

PMP Prep Test Bank - Advanced Level Questions - Test #1**Multiple Choice**

Identify the letter of the choice that best completes the statement or answers the question.

- _____ 1. Information regarding the content of essential project communications comes from the _____.
- communications management plan
 - work breakdown structure (WBS)
 - expectations management matrix
 - organizational chart
- _____ 2. _____ is a planning process falling under the Project Integration Management knowledge area.
- Develop project management plan
 - Create WBS
 - Schedule development
 - Quality planning
- _____ 3. By adding all of the _____ for all project activities, you can determine how the project as a whole is performing and forecast both when it will be completed and how much it will cost at completion.
- actual costs
 - cost variances
 - planned values
 - earned values
- _____ 4. The PMBOK Guide includes the _____ and the stakeholder identification occur during project initiation phase.
- project charter
 - project contract
 - project statement
 - project declaration
- _____ 5. The project time management knowledge area maps to the _____ process group through the activity of schedule control.
- monitoring and controlling
 - planning
 - executing
 - initiating
- _____ 6. Planning includes tasks related to each of the _____ project management knowledge areas.
- 16
 - 5
 - 4
 - 9
- _____ 7. _____ results in supporting detail to document important product information as well as assumptions and constraints related to specific activities and an original activity list.
- Activity duration estimating
 - Activity definition
 - Activity resource estimating
 - Activity sequencing

- _____ 8. _____ is a monitoring and controlling process.
- Risk response planning
 - Request seller responses
 - Integrated change control
 - Develop project team
- _____ 9. During a company event, you had the opportunity to talk to a colleague project manager. He told you that in his current project actual costs are 15% under cumulated costs scheduled for today. What do you think?
- The project will probably be completed with total costs remaining under budget.
 - The information available is not sufficient to assess project performance.
 - A significant cost increase during the further course of the project will probably bring the costs back to baseline level.
 - Original cost planning must have been poor to allow this variance.
- _____ 10. Administrative activities are often involved in _____, such as archiving project files, closing out contracts, documenting lessons learned, and receiving formal acceptance of the delivered work as part of the phase or project.
- executing processes
 - closing processes
 - initiating processes
 - monitoring and controlling processes
- _____ 11. Which of the following statements is not true?
- According to ISO, standards are not mandatory, but regulations are.
 - Standards and regulations are socio-economic influences to a project.
 - Standards and regulations are mandatory,
 - Standards often begin as guidelines that are not mandatory. With later widespread adoption, they can become de facto regulations.
- _____ 12. What is a deliverable-oriented grouping of project elements called?
- Cost account coding system
 - Work breakdown structure
 - Detailed plan
 - Linear responsibility chart
- _____ 13. During the third monthly update on a 12 month, \$60,000 project, your analysis shows: BCWS = \$40,000 and ACWP = \$20,000 and BCWP = \$30,000 You can conclude all of the following from these figures EXCEPT:
- Less has been accomplished than was planned
 - Less has been spent than planned
 - With no intervention, the project will be completed behind schedule and under budget
 - With no intervention, the project will be completed ahead of schedule and over budget
- _____ 14. Project _____ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.
- quality
 - portfolio
 - performance
 - integration
- _____ 15. _____ involves doing whatever you can to make sure the positive risk happens.
- Risk enhancement
 - Risk sharing
 - Risk exploitation
 - Risk acceptance

- _____ 16. People with a high need for _____ desire harmonious relationships with other people and need to feel accepted by others.
- achievement
 - power
 - money
 - affiliation
- _____ 17. With a(n) _____ contract, the buyer pays the supplier for allowable performance costs plus a fixed fee payment usually based on a percentage of estimated costs.
- CPPC
 - CPIF
 - CPPF
 - CPFF
- _____ 18. In a(n) _____ relationship, the "from" activity must finish before the "to" activity can start.
- finish-to-start
 - start-to-finish
 - finish-to-finish
 - start-to-start
- _____ 19. _____ is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.
- Crushing
 - Crashing
 - Fast tracking
 - Expediting
- _____ 20. The _____ tasks vary the most from project to project.
- monitoring and controlling
 - planning
 - closing
 - executing
- _____ 21. _____ involve estimating individual work items or activities and summing them to get a project total.
- Parametric estimates
 - Bottom-up estimates
 - Actual estimates
 - Analogous estimates
- _____ 22. You found the following Earned Value Analysis information for a recently closed out project: $SPI = 0.7$, $CPI = 1.0$?
- The project has been canceled while it was executed. At that time, the project was behind schedule and on budget.
 - The project's deliverables have all been finished. The project came in on schedule but over budget.
 - The project's deliverables have all been finished. The project came in behind schedule but on budget.
 - The project's deliverables have all been finished. The project came in ahead of schedule but on budget.

- ___ 23. The cost of providing a work space for project workers, office furniture, electricity, and a cafeteria are _____ costs.
- indirect
 - incidental
 - direct
 - explicit
- ___ 24. A(n) _____ event is a specific, uncertain event that may occur to the detriment or enhancement of the project.
- unplanned
 - risk
 - hidden
 - chance
- ___ 25. A Request for _____ is a document used to solicit bids from prospective suppliers.
- Price
 - Quote
 - Cost
 - Reason
- ___ 26. _____ involves determining the information and communications needs of the stakeholders.
- Managing stakeholders
 - Information distribution
 - Communications planning
 - Performance reporting
- ___ 27. _____ develops a detailed project scope statement as the basis for future project decisions.
- Define scope
 - Voluntary adherence
 - Quality fidelity
 - Management
- ___ 28. The goal of _____ control is to know the status of the schedule, influence the factors that cause schedule changes, determine whether the schedule has changed, and manage changes when they occur.
- cost
 - time
 - scope
 - schedule
- ___ 29. A(n) _____ is a document that formally recognizes the existence of a project and provides direction on the project's objectives and management.
- project charter
 - net present value analysis
 - balanced scorecard
 - business case
- ___ 30. Scope statements should include, at a minimum, a description of the project, including its overall objectives and justification; detailed descriptions of all project _____ ; characteristics and requirements of products and services produced as part of the project; and project success criteria.
- deliverables
 - meetings
 - volunteers
 - stakeholders

- _____ 31. _____ is(are) action(s) taken to bring rejected items into compliance with product requirements or specifications or other stakeholder expectations.
- Process adjustments
 - Acceptance decisions
 - Auditing
 - Rework
- _____ 32. A _____ is a time-phased budget that project managers use to measure and monitor cost performance.
- cost line
 - cost baseline
 - ledger
 - budget baseline
- _____ 33. All of the following are contract types except:
- Fixed Price
 - Lump Sum.
 - Make-or-Buy.
 - Cost Reimbursable.
- _____ 34. The goal of _____ is to know the status of the schedule, influence the factors that cause schedule changes, determine that the schedule has changed, and manage changes when they occur.
- schedule control
 - activity resource estimating
 - schedule development
 - activity duration estimating
- _____ 35. _____ is the amount of time an activity can be delayed from its early start without delaying the planned project finish date.
- Free slack
 - Total slack
 - Free float
 - Total time
- _____ 36. A program _____ provides leadership and direction for the project managers heading the projects within the program.
- organizer
 - manager
 - facilitator
 - director
- _____ 37. The highest level of needs in Maslow's structure is referred to as a _____ need.
- physiological
 - deficiency
 - safety
 - growth
- _____ 38. _____ allow for future situations that may be partially planned for.
- Direct reserves
 - Unknown unknowns
 - Contingency reserves
 - Management reserves

- ___ 39. _____ is based on an individual's personal charisma.
- Reward power
 - Legitimate power
 - Coercive-power
 - Referent power
- ___ 40. Which is true regarding projects?
- A project is a unique endeavor undertaken to create a temporary service.
 - A project is a temporary product undertaken to create a unique endeavor or service
 - A project is a temporary endeavor undertaken to create a unique product, service or result.
 - A project is a unique service undertaken to c. create a temporary product.
- ___ 41. You are preparing for the Phase 2 exit review with your project sponsor and she is expecting you to develop a forecast for the review. According to your project cost reports, the project was originally supposed to cost \$200,000. The costs to date are \$150,000. Your plan shows you should have completed \$120,000. You estimate you are 50% complete with the project. Determine how much money you expect to spend on the project based on your expectation that the past cost problems will continue:
- \$329,000
 - \$250,000
 - \$300,000
 - \$200,000
- ___ 42. When using the _____ mode, project managers directly face a conflict using a problem-solving approach that allows affected parties to work through their disagreements.
- confrontation
 - cooperative
 - congratulatory
 - conciliatory
- ___ 43. _____ involves developing an approximation or estimate of the costs of the resources needed to complete a project.
- Cost control
 - Cost consolidation
 - Cost estimating
 - Cost budgeting
- ___ 44. A project risk may be scored on two scales: _____ and _____.
- Probability, impact
 - Cost, schedule
 - Severity of impact, timing of impact
 - Frequency, risk tolerance
- ___ 45. The ultimate goal of _____ is to create a realistic project schedule that provides a basis for monitoring project progress for the time dimension of the project.
- schedule development
 - activity definition
 - activity duration estimating
 - activity sequencing

- ___ 46. Which of the following is true statement about risks?
- If a risk is identified in a risk response plan, then that means that risk has already happened.
 - Once a risk has happened, you refer to the risk management plan to determine what action needs to be taken.
 - A risk that was not planned but has happened is called a trigger.
 - Risk identification happens in all the phases of the project.
- ___ 47. In the _____, you use a similar project's WBS as a starting point.
- top-down approach
 - quality approach
 - mind-mapping approach
 - bottom-up approach
- ___ 48. A _____ is a product or service produced or provided as part of a project.
- process
 - requirement
 - deliverable
 - result
- ___ 49. _____ allow for future situations that are undetermined.
- Management reserves
 - Known unknowns
 - Indirect reserves
 - Contingency reserves
- ___ 50. People with a high need for _____ seek to excel and tend to avoid both low-risk and high-risk situations to improve their chances for achieving something worthwhile.
- money
 - achievement
 - power
 - affiliation
- ___ 51. Once the project is complete, the complete set of project records should be put in which of the following?
- Project Archives
 - Project Report
 - Storage room
 - Database
- ___ 52. Project _____ management is an overarching function that affects and is affected by all of the other knowledge areas.
- integration
 - procurement
 - human resource
 - quality
- ___ 53. Project management _____ facilitate communication among stakeholders and provide a baseline for progress measurement and project control.
- charters
 - compacts
 - plans
 - contracts

- ___ 54. A parametric cost estimate:
- Is a statistical estimating, technique
 - Is a top down and statistical estimating technique
 - Is a top down estimating technique
 - Is a bottom up estimating technique
- ___ 55. The _____ is that portion of the approved total cost estimate planned to be spent on an activity during a given period.
- EV
 - PV
 - RP
 - AC
- ___ 56. A(n) _____ is a bell-shaped curve that is symmetrical regarding the average value of the population (the data being analyzed).
- symmetrical distribution
 - skewed distribution
 - normal distribution
 - polynomial distribution
- ___ 57. Suppose that after one week of work, the earned value is \$4000 and the actual cost is \$4500. What is the value of the cost performance index (CPI)?
- 70%
 - 80%
 - 60%
 - 89%
- ___ 58. A PMO, or Project _____ Office, is an organizational group responsible for coordinating the project management function throughout an organization.
- Money
 - Management
 - Marketing
 - Municipal
- ___ 59. In what organizational type is communications complex?
- Matrix
 - Functional
 - Company
 - Projectized
- ___ 60. _____ is the amount of time an activity may be delayed without delaying a succeeding activity while _____ is the amount of time an activity may be delayed without delaying the project finish date.
- Free space, total leeway
 - Free float, free slack
 - Total float, free float
 - Free float, total float
- ___ 61. A(n) _____ log is a tool used to document and monitor the resolution of project issues.
- event
 - problem
 - running
 - issue

- _____ 62. _____ applies to positive risks when the project team cannot or chooses not to take any actions toward a risk.
- Risk acceptance
 - Risk enhancement
 - Risk exploitation
 - Risk sharing
- _____ 63. The purpose of the bidders conference is:
- For the project manager to determine which prospective seller will give him/her the largest LCD TV at end of the contract
 - For potential sellers to compare bidding strategies
 - For vendors to inspect the place of work and/or ask any clarifications regarding bid documents
 - To negotiate the details of the contract with the successful bidder
- _____ 64. A common _____ is performance reporting, where project stakeholders can identify any necessary changes that may be required to keep the project on track!
- closing process
 - monitoring and controlling process
 - executing process
 - planning process
- _____ 65. _____ involves choosing part of a population of interest for inspection.
- Statistical sampling
 - Quality control charting
 - Pareto analysis
 - Six Sigma
- _____ 66. Research indicates that project managers favor using _____ for conflict resolution over the other four modes.
- forcing
 - confrontation
 - compromise
 - smoothing
- _____ 67. According to the project plan, a contractor is scheduled to deliver some software components at the end of the day. A regular payment is due to be made to this contractor tomorrow. The project team received a note this morning informing them that the software delivery will be delayed by 2 weeks. How should the project management team react?
- The project management team must immediately find a different contractor
 - The project management team should make the payment and reschedule the project plan.
 - The project management team should conduct a meeting with the contractor to resolve the delivery issues before making the payment
 - The project management team should delay payment for 2 weeks
- _____ 68. _____ involves determining what to procure, when, and how.
- Close procurements
 - Administer procurements
 - Conduct procurements
 - Plan procurements

- ___ 69. Which of the following is true in regard to the Code of Accounts?
- It defines ethical behavior in the project and the responsibilities to the customer and the profession.
 - It describes the coding structure used by the performing organization to report financial information in its general ledger.
 - It allows one to easily identify the breakdown level of the item in the resource structure.
 - It is the collection of unique identifiers generally assigned to WBS items.
- ___ 70. A(n) _____ is a document used to coordinate all project planning documents and help guide a project's execution and control.
- project management plan
 - statement of work
 - contact
 - scope statement
- ___ 71. Which project management process may not be required on all projects?
- Quantitative Risk Analysis
 - Risk Management Planning
 - Risk Identification Process
 - Qualitative Risk Analysis
- ___ 72. _____ involves periodically evaluating overall project performance to ensure that the project will satisfy the relevant quality standards.
- Quality control
 - Quality checking
 - Quality planning
 - Quality assurance
- ___ 73. _____ organize and summarize the information gathered, and present the results of any analysis as compared to the performance measurement baseline.
- Scope Management Plan
 - Activity List
 - Performance Reports
 - WBS
- ___ 74. _____ is the process necessary for deciding how to approach, plan, and execute the risk management activities for a project.
- Risk Control
 - Risk Management Planning
 - Quality Management
 - Risk Response Planning
- ___ 75. There are _____ basic modes for handling conflicts.
- six
 - seven
 - five
 - four
- ___ 76. If Scenario "A" has a 50% chance of making \$300,000 and a 50% chance of making \$100,000 and Scenario "B" has a 60% chance of making \$400,000 and a 40% chance of losing \$100,000. Given this information, what is the best overall scenario?
- Scenario B
 - Neither is a viable option
 - Both Scenario A and Scenario B are the same
 - Scenario A

- ___ 77. Which of the following is not an example of a source of scope change?
- failure to include a required feature in the design of a telecommunication system
 - a need to engage in bottom-up cost estimating
 - a variation in government regulations.
 - introducing technology that was not available when scope was originally defined.
- ___ 78. The bottom four needs in Maslow's hierarchy are referred to as deficiency needs, and the highest level, _____, is considered a growth need.
- safety
 - physiological
 - esteem
 - self-actualization
- ___ 79. You are assigned as the project manager in a project with an aggressive schedule. During a recent meeting your team complained about the high pressure applied and the many hours of overwork time. What is the preferred solution to handle the problem?
- Improve team communication and availability of high quality data on risks. Use this information to enable you to make well-founded decisions earlier.
 - Try to obtain additional budget and time.
 - The problem might be the customer disturbing project rhythm. Keep him on distance from the team.
 - Apply fast tracking to shorten project duration without additional work.
- ___ 80. There are two basic types of contracts: The _____ has a set contract price based on a well established Statement of Work and the _____ which has a variable contract price based on the final Seller costs
- Incentive fee, Award fee
 - Full value, Partial value
 - Definitive, Undefined
 - Fixed price, Cost reimbursable
- ___ 81. The final output of the communication planing process is a _____ .
- charter
 - WBS
 - bid
 - communications management plan
- ___ 82. The project team develops a stakeholder management strategy during project _____ .
- initiation
 - development
 - orientation
 - review
- ___ 83. The _____ step in the planning process is to tie the information technology strategic plan to the organization's overall strategic plan.
- first
 - second
 - third
 - fourth

- ___ 84. People who believe in _____ assume that the average worker wants to be directed and prefers to avoid responsibility.
- Theory Y
 - Theory W
 - Theory Z
 - Theory X
- ___ 85. The Close Project or Phase process is a part of which of the following project management knowledge areas?
- Project Communication Management
 - Project Scope Management
 - Project Integration Management
 - Project Time Management
- ___ 86. If the benefit for a given year is \$75,000 and the associated discount factor is 0.79, the discounted benefit is:
- \$94,937
 - \$75,000
 - \$59,250
 - \$150,000
- ___ 87. A(n) _____ is a meeting held at the beginning of a project or project phase where all major project stakeholders discuss project objectives, plans, and so on.
- kickstart meeting
 - startup meeting
 - kickoff meeting
 - preliminary meeting
- ___ 88. What is a quality audit?
- A quality based inspection of work
 - A structured review of quality management activities during quality assurance.
 - A meeting with the customer to identify quality requirements
 - A team meeting dedicated to measuring and examinations
- ___ 89. After a project is approved, senior managers should meet to determine the _____, time, and cost constraints for the project.
- scope
 - boundary
 - vision
 - range
- ___ 90. Which process is applied to break down the project into smaller, more manageable elements?
- Activity duration estimating
 - Define scope
 - Verify scope
 - Define activities
- ___ 91. AOA activity diagrams are only represented using which representation?
- finish-to-finish
 - start-to-finish
 - start-to-start
 - finish-to-start

- ___ 92. Project management involves generating, collecting, disseminating, and storing project information.
- risk
 - resource
 - procurement
 - communications
- ___ 93. _____ is a fact-finding technique for collecting information in face-to-face, phone, e-mail, or instant-messaging discussions.
- Brainstorming
 - SWOT analysis
 - Interviewing
 - The Delphi Technique
- ___ 94. On a network diagram, all arrowheads should face toward the:
- left
 - right
 - top
 - bottom
- ___ 95. How many communication channels do 12 people require?
- 36
 - 24
 - 66
 - 12
- ___ 96. How many process groups are in PMBOK?
- 5
 - 10
 - 42
 - 9
- ___ 97. During a project, the scope of product purchased on a cost reimbursable contract has increased. In the contract the contractor's indirect costs are calculated as 20 % of the direct costs. What is most likely to be true?
- The contractor's indirect costs will not increase but the customer's payment for them will.
 - The contractor's indirect costs will increase and the customer's payment for them will increase, too.
 - The contractor's indirect costs will increase but the customer's payment for them not.
 - Neither the indirect costs nor the customer's payment for indirect costs will increase.
- ___ 98. What process group is the Develop the Project Team process belong to?
- Human Resource
 - Project
 - Planning
 - Executing
- ___ 99. The main human resource management task performed as part of monitoring and controlling a project is managing the project _____, which, of course, is no small task.
- clients
 - sponsors
 - team
 - supplies

- ___ 100. Which statement describes best the meaning of the term Cost baseline?
- A cost baseline is always created by translating time-phased cost information into cost data on activity or work-package level.
 - Data to draw a cost baseline can be easily generated and updated as necessary from information related to actual project cost.
 - A cost baseline is an approved time-phased budget that will be used to measure and monitor cost performance on the project
 - A cost baseline is usually displayed in the form of an inverse S-curve drawn from the beginning of the project until data date.
- ___ 101. While reviewing the progress, the project manager assesses that an activity has been missed out from the implementation plan. A milestone, scheduled to be achieved within another week, would be missed with the current implementation plan. Which of the following is the next best action for the project manager in this situation?
- Omit the status update on the milestone
 - Assess alternatives to meet the milestone
 - Report the error and the planned recovery actions
 - Report the error and the expected delay
- ___ 102. With a(n) _____ contract, the buyer pays the supplier for allowable performance costs along with a predetermined percentage based on total costs.
- CPPC
 - CPPF
 - CPFF
 - CPIF
- ___ 103. Project teams sometimes use _____, unplanned responses to risk events, when they do not have contingency plans in place.
- work flows
 - workarounds
 - work processes
 - work charts
- ___ 104. A project manager performs Earned Value Analysis and finds the following values:
EV: 100,000; PV: 125,000; AC: 100,000
- Then project is behind schedule and exceed budget
 - The project is on schedule and on exceed budget
 - The project is on schedule and on budget
 - The project is behind schedule but on budget
- ___ 105. Outputs to the _____ process include selected sellers, contracts, a contract management plan, resource availability information, updates to the procurement management plan, and requested changes.
- Administering the contract
 - Requesting seller responses
 - Closing the contract
 - Selecting sellers
- ___ 106. Project managers have the most authority in a _____ .
- projectized organizational structure
 - matrix organizational structure
 - functional organizational structure
 - circular organizational structure

- ___ 107. The limitations of scope, time, and cost goals are sometimes referred to as the _____ .
- double obstacle
 - double constraint
 - double bind
 - triple constraint
- ___ 108. The project scope management knowledge area maps to the _____ process group through the activities of scope verification and scope control.
- initiating
 - monitoring and controlling
 - planning
 - executing
- ___ 109. _____ is crucial in projects because once a project team implements a new system, it takes a considerable amount of effort to change the system.
- Executing
 - Closing
 - Planning
 - Initiating
- ___ 110. What are the 4 stages of team development?
- Enthusiasm, Hope, Panic, Solution.
 - Assignment, Kickoff, Training, Communicating.
 - Forming, Storming, Norming, Performing.
 - Direction, Motivation, Cooperation, Collaboration.
- ___ 111. From the supplier's perspective, there is the least risk with a(n) _____ contract and the most risk with the _____ contract.
- CPPC, FFP
 - CPFF, FFP
 - CPFF, FPI
 - FFP, CPPC
- ___ 112. _____ is a planning process falling under the Project Scope Management knowledge area.
- Schedule development
 - Create WBS
 - Quality planning
 - Develop project management plan
- ___ 113. Project risk management means planning, _____, _____, and _____ risk throughout the life cycle of a project.
- Identifying, analyzing, responding to
 - Researching, analyzing, reporting on
 - Identifying, analyzing, mitigating
 - Reviewing, monitoring, managing
- ___ 114. _____ describe what the project team has accomplished during a certain period.
- Forecasts
 - Updates
 - Progress reports
 - Status reports

- ___ 115. Theory X holds that:
- profits are tied to meeting schedule deadlines.
 - workers are inherently unmotivated and need strong guidance.
 - quality improvements lie in the hands of quality circles.
 - absenteeism is tied to poor working conditions.
- ___ 116. _____ involves coordinating all planning efforts to create a consistent, coherent document.
- Developing the project scope statement
 - Developing the project management plan
 - Developing the project charter
 - Directing and managing project execution
- ___ 117. _____ uses probabilistic time estimates, duration estimates based on using optimistic, most likely, and pessimistic estimates of activity durations, instead of one specific or discrete duration estimate.
- Critical Chain Scheduling
 - PERT
 - Critical Path Analysis
 - Gantt Charting
- ___ 118. When using the _____, the project manager de-emphasizes or avoids areas of differences and emphasizes areas of agreement.
- withdrawal mode
 - forcing mode
 - confrontation mode
 - smoothing mode
- ___ 119. Quality metrics are an output of _____ .
- cost estimating
 - quantitative risk analysis
 - scope definition
 - quality planning
- ___ 120. The main goal of the _____ process is to produce a cost baseline for measuring project performance and project funding requirements.
- cost estimating
 - cost control
 - cost consolidation
 - cost budgeting
- ___ 121. Which of the following is not normally an element of the Project Charter?
- Work package descriptions.
 - The business need that the project was undertaken to address.
 - The formal authorization to apply organizational resources to project activities.
 - The product description or a this document
- ___ 122. Project _____ management includes the processes required to ensure that a project team completes a project within an approved budget.
- cost
 - control
 - outlays
 - delivery

- ___ 123. The procurement management plan contains all of the following EXCEPT:
- Contract type
 - Statement of Work
 - Procurements requirements for contracts over \$10,000,000
 - Source selection criteria
- ___ 124. Which of these is not an example of a project?
- Building a bridge across the Amazon river.
 - Buying clothes from the market on a special sale.
 - Cleaning the office building every day
 - Planning for your friends wedding.
- ___ 125. A(n) _____ is any instance where the product or service fails to meet customer requirements.
- recall
 - defect
 - error
 - failure
- ___ 126. Which of the following is not used in the quality control process?
- Pareto charts
 - Control charts
 - Gantt charts
 - Statistical sampling
- ___ 127. Activity _____ provide schedule-related information about each activity, such as predecessors, successors, logical relationships, leads and lags, resource requirements, constraints, imposed dates, and assumptions related to the activity.
- properties
 - features
 - characteristics
 - attributes
- ___ 128. _____ is a comprehensive list including all schedule activities that are planned to be performed on the project.
- Quality Checklist
 - Activity List
 - Scope Management Plan
 - WBS
- ___ 129. Your project is under budget by 0.1. Which values give this result?
- Cumulative EV = 100 & cumulative PV = 110
 - Cumulative AC = 110 & cumulative EV = 100
 - Cumulative AC = 100 & cumulative EV = 110
 - Cumulative PV = 100 & cumulative AC = 110
- ___ 130. One common way to compute estimated at completion (EAC) is to take the project budgeted-at-completion and _____ .
- divide it by the cost performance index.
 - multiply it by the schedule performance index.
 - divide it by the schedule performance index.
 - multiply it by the cost performance index.

- ___ 131. To define the _____ of the project accurately, it is very important to ensure consistency between the project charter, scope statement, WBS, Gantt chart, and related documents.
- charter
 - vision
 - scope
 - parameters
- ___ 132. A _____ contract has the least amount of risk for the buyer.
- fixed-price incentive
 - contingent-fixed
 - firm -fixed price
 - soft-fixed-price
- ___ 133. Risk responses should be:
- Included in the schedule
 - Included in the project budget
 - Managed separately
 - Integrated into the overall project management plan
- ___ 134. _____ involves identifying and documenting project roles, responsibilities, and reporting relationships.
- Human resource planning
 - Managing the project team
 - Acquiring the project team
 - Developing the project team
- ___ 135. Three broad categories of contracts are fixed price or lump sum; _____; and time and material.
- cost intensive
 - cost reducing
 - cost reimbursable
 - cost averse
- ___ 136. A production process has been defined as part of an industrial equipment manufacturing project. The process is intended to produce steel bolts with a length of 20 cm. The acceptable control limits are 19.955 cm and 20.045 cm.
- The measurements made at the end of the process yielded the following results:
20.033 cm, 19.982 cm, 19.995 cm, 20.006 cm, 19.970 cm, 19.968 cm, 19.963 cm, 19.958 cm 19.962 cm,
19.979 cm, 19.959 cm.
- What should be done?
- The process is under control. It should not be adjusted
 - The control limits should be adjusted.
 - The process should be adjusted.
 - The measuring equipment should be recalibrated
- ___ 137. All of the following are examples of tools often used in cost estimating except:
- activity duration estimates.
 - parametric modeling.
 - analogous estimating.
 - bottom-up estimating.

- ___ 138. Poor conflict management, poor project organization and definition of responsibilities, and absence of leadership are risk conditions associated with which project management knowledge area?
- Human Resources
 - Integration
 - Quality
 - Time
- ___ 139. The main monitoring and controlling task performed as part of project cost managements _____ control.
- scope
 - cost
 - time
 - schedule
- ___ 140. _____ found that people were motivated to work mostly by feelings of personal achievement and recognition.
- McGregor
 - McClelland
 - Maslow
 - Herzberg
- ___ 141. _____ allows an acceleration of the successor activity.
- PDM
 - Lag
 - Lead
 - ADM
- ___ 142. _____ are the people involved in or affected by project activities and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents of the project.
- Directors
 - Managers
 - Citizens
 - Stakeholders
- ___ 143. The longest path through a network diagram that determines the earliest completion of a project is called the _____ path.
- essential
 - important
 - critical
 - vital

- ___ 144. The project manager of a large multi-location software project team has 24 members, out of which 5 are assigned to testing. Due to recent recommendations by an organizational quality audit team, the project manager is convinced to add a quality professional to lead the test team at additional cost, to the project.

The project manager is aware of the importance of communication, for the success of the project and takes this step of introducing additional communication channels, making it more complex, in order to assure quality levels of the project.

How many additional communication channels are introduced as a result of this organizational change in the project?

- a. 25
 - b. 325
 - c. 300
 - d. 24
- ___ 145. A project management team has subcontracted work to a service company. The process of ensuring that this service company's performance meets contractual requirements is called:
- a. Administer procurements
 - b. Acquire project team
 - c. Close procurements
 - d. Contract negotiation
- ___ 146. A change request in a project has been rejected some weeks ago. Yesterday, the project manager found out that it nevertheless has been implemented by the team members, who knew of the change request, but not of the rejection. In order to avoid such a situation, Rejected change requests are an output to which process?
- a. Scope Control
 - b. Integrated Change Control
 - c. Schedule control
 - d. Activity Control
- ___ 147. What are dummy activities?
- a. Activities, which can be passed to the team members with the lowest IQ.
 - b. Activities in PDM which are not necessary and can be dropped if time is running out.
 - c. Arrows in ADM which represent dependencies between nodes without real activities
 - d. Activities in PDM which are not performed by team members.
- ___ 148. Major risks can be managed via the following methods:
- a. Exploit / Share / Enhance
 - b. Avoid / Transfer / Mitigate
 - c. Passive and/or Active Acceptance
 - d. Exploit / Share / Enhance if they are Opportunities; Avoid / Transfer / Mitigate if they are Threats
- ___ 149. The main monitoring and controlling tasks performed as part of project _____ management include monitoring and controlling project work and performing integrated change control.
- a. cost
 - b. time
 - c. integration
 - d. scope

- ____ 150. _____ are generally expressed in units of currency.
- Cost issues
 - Cost estimates
 - Risks
 - Budget target points
- ____ 151. Critical chain method protects tasks on the critical chain from being delayed by using _____, which are additional time added before tasks on the critical chain that are preceded by non-critical-path tasks.
- dummy activities
 - duration buffers
 - critical paths
 - fast tracking
- ____ 152. _____ involves monitoring specific project results to ensure that they comply with the relevant quality standards while identifying ways to improve overall quality.
- Quality checking
 - Quality control
 - Quality planning
 - Quality assurance
- ____ 153. _____ is the earned value minus the planned value.
- CPI
 - CV
 - SPI
 - SV
- ____ 154. Suppose that a project has an original time estimate of 12 months and a critical path schedule performance index (SPI) of .92. What is the new time estimate for project completion?
- 13 months
 - 14 months
 - 11 month
 - 12 months
- ____ 155. If you were trying to assess commitment of project stakeholders, a(n) _____ would be the most appropriate medium to use.
- voice mail
 - e-mail
 - meeting
 - phone call
- ____ 156. _____ include defining and authorizing a project or project phase.
- Initiating processes
 - Monitoring and controlling processes
 - Executing processes
 - Planning processes
- ____ 157. _____ is a cost that relates to all errors not detected and not corrected before delivery to the customer.
- Prevention cost
 - Appraisal cost
 - Internal failure cost
 - External failure cost

- ___ 158. Given the following information, the Expected Project Monetary Value is:
- | Event Type | Probability | Impact |
|---------------|-------------|----------|
| Threat 1 | 0.2 | \$10,000 |
| Threat 2 | 0.8 | \$ 5,000 |
| Opportunity 1 | 0.4 | \$ 5,000 |
| Opportunity 2 | 0.6 | \$10,000 |
- a. \$0
 b. -\$8000
 c. \$6000
 d. -\$2000
- ___ 159. The _____ for an activity is the latest possible time an activity might begin without delaying the project finish date.
- a. early finish date
 b. late finish date
 c. late start date
 d. early start date
- ___ 160. _____ dependencies are inherent in the nature of the work being performed on a project.
- a. Compulsory
 b. Mandatory
 c. Absolute
 d. Embedded
- ___ 161. With a(n) _____ contract, the buyer pays the supplier for allowable performance costs along with a predetermined fee and an incentive bonus.
- a. CPPF
 b. CPPC
 c. CPIF
 d. CPFF
- ___ 162. Pareto diagrams work on the _____ rule.
- a. 50/50
 b. 20/80
 c. 80/20
 d. 60/40
- ___ 163. What is required to determine the EAC, assuming no management intervention?
- a. EV and AC
 b. AC and CPI
 c. CPI and CV
 d. AC and ETC
- ___ 164. By grouping projects into _____, organizations can better tie their projects to meeting strategic goals.
- a. suites
 b. collections
 c. applications
 d. portfolios
- ___ 165. _____ is a project performance measurement technique that integrates scope, time, and cost data.
- a. Parametric modeling
 b. Cost baseline
 c. Constructive cost modeling
 d. Earned value management

- ___ 166. Often, buyers develop a short list of the top _____ suppliers to reduce the work involved in selecting a source.
- one to two
 - twelve to fifteen
 - eight to ten
 - three to five
- ___ 167. To transfer most of the cost risk to the contractor, the client may use a _____ contract.
- cost plus award fee
 - fixed price
 - cost plus fixed fee
 - cost plus incentive fee
- ___ 168. _____ involves using punishment, threats, or other negative approaches to get people to do things they do not want to do.
- Coercive power
 - Referent power
 - Legitimate power
 - Reward power
- ___ 169. _____ involves formalizing acceptance of the project scope. Key project stakeholders, such as the customer and sponsor for the project, inspect and then formally accept the deliverables of the project during this process.
- Plan scope
 - Define scope
 - Verify scope
 - Control scope
- ___ 170. _____ involves analyzing activity sequences, activity resource estimates, and activity duration estimates to create the project schedule.
- Schedule control
 - Activity resource estimating
 - Activity duration estimating
 - Schedule development
- ___ 171. You are planning to use PERT for planning of your project. A task has pessimistic estimate of 24 days, most likely estimate of 15 days and optimistic estimate of 12 days. What is the mean using the PERT technique?
- 20 days
 - 18 days
 - 16 days
 - 5 days
- ___ 172. _____ involves numerically estimating the effects of risks on project objectives.
- Quantitative risk analysis
 - Risk management planning
 - Risk response planning
 - Qualitative risk analysis
- ___ 173. The _____ is the ratio of earned value to actual cost and can be used to estimate the projected cost of completing the project.
- SPI
 - CPI
 - CV
 - SV

- ___ 174. The second most favored approach to conflict resolution is: .
- withdrawal
 - compromise
 - forcing
 - confrontation
- ___ 175. Pre-qualifying potential sellers is important because:
- This screens out vendors with good reputations from our sellers list
 - It reduces the risk of hiring a seller with inappropriate qualifications for the project
 - It guarantees that the selected seller will perform properly
 - It assures the procurement department buyer will receive a nice 52" LCD TV at Christmas
- ___ 176. The current project performance report indicates that the Schedule Variance (SV) is 1.09. What does this information indicate?
- The project is slightly behind schedule.
 - The project is on schedule.
 - The project is ahead of schedule.
 - The project is behind schedule.
- ___ 177. Which of the following are not costs of quality?
- Appraisal costs
 - Transportation costs
 - Failure costs
 - Prevention costs
- ___ 178. As per PMBOK, all are parts of the executing process group except which of the following?
- Information Distribution
 - Develop Project Team
 - Acquire Project Team
 - Develop Preliminary Scope Statement
- ___ 179. With the _____, project managers use a give-and-take approach to resolving conflicts.
- compromise mode
 - forcing mode
 - confrontation mode
 - smoothing mode
- ___ 180. _____ involves doing activities in parallel that you would normally do in sequence.
- Crashing
 - Expediting
 - Crushing
 - Fast tracking
- ___ 181. Project costs are over budget when:
- SPI = 1
 - CPI > 1
 - CPI < 0
 - CPI < 1
- ___ 182. If SV is negative, the project is:
- Ahead schedule
 - On schedule
 - Behind schedule
 - Over Budget

- ___ 183. Variances are calculated by subtracting the actual cost or planned value from ____ .
- AC
 - RP
 - EV
 - PV
- ___ 184. _____ involves taking steps to enhance opportunities and reduce threats to meeting project objectives.
- Risk monitoring and control
 - Quantitative risk analysis
 - Qualitative risk analysis
 - Risk response planning
- ___ 185. Which one of the following is the last step of project closing?
- Archives are complete
 - Lessons learned are documented
 - Client appreciates your product
 - Client has accepted the product
- ___ 186. You are the project manager of ABC project. Mid-way through the project a key component was stolen. This was not planned for. The team met after the event and managed to make the product work without the stolen component. This is an example of:
- Risk mitigation
 - Transfer of risk
 - Accepting the consequences passively
 - Workaround
- ___ 187. Based on the implementation of quality-control measurements, _____ adjustments often result in updates to the quality baseline, organizational process assets, and the project management plan.
- contract
 - project
 - process
 - quality
- ___ 188. You are the project manager for the ABC company. Ten weeks into an 18 week, \$450,000 project, you determine that your project should have completed \$200,000 of work which is valued at \$250,000. You spent \$310,000 so far on the project. Calculate the SV and CV.
- SV = \$60,000 and CV = -\$50,000
 - SV = \$50,000 and CV = -\$60,000
 - SV = -\$60,000 and CV = \$50,000
 - SV = -\$50,000 and CV = \$60,000
- ___ 189. If the cost variance is positive and the schedule variance is also positive, this indicates the:
- Project is under budget and behind schedule
 - Project is over budget and ahead of schedule
 - Project is over budget and behind schedule
 - Project is under budget and ahead of schedule
- ___ 190. Risk reassessment, risk audits, variance and trend analysis, technical performance measurements, reserve analysis, and status meetings or periodic risk reviews are all means for performing _____ monitoring and control.
- cost
 - quality
 - scope
 - risk

- ___ 191. _____ risk events include completing work sooner than planned or at an unexpectedly reduced cost, collaborating with suppliers to produce better products, and obtaining good publicity from the project.
- Anticipated
 - Probable
 - Positive
 - Collaborative
- ___ 192. In the example of the project of building a house, the _____ would normally be the general contractor responsible for building the house.
- project team
 - support staff
 - project manager
 - project sponsors
- ___ 193. _____ is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.
- Compacting
 - Deflating
 - Crashing
 - Minimizing
- ___ 194. _____ involves describing requirements for the products or services desired from the procurement and identifying potential sources or sellers.
- Close procurements
 - Plan procurements
 - Administer procurements
 - Conduct procurement
- ___ 195. _____ is best known for developing a hierarchy of needs.
- Douglas McGregor
 - Frederick Herzberg
 - Abraham Maslow
 - David McClelland
- ___ 196. The _____ mode is also called the problem-solving mode.
- compromise
 - forcing
 - smoothing
 - confrontation
- ___ 197. As the buyer, you sign and send a contract to your Seller. They make a modification to the contract, sign it and send it back to you. Do you have a contract?
- Yes
 - No
 - Maybe
 - Depends on what state you live in
- ___ 198. Learning curve theory emphasizes that in producing many goods:
- cost decreases as production rates increase.
 - materials become cheaper when they are purchased in bulk.
 - laborers become more productive because of technological advances calculate the net present value
 - average unit cost decreases as more units are produced.

- ___ 199. Which of the following actions will most likely improve team productivity?
- a. Expand the size of work teams to over seven members.
 - b. Acknowledge individual and group accomplishments.
 - c. Ensure that social events are mandatory and include a business-related goal.
 - d. Reduce the amount of attention paid to virtual team members.
- ___ 200. _____ are a complete set of organized project records that provide an accurate history of the project.
- a. Project backups
 - b. Project databases
 - c. Project archives
 - d. Project notes

**PMP Prep Test Bank - Advanced Level Questions - Test #1
Answer Section**

MULTIPLE CHOICE

1. ANS: A
2. ANS: A
3. ANS: D
4. ANS: A
5. ANS: A
6. ANS: D
7. ANS: B
8. ANS: C
9. ANS: B
10. ANS: B
11. ANS: C
12. ANS: B
13. ANS: D
14. ANS: A
15. ANS: C
16. ANS: D
17. ANS: D
18. ANS: A
19. ANS: B
20. ANS: D
21. ANS: B
22. ANS: A
23. ANS: A
24. ANS: B
25. ANS: B
26. ANS: C
27. ANS: A
28. ANS: D
29. ANS: A
30. ANS: A
31. ANS: D
32. ANS: B
33. ANS: C
34. ANS: A
35. ANS: B
36. ANS: B
37. ANS: D
38. ANS: C
39. ANS: D

- 40. ANS: C
- 41. ANS: D
- 42. ANS: A
- 43. ANS: C
- 44. ANS: A
- 45. ANS: A
- 46. ANS: D
- 47. ANS: A
- 48. ANS: C
- 49. ANS: A
- 50. ANS: B
- 51. ANS: A
- 52. ANS: A
- 53. ANS: C
- 54. ANS: B
- 55. ANS: B
- 56. ANS: C
- 57. ANS: D
- 58. ANS: B
- 59. ANS: A
- 60. ANS: D
- 61. ANS: D
- 62. ANS: A
- 63. ANS: C
- 64. ANS: B
- 65. ANS: A
- 66. ANS: B
- 67. ANS: C
- 68. ANS: D
- 69. ANS: D
- 70. ANS: A
- 71. ANS: A
- 72. ANS: D
- 73. ANS: C
- 74. ANS: B
- 75. ANS: C
- 76. ANS: C
- 77. ANS: B
- 78. ANS: D
- 79. ANS: B
- 80. ANS: D
- 81. ANS: D
- 82. ANS: A
- 83. ANS: A
- 84. ANS: D

- 85. ANS: C
- 86. ANS: C
- 87. ANS: C
- 88. ANS: B
- 89. ANS: A
- 90. ANS: D
- 91. ANS: D
- 92. ANS: D
- 93. ANS: C
- 94. ANS: B
- 95. ANS: C
- 96. ANS: A
- 97. ANS: A
- 98. ANS: D
- 99. ANS: C
- 100. ANS: C
- 101. ANS: B
- 102. ANS: A
- 103. ANS: B
- 104. ANS: D
- 105. ANS: D
- 106. ANS: A
- 107. ANS: D
- 108. ANS: B
- 109. ANS: C
- 110. ANS: C
- 111. ANS: A
- 112. ANS: B
- 113. ANS: A
- 114. ANS: C
- 115. ANS: B
- 116. ANS: B
- 117. ANS: B
- 118. ANS: D
- 119. ANS: D
- 120. ANS: D
- 121. ANS: A
- 122. ANS: A
- 123. ANS: C
- 124. ANS: C
- 125. ANS: B
- 126. ANS: C
- 127. ANS: D
- 128. ANS: B
- 129. ANS: C

- 130. ANS: A
- 131. ANS: C
- 132. ANS: C
- 133. ANS: D
- 134. ANS: A
- 135. ANS: A
- 136. ANS: C
- 137. ANS: A
- 138. ANS: A
- 139. ANS: B
- 140. ANS: D
- 141. ANS: C
- 142. ANS: D
- 143. ANS: C
- 144. ANS: A
- 145. ANS: A
- 146. ANS: B
- 147. ANS: C
- 148. ANS: B
- 149. ANS: C
- 150. ANS: B
- 151. ANS: B
- 152. ANS: B
- 153. ANS: D
- 154. ANS: A
- 155. ANS: C
- 156. ANS: A
- 157. ANS: D
- 158. ANS: D
- 159. ANS: C
- 160. ANS: B
- 161. ANS: C
- 162. ANS: C
- 163. ANS: D
- 164. ANS: D
- 165. ANS: D
- 166. ANS: D
- 167. ANS: B
- 168. ANS: A
- 169. ANS: C
- 170. ANS: D
- 171. ANS: C
- 172. ANS: A
- 173. ANS: B
- 174. ANS: B

- 175. ANS: B
- 176. ANS: C
- 177. ANS: B
- 178. ANS: D
- 179. ANS: A
- 180. ANS: D
- 181. ANS: D
- 182. ANS: C
- 183. ANS: C
- 184. ANS: D
- 185. ANS: A
- 186. ANS: D
- 187. ANS: C
- 188. ANS: B
- 189. ANS: D
- 190. ANS: D
- 191. ANS: C
- 192. ANS: C
- 193. ANS: C
- 194. ANS: B
- 195. ANS: C
- 196. ANS: D
- 197. ANS: B
- 198. ANS: D
- 199. ANS: B
- 200. ANS: C