

PMP Exam Prep Q&A

Nutek, Inc. ,

GSA Contract# GS02F0094T

3829 Quarton Road, Bloomfield Hills, MI 48302-4059, USA.

www.Nutek-US.com RKR@Nutek-US.Com

Tel: 248-540-4827, Fax: 1- (419) 745-0553 Toll Free: 1-866-434-0815

Sources of Free Test Questions

Provider	URL	# of Test Questions	Comment
Centreline Solutions Inc.	www.centreline-solutions.com	20	
CertGear	www.certgear.com	6	Downloadable free trial copy of CertGear's exam simulator with 20 questions.
Certification.about.com	certification.about.com	20	
Head First Labs	www.headfirstlabs.com	200	PDF file with 2MB for download. Answers and explanations at end.
PMExam.com	www.pmexam.com	?	Order their free <i>Daily Digest</i> as an e-mail service. A great resource.
MeasureUp	www.measureup.com	7	Simulates online a test environment similar to the original environment.
PM Study	www.pmstudy.com	50	200 free questions with registration.
PMTI	www.4pmti.com	15	Registration needed.
ProXalt	www.proxalt.com	20	Registration needed.
Tutorials Point	www.tutorialspoint.com	200	
Voight Project Solutions	www.voightps.com (Take online test)	200	Dr. Roger Voight has a large body of free questions. Many of them are also helpful for CAPM candidates.
Test Prep Review	www.testprepreview.com	15	

Source: Tutorial Point http://www.tutorialspoint.com/pmp-exams/pmp_mock_exams.htm

Below are 200 objective type sample questions and their answers are given just below to them. In examination you will get each question one by one on computer screen

Note: Answers A, B, C, D, E represent the listed answers 1., 2., 3., 4., and 5. respectively.

(1) A Project Manager is at the project kick-off meeting. He confidently states the vision and mission for the project. This PM is exhibiting the following leadership style:

1. Hierarchal
2. Authoritarian
3. Charismatic
4. Associative

Answer:C

(2) You are in charge of developing a new product for an organization. Your quality metrics are based on the 80th percentile of each of the last three products developed. This is an example of:

1. Statistical sampling
2. Metrics
3. Benchmarking
4. Operational definitions

Answer: C

(3) The two closing procedures are called:

1. Contract close out and scope verification
2. Contract close out and Close Project
3. Project closure and product verification
4. Project closure and lessons learned

Answer: B

(4) During the schedule development process the Project Manager may have to go through several iterations of the schedule before establishing the schedule baseline. All of the following are tools and techniques that may be used during this process:

1. Critical Path Method, GERT, Resource Requirements
2. Resource Leveling Heuristics, Mathematical Analysis, Calendars
3. Duration compression, Resource Leveling Heuristics, PERT
4. GERT, PERT, Leads and Lags

Answer:C

(5) Which of the following models of conflict resolution allows a cooling off period, but seldom resolves the issue in the long term?

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

Answer:B

(6) The receiver filters messages based on all but the following:

1. Culture
2. Semantics
3. Language
4. Distance
5. Knowledge

Answer: D

(7) How much time does the typical project manager spend communicating both formally and informally?

1. 40-60%
2. 50-70%
3. 60-80%
4. 75-90%

Answer: D

(8) Group brainstorming encourages all of the following except:

1. Team building
2. Analysis of alternatives
3. Convergent thinking
4. Uninhibited verbalization

Answer: C

(9) The critical element in a project's communication system is the:

1. Progress report
2. Project directive
3. Project manager
4. Customer

Answer: C

(10) System integration consists of:

1. Assuring that the pieces of a project come together at the right time
2. Planning for contingencies that may occur throughout the life cycle of the project
3. The pieces of the project function as an integration unit
4. a and c

Answer: D

(11) Performance reviews are held to:

1. Correct the project manager's mistakes.
2. Provide for answers for upper levels of management
3. To assess project status or progress
4. To apprise the project costs and cost trends of the project

Answer: C

(12) A complex project will fit best in what type of organization?

1. Functional
2. Cross-functional

3. Matrix
4. Balanced

Answer:C

(13) Which of the following could be an appropriate WBS code for a work package at the fourth level in a WBS where the top level code is 1.0?

1. 1.4
2. 1.1.1.1
3. 1.2.3.4
4. a and c
5. b and c

Answer:E

(14) Which of the following Project Scope Management processes involves subdividing the major project deliverables into smaller, more manageable components?

1. Scope Planning
2. Initiation
3. Scope Change Control
4. Scope Definition
5. Create WBS

Answer:E

(15) The review of key deliverables and project performance at the conclusion of a project phase is called:

1. phase exit
2. kill point
3. stage gate
4. a and c
5. all of the above

Answer:E

(16) Project scope is:

1. The work that must be done in order to deliver a product with the specified features and functions.
2. The features and functions that are to be included in a product or service.
3. A narrative description of work to be performed under contract.
4. a and b
5. all of the above

Answer:A

(17)The unique identifiers assigned to each item of a WBS are often known collectively as:

1. The work package codes
2. The project identifiers

3. The code of accounts
4. The element accounts

Answer:C

(18) The sender of a message is responsible for:

1. Confirming the message is understood
2. Ensuring the receiver agrees with the message
3. Scheduling communication exchange
4. Presenting the message in the most agreeable manner

Answer: A

(19) What are the best uses of PERT:

1. Used in the planning phase to do " what if for the project.
2. Assist in the controlling of changes to the project.
3. Is used in the process of preparing a WBS for the project.
4. To measure future consequences of activities.
5. a and d.

Answer: E

(20) Change requests can occur due to:

1. An external event such as a change in government regulation.
2. An error or omission in defining the scope of the product.
3. An error or omission in defining the scope of the project.
4. a and c
5. all of the above

Answer:E

(21) A project plan is:

1. A formal, approved document used to guide both project execution and project control.
2. A document issued by senior management that provides the project manager with the authority to apply organizational resources to project activities.
3. A narrative description of products or services to be supplied.
4. A document describing the organizational breakdown structure of the company.

Answer:A

(22) Which of the following is NOT an example of a type of schedule report?

1. Gantt chart
2. Milestone chart
3. Fishbone diagram
4. Network diagram

Answer:C

(23) The most important criteria in selecting project selection method is:

1. Ease of use
2. Cost of using it
3. Available expertise
4. Capability
5. Realism

Answer:E

(24) What is Team Development?

1. Setting up a team of people with the skills set that are required
2. Sending you project team to a PMI seminar
3. Motivating your project team members
4. Enhancing the ability of stakeholders to contribute as individuals
5. Enhancing the ability of the team to function as a team

Answer:D&E

(25) 3 major processes in Project HRM:

1. Staff recruitment, project staff planning and team building
2. HR planning, Acquire Project Team and Develop Project Team
3. Rewarding, salary reviews and penalties
4. Staff acquisition, staff training, staff deployment

Answer:B

(26) A project is defined as:

1. A process of considerable scope that implements a plan.
2. An endeavor, which is planned, executed, and controlled; performed by people; and constrained by limited resources.
3. A temporary endeavor undertaken to create a unique product or service.
4. An objective based effort of temporary nature.

Answer:C

(27) General management encompasses:

1. Planning, organizing, staffing, executing, and controlling the operations of an ongoing enterprise.
2. Business policy, financial management, business economics, contract administration, and legal services necessary for operating an enterprise.
3. Business strategy, planning and controlling, organizational behavior, procurement, and personnel administration required for managing the ongoing aspect of a business venture.
4. Organizational development, staffing, marketing and sales, procurement, and contract administration as part of an ongoing organization.

Answer:A

(28) Project management processes can be organized into:

1. Initiating, planning, contracting, executing, and administration
2. Designing, developing, testing, and implementing
3. Initiating, designing, planning, executing, controlling, and implementation
4. Initiating, planning, executing, controlling, and closing

Answer:D

(29) _____ must be measured regularly to identify variance from the plan.

1. Stakeholder requirements
2. Project performance
3. Schedule progress
4. Cost and schedule

Answer:B

(30) A project kick off meeting is usually conducted to:

1. Setup project team and announce the PM assignment
2. To draft project charter
3. Build up team spirit
4. Define project scope and develop WBS

Answer:A

(31) Which of the following is not an external-unpredictable risk?

1. Changes in government regulations
2. Natural hazards
3. Unexpected environmental side effects
4. Inflation

Answer:D

(32) Maslow ranked Human needs from the highest to lowest:

1. Self actualization; self promotion; social; security and physiological needs
2. Self esteem; self actualization; social; security and physiological
3. Self actualization; self esteem; social; security and physiological
4. Self fullfilment; self esteem; social; security and physiological

Answer:C

(33) Which of the following statements concerning contract type is correct?

1. A fixed price contract contains the most risk for the buyer.
2. Cost reimbursable contracts offer sellers the highest profit potential.
3. Lump sum contracts offer sellers the greatest profit potential.

4. Unit price contracts are illegal in many jurisdictions.

Answer:C

(34) Herzberg identified factors, which, if present, will lead to increased motivation. A typical factor would be:

1. Good supervision
2. Job security
3. Regular promotions
4. Good salary
5. A dental plan

Answer:C

(35) Your customer ask for a small change in the project, which was not budgetted in the project. It is a small effort as compared to the total project and you need the goodwill for a multimillion dollar on the pipeline. You will

1. Refuse to do the work
2. Agree to do the work at no charge
3. Do the work and bill him later
4. Assess the cost and schedule impact and tell them you will decide later

Answer:D

(36) You are responsible for ensuring that your seller's performance meets contractual requirements. For effective contract administration, you should:

1. Hold a bidders conference
2. Establish the appropriate contract type
3. Implement the contract change control system
4. Develop a statement of work

Answer:C

(37) The three major causes of change on a project are:

1. Replacement of the project manager or key project team members; changes in priorities by senior management; and contractual difficulties.
2. Changes in the relative importance of time, resources, or cost ; new knowledge about the deliverable; and technological uncertainty
3. Errors in the initial assessment of how to achieve the goal of the project; new information about the project deliverable; and a new mandate
4. Unavailability of resources promised by the functional managers; cost overruns; and changes in customer requirements

Answer:C

(38) The purpose of the review of deliverables and project performance at the conclusion of a project phase is to:

1. Determine how many resources are required to complete the project according to the project baseline
2. Adjust the schedule and cost baselines based on past performance
3. Obtain customer acceptance of project deliverables
4. Determine whether the project should continue to the next phase

Answer:D

(39) Your project is in the final test stage, the user acceptance test. It meets all the product specs and is under planned costs. In term of schedule, this project is ahead. Your customer meet you and requested that he will not accept the product unless you make several changes. What you should do is:

1. Get the list of the changes and estimate all of them. If the total cost is still within the baseline, you just do it
2. Estimate the costs and send this to your customer requesting contract modification
3. Ask the customer to file a Change request
4. Sit with the customer to review the product specs and tell him/her that you have completed the project.

Answer:C

(40) The delphi Method is best suited for:

1. Decision-making
2. Cost Control
3. Overhead rate estimating
4. Team discussions

Answer:A

(41) Which of the following methods is least likely to be used for explaining project planning guidelines to the team?

1. Project Office Memo
2. Project office directive
3. Project team meeting
4. Formal project report

Answer:D

(42) Projects are initiated in response of:

1. Stakeholder's pressure
2. Business needs
3. Technological obsolesence
4. All of the above

Answer:D

(43) The party that needs the change resulting from the project, and who will be its custodian on completion is the:

1. Owner
2. Sponsor
3. Customer
4. Client

Answer:A

(44) A document or tool which describes when and how human resources will be brought onto and taken off the project team is called a:

1. Staffing Management Plan
2. Responsibility Assignment Matrix (RAM).
3. Organizational Breakdown Structure (OBS).
4. Resource Assignment Chart

Answer:A

(45) In which type of organization is team building likely to be most difficult?

1. Functional
2. Projectized
3. Matrix
4. Project expediter
5. Project coordinator

Answer:C

(46) A tool which links the project roles and responsibilities to the project scope definition is called:

1. Scope Definition Matrix
2. Responsibility Assignment Matrix
3. Roles Assignment Matrix
4. Project Scope and Roles Matrix

Answer:B

(47) Which of the following are outputs from the Communications Planning process?

1. Project records
2. Communications management plan
3. Performance reports
4. Formal acceptance
5. b and c

Answer:B

(48) The receiver filters messages based on all but the following:

1. Culture
2. Semantics
3. Language
4. Distance
5. Knowledge

Answer:D

(49) The sending or conveying of information from one place to another is the process of:

1. Networking
2. Transmitting
3. Encrypting
4. Promoting

Answer:B

(50) The three major types of communication are:

1. Written, verbal, and non-verbal.
2. Verbal, formal documentation, informal documentation.
3. Verbal, written, and graphic.
4. Verbal, written, and electronic.

Answer:A

(51) All of the following are communication tools EXCEPT:

1. Memos
2. Verbal circulation of a rumor
3. Videos
4. Body language
5. Inputting data into a spreadsheet

Answer:E

(52) Communication is the PRIME responsibility of a Project:

1. Manager in a weak matrix
2. Manager in a projectized environment
3. Coordinator
4. Expeditor

Answer:D

(53) What are the four parts of the communications model?

1. Sending, Receiving, Decoding, and Comprehending
2. Sender, Message, Medium, Receiver
3. Communicator, Message, Receiver, Decoder

4. Communicating, Transmitting, Receiving, Comprehending

Answer:B

(54) In negotiating with functional department managers, project managers often find themselves using what two-party conflict management approach?

1. Win-Lose
2. Win-Win
3. Lose-Lose
4. None of the above

Answer:C

(55) A leadership style in which the project manager shares problems with team members and formulates solutions as a group is called:

1. Autocratic
2. Consultation in a group
3. Consensus
4. One-to-one consultation

Answer:C

(56) A type of organization in which the project manager has little formal authority and basically acts as a staff assistant to an executive who is ultimately responsible for the project is called:

1. Functional
2. Weak matrix
3. Project coordinator
4. Project expediter

Answer:D

(57) Create WBS process belongs to:

1. Initiation Process Group
2. Planning Process Group
3. Executing Process Group
4. Monitoring & Controlling Process Group

Answer: B

(58) In which of the following organizations is the project manager role likely to be part-time?

1. Weak matrix
2. Functional
3. Balanced matrix
4. a and b
5. All of the above

Answer:C

(59) Project Risk Management includes all of the following processes except:

1. Risk Quantification
2. Risk Identification
3. Risk Analysis
4. Risk Response Development
5. Risk Response Control

Answer:C

(60) Using the PMBOK definition of contingency reserve, which of the following statements about contingency reserves is false?

1. A contingency reserve is a separately planned quantity used to allow for future situations which may be planned for only in part.
2. Contingency reserves may be set aside for known unknowns.
3. Contingency reserves may be set aside for unknown unknowns.
4. Contingency reserves are normally included in the project's cost and schedule baselines.

Answer:C

(61) Which of the following is true about pure risk?

1. The risk can be deflected or transferred to another party through a contract or insurance policy.
2. Pure risks involve the chance of both a profit and a loss.
3. No opportunities are associated with pure risk, only losses.
4. a and c
5. a and b

Answer:D

(62) A contingency plan is:

1. A planned response that defines the steps to be taken if an identified risk event should occur.
2. A workaround
3. A reserve used to allow for future situations which may be planned for only in part.
4. a and c
5. a and b

Answer:A

(63) Deflection or transfer of a risk to another party is part of which of the following risk response categories?

1. Mitigation
2. Acceptance
3. Avoidance
4. Analysis

Answer:A

(64) Management reserves are used to handle which type of risk?

1. Unknown unknowns
2. Known unknowns
3. business risks
4. pure risks

Answer:A

(65) Which of the following is considered during the Procurement Planning Process?

1. Whether to procure
2. How to procure and how much to procure
3. What and when to procure
4. b and c
5. all of the above

Answer:E

(66) From a buyer's standpoint, which of the following is true?

1. Procurement planning should include consideration of potential subcontracts
2. Procurement planning does not include consideration of potential subcontracts since this is the duty of the contractor.
3. Subcontractors are first considered during the Solicitation Process
4. none of the above

Answer:A

(67) Which of the following is true about procurement documents?

1. Procurement documents are used to solicit proposals from prospective sellers.
2. Invitation for Bid and Request for Proposal are two examples of procurement documents.
3. Procurement documents should be structured to facilitate accurate and complete responses from prospective sellers.
4. b and c
5. all of the above

Answer:E

(68) Which of the following is a method for quantifying qualitative data in order to minimize the effect of personal prejudice on source selection?

1. Weighting system
2. Screening system
3. Selecting system
4. none of the above
5. all of the above

Answer:A

(69) Which of the following are examples of indirect costs?

1. Salaries of corporate executives
2. Salaries of full-time project staff
3. Overhead costs
4. a and b
5. a and c

Answer:E

(70) Which of the following contract types places the greatest risk on the seller?

1. Cost-plus-fixed-fee contract
2. Cost plus-incentive-fee contract
3. Fixed-price-incentive contract
4. Firm-fixed-price contract

Answer:D

(70) Which of the following contract types places the greatest risk on the seller?

1. Cost-plus-fixed-fee contract
2. Cost plus-incentive-fee contract
3. Fixed-price-incentive contract
4. Firm-fixed-price contract

Answer:D

(71) In which of the following contract types is the seller's profit limited?

1. Cost-plus-percentage-cost contract
2. Cost-plus-fixed-fee contract
3. Fixed-price-plus-incentive
4. b and c
5. none of the above

Answer:D

(72) A cost-plus-percentage-cost (CPPC) contract has an estimated cost of \$120,000 with an agreed profit of 10% of the costs. The actual cost of the project is \$130,000. What is the total reimbursement to the seller?

1. \$143,000
2. \$142,000
3. \$140,000
4. \$132,000

Answer:A

(73) A fixed-price-plus-incentive-fee (FPI) contract has a target cost of \$130,000, a target profit of \$15,000, a target price of \$145,000, a ceiling price of \$160,000, and a share ratio of 80/20. The actual cost of the project was \$150,000. How much profit does the seller make?

1. \$10,000
2. \$15,000
3. \$0
4. \$5,000

Answer:A

(74) Under what circumstances is it better for a contractor to subcontract?

1. The subcontractor possesses special technical and engineering skills that the contractor does not have.
2. The work to be subcontracted represents almost all of the overall work effort.
3. The subcontractor can perform the work at a lower cost than the contractor.
4. all the above
5. a and c

Answer:E

(75) Which type of bilateral contract is used for high dollar, standard items?

1. Purchase order
2. Request for proposal (RFP.
3. Invitation for bid (IFB.
4. Request for quotation (RFQ.
5. all of them are appropriate

Answer:C

(76) In which stage of the negotiation meeting are points of concession identified?

1. Probing
2. Closure
3. Agreement
4. Scratch bargaining

Answer:D

(77) Which of the following is NOT a method of government procurement?

1. Assistance
2. Sealed Bidding
3. Competitive proposals
4. Acquisition
5. Small purchases
6. No answer provided

Answer:D

(78) The "rule of seven" as applied to process control charts means that :

1. Seven rejects typically occur per thousand inspections.
2. Seven consecutive points are ascending, descending, or the same.
3. At least seven inspectors should be in place for every thousand employees.

4. A process is not out of control even though seven measurements fall outside the lower and upper control limits.

Answer:

(79) There is project with CPI of 0.81 and TCPI=1.00001 this project is:

1. Overbudget and cannot recover
2. Underbudget
3. Overbudget and early in its evolution
4. No interference can be made

Answer:D

(80) A collection of generally sequential project phases whose name and number are determined by the control needs of the organization or organizations involved in the project, is called:

1. Project life cycle
2. Product life cycle
3. Project life event
4. All of the above

Answer: A

(81) What does RDU stand for?

1. Really Dumb User
2. Ready for Download Use
3. Remaining Duration unassisted
4. Remaining Duration

Answer: D

(82) Who is responsible for risk identification, risk quantification, risk response development, risk response control?

1. Project Communications Management
2. Project human resource Management
3. Project Procurement Management
4. Project Risk Management

Answer: D

(83) Three Point Statistical Estimating Formula Group. Expected Value =

1. (Optimistic + (4 X Most Likely) + Pessimistic) x 6
2. (Optimistic + (4 X Most Likely) + Pessimistic) divided by 6
3. (Optimistic + (4 X Most Likely) x Pessimistic) divided by 6
4. (Optimistic + (4 + Most Likely) + Pessimistic) divided by 6

Answer: B

(84) Two Point Delphi Estimate, The Best and Worst Case effort calculation:

1. Calculate (Best + Worst) / 2
2. Calculate (Best + 2) / Worst
3. Calculate (2 + Worst) / Best
4. none of the above

Answer: A

(85) What does TQM stand for?

1. Time Quality Managed
2. Target Quality Management
3. Total Quality Management
4. Time Quote Management

ANSWER: C

(86) Examples of Projects include:

1. Implementing a new business procedure or process
2. Constructing a building or facility
3. Designing a new transportation vehicle
4. All of the Above

ANSWER: D

(87) Projects are undertaken at all levels of the organization?

1. True
2. False
3. Both True and False
4. Neither true nor false

ANSWER: A

(88) 7. _____ means that every project has a definite beginning and a definite end.

1. Overall
2. Project Chart
3. Temporary
4. Duration

ANSWER: C

(89) The smallest unit of time used in scheduling the project is known as:

1. Calendar Unit
2. Scope unit
3. Time Measurement
4. All of the Above

ANSWER: A

(90) Who should be involved in the project planning phase?

1. The Project Manager.
2. The customer.
3. The Sub-contractors/vendors.
4. The project team members.
5. All of the above.

Answer: E

(91) The successful project managers spend most of their time:

1. Planning with their personnel.
2. Planning with top management.
3. Talking with personnel.
4. Studying project results.

Answer: C

(92) Cost Plus Percentage of Cost (CPPC) contracts provide:

1. A reimbursement of allowable cost of services performed plus an agreed upon percentage of the estimated cost as profit.
2. A reimbursement of allowable costs plus a fixed fee which is paid proportionately as the contract progresses.
3. The supplier with a fixed price for a delivered performance plus a predetermined fee for superior performance.
4. None of the above.

Answer: A

(93) Project success depends on a no. of interrelated factors, including time, cost and scope control. The success of any project depends primarily on:

1. Customer acceptance.
2. Customer satisfaction.
3. Customer compromise in defining its needs.
4. Exceeding customer requirements through gold plating.

Answer: B

(94) Which of the following is the most efficient means of product quality inspection:

1. Acceptance sampling.
2. 100% inspection.
3. Variable lot inspection.
4. A and C.

Answer: A

(95) Constructive Team Role includes :

1. Investigates, clarifier and closer.
2. Compromise, blocker and closer.
3. Initiate, encourage and gate keeper.
4. Investigates, recognize and summary.

Answer: C

(96) Pareto Analysis, cause and effect diagrams and flow charts are used in quality.

1. Control.
2. Assurances.
3. Planning.
4. Verification.

Answer: A

(97) In a multi-cultural environment, it is critical to establish a corporate culture that facilitates:

1. Problem-solving through different approaches.
2. Learning and communication.
3. Partnerships, strong alliances and joint ventures.
4. Negotiations.

Answer: B

(98) A condition which will lead an organization towards conflict is:

1. Conflict of interest.
2. Differentiation in organization
3. Resolved prior conflicts.
4. Both A and B.
5. All of the above.

Answer: D

(99) The contemporary view of conflict is that:

1. Conflict is bad.
2. Conflict is caused by trouble makers.
3. Conflict should be avoided.
4. Conflict is often beneficial.
5. A, B and C.

Answer: D

(100) In general a project charter covers:

1. Project justification, background, scope, objectives, available resources, organizational responsibilities, a project schedule, estimates, procurement schedule, and any imitations that top management wants to apply.

2. Project justification, background, scope, objectives, available resources, organizational responsibilities, detailed project schedules, estimates, and detailed procurement schedules responsibilities, a project schedule, and any limitations that top management wants to apply.
3. Project justification, background, scope, objectives, available resources, organizational apply.
4. Project scope, objectives, available resources, responsibilities, a project schedule, estimates, procurement schedules, and any limitations that top management wants to apply.

Answer: D

(101) A project manager has increased project costs by US \$75,000, but completed the project six weeks earlier than planned. What tool is best described here?

1. Resource leveling
2. Duration compression
3. Crashing
4. Fast tracking

Answer: C

(102) Which of the following is most true?

1. Lag is the maximum amount of time a task can be delayed without delaying the early start of its successor.
2. Lag may be determined by making a forward pass.
3. Lag is waiting time.
4. Lag is the maximum amount of time a task can be delayed without delaying the project.

Answer: C

(103) As project manager you should dedicate a primary focus to:

1. Managing changes immediately as they surface.
2. Formally documenting all changes.
3. Communicating authorized changes to senior management and key stakeholders.
4. Preventing unnecessary changes.

Answer: D

(104) The behavioral responsibilities of a project manager may also include dealing with:

1. Regulatory Personnel
2. The legal environment
3. Environmental Issues
4. All of the above

Answer: D

(105) The major purpose of project status reports is to:

1. Organize and summarize the information so that all stakeholders were informed
2. Inform upper management of the project problems
3. Inform the client about the changes that have completed
4. Provide information to management and client

Answer: A

(106) Most project management leadership theories focus on all of the following except :

1. Personal characteristics of the project manager
2. Personal traits of the subordinates
3. Behavioral styles of the project manager
4. Usefulness of authority and power and leadership

Answer: B

(107) Preliminary Cost estimates are developed during the_____ phase of the project:

1. Conceptual
2. Planning
3. Implementation
4. Execution

Answer: A

(108) Historical records during close-out are useful to _____ and _____ for future projects:

1. Predict trends, highlight problems.
2. Analyze successes, shortfalls
3. Analyze strengths, document results
4. Justify results, set standards

Answer: A

(109) Your client informs that his company has a problem with the current design specs of your product and how it will interface with the existing systems. If this occurs, it could be a major problem for your project. The client is coming to your office in one week to discuss the problem and to see what your team can do to overcome this setback. All previous meetings were informal with this client, but now he wants a formal meeting. What should you do to prepare for this meeting

1. Update the schedules and assume an active role since the client has not given you the specifics of the potential problem
2. Make sure that the team has increased productivity so the client can see how efficient your team is performing
3. Assemble the team and ask them to prepare an agenda for topics to discuss
4. Make sure that each team member has his assignment in preparation for any handouts and needed plans

Answer: C

(110) The definitive terms of a contract are written during which of the following contract phases?

1. Contract phase
2. Post award phase
3. Award phase
4. Pre award phase
5. Requirement phase

Answer: C

(111) A document that formally recognizes the existence of a project is a :

1. Gantt Chart
2. WBS
3. Project Charter
4. Scope statement

Answer: C

(112) Some organizations are now using 6 Sigma for quality control compared to the usual:

1. 2 sigma
2. 3 sigma
3. 4 sigma
4. 5 sigma

Answer: B

(113) Reducing the impact of a risk event by reducing the possibility of its occurrence is:

1. Risk avoidance
2. Risk acceptance
3. Risk mitigation
4. Contingency planning

Answer: A

(114) In which of the following project management process groups are the most time and money typically spent?

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

Answer: C

(115) _____ recognizes that a project or phase should begin and commits the organization to do so:

1. Initiation Process
2. Solicitation Process

3. Scoping Process
4. Planning process

Answer: A

(116) A supplier has withdrawn from your project. A new supplier has been retained. His labor forces are due to arrive at the job site tomorrow. You should :

1. Meet with the supplier and his forces and establish yourself as the authority in charge.
2. Bring your team in for introductions and establish a communications exchange
3. Bring out the communication management plan
4. Bring out the project plan.

Answer: A

(117) A new project manager is about to begin creating the project's scope of work. One stakeholder wants to add many items to the scope of work. Another stakeholder only wants to describe the functional requirements. The project is important for the project manager's company but a seller will do the work. Which of the following would you advise the project manager to do?

1. The scope of work should be general to allow the seller to make its own decisions.
2. The scope of work should be general to allow clarification later.
3. The scope of work should be detailed to allow clarifications later.
4. The scope of work should be as detailed as necessary for the type of project.

Answer: D

(118) After the kickoff meeting, two team members engage in a casual conversation about the project objectives and deliverables. It is clear they heard different messages during the meeting. One member is so adamant that the other member gives up arguing the point. After talking to the project manager, the second member confirms that the first member is mistaken. At this point, what is the BEST course of action?

1. The second team member should send the other team member an e-mail describing what he discovered.
2. At the next project meeting, the team member should ask the mistaken team member to describe his interpretation so the project manager can get everyone on the same page.
3. The project manager should send out an e-mail to the team restating the project objectives and deliverables.
4. At the next project meeting, the project manager should spend time reviewing a documented scope statement with the goal of identifying this and other false assumptions.

Answer: D

(119) During project execution, a project team delivers a project deliverable to the customer. However, the customer neither acknowledges the deliverable nor says if it is acceptable, although an approval is required. What is the BEST thing to do?

1. Continue with the project
2. Document the situation
3. Contact management for help
4. Call a meeting of the team

Answer: C

(120) You are managing a six months project and have held bi-weekly meetings with your project sponsors. After five-and-a-half months of work, the project is on schedule and budget, but the sponsors are not satisfied with the deliverables. This situation will delay the project completion by one month. The MOST important process that could have prevented this situation is:

1. Risk monitoring and control.
2. Schedule control.
3. Scope planning.
4. Scope change control.

Answer: C

(121) When you are closing out a project, what must you do?

1. Perform project feedback on the team
2. Obtain sign off from the customer
3. Review project documentation for completeness
4. Update the project plans

Answer: B

(122) Financial controls that need to be considered for project plan development do not include:

1. Time reporting
2. Standard contract provisions
3. Process audits
4. Accounting codes

Answer: C

(123) A project manager has been working on a project for six months with the same team yet the team still shows a lack of support for the project. The best thing for the project manager to do would be to?

1. Re-evaluate the effectiveness of the reward system the project manager has put in place
2. talk to each team member's boss
3. Re-plan the project
4. Tell the team he needs its support

Answer: A

(124) A project has several teams. Team C has repeatedly missed several deadlines in the past causing Team D to have to crash the critical path several times. As the project leader for Team D, what should you do?

1. Meet with management alone
2. Meet with the project manager alone
3. Meet with the project manager and management
4. Meet with the project manager and the team C leader

Answer: D

(125) The current update to the schedule performance report shows no schedule variance. Based upon the reporting, you have told the client that the project is on time. However, your team members know that a major milestone has just been missed and that the project will not meet its startup date. This is an indication of poor?

1. Communication management planning
2. Scope management planning
3. Team trust
4. Schedule planning

Answer: A

(126) A project manager is assigned a project with a team that has already been selected. The first thing the project manager should find out about the team is?

1. What is each team member's favorite color
2. Each team member's objectives for working on the project
3. A list of each team member's tasks
4. Each team member's role in the project plan

Answer: D

(127) An advisor to a new project manager tells the project manager to create lessons learned at the end of a project. A lessons learned includes?

1. Any variances and the causes of the variances
2. Reports from the customer
3. Reports from management
4. A list of all the plans

Answer: A

(128) A project management professional can compare earned value performance data to all of the following project management tools EXCEPT:

1. Critical path analysis
2. Technical performance metrics
3. Risk mitigation plans
4. Forecasted final costs and schedule estimates

Answer: D

(129) The project is completed and the final deliverable given to the customer but the customer refuses to take any action to give final acceptance on the project. The project manager should?

1. Repeatedly ask for final acceptance
2. Ask the team for assistance
3. Document the situation
4. Do nothing because there is nothing that can be done

Answer: C

(130) Your new product development project has resulted in a highly successful new product. The property, equipment, materials, and personnel of your project are now being integrated into the functional organization. Your project is being terminated by:

1. Extinction
2. Addition
3. Integration
4. Starvation

Answer: C

(131) The Precedence Diagramming Method :

1. has finish-to-start task relationships and provides the flexibility of lead and lag time to the activities;
2. has the activity on the node;

Answer: A

(132) Gannt charts are great for:

1. Showing tasks relationships
2. Tracking actual vs planned
3. Good communications with customer, management and project teams
4. b and c

Answer: D

(133) Ultimate responsibility for quality management in the project rests with the?

1. Project engineer
2. Purchasing agent
3. Quality manager
4. Team members

Answer: D

(134) Design of experiments?

1. identifies which variables have the most influence on a quality outcome
2. identifies which variables have the least influence on a quality outcome
3. determines what a quality outcome is
4. is a method for research and development

Answer: A

(135) You are a project manager for a major information systems project. Someone from the quality department comes to see you about beginning a quality audit of your project. The team, already under pressure to complete the project as soon as possible, takes objection to the audit. You should explain to the team that the purpose of a quality audit is?

1. part of an ISO 9000 investigation

2. to check if the customer is following its quality process
3. to identify lessons learned that can improve performance on the project
4. to check the accuracy of the costs submitted by the team

Answer: C

(136) You manage a project whose team members have diverse skills and expertise. You want to encourage your staff to pool its knowledge on project issues to make the best decisions possible. The most appropriate management style to use is:

1. Laissez-faire
2. Democratic
3. Autocratic
4. Directive

Answer: A

(137) The types of power that have substantial influence on both subordinates and upper management are:

1. Formal & expert
2. Reward & penalty
3. Expert & referent
4. Formal & referent

Answer: C

(138) Your preferred resource is not available at the time needed. What is the best thing to do?

1. Negotiate with management to get the resource
2. Assess your alternatives
3. Begin the task early
4. Use reserves to increase resources assigned to those tasks.

Answer: B

(139) An important piece of hardware will be late. What is the first thing to do?

1. Discuss with team
2. Use schedule reserves
3. Use alternate vendor
4. Go to customer or management

Answer: A

(140) A project has experienced significant delays due to equipment problems, staff attrition, and slow client reviews. The project is 40% complete and has used 60% of the available calendar time. What is the FIRST thing you should do?

1. Re-baseline the schedule to reflect the new date
2. Analyze the critical path activities for potential to fast track or crash the schedule
3. Document the lack of progress and associated issues to management
4. Identify tasks that have required more time than planned

Answer: D

(141) A functional manager wants to make a change to the time associated with a task, but there is not enough reserve to accommodate the change. Who should authorize the change?

1. Senior management
2. The functional manager
3. The project manager
4. The team member performing the work

Answer: C

(142) During the course of a project you have motivated team members, managed conflict, performed personnel administrative functions and negotiated for more resources. These are examples of:

1. General Management
2. Project Human Resource Management
3. Project Execution
4. A Projectized organization

Answer:A

(143) You have been promoted to Manager, Continuous Process Improvement. Your new position:

1. Is a project because the work will be performed by people
2. Is not a project because Continuous Process Improvement will continue indefinitely
3. Is a project because it is constrained by limited resources
4. Is a project because improvements must be planned, executed, and controlled

Answer:B

(144) Which of the following is not a Project Management knowledge area?

1. Project Quality Management
2. Project Procurement Management
3. Project Configuration Management
4. Project Risk Management

Answer: C

(145) The state of being totally answerable for the satisfactory completion of a specific assignment is called:

1. Authority
2. Accountability
3. Responsibility
4. Fiduciary

Answer:B

(146) You are responsible for the communication controls for the Genesis series of satellites. Your current assignment is:

1. Project management
2. Functional management
3. Facility management
4. Program management

Answer:D

(147) Work packages are used to :

1. Represent units of work at a level where work is performed.
2. Distinguish one package from all others assigned to a single functional group.
3. Limit work to be performed to relatively short periods of time.
4. All of the above.

Answer: D

(148) Network planning methods(PERT/CPM/PDM):

1. Are usually too complicated for practical use on most projects
2. Require highly trained specialists for effective use
3. Always require computer support to be practical
4. Are based on flow charts and they allow observation of what happens to the project schedule when changes occur to a task's start and stop dates

Answer: D

(149) Earned value can be described as:

1. The value of the equipment that has been installed as of the current date
2. The sum of the labor costs that have been incurred on the project date
3. A method of measuring project performance
4. A method of measuring the amount of money that has been spent to date

Answer: C

(150) A role of the change control board is to:

1. issue change requests
2. represent top management interests in initiating innovation
3. review the impact of change requests on project costs, schedule, and specifications
4. schedule changes into PERT networks
5. identify new areas of project work

Answer: C

(151) Quality control is:

1. identifying which quality standards are relevant to the project and determining how to satisfy them

2. monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance
3. evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards
4. taking action to increase the effectiveness and efficiency of the project so as to provide added benefits to both the performing organization and the project customer
5. assuming the production of goods that meet the highest standards of luxury

Answer: B

(152) Cost of quality is a concept that includes:

1. the cost necessary for ensuring conformance to requirements
2. the life cycle cost of the project
3. all research and development costs related to the project
4. only the cost of the quality control function
5. A and B

Answer: A

(153) The pillars) of quality is (are) :

1. Quality is free
2. Doing it right the first time
3. Zero defects
4. Process improvement
5. B and C

Answer: E

(154) Quality assurance is:

1. top management's intention regarding quality
2. functions determining implementation of the quality policy
3. actions to provide confidence of satisfying quality requirements
4. responsibilities and processes which implement quality management
5. all of the above

Answer: C

(155) The zero defects concept:

1. is a performance standard for management
2. is a motivational technique that promotes "doing it right the first time"
3. is used by management to communicate to all employees that everyone should do things right the first time
4. A and C
5. B and C

Answer: D

(156) When appointed, a project manager has the inherent forms of legitimate power conveyed to him. The three forms of legitimate power are:

1. absolute, direct, and indict
2. direction, coordination, and liaison
3. formal, informal, and persuasive
4. formal, reward, and direct
5. formal, reward, and penalty

Answer: E

(157) The five types of conflict resolution are listed below and represent, in general order of importance, the methods a project manager should use to manage conflict. The one used most often by project managers to resolve conflict is:

1. confrontation
2. compromise
3. smoothing
4. forcing
5. withdrawal

Answer: A

(158) The process of getting a group of diverse individuals to work effectively together as a team is the definition of

1. leadership
2. project management
3. the project manager's responsibilities
4. implementation
5. team building

Answer: E

(159) Which contract type should be used by the owner on a high risk project?

1. Cost plus percentage of cost
2. Cost plus incentive fee
3. Lump sum
4. Fixed price plus incentive fee
5. C and D

Answer: C

(160) PMI suggests which of the following behaviors as part of contract negotiations?

1. Probing, scratching, and small bites
2. Sniffing and smelling (olfactory)
3. Touching and caressing (tactile)
4. Mind-reading and extra-sensory perception
5. None of the above

Answer: A

(161) Project risk is characterized by three factors:

1. Severity of impact, duration of impact and cost of impact
2. Identification, type of risk category and probability of impact
3. Risk event, risk probability and the amount at stake
4. Occurrence, frequency and cost

Answer: C

(162) Name the ethical code you'll be required to adhere to as a PMP:

1. Project Management Policy of Ethics
2. Project Management Professional Standards
3. Project Management Code of Professional Ethics & Standards
4. Project Management Professional Code of Professional Conduct

Answer: D

(163) Which is not another term for contract?

1. Agreement
2. Purchase Order
3. Proposal
4. Memorandum of Understanding

Answer: C

(164) Which of the following situations describes a violation of the PMP? Professional Code of Conduct?

1. Accepting a gift that is within the customary guidelines of the country or province you are currently working in.
2. Use of confidential information to advance your position or influence a critical decision.
3. Complying with laws and regulations of the state or province in which project management services are provided
4. Disclosing information to a customer about a situation that may have an appearance of impropriety.

Answer: B

(165) You are working in a country where it is customary to exchange gifts between contractor and customer. Your company code of conduct clearly states that you cannot accept gifts from any client. Failure to accept the gift from this client may result in termination of the contract. The action to take in this case would be:

1. Provide the customer with a copy of your company code of conduct and refuse the gifts.
2. Exchange gifts with the customer and keep the exchange confidential
3. Contact your project sponsor and /or your legal office for assistance.
4. Ask the project sponsor or project executive to exchange gifts.

Answer: C

(166) An example of a conflict of interest would be:

1. As a public official you make a decision about a contract award that will benefit you personally
2. You and a functional manager disagree with a task cost estimate
3. Your sponsor decides to cancel your project because it no longer supports the company strategy
4. Your personality conflicts with that of a key member of your project team.

Answer: A

(167) Your project is running out of cash and significant work remains. You are directed by senior management to instruct your people to use another project's charge numbers while working on your project. You should:

1. Follow instructions
2. Inform the corporate auditors
3. Understand the background of management's instructions before taking any action
4. Try to close down the project

Answer: C

(168) Project Managers can contribute to their organization's knowledge base and to the profession of project management most effectively by:

1. Developing and implementing a project review and lessons learned process
2. Establishing strict guidelines for protecting intellectual property
3. Promote the use of ad hoc project management
4. Ensuring that all project plans are developed before the project team is formed

Answer: A

(169) For a festival, you give your government client a leather brief case. You are in violation of the responsibility to:

1. Comply with the law.
2. Comply with regulations.
3. Provide accurate information.
4. Protect conflict of interest.

Answer: B

(170) You have just changed jobs and discovered that your new employer routinely violates OSHA/EPA and affirmative action requirements on projects. You should:

1. Do nothing; it's not your problem
2. Start by asking management if they are aware that regulations are being violated
3. Talk to the corporate legal department
4. Inform the appropriate government agencies about the violations

Answer: B

(171) During your assignment as project manager you add a new member to your project team. This new team member was recently hired from a competitor and offers to share a substantial amount of proprietary information from his previous company. This information could put you and

your team in a very strong position for future business. You are aware of a non-compete clause in the new hire's condition of employment. You should:

1. Accept the information and agree to keep it confidential between you and the new hire.
2. Review the condition of employment with the new hire and advise her to reconsider the offer.
3. Review the information and only accept only what may have a direct impact on the project's financial status.
4. Ignore the offer to share and move forward with the project

Answer: B

(172) Before reporting a perceived violation of an established rule or policy the project manager should:

1. Determine the risks associated with the violation
2. Ensure there is a reasonably clear and factual basis for reporting the violation
3. Ignore the violation until it actually affects the project results
4. Convene a committee to review the violation and determine the appropriate response

Answer: B

(173) A response to a negative risk event is known as a:

1. Work Item
2. Work Package
3. Workaround
4. Work breakdown structure

Answer: C

(174) Qualitative Risk Analysis will be performed under :

1. Initiation Process Group
2. Planning Process Group
3. Executing Process Group
4. Monitoring & Controlling Process Group

Answer: B

(175) Acquire Project team process will be performed under:

1. Initiation Process Group
2. Planning Process Group
3. Executing Process Group
4. Monitoring & Controlling Process Group

Answer: C

(176) The terms .Facilitating Processes. and .Core Processes. are no longer used in new PMBOK. These terms have been eliminated to ensure that all project management processes in the Project Management Process Groups have the same level of importance.

1. True
2. False

Answer: A

(177) In a group of 4 members, 1 member has been added. How many communication channels are there now :

1. 5
2. 3
3. 10
4. 20

Answer: C

(177) Which statement is correct :

1. There are some core processes and some facilitating processes.
2. PMI is not any more responsible form PMBOK.
3. PMBOK will be changed every year in December.
4. New PMBOK has 9 process groups and 44 processes.

Answer: D

(178) Which of the following is not an input to Develop Project Charter:

1. Contract
2. Project Statement of Work
3. Enterprise Environmental Factors
4. Organizational Process Assets
5. Project Management Information System

Answer: E

(179) Which of the following is a tool used to Create WBS:

1. Organizational Process Assets
2. Work Breakdown Structure Templates
3. WBS Dictionary
4. Configuration Management System

Answer: B

(180) Which of the following is not an input to Activity Definition process:

1. WBS Dictionary
2. Organizational Process Assets
3. Project Scope Statement
4. Work Breakdown Structure
5. Schedule Network Templates

Answer: E

(181) Which of the following is not an output of Activity Resource Estimating:

1. Activity Resource Requirements
2. Resource Breakdown Structure
3. Requested Changes
4. Resource Management Plan

Answer: D

(182) Which of the following is a tool used in Activity Duration Estimating:

1. Analogous Estimating
2. Work Breakdown Structure Templates
3. Critical Path Method
4. Schedule Network Templates

Answer: A

(183) Crashing, and Fast tracking are techniques used in the following process:

1. Schedule Development
2. Activity Definition
3. Create WBS
4. Resource Allocation

Answer: A

(184) Which is not a technique used for cost estimation :

1. Analogous Estimating
2. Bottom-up Estimating
3. Parametric Estimating
4. Vendor Bid Analysis
5. Resource Leveling

Answer: E

(185) Which is not a tool used in Quality Planning process :

1. Cost-Benefit Analysis
2. Benchmarking
3. Design of Experiments
4. Cost of Quality (COQ)
5. Process Analysis

Answer: E

(186) What are three tools used in Quality Control Process:

1. Benchmarking, Cost of Quality (COQ) and Cause and Effect Diagram
2. Cost of Quality (COQ), Cause and Effect Diagram and Control Charts
3. Control Charts, Flowcharting and Process Analysis
4. Pareto Chart, Control Charts and Cause and Effect Diagram

Answer: D

(187) Which of the following Human Resource process generates Roles & Responsibilities :

1. Human Resource Planning
2. Acquire Project Team
3. Develop Project Team
4. Manage Project Team

Answer: A

(188) Co-Location is a techniques which means:

1. Placing many or all of the most active project team members in the same physical location to enhance their ability to perform as a team.
2. Placing many or all of the most active project team members in the same physical location to reduce the cost of the project
3. Performing a complete project at a single location
4. Performing a project at various locations.

Answer: B

(189) Manage Stakeholders is a part which of the following process group:

1. Human Resource Management
2. Project Time Management
3. Project Cost Management
4. Project Communications Management
5. Project Risk Management

Answer: D

(190) Which is not correct about Communications Management Plan document:

1. It contains Stakeholder communication requirements
2. It contains Person responsible for communicating the information
3. It contains Frequency of the communication, such as weekly
4. It contains Methods or technologies used to convey the information, such as memoranda, e-mail, and/or press releases
5. It contains total cost required for performing communication.

Answer: E

(191) Which of the following is not a technique used for Risk Identification:

1. Brainstorming
2. Delphi technique.
3. Interviewing

4. Cause-and-effect diagrams
5. Risk Register

(192) Which is not a tool used for Risk Response Planning:

1. Risk Audits
2. Avoidance
3. Transfer
4. Mitigate
5. Exploit

Answer: A

(193) Advertising is a technique used in which of the following process:

1. Select Sellers
2. Request Seller Responses
3. Contract Administration
4. Contract Closure

Answer: B

(194) Which of the following definition is not correct:

1. Human Resource Planning - Identifying and documenting project roles, responsibilities, and reporting relationships, as well as creating the staffing management plan.
2. Acquire Project Team - Obtaining the human resources needed to complete the project
3. Develop Project Team - Improving the competencies and interaction of team members to enhance project performance
4. Manage Project Team - Tracking team member performance, providing feedback, resolving issues, and coordinating changes to enhance project performance.
5. Team Building - Forming a team from scratch for a new project.

Answer: E

(195) Which of the following definition is not correct:

1. Contract Closure - completing and settling each contract, including the resolution of any open items, and closing each contract.
2. Plan Purchases and Acquisitions - selecting a buyer to purchase any product or service.
3. Select Sellers - reviewing offers, choosing from among potential sellers, and negotiating a written contract with a seller.
4. Request Seller Responses - obtaining information, quotations, bids, offers, or proposals, as appropriate
5. Plan Contracting - documenting products, services, and results requirements and identifying potential sellers

Answer: B

(196) Which of the following is not correct:

1. PMO - Program Management Office
2. RBS - Resource Breakdown Structure

3. RAM - Resource Assignment Matrix
4. RFP - Request for Proposal
5. TQM - Total Quality Management

Answer: C

(197) Which of the following is not correct :

1. Cost of Quality (COQ): Determining the costs incurred to ensure quality
2. Crashing: A specific type of project schedule compression technique performed by taking action to decrease the total project schedule duration.
3. Total Quality Management: A common approach to implementing a quality improvement program within an organization
4. Risk Register: The risk register details all identified risks, including description, category, cause, probability of occurring, impact(s) on objectives, proposed responses, owners, and current status.
5. Simulation: prototyping of a project to check if proposed design will work or not.

Answer: E

(198) Most schedule simulations are based on some form of which of the following?

1. Delphi
2. PERT
3. CPM
4. Monte Carlo Analysis

Answer: D

(199) What is critical path?

1. The shortest path through the network, which represents the longest amount of time in which a project can be completed.
2. The path with zero float.
3. The longest path through the network, which represents the shortest amount of time in which a project can be completed.
4. The path with the most activities with the longest durations.
5. b and c

Answer: C

(200) In the communication process, "noise" is the word used to describe factors and forces inhibiting the exchange of information between two or more parties. Noise includes all of the following but _____

1. Culture
2. Behavior
3. Language
4. Traditional way of doing things
5. Loud talking

Answer: E

Source: CertGear System Inc.

http://www.certgear.com/products/preview/pmp_certification/pmp4.html

A few more additional questions with answers and explanation.

☒ You have been recently been assigned to provide an accurate project schedule for a large construction project. You are evaluating the network diagram for the construction project.

Using *Three Point Estimating* techniques, your lead engineer has given you the following completion estimates for several critical path activities, assuming a *beta* distribution model. Based on the table below, which of the following statements are true?

Activity	Optimistic	Pessimistic	Most Likely	Expected Value	Std. Dev.	SD Squared
Task A	5	18	10	10.50	2.17	4.69
Task B	28	61	40	41.50	5.50	30.25
Task C	10	33	18	19.17	3.83	14.69
Totals				71.17		49.64

- A) There is approx. a 50 percent chance that the project will complete between 64 days and 78 days
- B) There is approx. a 95 percent chance that the project will complete between 64 days and 78 days
- C) There is approx. a 99 percent chance that the project will complete between 64 days and 78 days
- D) There is approx. a 95 percent chance that the project will complete between 57 days and 85 days
- E) There is approx. a 68 percent chance that the project will complete between 57 days and 85 days

- **[Ans: D]**
- Three-Point Estimating is a technique for estimating and planning large projects. One of its advantages is the ability to manage *probabilities* associated with the project. Three-Point Estimating utilizes simple statistical mathematics in order to construct a probability distribution for the completion dates of the project milestones.

Without getting too involved in the statistics and mathematics, a project will have a *68.26 percent* chance of being completed within **one** standard deviation from the mean. The project will have a *95.44 percent* chance of being completed within **two** standard deviation from the mean. And the project will have a *99.73 percent* chance of being completed within **three** standard deviation from the mean.

Specifically, to calculate the the probability distribution for the completion dates of the project, one needs to calculate the **expected value / mean** and **standard deviation** for the entire project.

- The **expected value / mean** of the project is simply the **sum** of the individual expected values for each of the activities.

Task A (EV)- 10.50 days

Task B (EV) - 41.50 days

Task C (EV) - 19.17 days

Total Expected Project Duration = 71.17 days

- The **standard deviation** for the project can be calculated by calculating the standard deviation of each activity, adding up the **squares** of each activity's standard deviation, and then taking the **square root** of this sum.

Task A (SD Squared) = 4.69

Task B(SD Squared) = 30.25

Task C(SD Squared) = 14.69

Total (SD Squared) = 49.64

Standard Deviation Of Project = SquareRoot (Total [SD Squared]) = SquareRoot (49.64) = 7.04

- Hence, there is a 68.26 percent that the project will complete in **one** standard deviation from the mean, which is between 64.13 days (71.17-7.04) and 78.21 days (71.17 + 7.04)

There is a 95.44 percent that the project will complete in **two** standard deviations from the mean, which is between 57.09 days (71.17 - (2*7.04)) and 85.25 days (71.17 + (2*7.04))

There is a 99.73 percent that the project will complete in **three** standard deviations from the mean, which is between 50.05 days (71.17 - (3*7.04)) and 92.29 days (71.17 + (3*7.04))

 With respect to the **cost of quality**, which of the following individuals was responsible for developing the "**zero-defects**" approach?

A) Crosby B) Juran C) Deming D) Ishikawa

- **[Ans: A]**
- Philip Crosby pioneered the "**zero defects**" approach, which emphasized "do it right the first time". Crosby emphasized the following:
 - Quality is conformance to requirements
 - The system of quality is prevention
 - The performance standard is **zero defect**
 - The measurement of quality is the price of non-conformance
- On the other hand, **Juran** is known for this "fitness of use" principles. Juran's definition of quality emphasized that products and services need to serve customers' needs, instead

- of meeting internal requirements only. Specifically, Juran emphasized the customers' and stakeholders' expectations should be met or exceeded.
- On the other hand, **Deming** believed that the majority of quality problems are the fault of poor management, rather than poor workmanship on the shop-floor. In general, he believed that management controllable defects account for over 85% of the total quality problems. He placed great importance and responsibility on management, at both the individual and company level, believing that management is responsible for the majority of the quality problems.
 - Lastly, **Ishikawa** is known for the development of the Ishikawa diagram, a fishbone diagram that can be used to illustrate cause-and-effect workflow to identify quality problems.

 You are the project manager at an utility company. Due to the recent rise in the cost of petroleum, your organization is exploring cheaper, alternative forms of energy. You have just completed the Scope Planning process and created the project scope management plan.

However, upon review, you've determined that the resulting *project scope management plan* is ambiguous and poorly written. A poorly written project scope management plan will **directly** impact all the following EXCEPT:

- A) Ability to develop a detailed project scope statement as the basis for future project decisions
- B) Ability to develop cost approximations for resources required to complete project activities
- C) Ability to control changes to the project scope
- D) Ability to identify the necessary activities that needs to be performed to produce project deliverables
- E) Ability to formalize acceptance of the project deliverables

- **[Ans: B]**
-

According to the PMBOK, the project scope management plan specifies how the project scope will be defined and managed. The project scope management is a subset of the project management plan and is an output of the **Scope Planning** process. The components of the project scope management plan include:

- A process to manage changes to the detailed project scope statement
 - A process that describes how formal verification and acceptance of project deliverables will be managed
 - A process that establishes how the WBS will be created, maintained, and approved.
 - A process to develop the detailed project scope statement using the preliminary project scope statement
- The project scope management plan is an input to the following processes:
 - Scope Definition - develop detailed project scope statement
 - Create WBS - identify the necessary activities that needs to be performed to produce project deliverables

- Scope Verification - formalizing acceptance of project deliverables
- Scope Control - controlling changes to project scope

- Hence, a poorly written, ambiguous project scope management plan will directly impact the Scope Definition, Create WBS, Scope Verification, and Scope Control processes.
- However, a poorly written, ambiguous project scope management plan will NOT directly impact the Cost Estimating process, which is used to develop cost approximations for the project activities.

References: PMBOK 3rd Edition, Section 5.2 - 5.5

•

☒ You are using the Three-Points Estimating technique to estimate the duration of a scheduled activity. Which of the following statements are true given the following data?

pessimistic = 200 days
 optimistic = 100 days
 most likely = 120 days
average = 140 days
variance = 466.66

- A) The calculations were performed assuming a triangular distribution
- B) The calculations were performed assuming a beta distribution
- C) The calculations were performed assuming a uniform distribution
- D) The calculations were performed assuming an exponential distribution
- E) Not enough information is provided

- **[Ans: A]**
- Three Point Estimates is a technique for estimating and planning large projects. One of its advantages is the ability to manage probabilities associated with the project. It utilizes simple statistical mathematics in order to construct a probability distribution for the completion dates of the project milestones, based on three types of estimates: **most likely, pessimistic, optimistic.**

For a **triangular distribution**, the mean and variance are calculated as follows:

- **Mean** = (pessimistic + optimistic + most likely) / 3
- **Variance** = [(optimistic - pessimistic)² + (most likely - pessimistic) * (most likely - optimistic)] / 18

For a **beta distribution**, the mean and variance are calculated as follows:

- **Mean** = (pessimistic + 4*(most likely)+ optimistic) / 6

- **Variance** = ((optimistic - pessimistic)/6)^2

In this example, the calculations were performed assuming a **triangular distribution**.

$$\begin{aligned} \text{Mean} &= (\text{most likely} + \text{optimistic} + \text{pessimistic}) / 3 \\ &= (120 + 100 + 200) / 3 \\ &= \mathbf{140 \text{ days}} \end{aligned}$$

$$\begin{aligned} \text{Variance} &= [(\text{optimistic} - \text{pessimistic})^2 + (\text{most likely} - \text{pessimistic}) * (\text{most likely} - \text{optimistic})] / 18 \\ &= ((100-200)^2 + (120-200)*(120-100)) / 18 \\ &= (10000 - 1600) / 18 \\ &= \mathbf{466.66} \end{aligned}$$

 You have been recently hired to be a project manager at a bio-tech company to develop a new drug to treat pancreatic cancer. This project requires significant coordination across multiple departments, from R&D to Manufacturing.

You've attempt to gain the cooperation of the Chief Scientist (who reports to the V.P. of R&D) within the R&D department. You need her assistance to answer some questions regarding the clinical testing process of this new drug.

However, the Chief Scientist is un-interested in your project and provides little or no feedback to your questions. Since your project is NOT one of her priorities, she's been rather unresponsive to your questions.

What should you do in this situation?

A) Inform the VP of R&D of the performance issues. Establish the expectations of the Chief Scientist by communicating your project requirements to the VP of R&D. Cooperation from the VP of R&D is necessary in order to ensure performance from the Chief Scientist.

B) Communicate to the Chief Scientist that you'll be reporting her performance to the VP of R&D at the completion of the project.

C) Clearly define and establish the Chief Scientist duties and communicate to her that you are expecting her to meet expectations. Inform the Chief Scientist of the impact on lost customers and declining company revenues if she misses her deadlines.

D) Negotiate with the VP of R&D to establish expectations of the Chief Scientist and request to participate in the Chief Scientist's annual performance review.

- **[Ans: D]**
- Many projects require team members from various departments in the organization to work together on different aspects of the project. Unfortunately, resources can be scarce when multiple projects are competing for the same resources. In such cases, team members will likely remain loyal to their supervisor / functional manager. Since the functional supervisor often writes the performance reviews, team members will often have greater loyalty to the functional supervisor than to the project manager. In order to remedy this, the project manager can negotiate with the functional supervisor in contributing to the employee's performance review.

To say the least, it takes skillful, diplomatic abilities to navigate through the organizational

politics. Although project managers have little authority in functional organizations, with the right knowledge, they can succeed at their projects.

☒ You have been recently hired to be a project manager at a bio-tech company to develop a new drug to treat pancreatic cancer. This project requires significant coordination across multiple departments, from R&D to Manufacturing.

You've attempt to gain the cooperation of the Chief Scientist (who reports to the V.P. of R&D) within the R&D department. You need her assistance to answer some questions regarding the clinical testing process of this new drug.

However, the Chief Scientist is un-interested in your project and provides little or no feedback to your questions. Since your project is NOT one of her priorities, she's been rather unresponsive to your questions.

What should you do in this situation?

A) Inform the VP of R&D of the performance issues. Establish the expectations of the Chief Scientist by communicating your project requirements to the VP of R&D. Cooperation from the VP of R&D is necessary in order to ensure performance from the Chief Scientist.

B) Communicate to the Chief Scientist that you'll be reporting her performance to the VP of R&D at the completion of the project.

C) Clearly define and establish the Chief Scientist duties and communicate to her that you are expecting her to meet expectations. Inform the Chief Scientist of the impact on lost customers and declining company revenues if she misses her deadlines.

D) Negotiate with the VP of R&D to establish expectations of the Chief Scientist and request to participate in the Chief Scientist's annual performance review.

- **[Ans: D]**
- Many projects require team members from various departments in the organization to work together on different aspects of the project. Unfortunately, resources can be scarce when multiple projects are competing for the same resources. In such cases, team members will likely remain loyal to their supervisor / functional manager. Since the functional supervisor often writes the performance reviews, team members will often have greater loyalty to the functional supervisor than to the project manager. In order to remedy this, the project manager can negotiate with the functional supervisor in contributing to the employee's performance review.

To say the least, it takes skillful, diplomatic abilities to navigate through the organizational politics. Although project managers have little authority in functional organizations, with the right knowledge, they can succeed at their projects.