

PMP Prep Test Bank - Intermediate Level Questions - Test #2**Multiple Choice**

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

- _____ 1. In a _____ matrix organizational structure, the project manager controls the project budget and has moderate to high authority.
- strong
 - balanced
 - functional
 - weak
- _____ 2. In a(n) _____ relationship, the "from" activity cannot start until the "to" activity is started.
- finish-to-finish
 - start-to-start
 - finish-to-start
 - start-to-finish
- _____ 3. The _____ is the ratio of earned value to planned value and can be used to estimate the projected time to complete the project.
- SV
 - SPI
 - CPI
 - CV
- _____ 4. _____ is the amount of time an activity can be delayed without delaying the early start date of any immediately following activities.
- Total float
 - Free slack
 - Free time
 - Total slack
- _____ 5. A(n) _____ is a document used to develop and confirm a common understanding of the project scope.
- business case
 - contract
 - statement of work
 - scope statement
- _____ 6. The _____ is a network diagramming technique in which boxes represent activities.
- ADA
 - PDM
 - POA
 - ADM
- _____ 7. 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.
- activity duration estimating
 - activity sequencing
 - activity definition
 - schedule development

- _____ 8. With the _____, project managers use a give-and- take approach to resolving conflicts.
- confrontation mode
 - forcing mode
 - smoothing mode
 - compromise mode
- _____ 9. In any normal distribution, _____ percent of the population is within three standard deviations of the mean.
- 99.7
 - 95.5
 - 99.9
 - 99.0
- _____ 10. _____ might provide an estimate of \$50 per line of code for a software development project based on the programming language the project is using, the level of expertise of the programmers, the size and complexity of the data involved, and so on.
- Analogous cost estimating
 - Reserve analysis
 - Bottom-up estimating
 - Parametric modeling
- _____ 11. _____ is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.
- Crushing
 - Expediting
 - Fast tracking
 - Crashing
- _____ 12. _____ involves working with stakeholders to create the document that formally authorizes a project.
- Directing and managing project execution
 - Developing the project management plan
 - Developing the project charter
 - Developing the project scope statement
- _____ 13. The majority of time on a project is usually spent on _____, as is most of the project's budget.
- execution
 - planning
 - monitoring and controlling
 - closing
- _____ 14. _____ involves managing the relationship with the selected seller.
- Closing the contract
 - Administering the contract
 - Selecting sellers
 - Requesting seller responses
- _____ 15. In a(n) _____ relationship, the "from" activity must finish before the "to" activity can start.
- start-to-finish
 - finish-to-start
 - start-to-start
 - finish-to-finish

- ___ 16. A(n) _____ person achieves a balance between risk and payoff
- risk-averse
 - risk-neutral
 - risk-fearing
 - risk-seeking
- ___ 17. _____ provide(s) a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a calendar format.
- PERT analysis
 - Critical path analysis
 - Critical chain scheduling
 - Gantt charts
- ___ 18. A(n) _____ is a formal, documented process that describes when and how official project documents may be changed.
- integrated change control
 - change control system
 - change request
 - performance report
- ___ 19. The _____ is an estimate of the value of the physical work actually completed.
- RP
 - AC
 - EV
 - PV
- ___ 20. The _____ planning approach is best suited to project managers who have vast technical insight and a big-picture perspective.
- mind mapping
 - analogy
 - bottom-up
 - top-down
- ___ 21. _____ dependencies are sometimes referred to as soft logic and should be used with care since they may limit later scheduling options.
- Discretionary
 - External
 - Mandatory
 - Internal
- ___ 22. _____ allow for future situations that may be partially planned for.
- Contingency reserves
 - Unknown unknowns
 - Direct reserves
 - Management reserves
- ___ 23. From the supplier's perspective, there is the least risk with a(n) _____ contract and the most risk with the _____ contract.
- FFP, CPPC
 - CPFF, FPI
 - CPFF, FFP
 - CPPC, FFP

- ___ 24. The project's _____ is a starting point for identifying internal stakeholders.
- communications management plan
 - WBS
 - organizational chart
 - business case
- ___ 25. _____ results in supporting detail to document important product information as well as assumptions and constraints related to specific activities.
- Activity sequencing
 - Activity definition
 - Activity duration estimating
 - Activity resource estimating
- ___ 26. The goal of the _____ process is to ensure that the project team has complete understanding of all the work they must do as part of the project scope so they can start scheduling the work.
- activity duration estimating
 - activity definition
 - activity resource estimating
 - activity sequencing
- ___ 27. _____ involves identifying the specific activities that the project team members and stakeholders must perform to produce the project deliverables.
- Activity duration estimating
 - Activity definition
 - Activity sequencing
 - Activity resource estimating
- ___ 28. The _____ is that portion of the approved total cost estimate scheduled to be spent on an activity during a given period.
- EV
 - PV
 - RP
 - AC
- ___ 29. _____ is a method of scheduling that considers limited resources when creating a project schedule and includes buffers to protect the project completion date.
- Critical path analysis
 - Gantt charts
 - Critical chain scheduling
 - PERT analysis
- ___ 30. _____ involves estimating the number of work periods that are needed to complete individual activities.
- Activity resource estimating
 - Activity definition
 - Activity duration estimating
 - Activity sequencing
- ___ 31. _____ determine(s) if the products or services produced as part of the project will be accepted or rejected.
- Rework
 - Process adjustments
 - Auditing
 - Acceptance decisions

- _____ 32. _____ involves changing the size of the opportunity by identifying and maximizing key drivers of the positive risk.
- Risk acceptance
 - Risk enhancement
 - Risk exploitation
 - Risk sharing
- _____ 33. _____ involves eliminating a specific threat, usually by eliminating its causes.
- Risk transference
 - Risk acceptance
 - Risk mitigation
 - Risk avoidance
- _____ 34. _____ 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.
- Scope planning
 - Scope definition
 - Scope verification
 - Scope control
- _____ 35. _____ is best known for developing Theory X and Theory Y.
- Abraham Maslow
 - David McClelland
 - Frederick Herzberg
 - Douglas McGregor
- _____ 36. Project _____ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.
- cost
 - time
 - scope
 - quality
- _____ 37. _____ allow for future situations that are unpredictable.
- Contingency reserves
 - Known unknowns
 - Indirect reserves
 - Management reserves
- _____ 38. _____ states that work expands to fill the time allowed.
- Moore's Law
 - Parkinson's Law
 - Murphy's Law
 - Newton's Law
- _____ 39. When using the _____, the project manager de-emphasizes or avoids areas of differences and emphasizes areas of agreement.
- confrontation mode
 - withdrawal mode
 - forcing mode
 - smoothing mode

- ___ 40. The ___ is an estimate of what it will cost to complete the project based on performance to date.
- SPI
 - SV
 - CPI
 - EAC
- ___ 41. The _____ ultimately decides if quality is acceptable.
- project manager
 - project team
 - customer
 - CEO
- ___ 42. As the number of people involved in a project _____, the complexity of communications _____.
- increases, increases
 - increases, stays constant
 - decreases, increases
 - increases, decreases
- ___ 43. People with a high need for _____ desire harmonious relationships with other people and need to feel accepted by others.
- affiliation
 - achievement
 - power
 - money
- ___ 44. The _____ process is often associated with the technical tools and techniques of quality management, such as Pareto charts, quality control charts, and statistical sampling.
- quality certification
 - quality planning
 - quality assurance
 - quality control
- ___ 45. _____ involves coordinating all planning efforts to create a consistent, coherent document.
- Directing and managing project execution
 - Developing the project scope statement
 - Developing the project charter
 - Developing the project management plan
- ___ 46. _____ involves identifying and documenting project roles, responsibilities, and reporting relationships.
- Managing the project team
 - Human resource planning
 - Developing the project team
 - Acquiring the project team
- ___ 47. _____ involves reducing the impact of a risk event by reducing the probability of its occurrence.
- Risk mitigation
 - Risk acceptance
 - Risk transference
 - Risk avoidance

- ___ 48. Four people have ___ communications channel(s).
- 1
 - 6
 - 4
 - 8
- ___ 49. _____ involves numerically estimating the effects of risks on project objectives.
- Risk management planning
 - Qualitative risk analysis
 - Risk response planning
 - Quantitative risk analysis
- ___ 50. The critical path is the _____ path through a network diagram, and it represents the _____ time it takes to complete a project.
- shortest; longest
 - longest; shortest
 - longest; longest
 - shortest; shortest
- ___ 51. _____ risks are a direct result of implementing a risk response.
- Primary
 - Tertiary
 - Secondary
 - Residual
- ___ 52. The bottom four needs in Maslow's structure are referred to as _____ needs.
- growth
 - safety
 - deficiency
 - self-actualization
- ___ 53. _____ involves evaluating the reasons for dependencies and the different types of dependencies.
- Activity resource estimating
 - Activity duration estimating
 - Activity definition
 - Activity sequencing
- ___ 54. Project _____ management is an overarching function that affects and is affected by all of the other knowledge areas.
- integration
 - cost
 - time
 - quality
- ___ 55. Two people have ___ communications channel(s).
- 2
 - 3
 - 0
 - 1

- _____ 56. The _____ provide(s) 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.
- activity attributes
 - milestones
 - activity list
 - activity descriptions
- _____ 57. The _____ for an activity is the latest possible time an activity might begin without delaying the project finish date.
- early finish date
 - early start date
 - late start date
 - late finish date
- _____ 58. The highest level of needs in Maslow's structure is referred to as a _____ need.
- deficiency
 - physiological
 - safety
 - growth
- _____ 59. _____ involves monitoring specific project results to ensure that they comply with the relevant quality standards while identifying ways to improve overall quality.
- Quality planning
 - Quality control
 - Quality checking
 - Quality assurance
- _____ 60. People who believe in _____ assume that the average worker wants to be directed and prefers to avoid responsibility.
- Theory X
 - Theory W
 - Theory Y
 - Theory Z
- _____ 61. _____ describe where the project stands at a specific point in time.
- Progress reports
 - Status reports
 - Forecasts
 - Updates
- _____ 62. A(n) _____ is any instance where the product or service fails to meet customer requirements.
- error
 - recall
 - defect
 - failure
- _____ 63. _____ involves periodically evaluating overall project performance to ensure that the project will satisfy the relevant quality standards.
- Quality control
 - Quality assurance
 - Quality planning
 - Quality checking

- ___ 64. The term _____ describes a product produced as part of a project.
- outcome
 - end-product
 - scope
 - deliverable
- ___ 65. A(n) _____ is a document used to coordinate all project planning documents and help guide a project's execution and control.
- statement of work
 - contact
 - project management plan
 - scope statement
- ___ 66. People who need personal _____ want to direct others and can be seen as bossy.
- power
 - achievement
 - money
 - affiliation
- ___ 67. _____ involves getting the needed personnel assigned to and working on the project.
- Acquiring the project team
 - Managing the project team
 - Developing the project team
 - Human resource planning
- ___ 68. _____ is best known for developing a hierarchy of needs.
- Frederick Herzberg
 - Douglas McGregor
 - Abraham Maslow
 - David McClelland
- ___ 69. 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
 - introducing technology that was not available when scope was originally defined
 - a variation in government regulations
- ___ 70. _____ use the actual cost of a previous, similar project as the basis for estimating the cost of the current project.
- Bottom-up estimates
 - Actual estimates
 - Analogous estimates
 - Parametric estimates
- ___ 71. _____ involves doing whatever you can to make sure the positive risk happens.
- Risk enhancement
 - Risk exploitation
 - Risk sharing
 - Risk acceptance
- ___ 72. _____ involves doing activities in parallel that you would normally do in sequence.
- Fast tracking
 - Crashing
 - Crushing
 - Expediting

- ___ 73. _____ includes identifying which quality standards are relevant to the project and how to satisfy those standards.
- Quality planning
 - Quality control
 - Quality checking
 - Quality assurance
- ___ 74. 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
 - CPPF
 - CPFF
 - CPIF
- ___ 75. The output of the _____ process is a communications management plan.
- Managing stakeholders
 - Performance reporting
 - Information distribution
 - Communications planning
- ___ 76. _____ dependencies involve relationships between project and non-project activities.
- External
 - Mandatory
 - Internal
 - Discretionary
- ___ 77. _____ dependencies are inherent in the nature of the work being performed on a project.
- Discretionary
 - Internal
 - External
 - Mandatory
- ___ 78. A(n) _____ is a hierarchical structure that identifies the project's resources by category and type.
- work breakdown structure
 - resource breakdown structure
 - critical path analysis
 - network diagram
- ___ 79. It is helpful to document project success criteria in the _____ .
- decomposition
 - scope management plan
 - WBS
 - project scope statement
- ___ 80. When using the _____ , project managers retreat from an actual or potential disagreement.
- smoothing mode
 - withdrawal mode
 - forcing mode
 - confrontation mode
- ___ 81. _____ involves allocating ownership of the risk to another party.
- Risk acceptance
 - Risk enhancement
 - Risk exploitation
 - Risk sharing

- _____ 82. _____ describe what the project team has accomplished during a certain period.
- Status reports
 - Forecasts
 - Progress reports
 - Updates
- _____ 83. Project _____ management is concerned with making effective use of the people involved with the project.
- procurement
 - communications
 - risk
 - human resource
- _____ 84. _____ is a technique for resolving resource conflicts by delaying tasks.
- Resource loading
 - Resource leveling
 - Resource allocation
 - Resource requesting
- _____ 85. A Work Breakdown Structure (WBS) numbering system should allow project staff to:
- estimate the costs of WBS elements.
 - identify configuration management milestones.
 - identify the level at which individual WBS elements are found.
 - provide project justification.
- _____ 86. _____ generates ideas for quality improvements by comparing specific project practices or product characteristics to those of other projects or products within or outside the performing organization.
- Quality auditing
 - Benchmarking
 - Design of experiments
 - Testing
- _____ 87. Project _____ management involves generating, collecting, disseminating, and storing project information.
- risk
 - procurement
 - communications
 - resource
- _____ 88. _____ includes the processes required to ensure that a project team completes a project within an approved budget.
- Cost budgeting
 - Cost estimating
 - Project cost management
 - Cost control
- _____ 89. _____ involves monitoring identified and residual risks, identifying new risks, carrying out risk response plans, and evaluating the effectiveness of risk strategies throughout the life of the project.
- Risk response planning
 - Qualitative risk analysis
 - Quantitative risk analysis
 - Risk monitoring and control

- _____ 90. _____ involves shifting the consequence of a risk and responsibility for its management to a third party.
- Risk avoidance
 - Risk acceptance
 - Risk mitigation
 - Risk transference
- _____ 91. The _____ should list and describe all of the deliverables required for the project.
- Gantt chart
 - project charter
 - WBS
 - scope statement
- _____ 92. _____ applies to positive risks when the project team cannot or chooses not to take any actions toward a risk.
- Risk acceptance
 - Risk exploitation
 - Risk enhancement
 - Risk sharing
- _____ 93. The limitations of scope, time, and cost goals are sometimes referred to as the _____ .
- triple constraint
 - double bind
 - double obstacle
 - double constraint
- _____ 94. An example of scope verification is:
- managing changes to the project schedule
 - decomposing the WBS to a work package level
 - reviewing the performance of an installed software module
 - performing a benefit/cost analysis to determine if we should proceed with the project
- _____ 95. Project _____ management involves defining and managing all the work required to complete the project successfully.
- scope
 - quality
 - cost
 - time
- _____ 96. Those who are _____ have a higher tolerance for risk, and their satisfaction increases when more payoff is at stake.
- risk-averse
 - risk-neutral
 - risk-indifferent
 - risk-seeking
- _____ 97. _____ involve estimating individual work items or activities and summing them to get a project total.
- Parametric estimates
 - Bottom-up estimates
 - Analogous estimates
 - Actual estimates

- ___ 98. _____ correct(s) or prevent(s) further quality problems based on quality control measurements.
- Rework
 - Process adjustments
 - Acceptance decisions
 - Auditing
- ___ 99. _____ involves controlling changes to project scope, which is a challenge on many information technology projects.
- Scope planning
 - Scope definition
 - Scope control
 - Scope verification
- ___ 100. 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.
- activity resource estimating
 - activity duration estimating
 - schedule control
 - schedule development
- ___ 101. _____ involves determining the information and communications needs of the stakeholders.
- Performance reporting
 - Information distribution
 - Communications planning
 - Managing stakeholders
- ___ 102. All of the following are examples of tools often used in cost estimating except:
- parametric modeling.
 - activity duration estimates.
 - bottom-up estimating.
 - analogous estimating.
- ___ 103. A _____ is a time-phased budget that project managers use to measure and monitor cost performance.
- budget baseline
 - cost baseline
 - cost line
 - ledger
- ___ 104. Many users prefer _____ to learn how to use a new system.
- e-mail conversations
 - phone conversations
 - reading user guides
 - face-to-face meetings
- ___ 105. _____ are a complete set of organized project records that provide an accurate history of the project.
- Project archives
 - Project notes
 - Project databases
 - Project backups

- ___ 106. Unenforceable conditions, unenforceable contract clauses, and adversarial relations are risk conditions associated with which project management knowledge area?
- Integration
 - Human Resources
 - Procurement
 - Quality
- ___ 107. _____ 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
- ___ 108. _____ involves developing an approximation or estimate of the costs of the resources needed to complete a project.
- Cost estimating
 - Cost budgeting
 - Cost consolidation
 - Cost control
- ___ 109. A(n) _____ is a document that describes the products or services to be created by the project team.
- contract
 - project charter
 - statement of work
 - business case
- ___ 110. _____ is best known for distinguishing between motivational factors and hygiene factors when considering motivation in work settings.
- Frederick Herzberg
 - Abraham Maslow
 - Douglas McGregor
 - David McClelland

PMP Prep Test Bank - Intermediate Level Questions - Test #2
Answer Section

MULTIPLE CHOICE

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

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

- 85. ANS: C
- 86. ANS: B
- 87. ANS: C
- 88. ANS: C
- 89. ANS: D
- 90. ANS: D
- 91. ANS: D
- 92. ANS: A
- 93. ANS: A
- 94. ANS: C
- 95. ANS: A
- 96. ANS: D
- 97. ANS: B
- 98. ANS: B
- 99. ANS: C
- 100. ANS: C
- 101. ANS: C
- 102. ANS: A
- 103. ANS: B
- 104. ANS: D
- 105. ANS: A
- 106. ANS: C
- 107. ANS: D
- 108. ANS: A
- 109. ANS: C
- 110. ANS: A