

PMP MOCK EXAMS

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BASED ON PMBOK 5TH EDITION

Here are 200 objective type sample questions and their answers are given just below to them. This exam is just to give you an idea of type of questions which may be asked in PMP Certification Exams. Even we have taken full care to give correct answers for all the questions but it is recommended to verify these answers.

In examination you will get each question one by one on computer screen

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

Hint: PMBOK 5, Page 534, Glossary definition of Control Quality

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

Hint: Cost of conformance is included in Cost of Quality.

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

Hint: Defect prevention is most important. It leads to zero defects.

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

Hint: Quality Assurance is ensuring that the quality expectations are met by means of implementing standards and verifying compliance.

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

Hint: A high standard for checking defects, it sets the bar for defect-tolerance as zero.

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

Answer: E

Hint: A PM is authorized to make decisions about team, reward and impose penalties on the members.

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

Hint: Confrontation uses communication to sort out conflicts

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

Hint: PMBOK 5, Page 514, X3.2 Team Building

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

Hint: Cost plus incentives or percentage cost may not be economical.

160 The technique used under the Quantitative Risk Analysis that helps to determine which risks have the most potential impact on the project is called

1. Sensitivity Analysis
2. Expected Monetary value Analysis
3. Modeling and Simulation
4. Expert Judgment

Answer: A

Hint: Refer PMBOK 5, Page 338, Sec 11.4.2.2

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

Hint: It is important to know the risk event that can take place, how much is it probably and what will be its impact if it occurs.

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

1. PMI Policy of Ethics
2. PMI Code of Ethical Conduct
3. PMI Code of Professional Ethics & Standards
4. PMI Code of Ethics and Professional Conduct

Answer: D

Hint: PMBOK 5, Page 2, Project Management Institute Code of Ethics and Professional Conduct

163 Which is not another term for contract?

1. Agreement

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

Answer: C

Hint: A proposal is just an offer or a bid request.

164 Which of the following situations describes a violation of the Project Management Institute Code of Ethics and Professional 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

Hint: It's unethical to use any confidential information for personal gains.

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. Report the matter to your project sponsor and /or your legal office for assistance.
4. Ask the project sponsor or project executive to exchange gifts.

Answer: C

Hint: It is best to share information with sponsor, company management or designated department.

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

Hint: Being involved in making decisions that might affect a person or any of his personal contacts

167 The strategies under the tool of Strategies for negative Risks or Threats and which typically deal with threats or risks that may have negative impacts on project objectives if they occur includes all except:

1. Avoid
2. Mitigate
3. Transfer

4. Accept

Answer: D

Hint: Refer PMBOK 5, Page 344, Sec 11.5.2.1

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

Hint: All project documents can become a part of OPA.

169 For a festival, you give your government client a leather brief case which is against the law. You are in violation of the responsibility to:

1. Complete your work within the budget
2. Comply with regulations.
3. Provide accurate information.
4. Save company costs.

Answer: B

Hint: Bribing is illegal and unethical.

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

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

Hint: Reporting the issue or bringing it up for discussion is the first thing to do.

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

Hint: Before proceeding, you must ensure that no agreements or regulations are breached.

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

Hint: Report a problem only when it can be substantiated by clear proofs.

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

Hint: Workaround is defined as response to a negative risk event for which no prior response was planned.

174 Qualitative Risk Analysis will be performed under :

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

Answer: B

Hint: PMBOK 5, Page 61, Project Management Process Group and Knowledge area Mapping

175 Acquire Project team process will be performed under:

1. Initiating Process Group
2. Planning Process Group
3. Executing Process Group
4. Monitoring and Controlling Process Group

Answer: C

Hint: PMBOK 5, Page 61, Project Management Process Group and Knowledge Area Mapping

176 The objectives of Project Risk Management includes

1. To increase the likelihood and impact of positive events
2. To decrease the likelihood and impact of negative events
3. Only A
4. Both A & B

Answer: D

Hint: PMBOK 5, Page 309

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

Hint: The formula to calculate the number of communication channels on a project is $N(N-1)/2$, where N=the number of team members/stakeholders

178 Which of the following statements 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 10 process groups and 47 processes.

Answer: D

Hint: PMBOK 5, Page 61, Project Management Process Group and Knowledge Area Mapping

179 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

Hint: All except PMIS are inputs in developing Project Charter.

180 Which of the following is a technique used to Create WBS:

1. Organizational Process Assets
2. Decomposition
3. WBS Dictionary
4. Configuration Management System

Answer: B

Hint: PMBOK 5, Page 106, Create WBS

181 Which of the following is not an input to Define Activities process:

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

Answer: E

Hint: All but Schedule Network Templates are inputs to the process

182 Which of the following is not an output of Estimate Activity Resources:

1. Activity Resource Requirements
2. Resource Breakdown Structure
3. Resource Categories and Types
4. Resource Management Plan

Answer: D

Hint: Resource Management Plan is created as a part of Plan HRM process

183 Which of the following is a tool used in Estimate Activity Durations:

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

Answer: A

Hint: Analogous estimating is used to estimate activity duration based on historical data.

184 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

Hint: Both are schedule compression techniques

185 Which is not a technique used for Estimate Costs process:

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

Answer: E

Hint: Resource leveling is used in schedule management and not required in cost estimation.

186 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

Hint: Process Analysis is used in Perform Quality Assurance

187) What are three tools used in Control Quality 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

Hint: Control Quality uses seven basic quality tools

188 Which of the following Human Resource process generates Roles & Responsibilities:

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

Answer: A

Hint: Plan Human Resource Management employs RACI Matrix to create responsibility chart

189 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

Hint: Being co-located means being at one place

190 Manage Stakeholders is a part which of the following knowledge area:

1. Human Resource Management
2. Project Integration Management
3. Project Scope Management
4. Project Communications Management
5. Project Stakeholder Management

Answer: E

Hint: Project Stakeholder Management is the knowledge area that deals with managing stakeholders.

191 Which of the following is not correct about Communications Management Plan document:

1. It contains Stakeholder communication requirements
2. It contains the details of 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 of communication.

Answer: E

Hint: There is no calculation of communication costs in a project

192 Which is not a tool used for Plan Risk Responses process:

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

Answer: A

Hint: Risk Audits are not strategies or responses for risk handling

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

Hint: It is to invite sellers to bid for contracts

194 Which of the following definition is not correct:

1. Plan Human Resource Management - 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

Hint: Team building is process of helping people work with each other in a team having a common goal.

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 Procurement - documenting products, services, and results requirements and identifying potential sellers

Answer: B

Hint: Buyers are never selected.

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

Hint: RAM refers to Responsibility Assignment Matrix

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, impact 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

Hint: Simulations are mostly used in estimation. See Glossary definition on Page 562, PMBOK 5

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

Hint: PMBOK 5, Page 180, Simulation is most commonly done using Monte Carlo analysis

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

Hint: Critical path is longest path and shortest amount of time in which a project can be completed.

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

Hint: Noise doesn't mean loudness. It is about any barrier in communication.

Processing math: 100%