

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

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

- _____ 1. There are _____ important dimensions of risk events.
- three
 - two
 - four
 - five
- _____ 2. 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.
- stakeholders
 - meetings
 - deliverables
 - volunteers
- _____ 3. _____ development uses the results of all the preceding project time management processes to determine the start and end dates of project activities and of the entire project.
- Activity
 - Schedule
 - Work Package
 - Task
- _____ 4. Projects involve five project management process groups: initiating, planning, _____, monitoring and controlling, and closing.
- maintaining
 - designing
 - executing
 - delivering
- _____ 5. The project team begins to develop a _____ by first clearly defining all the activities it needs to perform.
- charter
 - scope
 - work flow diagram
 - schedule
- _____ 6. A(n) _____ path for a project is the series of activities that determine the earliest time by which the project can be completed.
- vital
 - critical
 - incidental
 - integral
- _____ 7. Two important concepts that help projects meet enterprise goals are the use of programs and project _____ management
- promotion
 - waste
 - portfolio
 - means

- _____ 8. The main planning tasks performed as part of project scope management include scope planning, scope definition, and _____.
- creating the WBS
 - scope evaluation
 - scope expansion
 - scope reduction
- _____ 9. Project _____ management involves coordinating all the project management knowledge areas throughout a project's life span.
- unification
 - integration
 - synthesis
 - union
- _____ 10. The _____ management plan is a document that includes descriptions of how the team will prepare the scope statement, create the WBS, verify completion of the project deliverables, and control requests for changes to the project scope.
- project
 - program
 - scope
 - portfolio
- _____ 11. Slack or _____ is the amount of time an activity may be delayed without delaying a succeeding activity or the project finish date.
- redundancy
 - leeway
 - space
 - float
- _____ 12. Examples of common _____ used by organizations include failure rates of products produced, availability of goods and services, and customer satisfaction ratings.
- guidelines
 - analytics
 - requirements
 - metrics
- _____ 13. Key elements of the project management framework include the project stakeholders, project management _____, project management tools and techniques, project success, and contribution of a portfolio of projects to the success of the entire enterprise.
- vision
 - scope
 - knowledge areas
 - domain
- _____ 14. The acronym CPPC stands for:
- Cost Plus Percentage of Contract
 - Cost Plus Percentage of Cost
 - Cost Plus Percentage of Control
 - Cost Plus - Plus Cost

- ___ 15. After a project is approved, senior managers should meet to determine the _____, time, and cost constraints for the project.
- vision
 - range
 - scope
 - boundary
- ___ 16. A project _____ chart is a graphic representation of how authority and responsibility is distributed within the project.
- management
 - stakeholder
 - organizational
 - planning
- ___ 17. Project _____ management includes the processes required to ensure that a project team completes a project within an approved budget.
- outlays
 - cost
 - delivery
 - control
- ___ 18. Some popular _____ management tools and techniques include Gantt charts, project network diagrams, and critical-path analysis
- quality
 - scope
 - cost
 - time
- ___ 19. A three-point estimate is an estimate that includes a(n) _____, most likely, and pessimistic estimate, such as three weeks, four weeks, and five weeks, respectively.
- unusual
 - optimistic
 - remote
 - conditional
- ___ 20. A project's _____ addresses questions concerning what unique product, service or result should be delivered to a customer or sponsor.
- time-frame
 - schedule
 - cost
 - scope
- ___ 21. Duration estimates are provided as a _____ number, such as four weeks; as a range, such as three to five weeks; or as a three-point estimate.
- continuous
 - discrete
 - fractional
 - random
- ___ 22. A program _____ provides leadership and direction for the project managers heading the projects within the program.
- organizer
 - facilitator
 - director
 - manager

- ___ 23. A(n) _____ management plan describes when and how people will be added to and removed from a project.
- staffing
 - labor
 - exchange
 - human resource
- ___ 24. _____ dependencies involve relationships between project and nonproject activities.
- Ancillary
 - Internal
 - Miscellaneous
 - External
- ___ 25. A Request for _____ is a document used to solicit quotes or bids from prospective suppliers.
- Quote
 - Cost
 - Proposal
 - Price
- ___ 26. Which of the following topics could you expect to find in a procurement management plan?
- budget and schedule estimates for risk-related activities
 - guidelines on types of contracts to be used in different situations
 - risk categories
 - methodology for risk management
- ___ 27. Cost _____ involves allocating the overall cost estimate to individual tasks over time to establish a baseline for measuring performance.
- estimating
 - budgeting
 - account
 - allowance
- ___ 28. The project _____ usually provides the direction and funding for the project.
- planner
 - auditor
 - sponsor
 - coordinator
- ___ 29. Project _____ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.
- integration
 - portfolio
 - quality
 - performance
- ___ 30. Project _____ management involves generating, collecting, disseminating, and storing project information.
- communications
 - data
 - media
 - information

- ___ 31. During a project Earned Value Analysis is performed and gives the following results: EV: 523,000; PV: 623,000; AC: 643,000. Which results are correct?
- CV: -100,000; SV: -120,000
 - CV: +120,000; SV: +100,000
 - CV:+100,000; SV:+120,000
 - CV:-120,000; SV:-100,000
- ___ 32. _____ estimates involve estimating individual activities and summing them to get a project total.
- Provisional
 - Temporary
 - Bottom-up
 - Ad hoc
- ___ 33. A _____ contract has the least amount of risk for the buyer.
- soft-fixed-price
 - contingent-fixed
 - fixed-price incentive
 - firm -fixed price
- ___ 34. An organization should consider only projects with a _____ NPV if financial value is a key criterion for project selection.
- well-defined
 - positive
 - negative
 - zero
- ___ 35. PMI defines a project _____ as an uncertainty that can have a negative or positive effect on meeting project objectives.
- risk
 - hazard
 - challenge
 - danger
- ___ 36. _____ estimates, also called top-down estimates, use the actual cost of a previous, similar project as the basis for estimating the cost of the current project.
- Sequential
 - Homologous
 - Parallel
 - Analogous
- ___ 37. The main purpose of project planning is to guide project _____.
- execution
 - evaluation
 - review
 - initiation
- ___ 38. Project _____ work with the project sponsors, the project team, and the other people involved in a project to meet project goals.
- designers
 - managers
 - organizers
 - handlers

- _____ 39. _____ contracts reduce the risk of incurring higher costs than expected.
- Oral
 - Fixed-price
 - Bid
 - Variable-price
- _____ 40. Which of the following is another name for an Ishikawa diagram?
- Pareto Diagram
 - Bell Curve
 - Accountability
 - Cause and Effect Diagram
- _____ 41. If a project's stakeholders are not satisfied with the quality of the project management or the resulting products, the project team will need to adjust _____, time, and cost to satisfy stakeholder needs and expectations.
- range
 - scope
 - breadth
 - vision
- _____ 42. Project management _____ facilitate communication among stakeholders and provide a baseline for progress measurement and project control.
- contracts
 - compacts
 - charters
 - plans
- _____ 43. The PMBOK Guide® is a _____ that describes better practices for what should be done to manage a project.
- secondary authority
 - rule book
 - standard
 - protocol
- _____ 44. Performance in meeting project scope goals is based on the scope _____.
- baseline
 - statement
 - revision
 - definition
- _____ 45. _____ to requirements means that the project's processes and products meet written specifications.
- Voluntary adherence
 - Management
 - Conformance
 - Fidelity
- _____ 46. The main disadvantage of _____ is that it can end up lengthening the project schedule, because starting some tasks too soon often increases project risk and results in rework.
- crashing
 - fast tracking
 - reviewing
 - extending

- ___ 47. ___ are indicators or symptoms of actual risk events.
- Flags
 - Signals
 - Triggers
 - Monitors
- ___ 48. One of the main tasks normally involved in project initiation is to identify and understand project.
- critics
 - shareholders
 - analysts
 - stakeholders
- ___ 49. 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
 - parameters
 - scope
- ___ 50. Suppose that the purchase price for a piece of equipment is \$10,000, and incurs operational costs of \$300 per day. If the same equipment can be leased for \$500 per day and you need the equipment for ___ days, it would be more economical to lease the equipment.
- 60
 - 30
 - 80
 - 100
- ___ 51. _____ is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.
- Crashing
 - Deflating
 - Compacting
 - Minimizing
- ___ 52. _____ includes the actual amount of time spent working on an activity plus elapsed time.
- Length
 - Period
 - Duration
 - Extension
- ___ 53. Individual projects often address _____ goals, whereas project portfolio management addresses strategic goals
- minor
 - long-term
 - program
 - tactical
- ___ 54. A cost baseline is a(n) _____ budget that project managers use to measure and monitor cost performance.
- time-phased
 - basic
 - incremental
 - incidental

- ____ 55. Suppose that the purchase price for a piece of equipment is \$16,000, and incurs operational costs of \$800 per day. If the same equipment can be leased for \$1000 per day and you need the equipment for ____ days, it would be more economical to purchase the equipment.
- 100
 - 40
 - 60
 - 30
- ____ 56. By grouping projects into _____, organizations can better tie their projects to meeting strategic goals
- suites
 - collections
 - portfolios
 - applications
- ____ 57. _____ processes include devising and maintaining a workable scheme to ensure that the project meets its scope, time, and cost goals as well as organizational needs.
- Securing
 - Planning
 - Protecting
 - Initiating
- ____ 58. _____ management is a soft skill required to achieve high performance on projects.
- Cost
 - Conflict
 - Time
 - Scope
- ____ 59. Project _____ may be defined as a test of whether a project has met scope, time, and cost goals
- clarity
 - vision
 - depth
 - success
- ____ 60. A(n) _____ is a document in which sellers describe what they will do to meet the requirements of a buyer.
- draft
 - proposal
 - charter
 - schedule
- ____ 61. Most time and money is normally spent on _____ because that is where the project's products and/or services (for example, the buildings for a construction project, the training courses for a training project, and so on) are produced.
- monitoring
 - controlling
 - executing
 - planning
- ____ 62. After defining project activities, the next step in project time management is activity _____.
- ordering
 - organization
 - segmenting
 - sequencing

- ___ 63. Which of the following is the logical flow of any project?
- Initiating, Planning, Monitoring and Controlling, Executing, Closing
 - Planning, Initiating, Executing, Monitoring and Controlling, Closing
 - Initiating, Planning, Executing, Monitoring and Controlling, Closing
 - Planning, Initiating, Executing, Monitoring and Controlling, Closing
- ___ 64. What is the PERT weighted average based on an optimistic estimate of 6 days, a most likely estimate of 8 days, and a pessimistic time of 12 days?
- 6
 - 8
 - 12
 - 11
- ___ 65. In the context of a network diagram, a _____ is simply the starting and ending point of an activity.
- cell
 - node
 - source
 - vertex
- ___ 66. Three broad categories of contracts are fixed price, or lump sum; _____; and time and material.
- cost averse
 - cost intensive
 - cost reimbursable
 - cost reducing
- ___ 67. It often makes sense to break large projects down into two or more smaller _____
- enterprises
 - projects
 - programs
 - portfolios
- ___ 68. _____ dependencies are inherent in the nature of the work being performed on a project.
- Embedded
 - Compulsory
 - Absolute
 - Mandatory
- ___ 69. The project manager should work with his or her team and _____ to determine the level of detail needed in the WBS dictionary.
- client
 - auditor
 - sponsor
 - customer
- ___ 70. Project _____ management includes acquiring or procuring goods and services for a project from outside the organization.
- acquisition
 - logistics
 - supply
 - procurement

- ___ 71. Project managers and their teams must develop knowledge and skills in all _____ project management knowledge areas.
- a. five
 - b. fifteen
 - c. eleven
 - d. nine
- ___ 72. 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.
- a. characteristics
 - b. attributes
 - c. properties
 - d. features
- ___ 73. Project _____ management is an overarching function that affects and is affected by all of the other knowledge areas
- a. quality
 - b. integration
 - c. human resource
 - d. procurement
- ___ 74. Project _____ management involves defining and managing all the work required to complete the project successfully.
- a. time
 - b. risk
 - c. communications
 - d. scope
- ___ 75. A _____ is a product or service produced or provided as part of a project.
- a. result
 - b. deliverable
 - c. process
 - d. requirement

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

MULTIPLE CHOICE

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

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