

# PMP SAMPLE QUESTIONS

[http://www.tutorialspoint.com/pmp-exams/pmp\\_sample\\_questions\\_set2.htm](http://www.tutorialspoint.com/pmp-exams/pmp_sample_questions_set2.htm)

Copyright © tutorialspoint.com

## 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

**51** A manager that manages a group of related projects is called a:

1. Project manager.
2. Project expediter.
3. Program coordinator.
4. Program manager.

Answer : D

Hint: PMBOK 5, Page 553, Definition of Program

**52** A functional manager needs to communicate the needs of his or her personnel requirements and the utilization of each person as well as the assignments that they have in the future. To best accomplish this, what type of document should be used?

1. Gantt chart
2. Network diagram
3. Staffing management plan
4. Responsibility matrix

Answer : C

Hint: PMBOK 5, Page 563, Definition of Staffing management plan

**53** A project manager is faced with making a decision about a risk that the team has identified. The risk involves the design of a bicycle. It has been found that the neck of the bicycle, where the steering bearing is located and the two supporting bars of the frame come together, will corrode in a high salt environment. If this takes place the neck may fail and injure the rider. The project team decides that the design of the bicycle should be modified by using corrosion resistant materials in the design of the neck. This will eliminate the risk from consideration. This technique is called:

1. Risk avoidance.
2. Risk acceptance.
3. Risk rejection.
4. Risk deflection.

Answer : A

Hint: PMBOK 5, Page 559, Definition of Risk avoidance

**54** You are a project manager leading a cross-functional project. None of your project team members report to you functionally and you do not have the ability to directly reward their performance. The project is difficult, involving tight date constraints and challenging quality standards. Which of the following type of organization would you be in this circumstance?

1. Projectized
2. Functional
3. Strong Matrix
4. Operations

Answer : B

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

**55** If project A has a net present value *NPV* of U.S. 30,000 and project B has an *NPV* of U.S. 50,000, what is the opportunity cost if project B is selected?

1. \$23,000
2. \$30,000
3. \$20,000
4. \$50,000

Answer : B

Hint: The opportunity cost is the monetary value of the project that was not chosen.

**56** The contingency budget will:

1. Reduce the probability of scope changes.
2. Reduce the probability of cost overruns.
3. Increase the probability of a cost overrun.
4. Increase the probability of scope changes.

Answer : B

Hint: Read about Management Reserves, Page 206, Sec 7.2.2.6 Reserve Analysis, PMBOK 5

**57** A project manager is quantifying risk for her project. Several of her experts are offsite, but wish to be included. How can this be done?

1. Use Monte Carlo analysis using the Internet as a tool.
2. Apply the critical path method.
3. Determine options for recommended corrective action.
4. Apply the Delphi Technique.

Answer : D

Hint: PMBOK 5, Page 324. Delphi Technique doesn't require assembling together.

**58** What percentage of the total distribution are 3 sigma from the mean equal to?

1. 68.26%
2. 99.99%
3. 95.46%
4. 99.73%

Answer : D

Hint: 3-sigma has a range for the process parameter at 0.27% control limits which is nothing but

**59** A project manager holds the first risk meeting of the project team. The client is present at the meeting. At the meeting several risks are identified and assigned to members of the project team for evaluation and quantification. The result of the meeting is:

1. Expected value of the risk events.
2. Strategies for the risk events.
3. A list of potential risk events.
4. General statements about risks for the project.

Answer : C

Hint: The meeting is a part Identify Risks process

**60** A project manager is using weighted average duration estimates to perform schedule network analysis. Which type of mathematical analysis is being used?

1. Critical path method
2. PERT
3. Monte Carlo
4. Resource leveling

Answer : B

Hint: PMBOK 5, Page 553, Definition of PERT

**61** If the earned value is 1000; *ActualCosts*500; and Planned Value is \$4000, Calculate Cost Performance Index.

1. 1
2. 3
3. 0.85
4. 2

Answer : D

Hint:  $CPI = EV/AC$

**62** Conflict resolution techniques that may be used on a project include confronting, smoothing, forcing and:

1. withdrawing.
2. directing.
3. organizing.
4. controlling.

Answer : A

Hint: Common conflict resolution techniques are confronting, smoothing, forcing and withdrawing.

**63** In the Monte Carlo technique, what is the criticality index?

1. The number of days the project will be late divided by the project duration
2. The percent of time a given activity will be on the critical path
3. The percent of time an activity will be late
4. The sum of the duration of the critical path activities divided by the project expected value for duration

Answer : B

Hint: The criticality index of a task is sometimes put as a ratio but quite often as a percentage.

**64** Which phase of the project is likely to have the greatest amount of its funding spent?

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

Answer : B

Hint: A large portion of project budget is expended in Executing Process group. Page 56, Sec 3.5 Executing Process group, PMBOK 5

**65** A control chart shows seven data points in a row on one side of the mean. What should be done?

1. Perform a design of experiments.
2. Adjust the chart to reflect the new mean.
3. Find an assignable cause.
4. Nothing. This is the rule of seven and can be ignored.

Answer : C

Hint: The process is out of control so the cause should be identified.

**66** The document that is proof of upper management's commitment to the project and gives the authority to manage the project to the project manager is called:

1. The project plan.
2. The project goals and objectives.
3. The project charter.
4. The project definition.

Answer : C

Hint: Page 66, Sec 4.1 Develop project charter

**67** Which of the following represents the estimated value of the work actually accomplished?

1. Earned value *EV*
2. Planned value *PV*
3. Actual cost (*AC*),
4. Cost variance *CV*

Answer : A

Hint: PMBOK 5, Page 538, Definition of Earned Value

**68** A project manager is managing a project. The original scope baseline of the project was budgeted at

100,000. Since the work started on the project there have been seventeen authorized and approved changes to the project. The changes have a value of 17,000 and the cost of investigating them prior to their approval was \$2,500. What is the current budget for the project?

1. \$100,000
2. \$114,500
3. \$117,000
4. \$119,500

Answer : D

Hint: Budget was revised to account for the approved changes

**69** A project team has completed, and the customer has accepted, the completed project scope. However, the lessons learned required by the project management office have not been completed. What is the status of the project?

1. The project is incomplete because the project needs to be re-planned.
2. The project is incomplete until all the activities required for closing a project are completed.
3. The project is complete because the customer has accepted the deliverables.
4. The project is complete because the project has reached the due date.

Answer : B

Hint: PMBOK 5, Page 57, Sec 3.7 Closing Process Group

**70** Ahmad, a project manager in an IT firm has improvised a working schedule of an on-going project owing to detailing of the project management plan, indicative of the iterative nature of

planning and documentation. The decision is the result of.?

1. Project Appraisal.
2. Monitoring and Controlling Process.
3. Planning Process.
4. Progressive Elaboration.

Answer : D

Hint: PMBOK 5, Page 55, Progressive Elaboration

**71** A project manager works in a company favoring the weakest authority for the project manager. The type of organization that holds the project manager to be the weakest is:

1. Projectized organization.
2. Strong matrix organization.
3. Weak matrix organization.
4. Balanced matrix.

Answer : C

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

**72** A system development project is nearing the closing phase when a previously unidentified risk is discovered. This could potentially affect the project's overall ability to deliver. What should be done next?

1. Alert the project sponsor of potential impacts to cost, scope or schedule.
2. Qualify the risk.
3. Mitigate this risk by developing a risk response plan.
4. Develop a workaround.

Answer : B

Hint: Once a risk is identified, it must be evaluated qualitatively and quantitatively.

**73** You just found out that a major subcontractor for your project consistently provides deliverables late. The subcontractor approaches you and asks you to continue accepting late deliverables in exchange for a decrease in project costs. This offer is an example of:

1. confronting.
2. compromise.
3. smoothing.
4. forcing.

Answer : B

Hint: The vendor is offering a reduction in cost for compromising the schedule.

**74** Which of the following contains Change Management Plan ?

1. Project management plan
2. Communications management plan
3. Configuration management plan
4. Quality management plan

Answer : A

Hint: PMBOK 5, Page 76, Sec 4.2.3.1 Project management plan

**75** Mohan, a project manager, while managing a project on logistics is working on Monitoring and Controlling Process Group and is undertaking activities except for?:

1. Validating scope
2. Controlling the schedule
3. Performing Change Control
4. Manage Stakeholder Engagement

Answer : D

Hint: PMBOK 5, Page 61, Manage Stakeholder Engagement is an executing process

**76** Resource leveling will generally:

1. Reduce the time needed to do the project.
2. Increase the total time necessary to do all the tasks.
3. Reduce the overutilization of resources.
4. Reduce resources to the lowest skill that is possible.

Answer : C

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

**77** A task was scheduled to employ two persons, full time, and take two weeks to complete. Instead, the project manager was only able to assign one person to this task. At the end of two weeks, the person assigned to the task was 75% complete. What is the cost performance index?

1. 0.75
2. 1.50
3. 0.25
4. 1.15

Answer : B

Hint: Cost should be in proportion with percent complete.

**78** You are a project manager who was just assigned to take over a project from another project manager who is leaving the company. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the FIRST thing you should do as the new project manager?

1. Check risk status.
2. Check cost performance.
3. Check progress reports.
4. Tell the team your objectives.

Answer : C

Hint: Progress reports inform about the project progress and if the project is going as scheduled.

**79** Which of the following is considered to be a simulation technique?

1. PERT analysis
2. GERT analysis
3. Monte Carlo analysis
4. Critical path method

Answer : C

Hint: PMBOK 5, page 180, Sec 6.6.2.5 Modeling Techniques

**80** Extensive use of ----- communication is most likely to aid in solving complex problems.

1. verbal
2. written

3. formal
4. nonverbal

Answer : B

Hint: Written communication brings more clarity and avoids confusions.

**81** When checking the calendar of a team member to schedule a meeting, you see she has scheduled a meeting with a key stakeholder that you were not informed of. The best approach would be to:

1. avoid mentioning it to the team member but continue to watch her activities.
2. notify your boss about the problem.
3. address the concern with the team member's boss.
4. address the concern with the team member.

Answer : D

Hint: Confronting is the best conflict resolution technique in this case.

**82** Project A has an internal rate of return *IRR* of 21 percent. Project B has an *IRR* of 7 percent. Project C has an *IRR* of 31 percent. Project D has an *IRR* of 19 percent. Which of these would be the BEST project?

1. Project A
2. Project D
3. Project C
4. Project B

Answer : C

Hint: Project C has the highest *IRR*

**83** The program evaluation and review technique *PERT* method of scheduling differs from the critical path method *CPM* because the *PERT* method:

1. Uses weighted averages of activity durations to calculate project duration.
2. Uses dummy activities to represent logic ties.
3. Uses free float instead of total float in the schedule calculations.
4. Uses bar charts instead of logic diagrams to portray the schedule.

Answer : A

Hint: PMBOK 5, Page 553, Definition of *PERT*

**84** The key inputs to activity definition are:

1. Work breakdown structure, the project schedule, and the network diagram.
2. Project schedule, progress reports, and change requests.
3. The project network diagram, constraints, and durations.
4. The work breakdown structure, the scope statement, and historical information that supports the applicable activity

Answer : D

Hint: PMBOK 5, Page 150, Sec 6.2.1 Define Activities

**85** The customer requests a change to the project that would increase the project risk. As a project manager, Which of the following should you do before all the others?

1. Include the expected monetary value of the risk in the new cost estimate.
2. Talk to the customer about the impact of the change.
3. Analyze the impacts of the change with the team.

4. Change the risk management plan.

Answer : C

Hint: Studying the impact of change is very important.

**86** An Ishikawa diagram helps to:

1. put information in its order of priority
2. reach the root cause.
3. show team responsibilities.
4. show functional responsibilities.

Answer : B

Hint: PMBOK 5, Page 236 Cause and effect diagrams

**87** The lowest level at WBS is one of the following:

1. The task.
2. The activity.
3. The work package.
4. The element.

Answer : C

Hint: PMBOK 5, Page 553, Definition of work package

**88** A project manager would like to manage his project in such a way that he will be able to identify specific tasks that should be watched and managed more closely than others. The project manager should use which method?

1. The PERT method
2. The critical path method
3. The GERT method
4. The PCDM method

Answer : B

Hint: He should watch tasks on the critical path.

**89** What characteristic best describes the cost baseline?

1. Total budget for the project
2. Time phased budget for the project
3. Total budget for the project including the contingency budget
4. Total budget for the project including the contingency budget and the management reserve

Answer : B

Hint: PMBOK 5, Page 534, Definition of Cost Baseline

**90** In attempting to complete the project faster, the project manager looks at the cost associated with crashing each activity. The best approach to crashing would also include looking at the:

1. risk impact of crashing each activity.
2. customer's opinion of which activities to crash.
3. boss's opinion of which activities to crash and in which order.
4. project life cycle phase in which the activity is due to occur.

Answer : A

Hint: PMBOK 5, Page 181, Sec 6.6.2.7 Schedule Compression

**91** A project manager has a problem with a team member's performance. What is best form of communication for addressing this problem?

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

Answer : D

Hint: Informal face-to-face communication yields more trust and cooperation

**92** Your employee is three days late with a report. Five minutes before the meeting where the topic of the report is to be discussed, she hands you the report. You notice some serious errors in it. What should you do?

1. Cancel the meeting and reschedule when the report is fixed.
2. Go to the meeting and tell the other attendees there are errors in the report.
3. Force the employee to do the presentation and remain silent as the other attendees find the errors.
4. Cancel the meeting and rewrite the report yourself.

Answer : A

Hint: Rescheduling the meeting until the report is ready would be desirable.

**93** The act of doing anything that will help to bring future project performance in line with the project plan is called:

1. Budget update.
2. Revised cost estimate.
3. Corrective action.
4. Contingency planning.

Answer : C

Hint: Corrective actions are recommended for realizing project goals

**94** A project is engaged in making electronic devices. It is necessary to purchase some materials to make the printed circuit boards. All of the parts are commonly available from several vendors. The most likely contract that should be issued for these parts is:

1. Unit price contract.
2. Firm fixed price contract.
3. Cost reimbursable contract.
4. Award fee contract.

Answer : B

Hint: A fixed price contract will be best in the case of products and to protect buyer risks

**95** You are the project manager for a large project that is completed on time and on budget. The customer and all of the stakeholders are pleased with the results. As a direct result of the successful completion of the project, your manager approves a bonus of \$25,000 to you. There are fifteen members of the project team. One of the people on the project team has been a very low contributor to the project the other fourteen have all been good performers What should you do with the money?

1. Keep the money yourself as the manager gave it to you.
2. Divide the money equally among all the team members.
3. Ask the team members how they would divide the money.

4. Divide the money equally among the team members except for the substandard team member.

Answer : C

Hint: Acting on team consensus would be best.

**96** A project manager is using a cause and effect diagram with the team to determine how various factors might be linked to potential problems. In what part of the quality management process is the project manager involved?

1. Quality analysis
2. Perform quality assurance
3. Control Quality
4. Plan Quality Management

Answer : D

Hint: PMBOK 5, Page 235, Sec 8.1.2 Plan Quality Management: Tools and Techniques

**97** During which risk management process is a determination to transfer a risk made?

1. Identify Risks
2. Perform Quantitative Risk Analysis
3. Plan Risk Responses
4. Control Risks

Answer : C

Hint: PMBOK 5, Page 343, Sec 11.5.2 Plan Risk Responses: Tools and Techniques

**98** Your cost forecast shows that you will have a cost overrun at the end of the project. Which of the following should you do?

1. Eliminate risks in estimates and re-estimate.
2. Meet with the sponsor to find out what work can be done sooner.
3. Cut quality.
4. Decrease scope.

Answer : A

Hint: Risk mitigation helps avoid cost-overruns and schedule delays

**99** At the request of the project team for a large project, the company's purchasing department advertises that they intend to let a contract for construction work associated with the project. This is called:

1. Procurement planning.
2. Solicitation.
3. Outsourcing.
4. The procurement process.

Answer : B

Hint: PMBOK 5, Page 375, Sec 12.2.2 Conduct Procurements: Tools and Techniques

**100** A project is considered complete when the :

1. BAC is equal to the PV.
2. The EV is equal to the AC.
3. The PV is equal to the AC.
4. The BAC is equal to the EV.

Answer: D

Hint: In an ideal scenario, when Earned Value equals Budget at Completion, it means the project is completed.

Processing math: 100%