

PMP SAMPLE QUESTIONS

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BASED ON PMBOK 5TH EDITION

Here are 200 more 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

101 A particular stakeholder has a reputation for making many changes on projects. What is the best approach a project manager can take at the beginning of the project to manage this situation?

1. Say "No" to the stakeholder a few times to dissuade him from submitting more changes.
2. Get the stakeholder involved in the project as early as possible.
3. Talk to the stakeholder's boss to find ways to direct the stakeholder's activities to another project.
4. Ask that the stakeholder not be included in the stakeholder listing.

Answer : B

Hint: Early involvement of active and contributing stakeholders is always good.

102 The WBS component used for the project cost accounting is called:

1. Weighted milestones.
2. Percent Complete.
3. Control Account.
4. Fixed Formula

Answer : C

Hint: PMBOK 5, Page199, 'Organizational Procedures Links'

103 A major negotiation with a potential subcontractor is scheduled for tomorrow when you discover there is a good chance the project will be cancelled. What should you do?

1. Do not spend too much time preparing for the negotiations.
2. Cut the negotiations short.
3. Only negotiate major items.
4. Postpone the negotiations.

Answer : D

Hint: It is advisable to put new things on hold in such cases.

104 A project manager is preparing the budget for the project. There are several inputs to the budgeting process that the project manager will use. One of the things that the project manager will not use is the:

1. Cost estimates.
2. Project schedule.
3. Cost baseline.

4. Work breakdown structure.

Answer : C

Hint: Cost baseline includes the budget.

105 The project status report is an example of which form of communication?

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

Answer : A

Hint: A project status report is a formal document for a record.

106 What are the major advantages of the functional type of organization?

1. Single point of contact for the customer
2. Stable organizational structure
3. Project orientation
4. Multifunctional teams are easy to form

Answer : B

Hint: In a functional organization, every resource is owned by a department and hierarchy.

107 A project on software development and construction of a bridge are similar to each other in terms of:

1. Project Life-Cycle.
2. Project Management Process Groups.
3. Technology.
4. Resources.

Answer : B

Hint: These projects differ in all aspects except for the process groups

108 In matrix management organizations, if the organization maintains many of the characteristics of the functional organization and the project managers are considered more like project coordinators or expeditors, it is called a:

1. Strong matrix.
2. Project team.
3. Weak matrix.
4. Functional organization..

Answer : C

Hint: Among matrix organizations, weak matrix is closest to a functional organization.

109 All of the following are part of the scope baseline EXCEPT the:

1. project scope management plan.
2. project scope statement.
3. work breakdown structure.

4. work breakdown structure dictionary.

Answer : A

Hint: PMBOK 5, Page 131, Sec 5.4.3.1 Scope Baseline

110 You are asked to select tools and techniques to implement a quality assurance program to supplement existing quality control activities. Which of the following would you choose?

1. Quality audits
2. Statistical sampling
3. Pareto charts
4. Trend analysis

Answer : A

Hint: PMBOK 5, Page 245, Sec 8.2.2 Perform Quality Assurance: Tools and Techniques

111 The project manager is allocating overall cost estimates to individual activities to establish a baseline for measuring project performance. What process is this?

1. Plan Cost Management
2. Estimate Costs
3. Determine Budget
4. Control Costs

Answer : C

Hint: PMBOK 5, Page 193, 7.3 Determine Budget

112 During what part of the project management process is the project scope statement created?

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

Answer : B

Hint: Scope statement is done as a part of planning

113 One of the most important duties that the project manager can perform is the function of:

1. Risk management.
2. Quality management.
3. Cost management.
4. Integration.

Answer : D

Hint: A project manager mainly focuses on integration of work under all knowledge areas.

114 With a clear contract statement of work, a seller completes work as specified, but the buyer is not pleased with the results. The contract is considered to be:

1. null and void.
2. incomplete.
3. complete.

4. waived.

Answer : C

Hint: The work is done as specified so it meets the acceptance criteria. Hence it is complete.

115 The organization that is a formalized structure directed toward the support of the project community within the organization is called

1. Matrix organization.
2. Project office.
3. Project team.
4. Project management office.

Answer : D

Hint: PMBOK 5, Page 11, Sec 1.4.4 Project Management Office

116 You have always been asked by your management to cut your project estimate by ten percent after you have given it to them. The scope of your new project is unclear and there are over 30 stakeholders. Management expects a 25 percent reduction in downtime as a result of the project. Which of the following is the BEST course of action in this situation?

1. Re-plan to achieve a 35 percent improvement in downtime.
2. Reduce the estimates and note the changes in the risk response plan.
3. Provide an accurate estimate of the actual costs and be able to support it.
4. Meet with the team to identify where you can find 10 percent savings.

Answer : C

Hint: The best approach would be to provide accurate figures and support the estimate with historical information in past projects documents.

117 Which of the following is the best project management tool to use to determine the longest time the project will take?

1. WBS
2. Network diagram
3. Bar chart
4. Project charter

Answer : B

Hint: PMBOK 5, Page 159, Sec 6.3.3.1. Project Schedule Network Diagrams

118 In a large organization a project expediter is being used to manage a project for an important client. The position of project expediter would be found in what kind of an organization?

1. Strong matrix
2. Weak matrix
3. Functional
4. Projectized

Answer : B

Hint: PMBOK 5, Page 23, 1st paragraph

119 Herzberg divided motivation factors into two classes: satisfiers and dissatisfiers. Examples of satisfiers are:

1. Vacation time, assignment of a personal staff assistant.
2. Fringe benefits.
3. Plush office space, performance based salary raise.
4. Sense of personal achievement, Recognition..

Answer : D

Hint: Compare hygiene factors with motivators to know the difference. Recognition and achievement are satisfiers.

120 One of the important techniques used in the development of a Project Charter is the Expert Judgement that is available from the following source excluding?

1. Subject Matter Experts *SME*
2. Project Management Office *PMO*
3. Industry Groups
4. Project Manager

Answer : D

Hint: Project Manager is not responsible for developing project charter

121 Two people are arguing about what needs to be done to complete a work package. if the project manager wants to know what is going on, she should pay MOST attention to:

1. what is being said .
2. what is being said, who is saying it, and the time of day.
3. physical mannerisms and what is being said.
4. what is being said, who is saying it, the pitch and tone of the voices, and physical mannerisms..

Answer : D

Hint: To understand the situation completely, all the factors *Who, What, How* are important

122 The skill of listening involves more than just hearing the sounds. One of the characteristics of a good listener is that he or she:

1. Finishes the speaker.s sentences.
2. Takes good notes.
3. Repeats some of the things heard to confirm..
4. Agrees with the speaker.

Answer : C

Hint: Repeating what we listen reinforces the knowledge and give feedback to the speaker

123 A manufacturing project has a schedule performance index *SPI* of 0.89 and a cost performance index *CPI* of 0.91. Generally, what is the best explanation for why this occurred?

1. The scope was changed.
2. A supplier went out of business and a new one needed to be found.
3. Additional equipment needed to be purchased.
4. A critical path activity took longer and needed more labor hours to complete.

Answer : D

Hint: $SPI < 1$ means less work was completed than what was planned, $CPI < 1$ indicates a cost

overrun.

124 A new software installation project is in progress. The project manager is working with the quality assurance department to improve everyone's confidence that the project will satisfy the quality standards. Which of the following **MUST** they have before they start this process?

1. Quality problems
2. Quality improvement
3. Quality control measurements
4. Rework

Answer : C

Hint: It is important to know the performance indicators or control limits before any test.

125 The project is not completed until:

1. the project scope is completed, administrative closure is completed and payment is received.
2. formal acceptance is received, and any other requirements for project closure as stated in the contract are met.
3. the customer is satisfied and final payment is received.
4. lessons learned are completed.

Answer : B

Hint: Meeting the acceptance criteria and receiving a formal acceptance is mandatory for completion

126 Primary outputs from Develop Project Team are:

1. Team performance assessments.
2. High project team morale.
3. Reduced project cost.
4. Greater customer satisfaction.

Answer : A

Hint: PMBOK 5, Page 278, Sec 9.3.3 Develop Project Team: Outputs

127 All of the following are the responsibility of a project manager EXCEPT?

1. Maintain the confidentiality of customer confidential information.
2. Determine the legality of company procedures.
3. Ensure that a conflict of interest does not compromise the legitimate interest of the customer.
4. Provide accurate and truthful representations in cost estimates.

Answer : B

Hint: A project manager must focus on projects and not on company rules and regulations

128 Enterprise Environmental Factors that influence the development of a Project Management Plan include:

1. Configuration Management System.
2. Scheduling Software Tool.
3. Government Standards.

4. All of the above.

Answer : D

Hint: PMBOK 5, Page 29, Sec. 2.1.5 Enterprise Environmental Factors

129 A project manager for the seller is told by her management that the project should do whatever possible to be awarded incentive money. The primary objective of incentive clauses in a contract is to:

1. reduce costs for the buyer.
2. help the seller control costs.
3. achieve performance objectives..
4. reduce risk for the seller by shifting risk to the buyer.

Answer : C

Hint: PMBOK 5, Page 364, Cost Plus Incentive Fee Contracts

130 A project manager is managing a project where there will be a number of persons working together. She wants to enhance the ability of the team to work together and perform as a team. One of the things that she can do to maximize the ability of the team to do this is:

1. Cohabitation.
2. Co-location.
3. Staffing plan.
4. Work breakdown structure.

Answer : B

Hint: Colocation offers many advantages that help enhance team performance

131 A project manager is asked to manage a large complicated project that is located in a remote part of Africa. The project will last for five years and will have the product of producing a nuclear reactor that will generate 900 megawatts of power at start-up. The best kind of organization for managing this project is:

1. Strong matrix management.
2. Weak matrix management.
3. Projectized organization.
4. Functional organization.

Answer : C

Hint: PMBOK 5, Page 21, Sec 2.1.3 Organizational Structures

131 During project executing, a team member comes to the project manager because he is not sure of what work he needs to accomplish on the project. Which of the following documents contain detailed descriptions of work packages?

1. Work breakdown structure WBS dictionary
2. Activity list
3. Preliminary project scope statement
4. Project scope management plan

Answer : A

Hint: PMBOK 5, Page 132, WBS dictionary

132 According to McGregor's concept of theory X and theory Y, which of the following statements

is true?

1. Theory Y managers view their subordinates as lazy, irresponsible, and resistant to change.
2. Theory Y managers view their subordinates as creative, imaginative, and agreeable to change.
3. Theory X managers tend to delegate authority.
4. McGregor did not conceive of theory X and theory Y.

Answer : B

Hint: Theory Y puts more trust on workers and favors delegation, responsibility, autonomy

133 The summation of the control accounts make up the _____ ?

1. Activity Cost Estimates
2. Cost Baseline
3. Scope Baseline
4. Cost Forecasts

Answer : B

Hint: PMBOK 5, Page 213, 1st Para.

134 You have just been assigned as project manager for a large manufacturing project. This one-year project is about halfway done. It involves five different sellers and 20 members of your company on the project team. You want to quickly review where the project now stands. Which of the following reports would be the most helpful in finding such information?

1. Responsibility assignment matrix
2. Progress reports
3. Forecast
4. Communications

Answer : B

Hint: Progress reports will help in tracking the completed work versus the planned work

135 The customer on a project tells the project manager he has run out of money to pay for the project. What should the project manager do first?

1. Shift more of the work to later in the schedule to allow time for the customer to get the funds.
2. Enter administrative closure.
3. Stop work.
4. Release part of the project team.

Answer : B

Hint: If the funds aren't available, the project must be formally closed.

136 The Organizational Process Assets that influence the Monitor and Control Project Work Process include all but?

1. Financial Control Procedures.
2. Risk Control Procedures.
3. Proposal Evaluation Criteria.
4. Issue and Defect Management Procedures.

Answer : C

Hint: PMBOK 5, Page 27, Sec. 2.1.4 Organizational Process Assets

137 Omar, a project manager in a construction company is preparing for a meeting with the stakeholders to update them about the status of the project after the monitoring and controlling of the project work. For the information, Omar will access automated tools such as performance indicators, databases, financials, or resourcing tools through:

1. Project Management Information System.
2. Management Information System
3. Organizational process Assets.
4. Project Charter.

Answer : A

Hint: PMBOK 5, Page 29, Sec. 2.1.5 Enterprise Environmental Factors

138 A project manager has been overwhelmed with problems on his project. He would like to identify the root cause of the problems in order to determine where to focus his attention. Which of the following tools would be BEST for the project manager to use?

1. Pareto chart
2. Conflict resolution techniques
3. Fishbone diagram
4. Trend analysis

Answer : C

Hint: Fishbone or Ishikawa diagrams are tools used for cause and effect analysis

139 The client changes the product specification that will add only two weeks to the critical path. Which of the following is the best thing for the project manager to do?

1. Compress the schedule to recover the two weeks.
2. Cut scope to recover the two weeks.
3. Consult with the sponsor before taking any action.
4. Refuse to change the plans.

Answer : C

Hint: The project sponsor is the most important stakeholder in the performing organization

140 Lag means:

1. the amount of time an activity can be delayed without delaying the project finish date.
2. the amount of time an activity can be delayed without delaying the early start date of its successor.
3. waiting time.
4. the product of a forward and backward pass.

Answer : C

Hint: Any delay in time between two successive activities is known as lag.

141 A routine audit of a cost reimbursable CR contract determines that overcharges are being made. If the contract does not specify corrective action, the buyer should:

1. continue to make project payments.
2. halt payments until the problem is corrected.

3. void the contract and start legal action to recover overpayments.
4. change the contract to require more frequent audits.

Answer : A

Hint: If the contract doesn't include a condition, then the payment must be made.

142 A project manager is in the middle of the executing process of a very large construction project when he discovers that the time needed to complete the project is longer than the time available. What is the BEST thing to do?

1. Cut product scope.
2. Meet with management and tell them that the required date cannot be met.
3. Work overtime.
4. Determine options for schedule compression and present management with your recommended option.

Answer : D

Hint: Schedule compression techniques are used when a project gets behind the schedule.

143 You are a new project manager who has never managed a project before. You have been asked to plan for a new project. It would be BEST in this situation to rely on which of the following during planning in order to improve your chance of success..

1. your intuition and training
2. stakeholder analysis
3. historical information
4. configuration management

Answer : C

Hint: Historical information contained in organizational process assets must be utilized

144 During which phase of a project life cycle, will risk be the lowest??

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

Answer : D

Hint: Risk and uncertainty are highest in the beginning and diminish towards the project completion. PMBOK 5, Page 40, Figure 2-9

145 A project manager is managing a project where a risk occurs. There is no plan to respond to this risk. The response to a negative risk event that has no planned response is called:

1. Repair order.
2. Workaround.
3. Risk mitigation.
4. Risk deflection.

Answer : B

Hint: Workarounds are risk responses not initially planned.

146 A project manager is dealing with risk analysis on a software development project. There is a

risk that the module that creates the most important report will not work properly. It will require another 200 person-hours to fix the bugs. The project manager decides to do nothing about this risk. Which of the following risk strategies is the project manager employing?

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

Answer : A

Hint: Risk Acceptance means not creating any mitigation plans.

147 A trucking company expects to purchase 525 truck tires over the next year for their fleet. The company places a blanket order for the tires to a local tire vendor. At the end of year, the company has only purchased 500 of the tires. What should be done to close the contract??

1. The trucking company should pay for the 25 tires and the tire vendor should deliver them.
2. The total price of the blanket order should be adjusted.
3. The contract should be closed because the year is up and no adjustments are necessary.
4. A new blanket order should be negotiated.

Answer : A

Hint: Terms of contract must be fulfilled

148 You are the project manager for a large project under contract with the government. The contract for this two year, multi-million dollar project was signed six months ago. You were not involved in contract negotiations or setting up procedures for managing changes, but now you are swamped with changes from the customer and from people inside your organization. Who is normally responsible for formally reviewing major changes to the project contract??

1. The change control board
2. The contracting/legal department
3. The project manager
4. Senior management

Answer : A

Hint: Change control board is a formal group that is responsible for reviewing, approving or rejecting project changes. It also records and communicates the decision taken for any change request.

149 In Manage Communications process, the techniques and considerations for effective communications management include all but?

1. Meeting Management Techniques
2. Writing Style
3. Sender-receiver models
4. Formal management education

Answer : D

Hint: PMBOK 5, Page 298

150 A project manager managing any project should perform risk analysis at what stage of the project:

1. Just before any major meeting with the client.

2. On a regular basis throughout the project.
3. Only when justified by the awareness of new risks becoming a possibility.
4. When preparing the project plan.

Answer : B

Hint: Risk Identification and Management is an ongoing activity
Processing math: 100%