
   b) Projectized
   c) Weak Matrix
   d) Balanced Matrix

334) You are a project manager for Snow Fun, a chain of retail shops specializing in winter sports gear and clothing. You've been working on contract with Snow Fun and are ready to move on to your next assignment. The customer has signed off on the project, formal acceptance notices have been distributed, and project closure procedures have been performed. What type of project ending is this?

   a) Extinction
   b) Starvation
   c) Integration
   d) Addition

335) Brainstorming and the Delphi technique are two types of information gathering techniques found in which process?

   a) Risk Management Planning
   b) Risk Response Control
   c) Risk Identification
   d) Quantitative Risk Analysis

336) You are a project manager working for Mail House King. Your company processes orders for several mail-order catalog companies. Your project is to install new mail-sorting equipment and software. You've some problems and experienced some variances so far during the project. You expect these variances to continue throughout the life of the project. Your project sponsor has asked for an EAC. You know the following information: PV = 800, BAC = 700, EV == 675, AC = 750 and ETC = 30. Which of the following is the correct EAC given the circumstances?

   a) 778
   b) 780
   c) 861
   d) 833

337) What is the key activity during contract closeout and Administrative Closure?

   a) Documenting lessons learned
   b) Creating project archives
   c) Disseminating information to formalize project closure
   d) Documenting project closure

338) You know that change control systems are important as they describe how to submit change requests and document how to manage the change, track the status and determine the management impacts of the change. Each of the following processes in the Controlling process group uses a change control system as one of its tools and techniques except:

a) Integrated Change Control
b) B. Quality Control   -
c) Scope Change Control
d) Schedule Control

339) You are in the Planning process of our project,, and your project sponsor has requested an accurate cost estimate in two weeks from today. You'll use which of the following techniques to provide her with the most accurate cost estimate?

a) Bottom-up
b) Analogous
c) Top-down
d) Earned Value

340) The Critical Path Method is a mathematical tool and technique of the Schedule Development process. All of the following are true regarding the CPM except:

a) Determines a single.early and late start date and a single early and late finish date
b) Calculates expected value
c) Focuses on the calculation of float time
d) Shows the critical path, or the path with the longest duration

341) You are a project manager working in the automotive industry. You are performing quality control and decide to rank order the frequency of problem occurrences over time using which of the following:

a) Control chart
b) Pareto Diagram
c) Cost and effect diagram
d) Scatter diagram

342) You are developing your project schedule and have decided to use the PERT method to determine project duration. The estimates you've gathered so far include the following: Most likely is 200 hours, optimistic is 180 hours, and pessimistic is 220 hours. Which of the following is the correct PERT estimate?

a) 190
b) 226
c) 200
d) 210

343) You are a project manager for Uncle Sam's Flag Company. Your company has designed a new line of products featuring the American flag. Due to some unique circumstances, the products are in hot demand and the project sponsor has asked you to do whatever it takes to get this project completed early and make the products available. You decide to eliminate some of the requirements that are not critical and to add resources to the project. The sponsor agrees to pay the additional costs since time is now a critical factor. Which technique have you used?

a) Crashing
b) Resource leveling
c) Fast tracking
d) Resource loading

344) You've just accepted a new project management assignment. The project is for a customer in a foreign country. You've requested a business analyst and two other project team

members from the country the customer resides in to, participate on your team. The remaining team members are from your country. You know that the best way to ensure the project team doesn't get bogged down in cultural differences and hold up project progress is to:

a) Perform team-building exercises using video conferencing to allow team members to get to know each other and get to the performing stage of team development as soon as possible..
b) Provide diversity training for all the team members to make them aware of cultural differences and teach them to function effectively as a team despite these differences
c) Establish your role as project manager as the first order of business and require compliance to company policies,
d) Require project team members to read and sign the organization's diversity policy.

345) You are the project manager for Cashiers Systems. Your company produces cashiering systems and software for the retail industry. Your customer has requested a change to the product. You will handle this change using the scope change control system. All of the following are true except:

a) Change to product scope should be reflected in Project scope.
b) Project scope change may result in adjustments to the performance measurement baselines.
c) Changes to project scope should be reflected in the product scope.
d) Scope changes may result in performance improvements.

346) You are the project manager for a non-profit organization. Your project has come about due to a social need. Your sponsor wants to get right to the Planning process. However, you know that a scope statement should be published prior to proceeding to the Planning process. All of the following are true regarding scope statements expect:

a) It documents roles and responsibilities.
b) It can be modified to reflect changes to the scope statement.
c) It describes the project deliverables, requirements and objectives of the project.
d) It serves as a baseline for future project decisions.

347) Which of the following processes involves receiving bids and proposals and applies evaluation criteria to the proposals to rank order the sequence of award?
.
a) Contract Administration
b) Procurement
c) Source Selection
d) Solicitation

348) You are the project manager for a non-profit organization. Your project has come about due to a social need. Your sponsor wants to get right to the Planning process. However, you know that a project charter should be published prior to proceeding to the Planning process. All of the following are true regarding project charters expect:

a) Project charters always includes time and estimates.
b) Project charters always include the product description and business need of the product.
c) Project charters recognize and acknowledge the existence of the project.
d) Project charters commit organizational resources to the project.

349) During contract negotiations, your vendor tells you that the equipment originally bid in the RPF is no longer available. They say the best solution is to buy the new equipment they're

offering, which is a higher price than the original equipment. You have concerns that the new equipment might not be compatible with existing equipment and try to discuss this with them. They remind you that this decision was already made during the last contract negotiation meeting so there's no need to continue to discuss it. This is an example of which of the following:

a) Proposal
b) Compromise
c) Storming
d) Fait accompli

350) Lessons learned are used for all of the following except:

a) To provide historical information that you can review during your next project
b) TO document employee performance
c) To identify successes and failures
d) To record the causes of performance variances