

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

151 Lessons learned are BEST completed by:

1. Project manager
2. Team
3. Sponsor
4. Stakeholders

Answer :D

Hint: Recording lessons learned in a collaborative activity. It requires brainstorming and contributions from all team members.

152 The Project Communications input used in Control Communications process include all except:

1. Progress report templates.
2. Deliverables Status.
3. Schedule Progress.
4. Costs Incurred.

Answer :A

Hint: PMBOK 5, Page 305, 10.3.1.2

153 According to Deming and Juran most of the quality problems that exist are due to a defect or failure in processes that are controlled by:

1. The project manager.
2. The procurement manager.
3. The management.
4. Stakeholders.

Answer :C

Hint: The quality policy is defined according to an organization's top management.

154 Work performance data, quality checklists, quality metrics, and the project management plan are:

1. Inputs to control quality.
2. Outputs from control quality.
3. Inputs to perform quality assurance.
4. Outputs of perform quality assurance.

Answer :A

Hint: PMBOK 5, Page 230, Figure 8-1

155 The primary benefits of meeting quality requirements are:

1. Cost and delays are reduced, production improves, cost to customer goes up, and profits go up.
2. Cost and delays are reduced, production improves, market share increases, and profits go up.
3. Cost and delays are reduced, capital expenditures go down, market share increases, and profits go up.
4. Cost and delays are reduced, production improves, market share increases, and profits are maintained.

Answer :A

Hint: Quality increase efficiency and enhances the value of product or service delivered

156 The outputs of the process Control procurements does not include:

1. Change Requests.
2. Resource Calendars.
3. Work Performance Information.
4. Project Management Plan Updates.

Answer :B

Hint: PMBOK 5, Page 356, Sec. 12.3

157 The ISO 9000: 2000 standard is used to:

1. Formalize the tools of quality management.
2. Set international standards for quality conformance in organizations.
3. Set national standards for quality conformance in organizations based in the U.S.
4. Develop standards of excellence for manufacturing facilities.

Answer :B

Hint: ISO stands for International Organization for Standardization. It develops standards to define, establish, and maintain an effective quality assurance system for manufacturing and service industries

158 A project is facing a major change to its project deliverables. If the project manager is involved in determining which quality standards are relevant to the change, the project manager must be involved in:

1. quality management.
2. perform quality assurance.
3. Plan Quality Management.
4. Control Quality .

Answer :C

Hint: PMBOK 5, Page 227, Read 8.1Plan Quality Management

159 What does 'cost of quality" mean?

1. The cost of establishing and maintaining the quality function

2. The life cycle cost of the project
3. The The cost of inspection and re-inspection, quality assurance, conformance, and nonconformance.
4. The cost of meeting project objectives

Answer :C

Hint: PMBOK 5, Page 235, Sec 8.1.2.2 Cost of Quality

160 In which project management process group is the detailed project budget created?

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

Answer :B

Hint: Budget is estimated as a part of planning

161 The technique of rearranging resources so that a constant number of resources are used each month is called:

1. crashing.
2. floating.
3. leveling.
4. fast tracking.

Answer :C

Hint: PMBOK 5, Page 559, Definition of Resource Leveling

162 In the Shewhart and Deming cycle, the letters P D C A stand for:

1. Purchase, deliver, cost, and acquisition.
2. Prevent defects caused by anyone.
3. Plan, do, check, and act.
4. Please don.t cause accidents.

Answer :C

Hint: Deming Cycle is also known as Deming Wheel or Shewhart Cycle. It uses the 4-step method for continuous improvement.

163 A project manager must make a narrative description of the project. This narrative description covers the items that will be supplied under the contract with the client. It is called:

1. The project plan.
2. The statement of work.
3. The exception report.
4. The progress report.

Answer :B

Hint: SOW details the products, services or results that will be delivered after the project.

164 The project manager is considering contracting some of the work of the project to a service bureau. The service bureau has been used in the past by this project manager. The manager has several choices of contracts that can be used to subcontract this work. Which of the following is not

a type of contract that the project manager might choose?

1. Firm fixed price
2. Make or buy
3. Cost plus incentive fee
4. Unit price

Answer :B

Hint: Make or buy decision has to be made before deciding to contract work.

165 Bidder conferences are part of:

1. Plan Procurement Management.
2. contract administration.
3. Conduct Procurements.
4. Control Procurements..

Answer :C

Hint: PMBOK 5, Page 356, Figure 12-1

166 The contractual agreement under Fixed Price Contracts, which influences the Plan Procurement project and is used whenever the seller's performance period spans a considerable period of years, as is desired with many long-term relationships is called:

1. Fixed Price with Economic Price Adjustment Contracts *FP – EPA*.
2. Firm Fixed Price Contracts *FFP*.
3. Time & Materials.
4. Fixed Long Term *FLT*.

Answer :A

Hint: PMBOK 5, Page 363

167 The use of brainstorming as a communications technique encourages which of the following?

1. Team building and convergent thinking
2. Divergent thinking
3. Analytical results
4. Use of the scientific method

Answer :B

Hint: Different people usually give varying or divergent ideas in brainstorming.

168 Which of the following techniques allows for the participants to be anonymous?

1. Brain washing
2. Nominal group
3. Delphi technique
4. Crawford slip

Answer :C

Hint: The participants in Delphi technique give inputs to a facilitator, privately and in written.

169 In the communications model, communications between the sender and the receiver often

are affected by communications barriers. These include all of the following except:

1. Cultural differences.
2. Differences in personalities.
3. Educational differences.
4. Teleconferencing.

Answer :D

Hint: Teleconferencing isn't a communication barrier.

170 The project status meeting is not going well. Everyone is talking at the same time, there are people who are not participating and many topics are being discussed at random. Which of the following rules for effective meetings is not being adhered to?

1. Demonstrate courtesy and consideration of each other, control who is allowed to speak.
2. Schedule meetings in advance.
3. Have a purpose for the meeting, with the right people in attendance.
4. Create and publish an agenda and a set of rules for controlling the meeting.

Answer :D

Hint: An effective meeting requires an agenda and documentation of points discussed and outcomes.

171 The project manager has a very complex communication to prepare for the program manager. In order to ensure that the communication will be understood as completely as possible, what method of communication should be used?

1. Verbal
2. Written
3. Nonverbal
4. Written, verbal, and nonverbal

Answer :D

Hint: Effective communication uses all the methods.

172 Formal acceptance by the client or the sponsor of the project indicates that they have accepted the products of the project. This document should be signed off during what part of the project?

1. Administrative closure
2. As the last task in the project plan
3. After the project is closed
4. When requested by the program manager

Answer :A

Hint: Acceptance of work is obtained as a part of administrative closure

173 A project manager has six people in a team. It is important that each of them communicates information to each of the others. How many lines of communication are there in this group of people?

1. Fifteen
2. Twenty-one
3. Seven

4. Six

Answer :A

Hint: Communication lines are calculated using the formula: $NN - 1/2$

174 A project manager is considering how her time is being spent in the project. One of the things that concerns her is how much time she will be spending communicating. The percent of time that is generally spent communicating by project managers is:

1. 10 percent.
2. 20 percent.
3. 50 percent.
4. 90 percent.

Answer :D

Hint: 90 percent of a project manager's time is spent communicating.

175 What is one of the KEY objectives during negotiations?

1. Obtain a fair and reasonable price.
2. Negotiate a price under the seller's estimate.
3. Ensure that all project risks are thoroughly delineated.
4. Ensure that an effective communications management plan is established.

Answer :A

Hint: Negotiations are made to get a promising and acceptable deal.

176 All of the following are the types of communication except:

1. Internal and External.
2. Vertical and Horizontal.
3. Real and Virtual.
4. Formal and Informal.

Answer :C

Hint: PMBOK 5, Page 287, last para.

177 You are the project manager for a high visibility project. The budget of this project is low, and it is extremely important that the cost estimates for the work on the project be accurate. While reviewing the cost estimates for this project you notice that one of the cost estimates for an element in the WBS is 10 percent higher than two previous projects for very similar work. What should you do?

1. Accept the estimate because you trust all of the people on your project team, and they are responsible for estimates.
2. Reduce the estimate and add the additional budget to the management reserve.
3. Ask the person responsible for the estimate to explain the difference and bring supporting information to you.
4. Reduce the estimate and add the additional budget to the contingency reserve.

Answer :C

Hint: The responsible team member must be asked to justify the estimate with regard to historical information he used.

178 The float of an activity is determined by:

1. performing a Monte Carlo analysis.
2. the waiting time between activities.
3. determining lag.
4. determining the amount of time the activity can be delayed before it delays the critical path.

Answer :D

Hint: PMBOK 5, Page 565 Glossary definition: Total Float

179 Project Cost Control excludes?

1. Bringing expected cost overruns within acceptable limits
2. Establish the earned value management techniques
3. Monitoring Cost Performance
4. Informing appropriate stakeholders

Answer :B

Hint: PMBOK 5, Page 216, Sec. 7.4

180 You are the manager of a research group that is developing a new chemical material. You hire a person from a competing company who has a great deal of expertise in this area. The person contributes greatly to the progress of your project. During conversations with the person you determine that many of this person's ideas were developed by the competing company. What do you do?

1. Tell the person that he or she should not mention that the ideas came from another company.
2. Sign a nondisclosure agreement with this person before he or she leaves your company.
3. Accept the new ideas.
4. Investigate the employee for security reasons.

Answer :C

Hint: Accept the ideas as the new employee is sharing his experience.

181 The project life cycle differs from the product life cycle in that the project life cycle:

1. does not incorporate a methodology.
2. is different for each industry, project type and organization.
3. can spawn many projects.
4. describes project management activities.

Answer :B

Hint: A project cycle varies according to type of project being undertaken and many other variable factors.

182 A manager and the head of engineering discuss a change to a major work package. After the meeting, the manager contacts you and tells you to complete the paperwork to make the change. This is an example of:

1. management attention to scope management.
2. management planning.
3. A manager acting as project coordinator.
4. a change control system.

Answer :C

Hint: PMBOK 5, Page 23, 1st Para.

183 A team member notifies the project manager that the activities comprising a work package are no longer appropriate. It would be BEST for the project manager to be in what part of the project management process?

1. Corrective action
2. Integrated change control
3. Monitoring and controlling
4. Project closing

Answer :C

Hint: Identifying any events or scenarios that may alter the expected project outcome is done under monitoring and controlling.

184 A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?

1. Project manager
2. Project team
3. Sponsor
4. Stakeholders

Answer :C

Hint: Project sponsor is a key stakeholder and decision maker.

185 All of the following are parts of direct and manage project work except?

1. Identifying changes
2. Using a work breakdown structure
3. Implementing corrective actions
4. Setting up a project control system

Answer :D

Hint: Change control is done in Perform Integrated Change Control.

186 During a project team meeting, a team member suggests an enhancement to the scope that is beyond the scope of the project charter. The project manager points out that the team needs to concentrate on completing all the work and only the work required. This is an example of:

1. change management process.
2. scope management.
3. quality analysis.
4. scope decomposition.

Answer :B

Hint: Scope Management is all about focusing on all the work and only the work required for a project.

187 During activity definition, a team member identifies an activity that needs to be accomplished. However, another team member believes that the activity is not part of the project as he interprets the project scope statement. What is the thing for the project manager to do?

1. Try to build a consensus of the team.

2. Ask the customer.
3. Refer to the scope baseline .
4. Ask senior management for clarification.

Answer :C

Hint: Scope baseline includes WBS, which can be used to get more clarity.

188 If the estimated total cost of a construction project is \$ 1,500,000 and after six months only 30% has been completed, the Expected Value is :

1. \$400,000.
2. \$215,000.
3. \$450,000.
4. \$425,000.

Answer :C

Hint: 30 percent of budget at completion

189 In a fixed price *FP* contract, the fee or profit is:

1. unknown.
2. part of the negotiation involved in paying every invoice.
3. applied as a line item to every invoice.
4. determined with the other party at the end of the project.

Answer :A

Hint: Due to absence of any flexibility, the fee or profit depends on the seller's cost.

190 If the optimistic estimate for an activity is 12 days, and the pessimistic estimate is 18 days, what is the standard deviation of this activity?

1. 1
2. 1.3
3. 6
4. 3

Answer :A

Hint: Use standard deviation formula: $\frac{\text{pessimistic} - \text{optimistic}}{6}$

191 If a project has a 60 percent chance of a U.S. 100,000 profit and a 40 percent chance of a U. S. 100,000 loss, the expected monetary value for the project is:

1. \$100,000 profit
2. \$60,000 loss
3. \$20,000 profit
4. \$40,000 loss

Answer :C

Hint: The difference of values gives a profit of \$20,000

192 The precedence diagramming method *activity - on - node* is different from the arrow diagramming method *activity - on - arrow* because a precedence diagram:

1. can use PERT.
2. has four relationships among activities.
3. has only finish-to-finish relationships.
4. may use dummy activities.

Answer :B

Hint: Activities on arrow AOA diagrams are limited to show only the finish-to-start relationships.

193 During project executing, a large number of changes are made to the project. The project manager should:

1. wait until all changes are known and print out a new schedule.
2. make approved changes as needed, but retain the schedule baseline.
3. make only the changes approved by management.
4. talk to management before any changes are made.

Answer :B

Hint: Original schedule baseline must always be retained for monitoring progress.

194 One common way to compute estimate at completion *EAC* is to take the budget at completion *BAC* and:

1. divide by SPI.
2. multiply by SPI.
3. multiply by CPI.
4. divide by CPI.

Answer :D

Hint: $EAC = BAC/CPI$

195 Assuming that the ends of a range of estimates are +/- 3 sigma from the mean, which of the following range estimates involves the LEAST risk?

1. 30 days, plus or minus 5 days
2. 22-30 days
3. Optimistic = 26 days, most likely = 30 days, pessimistic = 33 days
4. Mean of 28 days

Answer :C

Hint: The deviation in option C lies in the 3-sigma range.

196 A project performed under a cost reimbursable contract has finally entered the closing process. What must the buyer remember to do?

1. Decrease the risk rating of the project.
2. Audit seller's cost submittals.
3. Evaluate the fee he is paying.
4. Make sure that the seller is not adding resources.

Answer :B

Hint: Seller's cost submittals must be audited for sanity check

197 A large, complex construction project in a foreign country requires coordination to move the

required equipment through crowded city streets. To ensure the equipment is transported successfully, your contact in that country informs you that you will have to pay the local police a fee for coordinating traffic. What should you do?

1. Do not pay the fee because it is a bribe.
2. Eliminate the work.
3. Pay the fee.
4. Do not pay the fee if it is not part of the project estimate.

Answer :C

Hint: Pay the fee in accordance with the law of that country

198 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: In case of such an uncertainty, it is best to hold on the dealings.

199 Which of the following is NOT an input to the initiating process group?

1. Company processes
2. The company culture
3. Historical WBSs
4. Project scope statement

Answer :D

Hint: Project scope statement is part of planning process group

200 A project manager does not have much time to spend planning before the mandatory start date arrives. He therefore wants to move through planning as effectively as possible. Which one of the following would you recommend as most important??

1. Make sure you have a completed preliminary project scope statement and then start the WBS.
2. Create an activity list before creating a network diagram.
3. Document all the known risks before you document the high-level assumptions.
4. Finalize the quality management plan before you determine quality metrics.

Answer :B

Hint: A network diagram helps determine the critical path

201 The primary objective of contract negotiations is to:

1. get the most from the other side.
2. protect the relationship.
3. get the highest monetary return.
4. define objectives and stick to them.

Answer :B

Hint: The primary objective is to protect the business interests of both the parties.

Processing math: 100%