

PM Study Circle

*Based on 6th  
Edition of the  
PMBOK Guide*

# PMP QUESTION BANK

**400 PMP Exam  
Sample Questions**

**M Fahad Usmani, PMP, PMI-RMP**

## **PMP Question Bank**

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<https://PMStudyCircle.com>  
[fahad@pmstudycircle.com](mailto:fahad@pmstudycircle.com)

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## **Introduction**

This PMP Exam Sample Questions eBook has been designed to assist you in your studies and pass the PMP exam. It contains 400 PMP exam sample questions based on the sixth edition of the PMBOK Guide.

While writing this eBook, I have made every effort to include questions from all chapters of the PMBOK Guide, and each of the 49 processes. I can assure you that if you attempt all the questions given in this eBook and refer the PMBOK Guide (whenever there is a reference to it); you will be in a much better position to pass the exam.

Answers are given at the end of the book and explained in detail with corresponding reference to the PMBOK Guide, where applicable. These explanations will cover many important topics for your PMP exam preparation.

It is my hope that you will find this book useful for your studies.

I welcome your comments and feedback on this book. You can send me an email if you need any assistance or clarification; I'll always be available for you.

Please keep in mind that there is no guarantee that you will pass the exam by studying this book. However, this book will certainly help you bridge the knowledge gaps and elevate your level in the subject.

Thank you.

Regards,  
M Fahad Usmani (PMP, PMI-RMP)  
[fahad@pmstudycircle.com](mailto:fahad@pmstudycircle.com)

## **Practice Questions: Set-I**

### **Question: 1**

Change management systems deal with changes in project processes, baselines, etc. Configuration management systems deal with the changes in product characteristics. Which of the following statements is true regarding change management and configuration management systems?

- (a) The configuration management system is a subset of the change management system
- (b) The change management system is a subset of the configuration management system
- (c) The configuration management system and the change management system are not related to each other
- (d) None of the above

[Go to the Answer](#)

### **Question: 2**

You have been developing a next generation electric engine for high-speed electric trains. The project is 25% completed, you have spent 21% of your budget and you are slightly behind the schedule. The client is worried and asks you to provide him with the progress and forecasting report as soon as possible. So, you start collecting information such as the start and finish dates of scheduled activities, number of change requests, number of defects, actual costs, actual durations, etc. These are examples of:

- (a) Work performance measurements
- (b) Work performance data
- (c) Work performance information
- (d) Parameters

[Go to the Answer](#)

### **Question: 3**

You have been hired by ABC Inc. and appointed as a project manager for their new project. The project charter has been signed and currently you are busy with preparing a detailed description of your project and the product. The description is in detail, the final requirements are identified, the product boundaries are defined, and you have outlined what is included and what is excluded. Once you complete this process, which of the following documents will you not update next?

- (a) Issue log

- (b) Stakeholder register
- (c) Requirements documentations
- (d) Requirement traceability matrix

[Go to the Answer](#)

**Question: 4**

You have been given a project to construct a small dam. Currently, you are visiting your project stakeholders and asking about their needs and expectations. You also have had many workshops and brainstorming sessions with them. Which process is this?

- (a) Identify stakeholders
- (b) Collect requirements
- (c) Define scope
- (d) Control scope

[Go to the Answer](#)

**Question: 5**

You are working on a project to set up a call center for your client. The duration of the project is two years. One year has passed, however, only 40% of the work has been completed against the schedule, which says that by now 50% of the work should have been completed. To date, you have spent 60% of the budget. What is the cost performance index of the project?

- (a) 1.25
- (b) 1.5
- (c) 0.8
- (d) 0.67

[Go to the Answer](#)

**Question: 6**

You are in the middle of your project and working on a deliverable which is 90% completed. It is time for the yearly audit. A team of auditors are about to come and verify if you are following the process as defined or not. However, as the deliverable is about to be completed, you check it and measure all dimensions to find any possible dimensional defects. What process is this?

- (a) Control quality
- (b) Manage quality
- (c) Plan quality management
- (d) Control scope

[Go to the Answer](#)

**Question: 7**

You are attending a monthly status meeting with your stakeholders. During the discussion with an influential stakeholder, he asks you about a particular deliverable, He would like to know why it is taking so long to deliver and who is responsible for it. To answer his query, you refer a document and call Tom, who was responsible for this deliverable. What document is this?

- (a) Scope statement
- (b) Stakeholder register
- (c) RACI chart
- (d) Issue log

[Go to the Answer](#)

**Question: 8**

Your project is going full steam and to prepare a monthly report you collect some data and give it to John who is your team member. You ask him to provide you with work performance information. He analyzes the information, compiles the data, and gives you the requested information which includes the status of deliverables, the number of change requests, implementation status for change requests, and forecasted estimates to complete. Among this information, which does not represent the information you requested?

- (a) Number of change requests
- (b) Status of deliverables
- (c) Forecasted estimates to complete
- (d) Implementation status for change requests

[Go to the Answer](#)

**Question: 9**

You are a risk manager of a project and the project manager has given you the responsibility of developing the risk management plan. So, you start collecting the risks and then you categorize them based on their impact on the project objectives. Afterward, you analyze them and develop the risk response plan for positive risks and negative risks. After developing these response plans, what will your next step be?

- (a) Develop the risk response plan for neutral risks
- (b) Update the project management plan

- (c) Assign the risk action owner to each risk
- (d) Change the critical path to reflect the risk impact

[Go to the Answer](#)

**Question: 10**

You have signed a contract with the client to provide manpower for 50 USD/hour. Moreover, you will also be reimbursed for any costs incurred, along with a fixed fee of 25,000 USD. What kind of contract is this?

- (a) FPIF
- (b) T&M
- (c) CPAF
- (d) CPIF

[Go to the Answer](#)

**Question: 11**

You have been given a project to build a park for a local community. Currently you are developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. Which of the following is not an output of this process?

- (a) Communication management plan
- (b) Risk register
- (c) Stakeholder register
- (d) None of the above

[Go to the Answer](#)

**Question: 12**

Which of the following are the four basic elements of the PMI code of ethics and professional conduct?

- (a) Responsibility, respect, fairness, honesty
- (b) Responsibility, accountability, fairness, honesty
- (c) Responsibility, respect, fairness, transparency
- (d) Responsibility, transparency, fairness, honesty

[Go to the Answer](#)

**Question: 13**

In change management, CCB reviews the changes in processes or in the baseline and



then make a decision to either approve or reject it. On the other hand, configuration control deals with any change in product specification and the processes. Which of the following activities is not included in the perform integrated change control process?

- (a) Configuration status accounting
- (b) Configuration account checking
- (c) Configuration identification
- (d) Configuration verification and audit

[Go to the Answer](#)

**Question: 14**

During the project execution, some people stole your consumables. You did not identify this threat earlier, though you were able to manage the situation through a workaround. This risk did not have much of an impact on your cost baseline but the schedule was impacted. Management is aware of the issue and to get the complete picture they insist you provide them the performance report. Which of the following information will you provide to them?

- (a) Status of deliverables
- (b) Actual cost, actual duration, etc.
- (c) Milestones status
- (d) Memos

[Go to the Answer](#)

**Question: 15**

You have identified your project stakeholders and are now analyzing them with the help of a salience model in order to manage them effectively. Which of the following parameters are used in the salience model?

- (a) Power, urgency, legitimacy
- (b) Power, interest, influence
- (c) Power, impact, influence
- (d) Power, influence, legitimacy

[Go to the Answer](#)

**Question: 16**

You have received an urgent call from management and they asked you to find the cost estimate of a new project. Since time is critical and you have to provide them with the cost estimate, which technique will you use to calculate the project cost?

- (a) Parametric
- (b) Analogous
- (c) Bottom up
- (d) Symmetric estimate

[Go to the Answer](#)

**Question: 17**

While you are in the execution phase of your project, management informs you that some ISO certified people are coming to your project to see if you're complying with standards, policies, and procedure. This act is part of which of the following processes?

- (a) Quality control
- (b) Manage quality
- (c) Verify scope
- (d) Control scope

[Go to the Answer](#)

**Question: 18**

You are working in a matrix organization and managing a project. You are having trouble working with one deliverable so you ask the functional manager to send you two team members who are experts in dealing with this type of work. She agrees and provides you with two of her best employees. They have joined your project and you have given them their roles and responsibilities. They are also made aware of who will be responsible or accountable for each deliverable. However, they are still not clear about their roles and responsibilities. So, to make it clear what document or chart will you show them?

- (a) RACI chart
- (b) OBS
- (c) RAM
- (d) RBS

[Go to the Answer](#)

**Question: 19**

You met with your team member at a dinner party, where he discussed some issues regarding the project stakeholders. What kind of communication was this?

- (a) Para-lingual
- (b) Verbal

- (c) Formal verbal
- (d) Informal verbal

[Go to the Answer](#)

**Question: 20**

You have identified a risk that your work might be affected due to an equipment malfunction. Which of the following risk response strategies will you use to contain this risk?

- (a) Exploit
- (b) Enhance
- (c) Mitigate
- (d) None of the above

[Go to the Answer](#)

**Question: 21**

Your company has signed up to build a high-tech machine in collaboration with ABC Corp in Japan. ABC Corp will provide the expert, technical know-how and any spare parts you may need. This is a very high-tech machine, the exact description of work is not yet clear, and you are building it for the first time. In this scenario what kind of contract will you select?

- (a) FPIF
- (b) CPAF
- (c) T&M
- (d) FFP

[Go to the Answer](#)

**Question: 22**

You have been appointed project manager of a project. The project charter is signed and you have started working on it. As the project is big and involves many stakeholders, you start identifying your project's stakeholders. The number of identified stakeholders is huge and you are worried about how you will manage such a large number of stakeholders effectively. Fortunately, the PMBOK Guide provides you with many strategies to manage stakeholders under all circumstances. In this case, which of the following models will you not use to develop the stakeholder management strategy?

- (a) Salience model
- (b) Power / Interest grid

- (c) Tornado diagram
- (d) Influence / Impact grid

[Go to the Answer](#)

**Question: 23**

You have floated a firm fixed price contract for some work. Since the scope of the work is not clear, the risk is higher and contractors are hesitant to bid for your contract.

You are very busy and don't have time to monitor the contractor's bill. In this case, what kind of contract will you select?

- (a) CPIF
- (b) CPAF
- (c) T&M
- (d) FPIF

[Go to the Answer](#)

**Question: 24**

You are on a committee and are in the process of selecting a project. This committee is asking tough and critical questions from team members. Which of the following project selection techniques is the committee using here?

- (a) Benefit cost ratio
- (b) Scoring model
- (c) Murder board
- (d) Benefit analysis

[Go to the Answer](#)

**Question: 25**

The project charter is the document that authorizes the existence of the project and contains a great deal of important information. Which of the following options shows the correct content of a project charter?

- (a) Project purpose, high level requirements, assumptions and constraints, summary budget
- (b) High-level risk, summary milestone, project management plan, summary budget
- (c) Project objective, stakeholder list, WBS, project approval authority
- (d) Name of the sponsor, name of the project manager, schedule baseline, summary budget

[Go to the Answer](#)

**Question: 26**

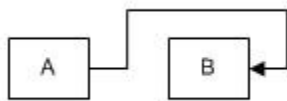
You are in the define scope process and defining the detailed scope of the product and the project. This process helps you define the description of product, service or result and define boundaries and tells you about requirement inclusion and exclusion. Which of the following is not an outcome once the process ends?

- (a) Acceptance criteria
- (b) Project exclusions
- (c) Risk register update
- (d) Stakeholder register update

[Go to the Answer](#)

**Question: 27**

What kind of dependency is shown in the given exhibit?



- (a) Start to Start (SS)
- (b) Finish to Start (FS)
- (c) Finish to Finish (FF)
- (d) Start to Finish (SF)

[Go to the Answer](#)

**Question: 28**

You are over budget and it seems difficult for you to complete with your current budget which is 250,000 USD. Considering your current cost performance will be the same as the future cost performance, you calculate your new budget as 300,000 USD. To date, you have spent 100,000 USD. What is the earned value?

- (a) 150,000 USD
- (b) 120,000 USD
- (c) 83,000 USD
- (d) 100,000 USD

[Go to the Answer](#)

**Question: 29**

There are many problems causing trouble for your project. You want to see the sources that are causing the majority of the problems for your project. Which diagram will you refer to in order to find this information?

- (a) Flow chart
- (b) Run chart
- (c) Pareto chart
- (d) None of the above

[Go to the Answer](#)

**Question: 30**

You are working in a functional organization as a line supervisor. Your job is to inspect products, fill out the checklist, write your observations, and hand the product over to your boss before the end of the day. Your boss reviews it and comes with you to inspect the product himself and then approves the product. What kind of boss is he?

- (a) X
- (b) Y
- (c) Supportive
- (d) Not supportive

[Go to the Answer](#)

**Question: 31**

You have been appointed a project manager for a project which involves more than 3,000 stakeholders. After identifying your project stakeholders, you are in the process of determining the method to use for transferring information to your stakeholders. Which of the following factors will not affect your choice of technology?

- (a) Sensitivity of the information
- (b) Project environment
- (c) Ease of use
- (d) Number of stakeholders

[Go to the Answer](#)

**Question: 32**

In your project you identified a risk; there is a chance you may lose a critical employee. You have identified an employee from another project to bring into your project if your team member leaves you. However, this employee is known for his bad behavior and creating trouble for other employees. In a monthly risk review, a stakeholder asks you what your strategy will be if this new team member creates a problem for you. You assured him that you are aware of it and you also have a plan for it. What kind of risk is the stakeholder discussing with you?

- (a) Residual risk
- (b) Secondary risk
- (c) Uncertainty
- (d) Primary risk

[Go to the Answer](#)

**Question: 33**

You have signed a contract to construct a cross-country gas pipeline. The duration of the project is 5 years. Although the scope is well defined and the duration is long, the seller is insisting you reimburse any costs which may increase due to the time factor. What kind of contract will you select in this case?

- (a) CPIF
- (b) CPAF
- (c) FP-EPA
- (d) FPIF

[Go to the Answer](#)

**Question: 34**

You have been given a big project to complete. This is an important project for your company, therefore management does not want any delay in completion. As soon as the project charter is signed, you start identifying and categorizing stakeholders using various data representation tools. Which of the following tools will you not use here?

- (a) Brain writing
- (b) Stakeholder cube
- (c) Direction of influence
- (d) Salience model

[Go to the Answer](#)

**Question: 35**

You are driving to a meeting and you are late. If you drive over the speed limit and run a few signals, you can reach the meeting on time as nobody is there to watch or catch you. Which of the following should you do?

- (a) Since no one is watching, you can break the rule
- (b) You will never break the rule whatever happens
- (c) You will cross the speed limit but will not break the signals
- (d) You will not cross the speed limit but will break the signals

[Go to the Answer](#)

**Question: 36**

A project manager has some authority to manage the budget; however, he does not have any full-time employees under him. In what type of organization is he working?

- (a) Strong matrix
- (b) Weak matrix
- (c) Balanced matrix
- (d) Projectized

[Go to the Answer](#)

**Question: 37**

You have completed your project to construct a railway bridge. The project is in the closing phase and you are now archiving various documents such as the stakeholder register, risk register, project calendar, etc. All these documents are part of:

- (a) Project closure documents
- (b) Historical information
- (c) Project files
- (d) Enterprise environmental factors

[Go to the Answer](#)

**Question: 38**

The client has given you a project to build a research center for him. You have met with all stakeholders, noted down their requirements, and you are now deciding which requirements should be included in the project and which should not. What process is this?

- (a) Identify stakeholders
- (b) Collect requirements
- (c) Define scope
- (d) Define requirements

[Go to the Answer](#)

**Question: 39**

You are constructing a school building and due to some unforeseen incidents, your project is delayed. To bring the project on schedule, you are thinking about running several activities in parallel which were earlier planned to run sequentially. So, you started reviewing activities such as excavation of foundation, building walls, carpentry



work, electrical work, and plumbing work, etc. After the review, you decide to run the carpentry, electrical, and plumbing works together. Excavating the foundation for the construction of a wall is an example of which of the following?

- (a) Mandatory dependency
- (b) Discretionary dependency
- (c) External dependency
- (d) Internal dependency

[Go to the Answer](#)

**Question: 40**

Assuming your past performance will be the same as the future performance, you have calculated the EAC as 250,000 USD. Your previous budget was 200,000 USD and you have earned 50,000 USD to date. What is the money spent to date?

- (a) 40,000 USD
- (b) 50,000 USD
- (c) 90,000 USD
- (d) 62,500 USD

[Go to the Answer](#)

**Question: 41**

Which of the following control charts will you use to monitor discrete data for a product to be considered a pass or fail?

- (a) p-chart
- (b) np-chart
- (c) u-chart
- (d) c-chart

[Go to the Answer](#)

**Question: 42**

Your project consists of 150 team members and most of them are from the local area. One day you hear that two team members are fighting with each other because of a parking place. You call both team members, listen to them, and decide that whoever arrives first will park their vehicle in that space. Both members agree and the issue is resolved. In a project, which one of the following is the least source of conflict?

- (a) Schedule
- (b) Resources

- (c) Working Style
- (d) Personnel Reason

[Go to the Answer](#)

**Question: 43**

Your team has 10 members, including you. Two new members are added to it. How many have the lines of communication increased?

- (a) 111
- (b) 66
- (c) 45
- (d) 21

[Go to the Answer](#)

**Question: 44**

During the project execution, some equipment breaks down. This risk was not identified earlier. So, to manage the situation you contacted several equipment holding companies and rented new equipment until your equipment is repaired. This is an example of:

- (a) Defect repair
- (b) Risk mitigation
- (c) Workaround
- (d) Corrective action

[Go to the Answer](#)

**Question: 45**

During a project management process, you are reviewing proposals from many bidders using some predetermined criteria. Based on this review, you prepare a final list of bidders and then select a bidder from this list. What project management process is this?

- (a) Plan procurement
- (b) Conduct procurement
- (c) Control procurement
- (d) Define scope

[Go to the Answer](#)

**Question: 46**

You have recently joined an ongoing project and you just had a meeting with the project sponsor and other important members. Since you are new to the project, how will you know their views about the project?

- (a) You will ask team members about it
- (b) You will arrange a party and invite them
- (c) You will try to meet them again
- (d) You will look into the Stakeholder Register

[Go to the Answer](#)

**Question: 47**

You're working in a third world country with a high level of political volatility. Your team member told you that you will have to pay some bribes to get faster approval. What will your next step be?

- (a) You will pay the bribe
- (b) You will negotiate it
- (c) You will inform management
- (d) You will never pay the bribe

[Go to the Answer](#)

**Question: 48**

You are managing four projects in your organization. Two projects are of a similar type, but the other two are entirely different. What is your role in the organization?

- (a) Portfolio manager
- (b) Program manager
- (c) Project manager
- (d) Program coordinator

[Go to the Answer](#)

**Question: 49**

You have been assigned as a project manager for a project which was terminated a few years earlier due to some government regulations. Now you reviewing this document to start again. This document is an example of:

- (a) Enterprise environment factor
- (b) Organizational process assets

- (c) Stakeholder analysis
- (d) Control scope

[Go to the Answer](#)

**Question: 50**

To collect the requirements for your project you have decided to use a few techniques including group creativity techniques. Which of the following is not an example of group creativity techniques?

- (a) Brainstorming
- (b) Nominal group technique
- (c) Interview
- (d) Affinity diagram

[Go to the Answer](#)

**Question: 51**

Which of the following helps you to use existing knowledge and contribute to organizational learning?

- (a) OPA
- (b) EEF
- (c) Lessons learned
- (d) Manage project knowledge

[Go to the Answer](#)

**Question: 52**

You have been given a multi-year project to build a refinery. This is a very large and complex project, and you now need to estimate the cost for this project. What basic assumption will you need to make while estimating the cost for this project?

- (a) If you get the project budget in phases
- (b) You will be given all costs and resources at the beginning of the project
- (c) Whether the estimate will be limited to direct costs or if it will include the indirect costs as well
- (d) If the project schedule is fixed or based on events

[Go to the Answer](#)

**Question: 53**

To reduce the cost of inventory, you are using a very famous Japanese methodology

which emphasizes reducing the cost of inventory to a minimum level. In this methodology, how much inventory are you allowed to keep in stock?

- (a) 25% of inventory
- (b) 50% of inventory
- (c) 10% of inventory
- (d) No inventory

[Go to the Answer](#)

**Question: 54**

Maslow's Hierarchy of Needs is represented in a hierarchical pyramid with five levels. The four lower levels are considered physiological needs, and the top level is considered growth needs. The lower level needs must be satisfied before higher-order needs can influence behavior. Which of the following represents the third level in Maslow's Hierarchical pyramid?

- (a) Social
- (b) Esteem
- (c) Self-actualization
- (d) Safety

[Go to the Answer](#)

**Question: 55**

You prepared a Minutes of Meeting, got it signed by your boss, and sent it to all attendees. This communication is an example of which of the following?

- (a) Formal written
- (b) Informal written
- (c) Formal verbal
- (d) Informal verbal

[Go to the Answer](#)

**Question: 56**

You had contracted a Fixed Price Incentive Fee contract with the seller with the following parameters:

Target cost: 500,000 USD  
Target profit: 50,000 USD  
Target price: 550,000 USD  
Ceiling price: 600,000 USD

Share ratio: 80/20

The contractor has completed the work for 400,000 USD. How much actual profit will you give to the seller?

- (a) 20,000 USD
- (b) 50,000 USD
- (c) 30,000 USD
- (d) 70,000 USD

[Go to the Answer](#)

**Question: 57**

Project success is all about managing stakeholders efficiently and fulfilling their requirements. To keep them satisfied you will have to compare the current engagement level of all stakeholders with the planned stakeholder engagement throughout the project life cycle. As per the PMBOK Guide Sixth Edition, which option is not an engagement level of stakeholder classification?

- (a) Resistant
- (b) Neutral
- (c) Aggressive
- (d) Supportive

[Go to the Answer](#)

**Question: 58**

“We report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.”

The above statement belongs to:

- (a) Responsibility: mandatory standards
- (b) Responsibility: aspirational standards
- (c) Fairness: aspirational standards
- (d) Fairness: mandatory standards

[Go to the Answer](#)

**Question: 59**

The client has requested a change in a deliverable which you have processed through a change request and it is approved. Now, you are in the process of implementing this

change into the project. In which of the following processes do you implement the approved change?

- (a) Monitor and control project work
- (b) Direct and manage project work
- (c) Perform integrated change control
- (d) Control scope

[Go to the Answer](#)

**Question: 60**

You are reviewing an old project file where you find a document which contains the project description, important requirements, milestones, and project budget. What document is it?

- (a) Scope statement
- (b) Project charter
- (c) Scope baseline
- (d) Procurement document

[Go to the Answer](#)

**Question: 61**

While finalizing the WBS you assign each work package to a control account and establish a unique identifier for the same work from a code of account. These identifiers help you find a hierarchical sum of costs, schedule, etc. Which statement is true about the WBS?

- (a) It contains all project work
- (b) It authorizes the project manager
- (c) It is a hierarchy of project staff
- (d) It is a hierarchical breakdown of project resources

[Go to the Answer](#)

**Question: 62**

You have two activities with Finish to Start sequences. The duration of the first activity is 10 days, and the duration of the second activity is 8 days. The estimated time completed for these activities is 18 days. The client asks you complete these activities within 15 days; you review his request and agree to do so at no extra cost. Now, you plan to start the second activity three days before the first activity completes so that both activities can be completed in 15 days. This process is known as:

- (a) Schedule modification
- (b) Fast tracking
- (c) Crashing
- (d) None of the above

[Go to the Answer](#)

**Question: 63**

You are managing a multi-year project whose budget is 500,000 USD. The cost variance is -45,000 USD, the actual cost is 200,000 USD, and the planned value is 140,000 USD. Based on the above data which statement is correct?

- (a) The project is behind schedule
- (b) The project is ahead of schedule
- (c) The earned value is 245,000 USD
- (d) None of the above

[Go to the Answer](#)

**Question: 64**

The plan–do–check–act cycle is defined and modified by Shewhart & Deming. It is a four–step model for carrying out change and improving processes. In these four stages, which stage involves the evaluation of improvement?

- (a) Do
- (b) Check
- (c) Plan
- (d) Act

[Go to the Answer](#)

**Question: 65**

During the team member acquiring process, you observe that a particular employee from another department can be used for your project for some work. Therefore, you ask their functional manager to provide the employee on alternate days. The functional manager says they can provide you with the particular employee for only two days a week. Which technique are you using here?

- (a) Acquire project team
- (b) Negotiation
- (c) Pre-assignment
- (d) Develop project team



[Go to the Answer](#)

**Question: 66**

You are discussing an issue with your team member. While you are talking, he is rubbing his nose, looking around, and slouching. What kind of communication is he showing by using these activities?

- (a) Para-lingual communication
- (b) Active listening
- (c) Feedback
- (d) Non-verbal communication

[Go to the Answer](#)

**Question: 67**

During the risk analysis process, you find that a specific risk has a remote chance of happening and if it occurs, it will have very little effect on the project objective. What will you do with this risk?

- (a) Analyze it further
- (b) Assign it a risk owner
- (c) Keep it in watch list
- (d) You will ignore it

[Go to the Answer](#)

**Question: 68**

In your project, you are going to use a large generator. The rental cost for this generator is 250 USD per day which is quite high. Since the rental cost is high, and you are going to use it for a long duration, your team members suggest that you should buy this generator for 50,000 USD. What is the minimum number of rental days before it becomes beneficial to buy the generator?

- (a) 300
- (b) 50
- (c) 100
- (d) 200

[Go to the Answer](#)

**Question: 69**

In your project, two important stakeholders are having some issues. To keep this issue from escalating further you intervene and resolve the issue. After the issue is resolved

you asked your team member to record the issue so in the future a lesson can be learned from it. Where will you note the issues between stakeholders?

- (a) Risk register
- (b) Issue log
- (c) Stakeholder register
- (d) Change log

[Go to the Answer](#)

**Question: 70**

Which chapter of PMI Code of Ethics and Professional Conduct says: “We are truthful in our communications and in our conduct.”

- (a) Chapter 2: Responsibility
- (b) Chapter 3: Respect
- (c) Chapter 4: Fairness
- (d) Chapter 5: Honesty

[Go to the Answer](#)

**Question: 71**

The cost performance baseline is a time phased funding of your project and you measure, monitor, and compare your project performance against it. In which of the following forms do you usually represent it?

- (a) P-curve
- (b) Pie curve
- (c) S-curve
- (d) Symmetric curve

[Go to the Answer](#)

**Question: 72**

A state government has passed the resolution that every motorbike driver and passenger has to wear a helmet. Your company sees an opportunity in this and gives you the project to build the facility to manufacture the helmets. Who is the user of this project?

- (a) The state government
- (b) A person who will use the helmet
- (c) Assembly line worker
- (d) Project sponsor

[Go to the Answer](#)

**Question: 73**

While working on a deliverable which is 95% complete, two stakeholders come and enquire about it. They argue with you that this deliverable was not part of the project and it was not requested by any stakeholders, which you disagree with. Therefore, to prove your point, which document will you show them?

- (a) Requirements traceability matrix
- (b) WBS
- (c) Project scope statement
- (d) Product scope

[Go to the Answer](#)

**Question: 74**

You have been given a task to install grass. The area of the lawn is 30 square meters, and it will take 5 more days for the supplier to deliver the required quantity of grass. At your best performance, you usually take 10 days to complete the task and in the worst case, it might take 22 days. However, most of the time you take around 15 days to complete the task, assuming no unfavorable events happen. What is the standard deviation for this activity?

- (a) 4
- (b) 2
- (c) 16
- (d) 15

[Go to the Answer](#)

**Question: 75**

In any project there are numerous types of cost expenditures involved. Out these costs, which cost is more difficult to manage for a project manager?

- (a) Cost of materials
- (b) Cost of equipment
- (c) HR cost
- (d) Overhead cost

[Go to the Answer](#)

**Question: 76**

Your company has been acquired by a new organization. The new management is very

particular about quality and they are not happy about the current quality of your organization's products. So, to improve the quality of the process and product, they have employed a philosophy to continuously improve all processes and products. This philosophy is known as:

- (a) Manage quality
- (b) JIT
- (c) KANBAN
- (d) KAIZEN

[Go to the Answer](#)

**Question: 77**

You are a PMP and you have managed numerous projects. You have sound knowledge of project management tools & techniques and your team members respect your knowledge and experience. Which of the following powers do you possess?

- (a) Referral power
- (b) Expert power
- (c) Formal power
- (d) Penalty power

[Go to the Answer](#)

**Question: 78**

You were working on a project to develop a high-end product. The budget of the project was huge and you were able to complete it on time and within the approved budget. Now, your project is closed and the deliverable is accepted by the client. What will the next recommended step be for you?

- (a) Start looking for a new project
- (b) Help team members find a new job
- (c) Make sure that client is realizing the benefits of the product
- (d) Throw a party to celebrate the completion of the project

[Go to the Answer](#)

**Question: 79**

After identifying the risks, you analyze them qualitatively and quantitatively to see if your risk response planning will effectively minimize the project risk or not. If not, you will tweak your risk response plan so the project risks fall within the stakeholders' tolerance limits. Which of the following statements is correct about the quantitative risk analysis process?

- (a) It is performed before qualitative risk analysis
- (b) It is performed on each project
- (c) Performed after qualitative risk analysis, if required
- (d) None of the above

[Go to the Answer](#)

**Question: 80**

You have been appointed a project manager for ABC Inc. and are given a project. While in the planning stage, you find that your organization is lacking the skills and manpower to complete a part of the work and the scope is also unclear. You decide to contract this work to a third party. What kind of contract will you select in this case?

- (a) Cost reimbursable
- (b) Time & material
- (c) Fixed fee
- (d) PO

[Go to the Answer](#)

**Question: 81**

You are currently in a process whose main benefit is to increase support and minimize resistance from stakeholders as the project evolves and environment changes. Which is not a tool and technique of this process?

- (a) Ground rules
- (b) Expert judgment
- (c) Document analysis
- (d) Meetings

[Go to the Answer](#)

**Question: 82**

The client asks you to inflate the budget by at least 10% because there is a chance that his management will reduce it by 10%. What will your response be in this situation?

- (a) You will increase the budget by 10%
- (b) You will increase the budget by 5%
- (c) You will give the exact budget with the basis for it
- (d) To be on the safe side, you will increase it by 15%

[Go to the Answer](#)

**Question: 83**

You have a few important stakeholders who are not comfortable with each other, and you require their input on some issues to reach a consensus. Which of the following tools will you use in the current scenario?

- (a) Decision Tree method
- (b) Facilitated workshop
- (c) Brainstorming
- (d) Delphi technique

[Go to the Answer](#)

**Question: 84**

You join a new company and have been assigned a new project. What will your first step be before starting to develop the project management plan?

- (a) Review the historical records
- (b) Start collecting the requirements
- (c) Create the communication plan
- (d) Ask for the budget

[Go to the Answer](#)

**Question: 85**

While collecting work performance data, one of your team members has a misunderstanding about the description of work of several activities, their cost estimates, and the resources required by them. She comes to you and explains the situation. To answer her questions, what document will you ask her to refer to?

- (a) Scope baseline
- (b) Cost baseline
- (c) WBS dictionary
- (d) Project schedule

[Go to the Answer](#)

**Question: 86**

You have been given a project to construct a bridge. You have done the planning and the network diagram is drawn with following paths:

First Path: Start -> A -> B -> C-> End, duration: 31 months.

Second Path: Start ->D -> E ->F -> K->End, duration: 31 months.

Third Path: Start -> D -> B -> C -> End, duration: 26 months.

Fourth Path: Start -> G ->H ->I ->L-> End, duration: 31 months.

Fifth Path: Start -> G -> E ->F -> End, duration: 16 months

With the following information on hand, you can conclude that:

- (a) The project is very risky
- (b) The project is less risky
- (c) You will manage it easily since three paths have the same duration
- (d) You will need to add buffers on some paths

[Go to the Answer](#)

**Question: 87**

You have just been given a project and management wants to know the lump-sum cost of the project. Therefore, you give them the rough order magnitude estimate. What is the range of the rough order magnitude estimate at the Initiation phase of the project?

- (a) (-25) to (+75%)
- (b) (-10) to (+10%)
- (c) (-50) to (+50%)
- (d) (-25) to (+25%)

[Go to the Answer](#)

**Question: 88**

Which of the following tools helps you to determine whether the subcontractor's work is meeting the quality requirements?

- (a) Quality control
- (b) Quality audit
- (c) Inspection of deliverables
- (d) Delphi technique

[Go to the Answer](#)

**Question: 89**

You have noticed that some of your team members are not attending meetings, a few are always late and are frequently disruptive. Therefore, to remove these issues you set guidelines and establish clear expectations regarding acceptable behavior by project team members. Who will be responsible for implementing these rules?

- (a) Project manager

- (b) Client
- (c) Management
- (d) All team members

[Go to the Answer](#)

**Question: 90**

Rob and Matt are two important and influential stakeholders of your project and they are having a conflict. As they are influential, the conflict between them can jeopardize the success of your project. Therefore, you decide to step in and ask them to meet with you in private. They come and discuss the conflict and finally the issue is resolved. What kind of communication is this?

- (a) Formal written
- (b) Formal verbal
- (c) Informal verbal
- (d) Para-lingual

[Go to the Answer](#)

**Question: 91**

You are working on a medium-sized project and management has decided to forego the perform quantitative risk analysis process. So, after identifying risks, you start the qualitative risk analysis process and now you are going to prioritize them. Which of the following techniques are you going to use?

- (a) Probability and impact
- (b) Fishbone diagram
- (c) Scatter diagram
- (d) Sensitive analysis

[Go to the Answer](#)

**Question: 92**

You are analyzing a particular task with your team members to determine if the task should be done by your team, or if it should be contracted out to a contractor. Which process is this?

- (a) Conduct procurement
- (b) Plan cost management
- (c) Plan human resource
- (d) Plan procurement



[Go to the Answer](#)

**Question: 93**

You are in the process of communicating and working with stakeholders to meet their needs and expectations and address issues as they occur. Which option is a tool and technique of this process?

- (a) Interpersonal skills
- (b) Stakeholder analysis
- (c) Analytical technique
- (d) Change request

[Go to the Answer](#)

**Question: 94**

You notice that one of your colleagues has not come to work for two days, and he did not inform anyone about it. Upon enquiring, he told you that he will cover it by working overtime. What should you do?

- (a) Nothing because he will cover the time
- (b) Warn him not to do this again
- (c) Report to the project manager
- (d) Start watching him

[Go to the Answer](#)

**Question: 95**

You are working in an organization where the work group arrangement is flexible, team members work side by side, and you have little authority. What type of organizational structure is this?

- (a) PMO
- (b) Functional
- (c) Weak Matrix
- (d) Organic

[Go to the Answer](#)

**Question: 96**

As per the PMBOK Guide, the project life cycle is a series of phases that a project passes through from its initiation to its closure, and these phases are generally sequential. Which of the following is not a project life cycle phase?

- (a) Starting the project
- (b) Organizing and preparing
- (c) Carrying out the project work
- (d) Monitoring and controlling the work

[Go to the Answer](#)

**Question: 97**

During the collect requirements process, an influential stakeholder requested a feature which was rejected. During the project execution, you notice that you have an opportunity to incorporate the requirement of this stakeholder into the product and it will cost you nothing. By doing so, the stakeholder will be pleased and may help you in your next assignment. This is an example of:

- (a) Scope creep
- (b) Scope slippage
- (c) Gold plating
- (d) Opportunity

[Go to the Answer](#)

**Question: 98**

You are working in a project to analyze the impact of pollution on human life, and you have drawn a network diagram for this project. Which type of relationship have you used in this network diagram?

- (a) Start to Finish
- (b) Start to Start
- (c) Finish to Start
- (d) All of the above

[Go to the Answer](#)

**Question: 99**

Due to some issues, your project is behind schedule and over budget, therefore management is very concerned about the future of your project. To show the exact picture of your project you calculate the TCPI, and you go to management. What does this TCPI show the management?

- (a) The required cost performance to complete the project within the approved budget
- (b) The required schedule performance to complete the project within the approved time

- (c) The new projected cost to complete the project within the approved time
- (d) The new projected time to complete the project within the approved budget

[Go to the Answer](#)

**Question: 100**

During the control quality process, you are reviewing a chart which has some lines above and below the x-axis and a cyclic line between them. What is the purpose of this chart?

- (a) To gather quality control data
- (b) To find the dependency between the variables
- (c) To find the trend
- (d) To determine if the process is stable

[Go to the Answer](#)

**Question: 101**

Jackson was a very good programmer on your team and your company is very pleased with his performance. Therefore, the top management promoted him to a manager of another department. However, in his new role, his performance is below average. This effect is known as:

- (a) Ouchi effect
- (b) Halo effect
- (c) Theory of uncertain behavior
- (d) None of the above

[Go to the Answer](#)

**Question: 102**

You have joined AVC Corp and are immediately assigned a project. The project charter is signed, stakeholders have been identified and now you are classifying them according to the direction of influence. Which of the following is not a way to classify the project stakeholders under this technique?

- (a) Upward
- (b) Downward
- (c) Inward
- (d) Outward

[Go to the Answer](#)

**Question: 103**

During a meeting, you notice that some members are dominating other members, and a few members are keeping silent. Which tool ensures a fair contribution from all members and removes dominance?

- (a) Focus group
- (b) Facilitated workshop
- (c) Brainstorming
- (d) Delphi technique

[Go to the Answer](#)

**Question: 104**

You have received many bids from contractors and are now separating them according to their experience, technical expertise, and capabilities. After segregating these responses, you are reviewing them to see if they are capable of doing the job or not. What process is this?

- (a) Conduct procurement
- (b) Plan procurement management
- (c) Proposal evaluation technique
- (d) Manage quality

[Go to the Answer](#)

**Question: 105**

You suspect that a PMP credential holder has given false information to PMI while applying for the exam. What should you do?

- (a) Report to PMI
- (b) Do nothing
- (c) Investigate it
- (d) Ask him for more detail

[Go to the Answer](#)

**Question: 106**

In your organization, all PCs are outdated and you have to order new ones, including an operating system and office suite. You contacted one supplier and he told you that he can provide you with PCs for 1,000 USD including everything. You agree and are now ready to procure 500 PCs. What type of contract will you select here?

- (a) Fixed price

- (b) Purchase order
- (c) Cost reimbursable
- (d) Cost plus fixed fee

[Go to the Answer](#)

**Question: 107**

You receive an urgent change request from the client. You review the request and find that it might cost a lot if you implement this change request. What will be your next step?

- (a) Discuss the cost impact with the client
- (b) Implement it straight away
- (c) Since it increases the cost, reject it
- (d) You will not allow any change request

[Go to the Answer](#)

**Question: 108**

You gave the responsibility of collecting requirements from project stakeholders to four of your team members. After starting the requirements collection process one of your team members left the job and the requirements could not be compiled properly. Initially, you did not notice this, however, during a product review, a few stakeholders told you that some of the features in the products were not requested by them. Therefore, to verify their comments you review the product requirements and identify the issue. This is an example of:

- (a) Scope creep
- (b) Scope slippage
- (c) Gold plating
- (d) Opportunity

[Go to the Answer](#)

**Question: 109**

You have been given a research project to develop a new medication to treat an infection. You are in the process of calculating the duration of the project. As this is a unique project and the calculation of activity duration is not easy, you ask experts to come up with several possible duration estimates for each activity so you can find the average duration. In this scenario, which technique will you use?

- (a) EVM
- (b) CPM

- (c) EMV
- (d) PERT

[Go to the Answer](#)

**Question: 110**

You are working in a big organization which manages many projects simultaneously. They have provided you with a separate floor in their building for administrative activities. As you are using the company's space, they regularly send you an electricity bill to pay. The cost of electricity used by your office is an example of which of the following?

- (a) Direct cost
- (b) Indirect cost
- (c) Budget cost
- (d) Discretionary cost

[Go to the Answer](#)

**Question: 111**

You are observing a chart which has a line drawn between the X and Y axis. The X-axis shows the time and Y-axis shows the data points. What kind of information can you find here?

- (a) Pattern and trends in a row of data points
- (b) Standard deviation
- (c) Variance
- (d) All of above

[Go to the Answer](#)

**Question: 112**

Your project team is located in different locations. Your schedule is delayed and you're facing many issues. Which of the following is the best solution to this problem?

- (a) Give training to team members
- (b) Warn them to improve performance
- (c) Co-locate them
- (d) Review the project management plan

[Go to the Answer](#)

**Question: 113**

You publish some informative notes on the company's web portal and ask stakeholders to review it. What kind of communication method is this?

- (a) Pull
- (b) Push
- (c) Interactive
- (d) None of the above

[Go to the Answer](#)

**Question: 114**

You have developed a risk response plan which says if the trigger occurs, the risk response owner asks the risk action owner to implement the plan and update him with the result. What is the trigger condition in risk management?

- (a) A warning sign that an identified risk is about to occur
- (b) A warning sign that an unknown risk is about to occur
- (c) An unknown risk has occurred
- (d) None of the above

[Go to the Answer](#)

**Question: 115**

You are reviewing seller-prepared documents and quality audits are conducted during the seller's execution of the work with an objective to identify performance success and failure. What process is this?

- (a) Conduct Procurement
- (b) Control Procurement
- (c) Close Procurement
- (d) Verify Scope

[Go to the Answer](#)

**Question: 116**

John is a stakeholder of your project and is known for creating problems. During the project execution, you noticed that he started creating problems with your project and you are afraid that if this issue is not solved, it will affect your project. So, to avoid this situation, which of the following should you do?

- (a) Fire him immediately
- (b) Inform management

- (c) Talk to him privately to find the cause
- (d) Humiliate him in front of others

[Go to the Answer](#)

**Question: 117**

Alice is a new team member in your project and she does not have much experience. As the project is big and involves many governmental departments, you ask Alice to pay more attention to some standards and regulations. Which of the following statements is true about the standards and regulations?

- (a) Standards are mandatory, and regulations are optional
- (b) Both are mandatory
- (c) Both are optional
- (d) Standards are guidance, while regulations are mandatory

[Go to the Answer](#)

**Question: 118**

Your project has successfully completed; the deliverable is handed over to the client, and you are in the close phase or project process. Which of the following activities will you not perform in the close phase or project process?

- (a) Update lessons learned
- (b) Release the resources
- (c) Acceptance of deliverables
- (d) All of the above

[Go to the Answer](#)

**Question: 119**

You are sitting in a group discussion with 13 stakeholders and collecting ideas. Now you are in the final stage and are selecting the final idea. As there are many ideas, you decide to vote. After voting you see that a particular idea receives 7 votes, so you go with that option. What kind of decision making is this?

- (a) Unanimity
- (b) Majority
- (c) Plurality
- (d) Dictatorship

[Go to the Answer](#)



**Question: 120**

You have been given a task to estimate a budget for your project. You are using a bottom up cost estimation technique to calculate the cost of each activity. Management told you that the management reserve will be 6% of the cost baseline. Which of the following represents the budgeted cost of the project?

- (a) Cost Baseline + Management Reserve
- (b) Cost Baseline + Contingency Reserve
- (c) Contingency Reserve + Management Reserve
- (d) None of the above

[Go to the Answer](#)

**Question: 121**

Due to an unknown process error, you have been facing problems and the project is being delayed. To solve the problem, you call for a meeting with experts and discuss the issue. After the meeting, you discover the error and start working on resolving the issue. Where will you go to solve the problem?

- (a) Quality control
- (b) Critical path
- (c) Risk identification process
- (d) Manage quality

[Go to the Answer](#)

**Question: 122**

You have a team of 10 members. They started to work together and are learning to trust each other. In which stage are they working?

- (a) Forming
- (b) Storming
- (c) Performing
- (d) Norming

[Go to the Answer](#)

**Question: 123**

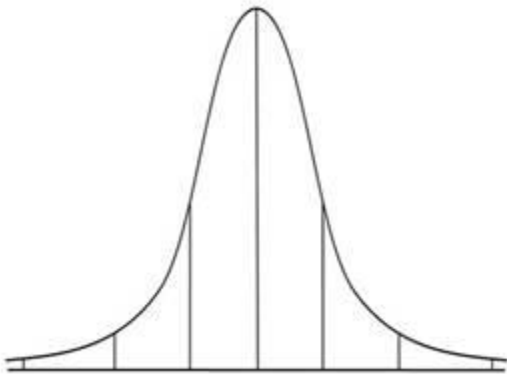
You are having a session with five team members. During the session, you notice that one team member is reading messages, the second team member is talking with another team member, the fourth team member is looking at the slides, and the fifth is making eye contact with you. Which of the following team members is showing sign of active listening?

- (a) First team member
- (b) Third team member
- (c) Fifth team member
- (d) Second team member

[Go to the Answer](#)

**Question: 124**

During the project execution you run a program for some parameters and draw a bell curve as shown in the figure below. After analyzing this figure, you come to the conclusion that:



- (a) The process is too risky
- (b) The process is not too risky
- (c) The data is in sufficient
- (d) The process is under control

[Go to the Answer](#)

**Question: 125**

You are a project manager of a complex project which involves many procurement contracts with subcontractors. During the execution phase, a subcontractor comes to you and says that he has completed his part of the work. You reviewed the facts and provided the subcontractor with a formal written notice that the contract has ended. What process is this?

- (a) Validate scope
- (b) Verify scope
- (c) Close procurements
- (d) Control procurements

[Go to the Answer](#)

**Question: 126**

Due to an error in the process, a defect is occurring in a deliverable. You identified the root cause of the problem and made some changes to the process to stop the defect from occurring. This process is known as:

- (a) Root cause analysis
- (b) Corrective action
- (c) Defect repair
- (d) Preventive action

[Go to the Answer](#)

**Question: 127**

You are working in a large organization and managing a project to construct a road. To help you in your project, your PMO is providing you with their support and require you to comply with them. What kind of PMO is this?

- (a) Supportive
- (b) Controlling
- (c) Directive
- (d) Helping

[Go to the Answer](#)

**Question: 128**

During the planning phase, you have created the WBS for the work that you are about to complete. However, because of a lack of information you are not able to create the WBS for the rest of the work, so you leave it until you get the correct and detailed information. This is an example of:

- (a) Progressive elaboration
- (b) Improper collecting requirement process
- (c) Rolling wave planning
- (d) Improper scope statement

[Go to the Answer](#)

**Question: 129**

During the project execution, a stakeholder comes to you and argues against a particular deliverable. You investigated it and found that this particular deliverable was based on his requirement. To prove this, what document will you show to him?

- (a) Scope statement
- (b) Requirement traceability matrix
- (c) Statement of work
- (d) Scope management plan

[Go to the Answer](#)

**Question: 130**

You calculated the cost of constructing the walls by multiplying the cost per square foot with the total area of the wall. This is an example of which of the following?

- (a) Parametric Estimation
- (b) Bottom Up
- (c) Top Down
- (d) Analogous

[Go to the Answer](#)

**Question: 131**

A team of experts come to your project and ask for approved procedures to verify your team is following these procedures. This is an example of which of the following?

- (a) Quality control
- (b) Manage quality
- (c) Verify scope
- (d) Control scope

[Go to the Answer](#)

**Question: 132**

You are working on a project to build a canal for irrigation purposes. Six months have passed, and now the team is working as a well-organized unit. Team members are interdependent, working smoothly, and working effectively. What team formation stage is this?

- (a) Performing
- (b) Storming
- (c) Norming
- (d) Forming

[Go to the Answer](#)

**Question: 133**

You are in a conference room meeting with bidders and answering their queries. Some bidders brought their laptops and are busy with them, many of them are busy with asking you questions. There is also a cleaner who is vacuuming the floor outside your conference room. Which of the following is an example of noise?

- (a) Questions asked by bidders
- (b) Laptop
- (c) Telephone
- (d) The sound of the vacuum cleaner outside the room

[Go to the Answer](#)

**Question: 134**

You have identified a risk that at a certain point in your project you may need extra quantities of a consumable which you thought of earlier. The chance of this event occurring is 20% and if it occurs it will cost you 150 USD. So, you develop a contingency plan for this risk and assign a risk owner. What kind of risk response strategy is this?

- (a) Transfer
- (b) Avoid
- (c) Mitigation
- (d) Accept

[Go to the Answer](#)

**Question: 135**

Your project is behind schedule and over budget, and the actual cost is on its way to being higher than the target cost. You and the client both are worried about the project's progress and there is a high probability that the point of total assumption will be crossed. Which of the following assumptions is true about the point of total assumption?

- (a) Above PTA, you will bear the cost
- (b) Above PTA, the client will bear the cost
- (c) Above PTA, the cost will be equally shared
- (d) Above PTA, the cost will be shared by a set ratio

[Go to the Answer](#)

**Question: 136**

You are over budget and it is impossible to complete the project with the given budget.

Therefore, you raise the change request which management approves. After the change request is approved, you update the cost baseline and update other project documents. The document used to register any changes which occur during the project execution is known as:

- (a) Risk register
- (b) Issue log
- (c) Change log
- (d) RACI matrix

[Go to the Answer](#)

**Question: 137**

In the create WBS process, you sub-divide project deliverables and project work into smaller and more manageable components. The output of this process is the scope baseline and project document update. Which of the following truly represents the scope baseline?

- (a) Scope statement, scope management plan, schedule baseline
- (b) Scope statement, WBS, WBS dictionary
- (c) WBS, WBS dictionary
- (d) Scope statement, WBS, schedule baseline

[Go to the Answer](#)

**Question: 138**

You have one document which hierarchically categorizes labor, equipment, and materials, etc. This document is known as:

- (a) RBS
- (b) Resource calendar
- (c) RACI matrix
- (d) RAM chart

[Go to the Answer](#)

**Question: 139**

You are in the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline. What process is this?

- (a) Estimate cost
- (b) Determine budget

- (c) Plan cost management
- (d) Control cost

[Go to the Answer](#)

**Question: 140**

You are having many issues on your project and progress is not good. Because of the large number of issues, you decide to solve those issues that have the highest numbers of occurrences and impact on your project. Which tool will you use in this situation?

- (a) Fishbone diagram
- (b) Pareto diagram
- (c) Scatter diagram
- (d) Tornado diagram

[Go to the Answer](#)

**Question: 141**

Julia is a longtime employee of your organization and is given to you for your new project. She was very good in her previous position but you notice that she is not performing well with the assignment you have given her. After further investigation, you learn that she is lacking skills to complete the job assigned to her. What will your next step be?

- (a) Terminate them
- (b) Monitor them
- (c) Develop a training program for them
- (d) Recruit some new member

[Go to the Answer](#)

**Question: 142**

You are working with a big organization which follows a matrix structure. As the organization is big, the communication channels are complex and cross functional. You occasionally communicate with your equivalents in other departments as well. You have several team members working under you who report to you. After getting their response you also report to your boss. What kind of communication is this?

- (a) Horizontal communication
- (b) Vertical communication
- (c) Parallel communication
- (d) Triangular communication

[Go to the Answer](#)

**Question: 143**

If you finish your project early, there is a chance that you may get another project, so you are trying very hard to get your project finished. You use fast tracking, crashing, overtime, etc. Which strategy is this?

- (a) Exploit
- (b) Enhance
- (c) Accept
- (d) Mitigate

[Go to the Answer](#)

**Question: 144**

You have signed a contract with a contractor which states that you will pay for the entire contractor's legitimate costs, plus a fee based on the subjective evaluation of his performance; this will not be subject to an appeal. What kind of contract is this?

- (a) CPIF
- (b) CPFF
- (c) FPIF
- (d) CPAF

[Go to the Answer](#)

**Question: 145**

You are working on a project which is under budget and ahead of schedule. The project is 85% complete, and the client comes and asks you to terminate the project because he fears a possible regulation can impact his project. You review the project parameters and find that you can complete the project before the proposed legislation comes into existence; moreover, you won't need any extra funding. What will your next steps be?

- (a) Tell the client about your findings and ask him to reconsider his decision
- (b) Initiate the close project process
- (c) Immediately release your team members
- (d) Convince your management to discuss the issue with the client

[Go to the Answer](#)

**Question: 146**

A document provides detailed deliverables, activities, and scheduling information about components. Other information includes the code of account identifier, assumptions and



constraints, schedule milestones, resources required, and acceptance criteria. This document can possibly be:

- (a) WBS dictionary
- (b) Scope statement
- (c) WBS
- (d) Statement of work

[Go to the Answer](#)

**Question: 147**

You are in the process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule. Which of the following is not a tool and technique of this process?

- (a) Expert judgment
- (b) Decomposition
- (c) Data analysis
- (d) Meeting

[Go to the Answer](#)

**Question: 148**

Your project has a cost overrun and a new budget has been approved. Which formula will you use to calculate the TCPI?

- (a)  $(BAC - AC) / (BAC - EV)$
- (b)  $(BAC - AC) / (EAC - EV)$
- (c)  $(BAC - EV) / (BAC - AC)$
- (d)  $(BAC - EV) / (EAC - AC)$

[Go to the Answer](#)

**Question: 149**

Cost of quality includes all costs incurred over the lifetime of the product by investing in the prevention of nonconformance to requirements, appraising the product or service for conformance to requirements, and failing to meet requirements. Which is not an example of the cost of non-conformance?

- (a) Rework
- (b) Scrap
- (c) Liabilities
- (d) Destructive testing loss

[Go to the Answer](#)

**Question: 150**

Two team members come to you with a dispute. Since you are very busy, you briefly listen to one member, agree with him, and support his view. What kind of problem-solving technique is this?

- (a) Withdraw
- (b) Compromise
- (c) Force
- (d) Problem Solving

[Go to the Answer](#)

**Question: 151**

You are working on a big project and team members are located in different geographic locations. Your team has encountered some issues while communicating. During phone calls, some voices get lost and members also face difficulties in understanding the problems. So, you decide to find a better communication method to discuss issues. Which of the following is the most effective communication method?

- (a) Intranet site
- (b) Email
- (c) Fax
- (d) Video conferencing

[Go to the Answer](#)

**Question: 152**

Risk tolerance is the degree, amount, or volume of risk that an organization or individual will withstand. It helps the project manager to:

- (a) Rank the risks
- (b) Identify the risks
- (c) Develop the contingency reserve
- (d) Develop the cost baseline

[Go to the Answer](#)

**Question: 153**

The client asks you for some minor changes to the project and you discuss this matter with your team members. One of your team members told you that he thinks that it will

not affect any other project objective. What will you do now?

- (a) Review the request according to integrated change control process
- (b) Since the team member thinks it will not affect any project objective, implement it
- (c) Ignore it
- (d) None of the above

[Go to the Answer](#)

**Question: 154**

You are busy with an important milestone, and after that, you have to deliver a deliverable to the client. Since the client is known for his difficult behavior, management is worried whether the client will accept the deliverable. Therefore, they tell you to check the product acceptance criteria again before calling the client. What document will you look at to get this information?

- (a) WBS
- (b) WBS dictionary
- (c) Project scope statement
- (d) RACI matrix

[Go to the Answer](#)

**Question: 155**

Based on the table shown below identify the Critical Path (*draw the network diagram considering day 1 as the first day of the project. Answers to questions are based on the diagram considering day 1 as the first day of the project*).

Activity Name	Predecessor	Duration
Start	-	-
A	Start	5
B	A	10
C	B	15
D	C	10
E	Start	5
F	B, E	4
G	F	6
H	Start	6
I	E, H	5
J	I	4
Finish	D, G, J	-

- (a) Path HIJ
- (b) Path ABFG
- (c) Path EFG
- (d) Path ABCD

[Go to the Answer](#)

**Question: 156**

What is the duration of path ABFG?

- (a) 30 days
- (b) 25 days
- (c) 17 days
- (d) 35 days

[Go to the Answer](#)

**Question: 157**

What is the Early Start (ES) of activity F?

- (a) 31
- (b) 16
- (c) 15
- (d) 6

[Go to the Answer](#)

**Question: 158**

What is the Late Finish (LF) of activity E?

- (a) 24
- (b) 5
- (c) 29
- (d) 30

[Go to the Answer](#)

**Question: 159**

You are in the process of defining policies, procedures, and guidance to help you manage the project costs. In which process you are working?

- (a) Determine budget
- (b) Develop schedule
- (c) Control costs
- (d) Plan cost management

[Go to the Answer](#)

**Question: 160**

You have joined a company which is producing IC chips for mobile phones. The quality is imperative for the product and so the company is following the Six Sigma methodology for its operations. In this methodology, what percentage of defective product is allowed?

- (a) 0.0030127
- (b) 0.0000034
- (c) 99.99966
- (d) 99.69873

[Go to the Answer](#)

**Question: 161**

Your project is very complex and due to a scope change, you need a few additional experts, which you did not think of earlier. You request that your company provide you with some experts for consultancy work. Although your company has provided you with those experts, they are located in a different geographical location. In this situation, how will you get their input?

- (a) Ask management to bring them to you
- (b) Recruit new members with same skills

- (c) Create a virtual team
- (d) None of the above

[Go to the Answer](#)

**Question: 162**

You call your team member and give some instructions. She receives your message and gives her feedback. What is the role of the team member in this conversion?

- (a) Sender
- (b) Receiver
- (c) Medium
- (d) None of the above

[Go to the Answer](#)

**Question: 163**

Suddenly, during the project execution, a generator breaks down, and you don't have any other generators available. You review your risk management plan to see if you have any responses to this situation. Unfortunately, you do not find anything relating to generator failures. Therefore, you call your friend who is, incidentally, an equipment supplier to provide you with the generator at a reasonable rate. This is an example of:

- (a) Corrective action
- (b) Defect repair
- (c) Workaround
- (d) Manage risk

[Go to the Answer](#)

**Question: 164**

You are working on a project to build a production line to produce round balls. During the inspection, you observe that some of these balls are not round. You analyze the problem and find that it can be prevented by making some changes to the procedures. Therefore, you make changes to the procedure to prevent this problem again. This is an example of:

- (a) Corrective action
- (b) Preventive action
- (c) Correction
- (d) Defect repair

[Go to the Answer](#)

**Question: 165**

The scope baseline provides a detailed description of project deliverables and their components that provide a basis for the measurement of changes from that baseline. In which process is the scope baseline developed?

- (a) Plan scope management
- (b) Create WBS
- (c) Collect requirement
- (d) Define scope

[Go to the Answer](#)

**Question: 166**

During the quality control process, you are reviewing a chart which has many limits such as upper control limit, lower control limit, upper specification limit, and lower specification limit. While observing chart, you notice that a parameter of a specimen is outside of specification limits, so you ask a team member to replace the specimen. How are the upper and lower control limits defined?

- (a) Based on client's input
- (b) Based on 3 Sigma
- (c) Based on 6 Sigma
- (d) None of the above

[Go to the Answer](#)

**Question: 167**

You are developing a quality management plan for your project. During the planning process, one of your team members tells you that, in the past, the organization has completed a similar project. You start to review the old project and find that some of its quality metrics can be used in your project as well. This technique is known as:

- (a) Reviewing organization process assets
- (b) Benchmarking
- (c) Process analysis
- (d) Prototyping

[Go to the Answer](#)

**Question: 168**

According to Maslow's Hierarchy of Needs, once your need on a particular level is filled, you look for the next level requirement. Now your physiological and safety needs

have been met. What will your next requirement be?

- (a) Self-esteem
- (b) Social
- (c) Self-actualization
- (d) None of the above

[Go to the Answer](#)

**Question: 169**

You receive an email in French. Since you're unable to read French, you bring in a translator to translate the message into English. What is the translator doing here?

- (a) Encoding
- (b) Acting as a medium
- (c) Removing noise
- (d) Decoding

[Go to the Answer](#)

**Question: 170**

You are making some changes to the scope and schedule baseline because you have identified a high-impact risk and management does not want to take a risk. What process is this?

- (a) Plan scope management
- (b) Plan risk response
- (c) Develop schedule
- (d) Control scope

[Go to the Answer](#)

**Question: 171**

Because of the huge size of your project, you have divided it into several phases. After completing each phase, you hand it over to the client and then move on to the next phase. Which process ensures that the previous phase has met all of its requirements so you can move on to the next phase?

- (a) Close procurement
- (b) Validate scope
- (c) Control scope
- (d) Control quality



[Go to the Answer](#)

**Question: 172**

You are managing a project with a budget of 500,000 USD, and 250,000 USD has been spent. Upon review, you observe that only 40% of the work has been completed. Your schedule says that you should have completed 50% of the work. What is the schedule performance index (SPI)?

- (a) 1.25
- (b) 0.8
- (c) 1
- (d) 1.5

[Go to the Answer](#)

**Question: 173**

You are managing a project with a budget of 500,000 USD, and 250,000 USD has been spent. Upon review, you observe that only 40% of the work has been completed. Your schedule says that you should have completed 50% of the work. What is estimate at completion (EAC)?

- (a) 625,000 USD
- (b) 500,000 USD
- (c) 400,000 USD
- (d) 375,000 USD

[Go to the Answer](#)

**Question: 174**

You are managing a project with a budget of 500,000 USD, and 250,000 USD has been spent. Upon review, you observe that only 40% of the work has been completed, your schedule says that you should have completed 50% of the work. What will be estimate to complete (ETC)?

- (a) 625,000 USD
- (b) 500,000 USD
- (c) 400,000 USD
- (d) 375,000 USD

[Go to the Answer](#)

**Question: 175**

You and your management are inspecting project deliverables with the client and are

determining if this is as per the stated requirements or not. Which of the following statement is true about the above process?

- (a) You are in the verify scope process.
- (b) You are in the validate scope process.
- (c) You are in the executing process group.
- (d) You are doing the quality control process.

[Go to the Answer](#)

**Question: 176**

According to Herzberg, hygiene factors are not enough to motivate employees. To motivate employees, you need other factors, which are called satisfiers. According to Herzberg, which of the following is a satisfier?

- (a) Salary
- (b) Self-growth
- (c) Working condition
- (d) None of the above

[Go to the Answer](#)

**Question: 177**

An issue has arisen which forces you to schedule a meeting with your stakeholders. A project team member tells you that one of your influential stakeholders may not come to the meeting because of a personal issue. You choose not to take any action because you think that you will manage without the presence of this stakeholder. What kind of risk response strategy are you using here?

- (a) Accept
- (b) Avoid
- (c) Neglect
- (d) Mitigate

[Go to the Answer](#)

**Question: 178**

You have estimated the cost of your project by calculating the cost of each activity, adding them together to get the cost of a work package, and then you adding together the cost of all work packages. What kind of estimate are you using here?

- (a) Top down
- (b) Bottom up

- (c) Parametric
- (d) Ball park estimate

[Go to the Answer](#)

**Question: 179**

You were recently appointed as a project manager in an organization. You are well recognized in the organization because of your connection with management, and team members obey you because of this relationship. What kind of power do you possess here?

- (a) Relational power
- (b) Punishment power
- (c) Expert power
- (c) Reward power

[Go to the Answer](#)

**Question: 180**

You are sitting with your team members and experts in a room and defining the definition of probability of events occurring and the impact. What process is this?

- (a) Identify risks
- (b) Perform qualitative risk analysis
- (c) Plan risk management
- (d) Plan risk responses

[Go to the Answer](#)

**Question: 181**

The cost which changes according to the scope and the scale of the project is known as:

- (a) Wage
- (b) Fixed cost
- (c) Variable cost
- (d) None of the above

[Go to the Answer](#)

**Question: 182**

You are planning to implement a change in your project. There is a 75% chance that it will help your organization to save 100,000 USD. However, there is a 25% chance of losing 50,000 USD. Calculate the expected monetary value (EMV).

- (a) 37,500 USD
- (b) 12,500 USD
- (c) 87,500 USD
- (d) 62,500 USD

[Go to the Answer](#)

**Question: 183**

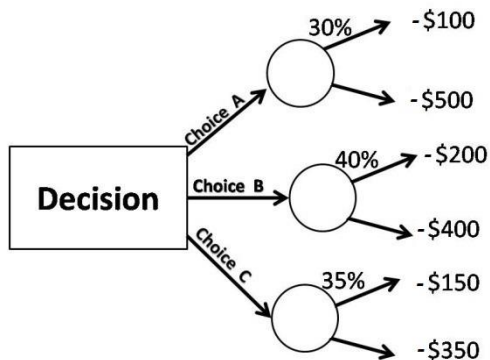
You are comparing the actual vs planned practice to those of comparable organizations to identify best practices and provide a basis for measuring performance. What tool are you using here?

- (a) Continuous improvement
- (b) Statistical sampling
- (c) Process analysis
- (d) Benchmarking

[Go to the Answer](#)

**Question: 184**

Based on the below figure, calculate the Expected Monetary Value (EMV) of Choice A.



- (a) -280 USD
- (b) -380 USD
- (c) -320 USD
- (d) -220 USD

[Go to the Answer](#)

**Question: 185**

Calculate which choice is a better choice.

- (a) Choice A

- (b) Choice B
- (c) Choice C
- (d) None of the above

[Go to the Answer](#)

**Question: 186**

You are reviewing a plan which explains how changes to the product will be initiated, how impacts will be analyzed, and how they will be traced, tracked, and reported, as well as the authorization levels required to approve these changes. What document is this?

- (a) Monitor and control project work
- (b) Requirements management plan
- (c) Control configuration
- (d) Control change management

[Go to the Answer](#)

**Question: 187**

Two team members come to you with a dispute regarding their roles and responsibilities. To resolve the dispute, which document will you refer to?

- (a) Resource histogram
- (b) RAM matrix
- (c) Scatter diagram
- (d) Stakeholder register

[Go to the Answer](#)

**Question: 188**

In a SWOT analysis, when you are able to convert threats into opportunities and weaknesses into strengths, it is known as:

- (a) Conversion strategy
- (b) Reverse strategy
- (c) FMEA analysis
- (d) Benefit realization

[Go to the Answer](#)

**Question: 189**

Your project is running late and you are over budget. You review the situation and find

that it would be difficult for you to complete the project with the given budget. You inform management and they ask you to come up with a new budget. After estimating the new cost, you inform management that you may need 10,000 USD more to complete the project. This is an example of:

- (a) Forecast analysis
- (b) Status report
- (c) Change request
- (d) Progress report

[Go to the Answer](#)

**Question: 190**

Your project is spread over a large geographical area so your team is also spread throughout the globe. During a recent virtual meeting, you noticed that there is a communication gap among some team members. What will you do to improve communication?

- (a) Create a ground rule and stick to it
- (b) Always get consensus on time before scheduling any meeting
- (c) Record sessions and send the recording to all concerned team members
- (d) Bring one team member from each team to a war room

[Go to the Answer](#)

**Question: 191**

You are in the planning phase of a project and you find that, due to a miscommunication, some additional features were added to the product which were not requested by any of your stakeholders. Which of the following could help you avoid such a situation?

- (a) Requirements traceability matrix
- (b) WBS
- (c) RACI chart
- (d) Checklist analysis

[Go to the Answer](#)

**Question: 192**

You have joined an ongoing project which is on schedule, but over budget, and the cost performance index is 0.55. There was something wrong with the project cost estimate. Therefore, you started reviewing the project management plan and found that the previous manager used a very old project's statistical data and applied it to the current

project to come up with the project budget. What will you do to correct the error?

- (a) You will add the contingency reserve
- (b) You will add the management reserve
- (c) You will calculate the fresh budget from a bottom up cost estimation technique
- (d) You will correct the old data and apply it again to get the right figure

[Go to the Answer](#)

**Question: 193**

Which of the following theories is based on trust and emphasizes involving workers with the management?

- (a) Expectancy theory
- (b) Theory X & Y
- (c) Theory Z of Ouchi
- (d) Herzberg motivation theory

[Go to the Answer](#)

**Question: 194**

During the risk identification process, your team identifies an event for which you are not able to find the probability and its impact. This event is known as:

- (a) Uncertainty
- (b) A risk
- (c) A negative risk
- (d) An unknown risk

[Go to the Answer](#)

**Question: 195**

You have joined an ongoing project. This project is in trouble, so you identify the issues which have the highest effect on the project, and now you are analyzing the reason for these issues. Which tool are you using now?

- (a) Fishbone diagram
- (b) Pareto diagram
- (c) Scatter diagram
- (d) Tornado diagram

[Go to the Answer](#)

**Question: 196**

You are in a process whose objective is outlining and guiding team selection and responsibility assignment to obtain a successful team. Which of the following is an output of this process?

- (a) Virtual team
- (b) Human resource management plan
- (c) Project staff assignments
- (d) Change request

[Go to the Answer](#)

**Question: 197**

You arrive at a site to inspect a deliverable. Suddenly a team member comes to you and he is sweating and exhausted. He shouts at you and tells you that some equipment has failed and it urgently needs to be replaced, otherwise other activities may be impacted severely. Which of the following describes the pitch and tone of the voice?

- (a) Formal verbal
- (b) Para-lingual
- (c) Informal verbal
- (d) Formal communication

[Go to the Answer](#)

**Question: 198**

You are in a process which helps you evaluate the effectiveness of the risk process throughout the project. Which of the following documents will not be updated here?

- (a) Assumption log
- (b) Issue log
- (c) Risk report
- (d) Change log

[Go to the Answer](#)

**Question: 199**

During the status review with your stakeholders, one of the stakeholders told you that they were not asked for their opinion, and now they need a change in the product characteristics. This change may lead to a change in your cost and schedule baseline. Which of the following processes could have helped you prevent this issue?

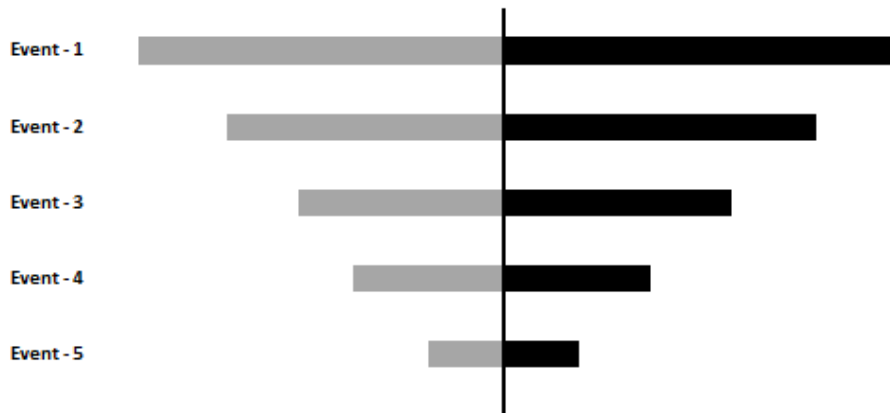
- (a) Collect requirements



- (b) Control scope
- (c) Identify risks
- (d) Scope creep

[Go to the Answer](#)

**Question: 200**



Based on the above Tornado Diagram, you can tell management that:

- (a) The project is at high risk
- (b) Event 4 is least important event
- (c) Event 2 has more influence on the project than event 3
- (d) Event 1 is a very low risk event

[Go to the Answer](#)

## **Practice Questions: Set-II**

### **Question: 201**

Due to the lack of available expertise in your area, you have hired many team members from diverse geographical areas and cultures. Therefore, they are having problems with technical terms used by other team members. Sometimes they agree on the definition of a term and other times they do not. What will you do to solve the issue?

- (a) You ask them to sit and agree on the definition of each term.
- (b) You will define the definition of each term and ask them to follow it.
- (c) Since this is a forming stage, such disputes occur. Things will settle down when the team moves on to next stage, so you will not take any action.
- (d) You ask them to refer to any standard such as the PMBOK Guide.

[Go to the Answer](#)

### **Question: 202**

The create WBS process is where you create the work breakdown structure. The WBS helps you immensely in developing the schedule and other project management activities. Which of the following is the highest element in the hierarchical breakdown of the work breakdown structure?

- (a) Control account
- (b) Project work
- (c) Deliverable
- (d) Milestone

[Go to the Answer](#)

### **Question: 203**

If you want to complete your project on schedule and with minimal obstruction, you must pay close attention to the critical path. The duration of the critical path is the shortest duration in which you can complete the project. Which of the following statements is not true about the critical path?

- (a) The critical path is the longest path in the network diagram
- (b) In critical path, the float is zero
- (c) Buffers are used to manage activities
- (d) Here it is assumed that resources are available whenever they are needed

[Go to the Answer](#)

**Question: 204**

You have been assigned as project manager for a project. You are in the planning phase when management asks you to provide them with all activities showing logical relationships. You draw the network diagram and use dummy activities to make logical relationships more clear. Which of the following network diagramming techniques are you using here?

- (a) PERT
- (b) CCM
- (c) PDM
- (d) ADM

[Go to the Answer](#)

**Question: 205**

You are reviewing the lessons learned from previous projects and you notice a process error that might cause a defect in the project deliverable. You review your project's process and make sure that this error does not occur with your project deliverable. This is an example of:

- (a) Defect repair
- (b) Corrective action
- (c) Preventive action
- (d) None of the above

[Go to the Answer](#)

**Question: 206**

During the project execution, due to excessive hot weather some of your equipment has started showing signs of malfunctioning. This problem was brought to you by a team member so you decided to deal with it. Which of the following is not a methodological step to solve the problem?

- (a) Identify the problem
- (b) Define the problem
- (c) Plan the solution
- (d) Check the solution

[Go to the Answer](#)

**Question: 207**

You are managing a large project with many contractors working on it. A stakeholder comes to you and informs you that he never received the status report from one of your

contractors. What will your next step be?

- (a) Stop the payment and ask for clarification
- (b) Call the contractor
- (c) Review the communications management plan
- (d) Inform management

[Go to the Answer](#)

**Question: 208**

You are in the identifying risks process. You are meeting with your team members and stated that the project may be delayed because of the late delivery of certain consumables for your project. Now you ask the team members to find ways in which this problem can occur. What technique are you using here?

- (a) Assumption and constraint analysis
- (b) Brainstorming
- (c) Sensitivity analysis
- (d) Root cause analysis

[Go to the Answer](#)

**Question: 209**

You have floated a tender for your project, and to clarify some issues raised by bidders you are conducting a bidder conference. What will not be done in a bidder conference?

- (a) Award the contract
- (b) Clarify the doubt
- (c) Explain the bid terms and conditions
- (d) None of the above

[Go to the Answer](#)

**Question: 210**

You are gathering all the information about the stakeholders and discussing with your team members what changes they can make to the project objective. Which technique are you using here?

- (a) Information gathering technique
- (b) Stakeholders analysis
- (c) Stakeholders management strategy
- (d) Brainstorming

[Go to the Answer](#)

**Question: 211**

Which chapter of the PMI Code of Ethics says that “We negotiate in good faith”?

- (a) Responsibility
- (b) Fairness
- (c) Respect
- (d) Honesty

[Go to the Answer](#)

**Question: 212**

While reviewing the project parameters a team member tells you that due to an incorrect activity duration estimate, the current schedule is no longer valid and you must update the schedule baseline. You listen to him and analyze the issue. You agree with him and ask him to start the process for a change request. Which of the following statements is true about change management?

- (a) The project manager is authorized to approve the change request
- (b) You will not raise the change request if it requires a slight modification in the schedule baseline
- (c) Product characteristic changes will be managed through change management
- (d) Usually, a change control board is responsible for approving or rejecting the change request

[Go to the Answer](#)

**Question: 213**

You are in the process of dividing work into smaller components so you can get a structured vision of what has to be delivered. What process is this?

- (a) Create WBS
- (b) Create RBS
- (c) Rolling wave planning
- (d) Progressive elaboration

[Go to the Answer](#)

**Question: 214**

In your project, you have two activities, D and E. These two activities have a common successor, Activity F. Activity D will be completed on the 10th and activity E will be completed on the 15th. Therefore, Activity D can be delayed by 5 days without affecting

the early start of Activity F. This delay is known as:

- (a) Total float
- (b) Free float
- (c) Project buffers
- (d) Feeding buffer

[Go to the Answer](#)

**Question: 215**

You are estimating the cost for your project by using historical data and applying it to your project, such as the cost of painting per square foot. Which technique are you using here?

- (a) Bottom up
- (b) Top down
- (c) Analogous
- (d) Parametric

[Go to the Answer](#)

**Question: 216**

You have set the control limits for your control chart as 5-30, and the mean is at 16. While reviewing the chart, you see that some consecutive points are: 6, 8, 5, 11, 14, 12, 13, 9. What does this mean?

- (a) All data are within the limits, so no action will be taken
- (b) You will readjust the mean
- (c) You will readjust the control limit to 6-30
- (d) Find the cause for this reading

[Go to the Answer](#)

**Question: 217**

You are planning resources for your project and the team charter has been established. This charter provides a clear guideline of the acceptable behavior of team members. Which of the following is not included?

- (a) Communication guidelines
- (b) Decision making criteria
- (c) Conflict resolution process
- (d) Motivational processes

[Go to the Answer](#)

**Question: 218**

You realize that you have made an error in your monthly status meeting. Therefore, you send stakeholders the correct report by email. What kind of communication method are you using here?

- (a) Push
- (b) Pull
- (c) Interactive
- (d) None of the above

[Go to the Answer](#)

**Question: 219**

You are working in a big organization. Due to a change in market conditions your organization needs to raise a small project to accommodate the current change in the organization's processes. The initiating phase is complete and now you are in the planning phase and developing the project plan. Which of the following project management processes can be omitted for this project?

- (a) Perform qualitative risk analysis
- (b) Manage quality
- (c) Perform quantitative risk analysis
- (d) Create WBS

[Go to the Answer](#)

**Question: 220**

You are constructing a big mall for a client. During the execution phase, the client requests additional work and you agree. The scope of work is clear but you are lacking expertise and time, so you decide to procure this part of the work. What kind of contract will you select considering you can review invoices submitted by a contractor?

- (a) Firm fixed price
- (b) Cost plus fixed fee
- (c) Fixed price incentive fee
- (d) Time & material

[Go to the Answer](#)

**Question: 221**

A stakeholder register contains all the information about the stakeholders. Which of the

following is not included in the stakeholder register?

- (a) List of stakeholders
- (b) Stakeholders' classification
- (c) Responsibility of assignments
- (d) None of the above

[Go to the Answer](#)

**Question: 222**

Which chapter of the PMI Code of Ethics talks about disclosing a conflict of interest?

- (a) Fairness
- (b) Respect
- (c) Honesty
- (d) Responsibility

[Go to the Answer](#)

**Question: 223**

Your organization has received two projects. One project is to design a call center for the client, and the other is research work in pollution control. How are you going to manage these two projects?

- (a) Under project management
- (b) Under portfolio management
- (c) Under program management
- (d) None of the above

[Go to the Answer](#)

**Question: 224**

You have a large, multi-year project. Because of the large scope and duration, you decide that you will plan near term work in detail, and for the rest, you will make a high-level plan. Once you move ahead you will plan, in detail, for that work. This is an example of:

- (a) Rolling wave planning
- (b) Ball park planning
- (c) Near wave planning
- (d) Just in Time

[Go to the Answer](#)



**Question: 225**

Your project is delayed and you have another project to start as soon as possible. You are also having a problem with resource allocating, so you started reviewing activities to find which activities can be started late and which cannot. On a network diagram, what kind of activities can have the maximum flexibility without causing more delay?

- (a) Activities on critical path
- (b) Activities with total float
- (c) Activities with free float
- (d) Hammock activities

[Go to the Answer](#)

**Question: 226**

The authorized time phased budget which you use to monitor and control the cost of the project is known as:

- (a) Funding limit reconciliation
- (b) EAC
- (c) Cost baseline
- (d) Schedule baseline

[Go to the Answer](#)

**Question: 227**

You join an organization where you notice that a lot of inventory is lying idle and wasted, because as some inventory is underutilized or it is expired. Therefore, you suggest that your management follow a methodology which focuses on keeping less inventory and the reduction in wastage to improve production and performance. What methodology is this?

- (a) Lean management
- (b) KAIZEN
- (c) KANBAN
- (d) JIT

[Go to the Answer](#)

**Question: 228**

Michael and John are having some conflicts and they come to you. Since you are too busy and the problem is complex, you go with the midway of both parties and partially satisfy both of them. What conflict resolution technique are you using here?

- (a) Accommodate

- (b) Withdraw
- (c) Collaborate
- (d) Compromise

[Go to the Answer](#)

**Question: 229**

Interpersonal skills are important for a project manager as they help him or her to manage stakeholders properly. Which of the following is not an interpersonal skill?

- (a) Communication style assessment
- (b) Political awareness
- (c) Work environment
- (d) Cultural awareness

[Go to the Answer](#)

**Question: 230**

You are developing the project management plan. Management asks you to provide them with information on the chances of completing the project under different circumstances. The project is important and so management does not want to delay the schedule. You compile the data and use a tool and tell management that there is a 90% chance you can complete the project within the schedule, however, if you are given three weeks of extra time, the chance of completing project rises to 98%. Which of the following statements is true about the tool you have used to come up with this information?

- (a) It is a perform qualitative risk analysis process technique
- (b) It is a perform quantitative risk analysis process technique
- (c) It is a control quality process technique
- (d) It is a technique of the determine budget process

[Go to the Answer](#)

**Question: 231**

Your company is managing a large project and they are finding it difficult and risky to do on their own, so they want to outsource some tasks to a third party. What kind of contract will have a minimal risk for your company?

- (a) Firm fixed price
- (b) Time and material
- (c) Cost plus incentive fee
- (d) Cost plus fixed fee

[Go to the Answer](#)

**Question: 232**

Mike is an important stakeholder in your project. You have worked with him in a previous project and know that he frequently changes his requirements and creates trouble if those requirements are not met. How will you manage him?

- (a) Ignore him
- (b) Involve him from the very beginning of the project
- (c) Ask him to mend his ways
- (d) Inform management about it

[Go to the Answer](#)

**Question: 233**

You are a part of a tendering committee and are going to review the tenders from a few contractors. While reviewing the tenders, you noticed that one contractor is your wife's distant cousin. What will your next step be?

- (a) Do nothing
- (b) Give inside information to him
- (c) Ask your relative to withdraw the tender
- (d) Disclose it to the tender committee

[Go to the Answer](#)

**Question: 234**

You open a new hotel in Malaysia. You are new to this area and do not have experience in catering services. You are discussing whether you should provide your own catering service for your customers or to outsource it from another caterer who is experienced. They are guaranteeing their service and ready to accept a fine if they fail to serve your customers in a timely manner. Since their offer is lucrative, you decline starting your own catering service for customers and accept their offer. What kind of risk response strategy is this?

- (a) Accept
- (b) Avoid
- (c) Transfer
- (d) Exploit

[Go to the Answer](#)

**Question: 235**

You are collecting requirements for your project. For a few requirements you are having difficulty reaching a consensus, so you decide to vote and select the choice which has the largest number of votes. What voting technique is this?

- (a) Minority
- (b) Unanimity
- (c) Majority
- (d) Plurality

[Go to the Answer](#)

**Question: 236**

In which network diagrammatic technique do you assume that the resources will always be available whenever they are needed?

- (a) CPM
- (b) PERT
- (c) CCM
- (d) All of the above

[Go to the Answer](#)

**Question: 237**

Which of the following gives you the cost estimate of your project if you continue to perform with the same cost performance?

- (a) ETC
- (b) VAC
- (c) EAC
- (d) BAC

[Go to the Answer](#)

**Question: 238**

You are asked to produce a 10-meter long tube, and you are producing tubes within the range of 12.1 m, 11.98 m, 12.12 m, 12.08, etc. This means that:

- (a) Your process is accurate
- (b) Your process is precise
- (c) Your product is high grade
- (d) Your product is of high quality

[Go to the Answer](#)

**Question: 239**

Two very important stakeholders are having a conflict which may affect your project. They come to you but you are very busy. In this case what kind of conflict resolution technique should you select?

- (a) Problem solve
- (b) Force
- (c) Avoid
- (d) Smooth

[Go to the Answer](#)

**Question: 240**

You call your team member on his cell phone and ask for the current status of the project. What kind of communication is this?

- (a) Formal verbal
- (b) Informal verbal
- (c) Para-lingual
- (d) None of the above

[Go to the Answer](#)

**Question: 241**

During the execution phase, some equipment fails; the risk owner implements the contingency plan and brings in new equipment immediately from an identified supplier. This is an example of:

- (a) Unknown risk
- (b) Known risk
- (c) Secondary risk
- (d) Residual risk

[Go to the Answer](#)

**Question: 242**

You have made John responsible for painting a certain portion of the building you are constructing. John completes the painting and submits his bills to you. You review his invoices, pay him and close the contract. What process is this?

- (a) Close project

- (b) Conduct procurement
- (c) Close procurement
- (d) Control procurement

[Go to the Answer](#)

**Question: 243**

You have been given a project to clean an area where hundreds of families are living and to develop residential flats for them. Since there so many stakeholders involved, how will you manage them?

- (a) Ignore low-power stakeholders
- (b) Pick the dominating stakeholders
- (c) Find a way to manage them all
- (d) Manage only high power and high-interest group stakeholders

[Go to the Answer](#)

**Question: 244**

During the cost review, you noticed that, due to a mistake, you over calculated the cost of a work package that led to an increase in the cost of the project. No one noticed it and the budget is already approved. What will your next step be?

- (a) You will keep quiet
- (b) You will inform your management and make sure the client doesn't know about it
- (c) Discuss the issue with team members
- (d) You will accept your error and take corrective action

[Go to the Answer](#)

**Question: 245**

You have been hired as a consultant for a project that is in trouble. You meet the project manager and ask several questions regarding the project budget, the project end date, etc. The project manager was not able to answer some of these questions properly, so you decided to verify them yourself. What document will you refer to in order to verify such facts?

- (a) Project management plan
- (b) Cost and schedule baselines
- (c) Project charter
- (d) Performance report

[Go to the Answer](#)

**Question: 246**

Your client comes to you during the project execution. He tells you about a minor requirement that he forgot during the collect requirement process. He assures you that there will be no effect on the cost if you implement his request. What will your next step be?

- (a) You will accept his request
- (b) You will deny his request
- (c) Review the change request
- (d) Try to influence the client

[Go to the Answer](#)

**Question: 247**

For your project, you have broken down the work package into activities and just now completed the network diagram. Which process is this?

- (a) Develop schedule
- (b) Sequence activities
- (c) Define schedule
- (d) Create WBS

[Go to the Answer](#)

**Question: 248**

Your project is ahead of schedule but over budget. Therefore, you ask your team member to collect data and compare it with the cost baseline. Which of the following is not included in the cost baseline?

- (a) Contingency reserve
- (b) Activity cost estimation
- (c) Management reserve
- (d) Activity contingency reserve

[Go to the Answer](#)

**Question: 249**

Your company is having problems delivering the finished product from the factory to the warehouses, which are located in different geographical areas. To smooth out the process, you have identified all critical stages for this procedure. What will be your next step?

- (a) You will use a Tornado diagram
- (b) You will use an Ishikawa diagram
- (c) You will use a Scatter diagram
- (d) You will use a Pareto analysis

[Go to the Answer](#)

**Question: 250**

In which of the following is the process where you define the objectives so that management and employees understand it and understand how to work together to achieve these objectives?

- (a) JIT
- (b) KAIZEN
- (c) TQM
- (d) Management by objective

[Go to the Answer](#)

**Question: 251**

The communication model helps you communicate information to stakeholders smoothly. Which of the following is not a basic step in the communication model?

- (a) Encode
- (b) Transmit message
- (c) Remove noise
- (d) Decode message

[Go to the Answer](#)

**Question: 252**

Which of the following helps the project team to look at many sources from which project risks may arise in a risk identification exercise?

- (a) Work Breakdown Structure
- (b) Risk Breakdown Structure
- (c) Risk register
- (d) Issue log

[Go to the Answer](#)

**Question: 253**

You have signed a contract to have a customer care support system built for your



company. In this contract, you have mentioned that you will pay all costs incurred plus a monetary benefit if you are happy with the work and the contractor fulfills some conditions set in the contract. What type of contract is this?

- (a) Cost plus incentive fee
- (b) Cost plus award fee
- (c) Time & material
- (d) Fixed price incentive fee

[Go to the Answer](#)

**Question: 254**

You have been assigned as project manager for a large project. This project has a very large numbers of stakeholders and you have to identify and analyze each of them. What is the best time to identify the project stakeholders?

- (a) Before developing the project management plan
- (b) After developing the project management plan
- (c) Before starting the executing phase
- (d) Before the collect requirement process

[Go to the Answer](#)

**Question: 255**

You have been transferred to a country where it is a local custom to give a gift to guests when meeting for the first time. Therefore, during your first meeting they have offered you a gift. What will you do now?

- (a) You will not accept the gift at any cost
- (b) You will accept the gift and inform your management
- (c) You will accept and keep the gift
- (d) You will accept the gift and politely return it later, citing ethical social responsibility

[Go to the Answer](#)

**Question: 256**

You are managing a multi-year, multi-billion dollar, highly complex project. The project is very critical for your organization. Therefore, you need better control and management. How will you achieve these objectives?

- (a) Divide the project into milestones
- (b) Divide the project into phases

- (c) Divide the project into subprojects
- (d) Subcontract parts of the project

[Go to the Answer](#)

**Question: 257**

The work breakdown structure provides you with a structured vision of what has to be delivered, and the WBS dictionary provides you with detailed deliverables, activities, and scheduling information about each component in the WBS. Which of the following information cannot be found in the WBS dictionary?

- (a) Work description
- (b) List of assumptions
- (c) Resource requirement
- (d) Critical risks

[Go to the Answer](#)

**Question: 258**

You are sequencing activities to develop the schedule using a precedence diagram method. To do this you need to identify the type of dependency between the activities. Which of the following is not a type of dependency used in a precedence diagram method?

- (a) Mandatory dependency
- (b) Linear dependency
- (c) Internal dependency
- (d) External dependency

[Go to the Answer](#)

**Question: 259**

You are managing a project whose budget is 150,000 USD. To date, you have spent 25% of your budget and have earned 28,000 USD of the project, though according to the schedule you should have earned 42,000 USD. What is the percentage of work completed?

- (a) 25%
- (b) 18.7%
- (c) 28%
- (d) 46.7%

[Go to the Answer](#)

**Question: 260**

During an inspection, you are reviewing a chart and notice that a particular process is outside the below specification limit. You instruct your team member to take corrective action. What chart have you reviewed here?

- (a) Cause and effect diagram
- (b) Scatter diagram
- (c) Run chart
- (d) Control chart

[Go to the Answer](#)

**Question: 261**

You have been given a project to develop some gaming software for the client. You have developed many similar games in the past and possess the knowledge and skills that are needed to build the game. You have recruited your team and many of them are new, however all of them respect you a lot. What kind of power are you showing here?

- (a) Coercive power
- (b) Positional power
- (c) Expert power
- (d) Referent power

[Go to the Answer](#)

**Question: 262**

As per the PMBOK Guide, which of the following is not a communication method that you use to share information among project stakeholders?

- (a) Online communication
- (b) Interactive communication
- (c) Push communication
- (d) Pull communication

[Go to the Answer](#)

**Question: 263**

The credibility of your risk management depends on the unbiased probability and impact of identified risks. If these parameters are not correctly assessed, your risk management is not worth following. In which of the following process do you define the definition of probability of risks?

- (a) Plan risk management
- (b) Identify risks
- (c) Plan risk responses
- (d) Perform qualitative risk analysis

[Go to the Answer](#)

**Question: 264**

You are constructing an office building for your client. You decide to outsource painting and electric work from a third party. You create a detailed work description and ask bidders to apply for this part of the project. The document you just prepared is known as:

- (a) Procurement SOW
- (b) RFQ
- (c) RFP
- (d) Requirement document

[Go to the Answer](#)

**Question: 265**

A need arises to extend the office building to accommodate more employees. Your organization has all necessary capabilities to build it on your own. You have been assigned as project manager for this project, and you have immediately started identifying the project stakeholders. Which of the following is least useful in this process?

- (a) Project charter
- (b) Enterprise environmental factor
- (c) Organizational process assets
- (d) Procurement document

[Go to the Answer](#)

**Question: 266**

While browsing the internet you find a website offering real PMP exam questions to students. What will your next step be?

- (a) You will pass this website on to your friends preparing for the PMP exam
- (b) You will ignore it
- (c) You will inform the PMI
- (d) You will report to the police

[Go to the Answer](#)

**Question: 267**

During the risk response process, you find a risk which would be difficult for you to manage. You discuss the issue with management and a decision is taken to transfer the management of this risk to your portfolio manager. What risk response strategy is this?

- (a) Mitigate
- (b) Escalate
- (c) Transfer
- (d) Avoid

[Go to the Answer](#)

**Question: 268**

The project charter is a document which initiates the project, establishes your authority and contains some high-level information. Which of the following information will not be included in the project charter?

- (a) Project purpose
- (b) High-level requirements
- (c) High-level risks
- (d) Name of the competitor

[Go to the Answer](#)

**Question: 269**

Crashing helps you bring the project back on schedule if it is late. Which of the following statements is true about crashing?

- (a) Crashing should be done on the critical path
- (b) Crashing does not increase the cost
- (c) In crashing, you don't start activities in parallel
- (d) All of the above

[Go to the Answer](#)

**Question: 270**

Your project is 10% complete when due to a sudden change in market conditions, management analyzes whether to proceed with the project or not. In one such discussion, a stakeholder says that you have already spent a lot of money so they will have to consider this point as well. However, you tell him that this cost is already incurred and should not affect future decisions. This cost is known as:

- (a) Direct cost
- (b) Sunk cost
- (c) Spent cost
- (d) Indirect cost

[Go to the Answer](#)

**Question: 271**

Your company wants to get ISO 9001 certified. Therefore, they call some experts from a lead consultancy to come and certify the company as ISO 9001. These experts come and review your documents and verify each and every detail. What process is this?

- (a) Manage quality
- (b) Quality control
- (c) Inspection
- (d) None of the above

[Go to the Answer](#)

**Question: 272**

Jijo and Stefan are two employees of your organization. Jijo is working in an office and Stefan is on a site so their working conditions are different. During the project execution, both of them have some kind of conflict and come to you. You listen to them and solve the conflict. Which of the following is most likely to be a reason for a conflict in the working environment?

- (a) Ground rules
- (b) Personal work style
- (c) Salary
- (d) Working conditions

[Go to the Answer](#)

**Question: 273**

You are in the process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance with the communications management plan. What is the output of this process?

- (a) Project management plan update
- (b) Communication management plan
- (c) Change requests
- (d) Work performance information

[Go to the Answer](#)

**Question: 274**

During risk planning, a team member comes to you and informs you about a risk. This risk was not important; therefore, you tell him to just note down the risk and you will manage this risk if it occurs. What risk response strategy you are using here?

- (a) Mitigate
- (b) Accept
- (c) Avoid
- (d) Exploit

[Go to the Answer](#)

**Question: 275**

Your company is a supplier of chemicals used by paint industry, and you see that a big painting manufacturer is requiring a chemical that you can provide them with at a lower cost. You try to get this contract but you are facing difficulties because you are not on their qualified seller list. What is the qualified seller list?

- (a) List of pre-qualified sellers
- (b) List of selected sellers for the contract
- (c) List of sellers not selected for the contract
- (d) None of the above

[Go to the Answer](#)

**Question: 276**

You have been assigned as project manager to conduct a study to find the impact of pollution on the environment. After the project charter is signed, you have completed the identify project stakeholders process and are now about to classify them. Which of the following models of classifying the project stakeholders is not mentioned in the PMBOK Guide 6th Edition?

- (a) Power / Interest grid
- (b) Power / Influence grid
- (c) Impact / Influence grid
- (d) Impact / Power grid

[Go to the Answer](#)

**Question: 277**

Your company has terminated you for acts which you did not perform. After your termination, one of your old company's competitors contacts you and asks for some inside information in return for some financial favors. What will you do now?

- (a) You will pass on the information
- (b) You will not pass on the information
- (c) You will ask for more money
- (d) You will ask for a job instead of money

[Go to the Answer](#)

**Question: 278**

You are working in an organization where you have a full-time role, authority over the budget, and a full-time project team. Which of the following statements is not true about this type of organization?

- (a) Decision making is faster
- (b) Team members are flexible and versatile
- (c) There is a fast learning curve for new members
- (d) Members have a clear career growth path

[Go to the Answer](#)

**Question: 279**

To demonstrate your product, you develop a small functional model of your real product and show to your stakeholders to get their feedback. This model is known as:

- (a) Simulation
- (b) Sampling
- (c) Prototype
- (d) None of the above

[Go to the Answer](#)

**Question: 280**

You have joined an ongoing project which is 25% completed. As the project is big, to understand its activities you started reviewing a network diagram. The network diagram is complex and contains many dummy activities. Which network diagram technique is used to draw this chart?

- (a) PERT
- (b) Pareto diagram



- (c) CPM
- (d) Critical chain

[Go to the Answer](#)

**Question: 281**

The budget of your project is 350,000 USD and you have spent 200,000 USD. However, upon analyzing the project's performance you find that you are over budget and may need 200,000 USD to complete the remaining work. This 200,000 USD is known as:

- (a) BAC
- (b) ETC
- (c) TCPI
- (d) EAC

[Go to the Answer](#)

**Question: 282**

You draw a scatter diagram and all points are scattered and look like that they lie in a circle. What does this mean?

- (a) No correlation
- (b) Circular correlation
- (c) Positive correlation
- (d) Axial correlation

[Go to the Answer](#)

**Question: 283**

Your management is concerned about the performance of their employees. They feel that their employees are not motivated enough to perform better and that they lack enthusiasm. Therefore, they ask you come up with ways to motivate them. Which of the following can be a motivating factor?

- (a) Salary
- (b) Working conditions
- (c) Relation with the boss
- (d) Career growth

[Go to the Answer](#)

**Question: 284**

During the project execution, a very influential stakeholder comes to you and asks for a

change. He tells you that this change will not impact any baseline or project objectives. You agree with him and implement the change. What went wrong here?

- (a) You should have consulted with your team members
- (b) You should have informed the management
- (c) You should have implemented it through the change request
- (d) You did not analyze it properly

[Go to the Answer](#)

**Question: 285**

You identified a risk in your project that is difficult for you to manage, therefore, you give the responsibility to manage this risk to an outside source. What kind of risk response strategy is this?

- (a) Accept
- (b) Avoid
- (c) Transfer
- (d) Exploit

[Go to the Answer](#)

**Question: 286**

You are in the process of developing procurement contracts for your project for which the scope is not very clear. You know that you will be very busy with other activities and will not have the time to monitor contractor work and audit the payment details. In this case, what kind of contract will you select?

- (a) Fixed price
- (b) Cost plus fixed fee
- (c) Fixed price incentive fee
- (d) Time and material

[Go to the Answer](#)

**Question: 287**

Identify stakeholders is a process where you identify stakeholders for your project. Which of the following statements is not true regarding this process?

- (a) This process happens throughout the project
- (b) This process happens in the planning phase
- (c) This process happens in the executing phase
- (d) This process is started only when the project charter is signed

[Go to the Answer](#)

**Question: 288**

You are working in a country where people are used to giving bribes to get work done faster. You also need some work done quickly so one of your team members told you to give a bribe to the official responsible for this job. What will you do now?

- (a) You will not give the bribe
- (b) You will give the bribe
- (c) You will negotiate a lower deal
- (d) You will discuss it with your superior

[Go to the Answer](#)

**Question: 289**

The client has given you a project to install a new kind of elevator, so you start designing it from scratch. The planning phase is completed and you are now about to install the elevator. Suddenly a team member comes to you and asks for a change in the quality management plan as he has identified a flaw in the process. In which process can you perform the integrated change control?

- (a) During the monitoring & controlling phase
- (b) During the execution phase
- (c) Throughout the project
- (d) During the executing, and monitoring & controlling phase

[Go to the Answer](#)

**Question: 290**

Which of the following statements is not correct regarding the best practice to be used for lessons learned?

- (a) You will note all lessons learned
- (b) You will note down only the important lessons learned, otherwise the lessons learned process will be messy
- (c) All incidents should be noted immediately
- (d) You will involve all of your project stakeholders to collect the lessons learned

[Go to the Answer](#)

**Question: 291**

Activity A has ES-5, EF-10 and Activity B has ES-7, and the duration is 4 days. What

kind of relationship exists between these two activities?

- (a) Finish to Start
- (b) Finish to Finish
- (c) Start to Finish
- (d) Start to Start

[Go to the Answer](#)

**Question: 292**

Your project is 90% completed, the cost performance index is 1.2 and the schedule performance index is 0.8. Management is concerned about the delay and asks you to utilize schedule compression so the project can be completed on time. Which of the following statements is true about the schedule performance index?

- (a) SPI will be 1 when the project completes
- (b) SPI will be less than 1 when the project completes
- (c) SPI will be greater than 1 when the project completes
- (d) None of the above

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**Question: 293**

During the review of a control chart, you observe that the limit for one deliverable is below the lower control limit but above the specification limit. What will your next step be?

- (a) As it is within the specification limits, no action will be taken
- (b) You will take corrective action
- (c) You will replace the product
- (d) You will adjust the control limits

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**Question: 294**

During the project execution, a stakeholder comes to you and tells you that she suspects that some team members are not doing their tasks and are busy with other activities. You discuss her concerns with her and show her a document. After seeing it, she agrees with that the team members are doing the right job. What document was this?

- (a) RACI chart
- (b) GANTT chart

- (c) Organizational chart
- (d) WBS

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**Question: 295**

During your project execution, some spare parts did not arrive and you need them urgently. This risk was not previously identified. What will your next step be?

- (a) Implement the mitigation plan
- (b) Implement the fallback plan
- (c) Create a workaround
- (d) Inform the management

[Go to the Answer](#)

**Question: 296**

You are discussing strategies to be used to manage and engage stakeholders in your project. Which process are you in?

- (a) Plan stakeholder engagement
- (b) Develop stakeholder management strategy
- (c) Manage stakeholders engagement
- (d) Plan communication management

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**Question: 297**

Interpersonal skills are also known as soft skills, which are behavioral competencies that help you develop your project management team. Which of the following is not an interpersonal skill which is required to manage the project team?

- (a) Leadership
- (b) Rewards
- (c) Influencing
- (d) Decision making

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**Question: 298**

Validate scope is the process which helps increase the chances that the client will accept the deliverable. Here, the client reviews the verified deliverable from the control quality process. Which of the following statements is true about validate scope process?

- (a) You complete this process with the client
- (b) You and your team members complete the process
- (c) It is performed by QA / QC personal
- (d) None of the above

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**Question: 299**

You are in the process of estimating the number of working days needed to complete activities. There are many techniques available to do this. Which of the following is not a technique that you will use for this purpose?

- (a) Analogous
- (b) Parametric
- (c) Three point
- (d) Monte Carlo

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**Question: 300**

You have been supplying engines to an auto-production company. During inspection at the client's facility, a few of your engines failed testing. Therefore, they send you those engines for replacement. What kind of cost of quality is this?

- (a) Internal
- (b) External
- (c) Variable
- (d) Damaged

[Go to the Answer](#)

**Question: 301**

You are using an analytic tool to find the strengths and weaknesses of alternatives to determine the best option in terms of benefits provided. What tool is this?

- (a) SWOT analysis
- (b) Prototype
- (c) Benchmarking
- (d) Cost benefit analysis

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**Question: 302**

Some of your team members do not come to meetings on time. A few other members keep themselves busy with other activities during meetings, and their behavior is not proper. Therefore, to improve the environment what step will you take?

- (a) Co-locate team members
- (b) Bring them into the war room
- (c) Warn them, and if they don't listen, punish them
- (d) Implement ground rules

[Go to the Answer](#)

**Question: 303**

An identified risk occurred during the execution phase and the risk owner implemented the risk response plan. The impact of the risk was higher than the planned impact and the risk response plan was not effective. So, you ask the risk owner to implement the fallback plan to contain the situation. To implement the fallback plan, which reserve is most likely to be utilized?

- (a) Contingency reserve
- (b) Management reserve
- (c) Cost reserve
- (d) None of the above

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**Question: 304**

You need to hire several subject matter experts for your project. Time is limited and the scope of work is also not very clear. In this situation what kind of procurement contract will you utilize to hire experts?

- (a) Cost plus fixed fee
- (b) Firm fixed price
- (c) Fixed price economic price adjustment
- (d) Time and material

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**Question: 305**

Your project is 60% complete and while reviewing the lessons learned document you notice that it has missed a few lessons you have learned recently. You call all your team members and tell them to update the lessons learned as they happen. On any project, who is responsible for updating the lessons learned?

- (a) Project manager
- (b) Project management team
- (c) Quality control personnel
- (d) Quality assurance personnel

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**Question: 306**

Management wants to track the project cost and you want to provide them with this information with the use of a chart. Which of the following charts can be used for this purpose?

- (a) Resource calendar
- (b) Hierarchical structure
- (c) Cost chart
- (d) Resource breakdown structure

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**Question: 307**

You are in the process of subdividing project deliverables and project work into smaller, more manageable parts so the project management team can get a structured vision of what has to be delivered. Which of the following is an output of this process?

- (a) Scope baseline
- (b) RBS
- (c) Network diagram
- (d) OBS

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**Question: 308**

An activity can be completed in 5 days if the conditions are favorable; however, if the conditions are unfavorable, it will take 10 days to complete. The most likely time for this activity to be completed is 6 days. Determine the PERT estimate for this activity.

- (a) 6.5
- (b) 7
- (c) 5
- (d) 3.5



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**Question: 309**

What is the standard deviation for the above activity?

- (a) 0.833
- (b) 2
- (c) 1/3
- (d) 0.5

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**Question: 310**

You are reviewing a chart which looks like an S-Curve during the execution phase of your project. What kind of chart is this?

- (a) Cause and effect diagram
- (b) Pareto diagram
- (c) Cost baseline
- (d) Sensitivity diagram

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**Question: 311**

A team member tells you that if he adds a few extra lines of code to the program, it will add some more functionality to the program and the client will appreciate the product. You ask him to refrain from doing so. What the team member was going to do is known as:

- (a) Gold plating
- (b) Fast tracking
- (c) Scope creep
- (d) Crashing

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**Question: 312**

You are going to launch a new product in the market and to attract customers you sign an advertisement contract with a famous Hollywood actor. What kind of power are you using here to market your product?

- (a) Formal power
- (b) Referent power

- (c) Expert power
- (d) Influential power

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**Question: 313**

The probability and impact matrix helps you rank risks so you can develop your risk management plan accordingly. Which statement is true about the probability and impact matrix?

- (a) It includes high-grade risks with its impact
- (b) It includes low-grade risks with its impact
- (c) Here the definition of probability and impact is decided
- (d) A grid showing probability and impact of the risk

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**Question: 314**

You have signed a multi-year contract with a customer to complete a project for a fixed price. Since the duration of the contract is long, you have added a provision to adjust the price of the contract according to the market inflation. What kind of contract is this?

- (a) FPIF
- (b) FP-EPA
- (c) Time and material
- (d) CPIF

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**Question: 315**

Your organization has an opportunity to select one project from many available projects. Therefore, they ask you to select a project based on the constrained optimization selection method. Which of the following techniques will you use to select the project?

- (a) NPV
- (b) IRR
- (c) Linear programming
- (d) Payback period

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**Question: 316**

Enterprise environmental factors are conditions under which you must work and you

cannot control them. Which of the following is not an enterprise environmental factor?

- (a) Organization culture
- (b) Market condition
- (c) Corporate knowledge base
- (d) Project management information system

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**Question: 317**

Your organization gets a new project and wants you to assign the project manager for this project. As management is busy with other activities, they ask you to develop the project charter so the project can get started. To develop the project charter, which of the following is not needed?

- (a) Strategic plan
- (b) Business case
- (c) Agreements
- (d) Project plan

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**Question: 318**

The client has given you a project to construct a cold storage plant. Everything was going as planned, however, due to some unforeseen incidents, your project is delayed. The client is in a hurry and has threatened you with a large penalty if you are not able to complete the project on time. So, you started working hard to complete the project and avoid the fine. You are working overtime, bringing in more resources from other projects, and renting extra equipment; finally, you complete the project on time. This is an example of:

- (a) Critical chain
- (b) Fast tracking
- (c) Crashing
- (d) Resource leveling

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**Question: 319**

Due to an improper cost management plan, you are over budget and a new estimate is required to complete the project. Management asks you what the new estimate for the project will be. Which of the following formulas is not used to find this new estimate?

- (a)  $BAC / CPI$
- (b)  $AC + (BAC - PV)$
- (c)  $AC + (BAC - EV)$
- (d)  $AC + (BAC - EV) / (CPI * SPI)$

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**Question: 320**

Management wants to get your organization accredited by ISO for its quality management system. Therefore, they call some external auditors to come and review your processes for ISO QMS compliance. Which ISO standard is used for a quality management system?

- (a) ISO 9001
- (b) ISO 9000
- (c) ISO 31000
- (d) ISO 1800

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**Question: 321**

You are working in a large organization and directly reporting to the project manager. Whenever you give any report to the project manager, he asks for supporting evidence and documents. He also routinely watches all his team members' minute activities. What kind of boss is he?

- (a) Theory Y
- (b) Theory X
- (c) Theory Z
- (d) Hygiene theory

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**Question: 322**

You are behind schedule and the client has threatened you with a penalty if you fail to complete the project on time. Therefore, you fast-track many activities to finish the project earlier. Unfortunately, an important team member has become ill and left the job. You did not plan for this incident; however, you manage to get a replacement from a manpower supply company and the risk is mitigated, although you have to pay him more salary. From where will you deduct this extra amount?

- (a) Contingency reserve
- (b) Project cost

- (c) Management reserve
- (d) Project budget

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**Question: 323**

The project statement of work is a narrative description of products, services, or results to be delivered by a project. The procurement statement of work includes:

- (a) Project scope statement
- (b) WBS dictionary
- (c) WBS
- (d) None of the above

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**Question: 324**

Your project is 70% complete and within the next two months it will be 100% complete and the deliverable will be handed over to the client. Afterward, you will be assigned to a new project. You have your staff but they are worried about their jobs. What type of organizational structure is this?

- (a) Projectized organization
- (b) Matrix organization
- (c) Balanced matrix organization
- (d) Weak matrix organization

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**Question: 325**

You have joined a new organization and are assigned a project. This is a new type of project but the organization has completed many similar projects in the past. You decide to review the lessons learned from past projects. You go to the archives and ask for the lessons learned from past projects. Lessons learned is a part of which of the following?

- (a) Organizational process assets
- (b) Enterprise environment factor
- (c) Project management plan
- (d) Project archive

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**Question: 326**

The client informs you that he noticed some parts of the work are not being completed by your team. You ensure him you will look into it and give a proper response after verifying the facts. Which document will you refer to verify it?

- (a) Scope statement
- (b) WBS dictionary
- (c) Schedule baseline
- (d) WBS

[Go to the Answer](#)

**Question: 327**

Your project is delayed and you are trying to compress the schedule so that you can bring your project on track. While reviewing the activities of your project, you notice that plumbing work starts after completing electrical work. You discuss these two activities with your team members and reach a conclusion that these two activities can start at the same time. Therefore, you make a change to the plan to start these two activities together. Which technique are you using here?

- (a) Resource leveling
- (b) Resource optimization
- (c) Fast tracking
- (d) Crashing

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**Question: 328**

You are developing a video game for a client. The cost of the project is 250,000 USD. To date, you have spent 100,000 USD and you have completed the 30% of the project. Upon a review of the project you find that, due to an error, you are over budget and from now onward you can move ahead as planned. What is the EAC of the project?

- (a) 425,000 USD
- (b) 357,142 USD
- (c) 225,000 USD
- (d) 275,000 USD

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**Question: 329**

You have delivered a batch of spare parts to a client. The client performed an inspection of these items and found that they do not meet their quality requirements. The client is

not satisfied and they have returned the items to you which requires a lot of rework. What will happen if you do not meet the quality requirements of the product?

- (a) More profit
- (b) Less rework
- (c) Stakeholder satisfaction
- (d) More after sale support

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**Question: 330**

Two of your team members are having conflicts about their roles and responsibilities. In attempting to resolve this conflict you ask them to refer to the responsibility assignment matrix. Which of the following statements is not true about the responsibility assignment matrix?

- (a) It shows the individual responsibilities for each activity
- (b) It helps you rank risks
- (c) RACI is an example of RAM
- (d) It shows resources assigned to each work package

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**Question: 331**

You see an opportunity if you complete the project ahead of time: you may get a new project. Therefore, you try to complete the project early, but due to lack of resources, you are only able to shorten the duration of a few activities by starting the parallel or partially-parallel. Which risk response strategy are you employing here?

- (a) Exploit
- (b) Mitigate
- (c) Enhance
- (d) Accept

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**Question: 332**

You have advertised in several newspapers to inform interested contractors to apply for a bid for some of your procurement needs. Which process are you currently in?

- (a) Plan procurement management
- (b) Conduct procurement

- (c) Control procurement
- (d) None of the above

[Go to the Answer](#)

**Question: 333**

You have been given four possible projects and must select one project to work. The NPV of each project is: 10,000 USD, 15,000 USD, 20,000 USD, and 25,000 USD. Which of the following projects will you select?

- (a) The project with 10,000 USD NPV
- (b) The project with 15,000 USD NPV
- (c) The project with 20,000 USD NPV
- (d) The project with 25,000 USD NPV

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**Question: 334**

You are developing a smartphone, when suddenly your competitor has launched a smartphone which is better than yours. Therefore, you make some changes to the product which causes WBS elements to be amended heavily. What kind of changes have you made to your project?

- (a) Change in scope
- (b) Change in schedule
- (c) Change in quality
- (d) None of the above

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**Question: 335**

In procurement management, you have many documents to help you such as request for quotation, request for information and invitation for bid, etc. These documents are known as:

- (a) Organizational process assets
- (b) Project documents
- (c) Contract documents
- (d) Procurements documents

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**Question: 336**

Management is asking you to provide them with the report on the project's status and progress. Therefore, you start preparing a report on it. You are preparing a chart where you are using a virtual activity (an aggregation of several activities) showing the summary levels so management can understand it easily. This virtual activity is known as:

- (a) Milestone
- (b) Control activity
- (c) Hammock activity
- (d) WBS activity

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**Question: 337**

You want to buy a cell phone and you have two options. The first phone is cheaper and offers less functionality, but it has a proven track record of good stability and reliability. The second phone is a feature rich, costly phone but it has some stability and reliability issues. Which of the following statements is correct about these phones?

- (a) The first cell phone is a low grade, high-quality phone
- (b) The second cell phone is a low grade, high-quality phone
- (c) The first cell phone is a high grade, low-quality phone
- (d) The second cell phone is a high grade, high-quality phone

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**Question: 338**

You have joined a new project which is having a lot of conflicts. Management has asked you analyze the causes of these conflicts and provide suggestions to reduce them as they are affecting the project performance. Which of the following is least likely to be a cause of conflict in a project?

- (a) Ground rules
- (b) Clarity in roles and responsibilities
- (c) High salary
- (d) Proper communication

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**Question: 339**

You have identified risks and now have asked your team members to analyze which risks have the largest potential impact on the project. Which of the following tools will help

you find this impact?

- (a) Sensitivity analysis
- (b) Pareto analysis
- (c) Probability and impact analysis
- (d) Decision tree method

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**Question: 340**

You have two projects with NPV 10,000 USD and 15,000 USD. Since the NPV of the second project is higher, you will select it. In this case, the cost 10,000 USD will be known as:

- (a) Sunk cost
- (b) Opportunity cost
- (c) Lost cost
- (d) None of the above

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**Question: 341**

You are managing two projects. The first project is to design a simulator for a client which he will use in his driving school. The second project is to install a security system on a client's premises to ensure its security around the clock. What is your role here?

- (a) Project manager
- (b) Portfolio manager
- (c) Program manager
- (d) Project coordinator

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**Question: 342**

Due to improper cost planning, your cost performance is not as planned and you are over budget. Therefore, you again estimate the cost of the project and find that you will require more money to complete the project. This will require an update of the cost baseline. What will you do?

- (a) Update the cost baseline
- (b) Raise the change request to update the cost baseline
- (c) Update the cost baseline and inform management
- (d) None of the above

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**Question: 343**

Assumptions and constraints are important for your project. They help shape your project management plan. Any wrong assumptions or constraints can severely impact your project. How will your project be affected when a constraint turns out to be false?

- (a) Positively
- (b) Negatively
- (c) Depends on the constraint
- (d) None of the above

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**Question: 344**

You have a project with a budget of 100,000 USD. The duration of the project is 20 months, and the work is evenly distributed throughout the duration. After 10 months, you review the project's progress and you find that 55% of the work is completed and 65,000 USD has been spent. Based on the above information, you come to the conclusion that:

- (a) The project is behind schedule
- (b) The project is ahead of schedule
- (c) The project is under budget
- (d) Not enough information

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**Question: 345**

For question number 344, determine the estimate at completion assuming the future cost performance is same as the past cost performance.

- (a) 110,000 USD
- (b) 85,000 USD
- (c) 909,09 USD
- (d) 117,647 USD

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**Question: 346**

You have been producing rods with the following lengths: 50 cm, 55 cm, 62 cm, 65 cm, and 68 cm. What is the standard deviation?

- (a) 35
- (b) 43.6
- (c) 6.6
- (d) 4

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**Question: 347**

You are working as a project manager in a functional organization. You have limited power and no team member reports to you directly. In this situation, which power will you use to get the job done?

- (a) Reward power
- (b) Expert power
- (c) Referent power
- (d) Formal power

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**Question: 348**

During risk planning, you encounter a risk that you find difficult to manage; therefore, you make small changes to your project management plan to eliminate the risk. Which risk response strategy are you using here?

- (a) Avoid
- (b) Mitigate
- (c) Accept
- (d) Exploit

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**Question: 349**

To create the status report, you have collected the data for value of completed work, actual duration, actual completed work, etc. These data are examples of:

- (a) Work performance data
- (b) Work performance information
- (c) Work performance measurement
- (d) Performance data

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**Question: 350**

The client needs a small modification in the project scope, and he discusses it with you. He has told you that this may not increase the cost and may actually save some money. What will your next step be?

- (a) Approve it
- (b) Reject it
- (c) Review it
- (d) Discuss it with the management

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**Question: 351**

You are using a technique involving the project's risk and uncertainty to find the probability of completing the project under different situations. What process is this?

- (a) Estimate activity duration
- (b) Perform qualitative risk analysis
- (c) Develop schedule
- (d) Perform quantitative risk analysis

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**Question: 352**

You are constructing an office building. The cost of this project is 200,000 USD, and the duration of the project is 8 months. During the performance review in the sixth month, you find that 65% of the work is completed and the cost performance index is 1.3. The Planned Value (PV) will be:

- (a) 150,000 USD
- (b) 130,000 USD
- (c) 70,000 USD
- (d) 266,666 USD

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**Question: 353**

You have been assigned a very critical project. Although your team members are experts and efficient, your team performance is poor. What will you do to improve your team performance?

- (a) Train them
- (b) Warn them

- (c) Co-locate them
- (d) Punish them for poor performance

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**Question: 354**

You have been given a task to find cost estimates for several projects, and your organization will submit its bid based on these estimates. The financial position of the organization is not very good; therefore, they tell you that they cannot invest more than 500,000 USD. They also give you a leeway of 10% on either side of it. This leeway is a part of:

- (a) Organizational process assets
- (b) Enterprise environmental factors
- (c) Threats
- (d) Opportunities

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**Question: 355**

You are developing a product for your client. During the development of the product, the client has indicated that he needs some changes in the product, so you process his request. How do you manage changes in product specification?

- (a) Change management
- (b) Integration management
- (c) Product management
- (d) Configuration management

[Go to the Answer](#)

**Question: 356**

Work authorization is a subsystem of the project management system, which is used by the project manager or any authorized person to run the project with command and control. Which statement is not true about the work authorization system?

- (a) It is used to manage proper sequence of work
- (b) It ensures how the project will be authorized
- (c) It defines approval levels to issue work authorization
- (d) It identifies the person accountable for each activity

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**Question: 357**

Your organization manages many projects at one time. For your project, you have been assigned a place in a building to utilize for your project related activities. However, to use this facility, you have to pay the electricity bill which is distributed to all project teams. This electricity bill is an example of:

- (a) Direct cost
- (b) Indirect cost
- (c) Variable cost
- (d) Fixed cost

[Go to the Answer](#)

**Question: 358**

You have been assigned as a project manager for an ongoing project. While reviewing the project documents you notice that the project does not have a risk management plan. What will your next step be?

- (a) As the project has already started, you will do nothing
- (b) Ignore the risk management plan
- (c) Start developing the risk management plan
- (d) Inform the stakeholders

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**Question: 359**

The client is asking for many changes in the project which is causing you to change the baseline many times. You are constantly estimating the cost of impact and raising the change request, and once it is approved, you will update the cost baseline. Which of the following should be updated frequently?

- (a) Cost baseline
- (b) Schedule baseline
- (c) Lessons learned
- (d) Project charter

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**Question: 360**

You are constructing an office building. Work has started and you are in the middle of your project. You feel that if you add one more floor to the building it will cost much less than if the client decides to add it in the future. This change, however, will lead to a change in various baselines and the project charter as well. Therefore, you discuss the

issue with all relevant stakeholders, and after their agreement, you process these change requests. In all of these changes, who is responsible for making this change in the project charter?

- (a) The project manager
- (b) The client
- (c) Management
- (d) The project management team

[Go to the Answer](#)

**Question: 361**

You have a project with a cost of 10,000 USD, and the duration is 10 months. Five months have passed, 45% of the work is completed and you have spent 5,500 USD. The value of this 45% of the work is known as:

- (a) Planned value
- (b) Earned value
- (c) Actual cost
- (d) Schedule variance

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**Question: 362**

Management is sending a team of experts for a risk audit. You inform management that you have already completed the risk review process and did not find any shortcomings, so there is no need for a risk audit. However, management is firm on their decision. Which of the following is true about the risk audit and risk review?

- (a) A risk audit is performed to see the effectiveness of a risk response plan
- (b) A risk audit is performed to see if you are following the correct procedures
- (c) A risk review is performed to see if you are following the correct procedures
- (d) Both are the same but an audit is done by external experts and a review is done internally

[Go to the Answer](#)

**Question: 363**

Your project is delayed because of some regulatory issues and the client has asked you to stop the work until he gets government clearance. The project team members are afraid that the project may be terminated early and you may need to enter into the close project process. In which of the following cases will you not perform the close project or close phase process?



- (a) When the project is terminated due to cost overrun
- (b) When the project is terminated due to schedule overrun
- (c) The client decided to terminate the project
- (d) None of the above

[Go to the Answer](#)

**Question: 364**

A new law is going to come into effect; after five years, all motor engines are required to be Euro IV compliant. Therefore, your company has given you a project to ensure that all process and procedures are modified to produce Euro IV compliant engines when the law goes into effect. This project has arisen because of which need?

- (a) Legal requirement
- (b) Customer request
- (c) Technological advancement
- (d) Business need

[Go to the Answer](#)

**Question: 365**

Your organization has received two possible projects. The first project will give you 50,000 USD profit but it is a bit time consuming, and the second project will give you 35,000 USD and it will complete earlier than the first project. Therefore, you select the second project. What is the opportunity cost of selecting the second project?

- (a) 50,000 USD
- (b) 35,000 USD
- (c) 85000 USD
- (d) 15,000 USD

[Go to the Answer](#)

**Question: 366**

You are determining the probability and impact of risks in order to find the expected monetary value and then the contingency reserve. Which of the following statements is true about the expected monetary value?

- (a) You don't consider positive risks while calculating the EMV
- (b) You consider positive as well as negative risks while calculating the EMV
- (c) It is a tool and technique of the Perform Qualitative Risk Analysis Process
- (d) None of the above

[Go to the Answer](#)

**Question: 367**

You are managing two projects. The first project is to design and construct a school building, and the second project is to construct an office building for your company's employees. What is your current role?

- (a) Project manager
- (b) Program manager
- (c) Portfolio manager
- (d) None of the above

[Go to the Answer](#)

**Question: 368**

You have been appointed as project manager for an ongoing project. Upon reviewing the project documents, you notice that a WBS was not created and work is moving ahead without it. What will your next step be?

- (a) You will continue to work without a WBS
- (b) Start developing the WBS immediately
- (c) Inform the customer
- (d) Investigate why the WBS was not developed

[Go to the Answer](#)

**Question: 369**

A risk occurred in your project. This was an identified risk, so the risk owner implemented the risk response plan and the risk was mitigated. Which of the following is least likely to be updated due to this action?

- (a) Project team assignments
- (b) Risk report
- (c) Issue log
- (d) Project management plan

[Go to the Answer](#)

**Question: 370**

Your organization is evaluating a project to decide whether to go or not go for it. The estimated cost of this project is 500,000 USD and the duration of this project is three years. At the end of the first year, you will get 200,000 USD revenue, at the end of the

second year, you will get 170,000 USD, and at the end of the third year, you will get 200,000 USD. Considering 8% discount rate, which of the following statements is true about the NPV of the project?

- (a) The NPV is positive, you will go for it
- (b) The NPV is positive, you will not go for it
- (c) The NPV is negative, you will go for it
- (d) The NPV is negative, you will not go for it

[Go to the Answer](#)

**Question: 371**

Many problems have arisen in your project and you are finding it difficult to manage. You decide to identify the problems, quantify the source, and solve them. Which of the following tools will you use here?

- (a) Tornado analysis
- (b) Pareto analysis
- (c) Ishikawa diagram
- (d) Latin Hypercube technique

[Go to the Answer](#)

**Question: 372**

You are in the process of planning human resources and developing the roles and responsibilities for your team members. Which of the following will you not address during this process?

- (a) Role
- (b) Authority
- (c) Training
- (d) Competency

[Go to the Answer](#)

**Question: 373**

During the risk qualification process, you have identified many risks with a low impact or probability of happening. How will you deal with these risks?

- (a) Ignore them
- (b) Analyze them further
- (c) Keep on the watch list
- (d) Plan a risk response for them

[Go to the Answer](#)

**Question: 374**

You have an agreement with one of your suppliers which allows you to make limited changes in some exceptional situations. Under one such situation, you make some changes in the scope of the work. What will your next step be?

- (a) Call the supplier and inform them about it
- (b) Call for a meeting with the supplier to discuss the change
- (c) Send an official memo informing about this change
- (d) None of the above

[Go to the Answer](#)

**Question: 375**

You are analyzing whether the stakeholders are resistant, neutral, or supporting and noting down all the information in a table. What tool is this?

- (a) Stakeholder register
- (b) Stakeholders engagement assessment matrix
- (c) RACI chart
- (d) RAM

[Go to the Answer](#)

**Question: 376**

John has been assigned a task to build a facility where different types of bicycles can be produced. John builds this facility and hands it over to Andrew to run it. What is Andrew's role?

- (a) Project manager
- (b) Program manager
- (c) Operation manager
- (d) Portfolio manager

[Go to the Answer](#)

**Question: 377**

Your project is complete and the product is ready to be delivered. The client inspects the deliverable and accepts it. What process is this?

- (a) Close procurement

- (b) Close project
- (c) Validate scope
- (d) Verify scope

[Go to the Answer](#)

**Question: 378**

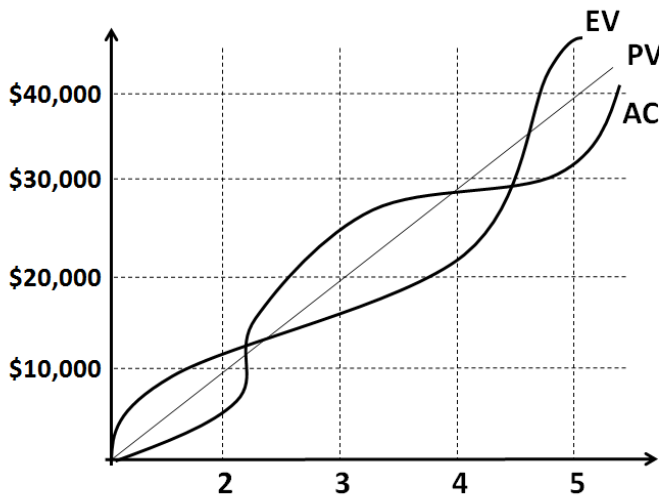
You have been assigned as a project manager for an ongoing project. After joining the project, you start reviewing the project document and notice that the WBS dictionary has many discrepancies. Due to these discrepancies, which of the following will be least affected?

- (a) Resources required
- (b) Description of the work
- (c) Code of account identifiers
- (d) Training program for team members

[Go to the Answer](#)

**Question: 379**

Based on the below given diagram, which statement is correct?



- (a) In the second month, the project was under budget
- (b) In the fourth month, the project was ahead of schedule
- (c) In the third month, the project was under budget
- (d) In the fifth month, the project is behind schedule

[Go to the Answer](#)

**Question: 380**

You have been producing ball bearings in large numbers. For this kind of process, what technique will you use to verify if the products are of the right quality?

- (a) Inspection of all products
- (b) Statistical sampling
- (c) Inspection of the first three samples
- (d) Inspection of the last three samples

[Go to the Answer](#)

**Question: 381**

You are having some issues in your project, therefore, you bring all team members into the war room to resolve the issues. What is the purpose of the war room?

- (a) To punish guilty members
- (b) To keep members in isolation
- (c) Enhance communication
- (d) None of the above

[Go to the Answer](#)

**Question: 382**

You have two mutually exclusive events, which have a chance of happening of 15% and 25%. What is the chance that one of them will occur?

- (a) 40%
- (b) 60%
- (c) 15%
- (d) 25%

[Go to the Answer](#)

**Question: 383**

Due to a shortage of funds, a client asks you to end the project immediately. What will your next step be?

- (a) Try to convince the client to not close the project
- (b) Discuss the issue with your team members
- (c) Enter the close procurement process
- (d) Enter the close project process

[Go to the Answer](#)

**Question: 384**

Which of the following is not an interpersonal skill that the project manager will use to manage stakeholders' expectations?

- (a) Active listening
- (b) Overcoming resistance to change
- (c) Punishment
- (d) Building trust

[Go to the Answer](#)

**Question: 385**

You have bought a piece of land with a worth of 120,000 USD. You also have an agreement with the company that if you return this land to them after 2 years, they will give you 160,000 USD. What is the appreciation rate?

- (a) 15.5
- (b) 20
- (c) 10
- (d) 7

[Go to the Answer](#)

**Question: 386**

During the execution phase many small, unforeseen incidents happen which you manage with a workaround. What will your first step be after managing these unforeseen incidents?

- (a) Raise the change request
- (b) Update the cost baseline
- (c) Update the schedule baseline
- (d) Record it in lessons learned

[Go to the Answer](#)

**Question: 387**

You are designing a motor engine. During the design phase, you find that a technique required to develop the piston is a bit more advanced than the technology you currently possess. Although you can acquire this technology, it is too time consuming. On the other hand, there is a supplier that can provide you with the same component but at a higher cost. You are still discussing the options with your team members. Which technique are

you using here?

- (a) Select seller
- (b) Source selection criteria
- (c) Make or buy analysis
- (d) None of the above

[Go to the Answer](#)

**Question: 388**

Which of the following is not a management skill that a project manager will use to get support from the stakeholders?

- (a) Facilitate consensus
- (b) Resolving conflicts
- (c) Negotiate agreement to satisfy needs
- (d) None of the above

[Go to the Answer](#)

**Question: 389**

You are responsible for IT maintenance in your organization. The head of the IT department comes to you with an internet security expert and tells you to disable auto login and force authentic login based on a new password. The password will be 15 characters long and consist of letters, numerals, and one special character, and this password must expire after every 30 days. This is an example of:

- (a) Operation
- (b) Project
- (c) Maintenance
- (d) None of the above

[Go to the Answer](#)

**Question: 390**

Based on the table given below, find out which activity will have the free float?



Activity	Duration	Predecessor Activity	Successor Activity
A	8	Start	B
B	9	A	C
C	11	B	End
D	5	Start	E
E	4	D	F
F	2	E, G	End
G	3	Start	F

- (a) Activity F
- (b) Activity E
- (c) Activity G
- (d) Activity C

[Go to the Answer](#)

**Question: 391**

For the table given in question 390, what will the free float be for the identified activity?

- (a) 6
- (b) 23
- (c) 21
- (d) 2

[Go to the Answer](#)

**Question: 392**

Based on the table below, which of these statements is correct?

Activity	Planned Value	Activity Cost	Actual Cost	% of Completed
A	5000	5000	5500	100
B	10000	15000	11000	80
C	15000	18000	13000	70

- (a) The project is ahead of schedule
- (b) The project is behind schedule
- (c) CPI is 0.98
- (d) Not sufficient data

[Go to the Answer](#)

**Question: 393**

Your organization is following a methodology where the long term approach is customer satisfaction, and to achieve this objective all members of your organization participate. What methodology is this?

- (a) JIT
- (b) KAIZEN
- (c) KANBAN
- (d) TQM

[Go to the Answer](#)

**Question: 394**

When any phase closes, some type of hand-off happens. Which of the following options is not a name for this point?

- (a) Milestone
- (b) Kill point
- (c) Stage gate
- (d) Exit point

[Go to the Answer](#)

**Question: 395**

You get some information that two of your members are going to have a conflict on some issues and this may affect your project performance. To stop this conflict from happening, what kind of communication will you use initially?

- (a) Formal verbal
- (b) Informal verbal
- (c) Formal written
- (d) Informal written

[Go to the Answer](#)

**Question: 396**

A SWOT analysis helps you identify opportunities which arise from organizational strengths threats dues to its weakness. According to this analysis, analyzing the strengths and weaknesses is a part of:

- (a) Internal factors
- (b) External factors

- (c) Discretionary factors
- (d) Mandatory factors

[Go to the Answer](#)

**Question: 397**

You are performing the inspection of a deliverable with your contractor to determine if the deliverable is meeting requirements. After being satisfied with the inspection, you accept the deliverable. Which process are you in?

- (a) Quality control
- (b) Validate scope
- (c) Close procurement
- (d) Procurement audit

[Go to the Answer](#)

**Question: 398**

The Monitor Stakeholder Engagement process helps you increase the effectiveness of stakeholders' engagement with your project. Which of the following is not an output of this process?

- (a) Change request
- (b) Project document update
- (c) Issue log
- (d) Stakeholder management plan

[Go to the Answer](#)

**Question: 399**

You are going to apply for registration of your company in a new country. There are two routes to apply within the registration process: the first route is the normal process where you have to pay a fee and become registered. The other is an express process where you have to pay more to get registered faster. You need to register your company quickly, otherwise, you will not be able to apply for a project. Your organization has given you free hand to get registered. What will your next step be?

- (a) You will never pay more, and you will go for the normal route
- (b) You will report to the authorities
- (c) You will discuss this with your team members
- (d) You will go for the express route

[Go to the Answer](#)

**Question: 400**

You have signed a Cost Plus Incentive Fee contract with the client. The details of the contract are as follows:

Target cost: 300,000 USD

Target fee: 30,000 USD

Maximum fee: 40,000 USD

Minimum fee: 15,000 USD

Share ratio: 60/40

You have completed the work and the actual cost is 270,000 USD. The amount you will be paid from the client will be:

- (a) 312,000 USD
- (b) 310,000 USD
- (c) 330,000 USD
- (d) 315,000 USD

[Go to the Answer](#)

## Answers Sheet: Set-I

**Answer-1: b**

**Explanation:** The configuration management system deals with the change in the product scope and therefore, the change management system is a subset of the configuration management system.

[Go to Question: 1](#)

\*\*\*

**Answer-2: b**

**Explanation:** Work performance data is raw data on observations and measurements of the project status; e.g. actual cost, time duration, percentage of completed work, the number of defects, etc. Work performance information is an analysis of work performance data against planned progress, for example actual completed vs planned completion. 'Work performance measurements' is not a term found in the PMBOK Guide 6<sup>th</sup> Edition.

**Reference:** The PMBOK Guide, 6th Edition, Page: 26, 95

[Go to Question: 2](#)

\*\*\*

**Answer-3: a**

**Explanation:** You are in the define scope process. In this process, you develop the project scope and product description. At the end of this process, you update the project document which includes the stakeholder register, requirement documentations, and requirement traceability matrix.

Define scope belongs to the planning process group, and issues happen in the executing.

**Reference:** The PMBOK Guide, 6th Edition, Page: 155

[Go to Question: 3](#)

\*\*\*

**Answer-4: b**

**Explanation:** You are visiting stakeholders to discover their needs and collect their

requirements. This process is known as collect requirements.

**Reference:** The PMBOK Guide, 6th Edition, Page: 138

[Go to Question: 4](#)

\*\*\*

**Answer-5: d**

**Explanation:**

In the question, you have not been provided with the budget, therefore, let us assume that the project budget is “x”.

Earned Value = 40% of the budget  
= 0.4x

Actual Cost = 60% of the budget  
= 0.6x

We know that the cost performance index = (Earned Value) / (Actual Cost)  
= 0.4x / 0.6x  
= 0.67

[Go to Question: 5](#)

\*\*\*

**Answer-6: a**

**Explanation:** In the quality control process, you inspect the deliverable for any possible defects.

As you are doing an inspection, you are in the quality control process. Please note that although the quality audit is performed in the manage quality process, it has not started yet and you are doing an inspection, which is a tool of the quality control process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 303

[Go to Question: 6](#)

\*\*\*

**Answer-7: c**

**Explanation:** The RACI stands for responsible, accountable, consult, and inform. This chart shows the relationship between the deliverable and the person who is responsible for it.

**Reference:** The PMBOK Guide, 6th Edition, Page: 317

[Go to Question: 7](#)

\*\*\*

**Answer-8: a**

**Explanation:** Work performance information is an organized summary of work performance data. Among all the choices, “number of changes requests” represents work performance data and all the other options are work performance information. So, “a” is the correct choice.

**Reference:** The PMBOK Guide, 6th Edition, Page: 26

[Go to Question: 8](#)

\*\*\*

**Answer-9: b**

**Explanation:** Risks are either positive or negative; there are no neutral risks so it is a made-up term. After the risk response plan is created, the next step is to update the project management plan. This includes updating baselines and project management plans. So, “b” is the correct choice.

Risk owner assignment is already completed during risk response planning. Changing the critical path (if required) will be done while updating the project management plan.

**Reference:** The PMBOK Guide, 6th Edition, Page: 437

[Go to Question: 9](#)

\*\*\*

**Answer-10: b**

**Explanation:** The T&M contract is a hybrid type contract which contains the prospect of cost plus and fixed price contracts.

**Reference:** The PMBOK Guide, 6th Edition, Page: 472

[Go to Question: 10](#)

\*\*\*

**Answer-11: d**

**Explanation:** You are in the plan stakeholder engagement process and the output of this process is the stakeholder engagement plan.

**Reference:** The PMBOK Guide, 6th Edition, Page: 516

[Go to Question: 11](#)

\*\*\*

**Answer-12: a**

**Explanation:** The four basic elements of the PMI code of ethics and professional conduct are responsibility, respect, fairness, and honesty.

[Go to Question: 12](#)

\*\*\*

**Answer-13: b**

**Explanation:** Configuration identification, configuration status accounting, configuration verification, and audit are configuration management activities. Configuration account checking is made-up.

**Reference:** The PMBOK Guide, 6th Edition, Page: 118

[Go to Question: 13](#)

\*\*\*

**Answer-14: d**

**Explanation:** Work performance report is a compilation of work performance information intended for making a decision or creating awareness; e.g. status reports, memos, etc.

**Reference:** The PMBOK Guide, 6th Edition, Page: 26

[Go to Question: 14](#)

\*\*\*



**Answer-15: a**

**Explanation:** The salience model uses three parameters to analyze the project stakeholders. These parameters are: power, urgency, and legitimacy.

**Reference:** The PMBOK Guide 6th Edition, Page: 513

[Go to Question: 15](#)

\*\*\*

**Answer-16: b**

**Explanation:** In all estimating techniques, the analogous cost estimation is the fastest. In this estimation, you see the cost of any past similar project and apply the parameters to your project and get the approximate cost. Symmetric estimate is a made-up term.

**Reference:** The PMBOK Guide, 6th Edition, Page: 244

[Go to Question: 16](#)

\*\*\*

**Answer-17: b**

**Explanation:** In manage quality process, it is ensured that you are following the policies and procedures set by organization.

**Reference:** The PMBOK Guide, 6th Edition, Page: 288, 294

[Go to Question: 17](#)

\*\*\*

**Answer-18: b**

**Explanation:** OBS stands for organizational breakdown structure. In the OBS chart, you can see the hierarchical structure of your organization and the roles and responsibilities of each department.

**Reference:** The PMBOK Guide, 6th Edition, Page: 316

[Go to Question: 18](#)

\*\*\*

**Answer-19: d**

**Explanation:** In informal verbal discussions, you meet with someone casually and discuss matters; however, this discussion does not hold any official significance.

[Go to Question: 19](#)

\*\*\*

**Answer-20: c**

**Explanation:** This is an example of negative risk; therefore, you will use mitigation strategy to minimize the impact. The other two strategies, exploit and enhance, are positive risk response strategies.

**Reference:** The PMBOK Guide, 6th Edition, Page: 442, 443, 444, 445, 446

[Go to Question: 20](#)

\*\*\*

**Answer-21: c**

**Explanation:** When you need to hire technical experts, you will use the T&M contract. T&M contract is a hybrid of fixed price and cost reimbursable contract.

**Reference:** The PMBOK Guide, 6th Edition, Page: 472

[Go to Question: 21](#)

\*\*\*

**Answer-22: c**

**Explanation:** Power / Interest grid, Influence / Impact grid, and salience model are classification models for the stakeholder analysis, while Tornado diagram is used in sensitivity analysis. Tornado diagram is used to compare the relative importance of the variables.

**Reference:** The PMBOK Guide, 6th Edition, Page: 512

[Go to Question: 22](#)

\*\*\*

**Answer-23: c**

**Explanation:** As it is clear that no bidder is interested in a fixed price contract this is the wrong answer. Also, you don't have time to audit the contractor's cost, therefore, you will also not go for the cost plus contract.

Now, you are left with the time and materials; therefore, you will use that one. In time and materials, there is less risk for the seller and the buyer does not need to invest much time.

**Reference:** The PMBOK Guide, 6th Edition, Page: 472

[Go to Question: 23](#)

\*\*\*

**Answer-24: c**

**Explanation:** A murder board is a committee of experts that critically reviews the proposal. In this review, team members have to give answers to very critical questions raised by the committee members. It is like an oral exam.

[Go to Question: 24](#)

\*\*\*

**Answer-25: a**

**Explanation:** Project management plan, WBS, and schedule baselines are not a part of the project charter. Therefore, "a" is the correct choice.

**Reference:** The PMBOK Guide, 6th Edition, Page: 81

[Go to Question: 25](#)

\*\*\*

**Answer-26: c**

**Explanation:** Acceptance criteria, project exclusions, and project constraints are included in the project scope statement. The stakeholder register is also updated here but the risk register is not.

**Reference:** The PMBOK Guide, 6th Edition, Page: 154

[Go to Question: 26](#)

\*\*\*

**Answer-27: c**

**Reference:** The PMBOK Guide, 6th Edition, Page: 190

[Go to Question: 27](#)

\*\*\*

**Answer-28: c**

**Explanation:**

Given in the question:

BAC = 250,000 USD

EAC = 300,000 USD

AC = 100,000 USD

First, we will calculate the CPI.

We know that:

$EAC = BAC / CPI$

$CPI = BAC / EAC$

$= 250,000 / 300,000$

$= 0.83$

Now we will calculate the CPI.

$CPI = EV / AC$

$0.83 = EV / 100,000$

$EV = 83,000$

The earned value is 83,000 USD.

[Go to Question: 28](#)

\*\*\*

**Answer-29: c**

**Explanation:** Pareto chart helps you identify the sources causing most of the trouble.

[Go to Question: 29](#)

\*\*\*

**Answer-30: a**

**Explanation:** This is an example of Theory X and Theory Y, which was developed by Douglas McGregor. In Theory X, the boss assumes that his employees are lazy and avoid

work; therefore, they need micromanagement. In Theory Y, the boss assumes that his employees are capable and self-motivated; therefore, they need macro management.

[Go to Question: 30](#)

\*\*\*

**Answer-31: d**

**Explanation:** The number of stakeholders does not affect the communication technology used to transfer the information to your stakeholders.

**Reference:** The PMBOK Guide, 6th Edition, Page: 370, 371

[Go to Question: 31](#)

\*\*\*

**Answer-32: b**

**Explanation:** A secondary risk is a risk which is caused by a response to a primary risk. Here, you bring in a new employee to mitigate the effect of the employee who has left you. Now, the behavior of this employee is a secondary risk for you to manage.

**Reference:** The PMBOK Guide, 6th Edition, Page: 439

[Go to Question: 32](#)

\*\*\*

**Answer-33: c**

**Explanation:** Fixed price with economic price adjustment is a type of contract which is used for a long-term fixed type contract where the price can be adjusted due to inflation. This provision saves the seller from external conditions which are beyond the seller's control.

**Reference:** The PMBOK Guide, 6th Edition, Page: 471

[Go to Question: 33](#)

\*\*\*

**Answer-34: a**

**Explanation:** Besides brain writing, all other options are data representation techniques. Brain writing is a gathering technique.

**Reference:** The PMBOK Guide, 6th Edition, Page: 511, 512, 513

[Go to Question: 34](#)

\*\*\*

**Answer-35: b**

**Explanation:** You must obey the rules and regulation at all times and never break them, whatever the circumstances.

[Go to Question: 35](#)

\*\*\*

**Answer-36: c**

**Explanation:** In balanced matrix organization, the project manager has some authority to manage the budget, and has some part-time employees.

**Reference:** The PMBOK Guide, 6th Edition, Page: 47

[Go to Question: 36](#)

\*\*\*

**Answer-37: c**

**Explanation:** The stakeholder register, risk register, project calendar, etc., are part of the project files.

**Reference:** The PMBOK Guide, 6th Edition, Page: 41

[Go to Question: 37](#)

\*\*\*

**Answer-38: c**

**Explanation:** In define scope process, you define the project and project requirements. You define what should be included and what should not.

**Reference:** The PMBOK Guide, 6th Edition, Page: 151, 151

[Go to Question: 38](#)

\*\*\*

**Answer-39: a**

**Explanation:** You cannot build the wall unless the foundation is built. This is a mandatory type of dependency. Mandatory dependency can be of three types: legally required, contractually required or inherent in the nature of the work.

Discretionary dependency is also known as preferential logic. These dependencies are based on the best industry practice and knowledge.

External dependency is a relationship between project activities and non-project activities. These dependencies are usually outside the project team's control.

Internal dependency is a precedence relationship between project activities. These dependencies are usually inside the project team's control.

**Reference:** The PMBOK Guide, 6th Edition, Page: 191, 192

[Go to Question: 39](#)

\*\*\*

**Answer-40: d**

**Explanation:**

Given in the question:

EAC = 250,000 USD

BAC = 200,000 USD

EV = 50,000 USD

Since the future cost performance will be the same as the past cost performance, you will use the formula:

$$EAC = BAC / CPI$$
$$250,000 = 200,000 / CPI$$
$$CPI = 200,000 / 250,000$$
$$= 0.8$$

Now we know that:

$$CPI = EV / AC$$
$$AC = EV / CPI$$
$$= 50,000 / 0.8$$
$$= 62,500$$

The money spent to date is 62,500 USD

[Go to Question: 40](#)

\*\*\*

**Answer-41: a**

**Explanation:** You have four control charts for discrete data.

The p-chart is used when each unit is considered either passed or failed.

The c-chart is used when you want to identify the total number of defects per unit. This chart is used when the number of samples for each sampling period is the same.

The u-chart also helps you find the total number of defects in units, like c-charts. This chart is used when the number of samples for each sampling period may vary significantly.

The np-chart helps you identify the total number of defective units within a constant sampling size. The unit may have one or more defects.

[Go to Question: 41](#)

\*\*\*

**Answer-42: d**

**Explanation:** Schedule priorities and scarce resources are the main sources of conflict within projects, while personnel reasons are least.

[Go to Question: 42](#)

\*\*\*

**Answer-43: d**

**Explanation:**

Communication lines =  $N * (N - 1) / 2$

Communication lines before adding the new members =  $10 * (10 - 1) / 2$   
= 45

Communication lines after introducing new members =  $12 * (12 - 1) / 2$   
= 66

Increase in communication lines:  $66 - 45$



= 21

[Go to Question: 43](#)

\*\*\*

**Answer-44: c**

**Explanation:** If any unidentified risk occurs, you will manage it through a workaround. Simply put, a workaround is a response to an unidentified risk event.

[Go to Question: 44](#)

\*\*\*

**Answer-45: b**

**Explanation:** This is a conduct procurement process and you are in the process of selecting a seller.

**Reference:** The PMBOK Guide, 6th Edition, Page: 482

[Go to Question: 45](#)

\*\*\*

**Answer-46: d**

**Explanation:** The stakeholder register contains information about the project stakeholders. Therefore, whenever you need to find/update/record any information regarding the stakeholders, you will need to open the stakeholder register.

**Reference:** The PMBOK Guide, 6th Edition, Page: 514

[Go to Question: 46](#)

\*\*\*

**Answer-47: d**

**Explanation:** You must not pay the bribe in any condition.

[Go to Question: 47](#)

\*\*\*

**Answer-48: a**

**Explanation:** In portfolio management, a group of related or non-related projects and programs are managed in a coordinated way.

**Reference:** The PMBOK Guide, 6th Edition, Page: 13

[Go to Question: 48](#)

\*\*\*

**Answer-49: b**

**Explanation:** You may have confused this with an enterprise environmental factor because the project was terminated due to some government regulations, and government regulations are an example of an enterprise environmental factor. Although the project was canceled due to government regulations, this is past information and it is a part of the organizational process assets.

**Reference:** The PMBOK Guide, 6th Edition, Page: 39, 40, 41

[Go to Question: 49](#)

\*\*\*

**Answer-50: c**

**Explanation:** In group creativity technique, you interact with a group of people. Interviews usually happen one to one.

[Go to Question: 50](#)

\*\*\*

**Answer-51: d**

**Explanation:** This is the definition of the manage project knowledge process.

**Reference:** The PMBOK Guide 6th Edition, Page: 98

[Go to Question: 51](#)

\*\*\*

**Answer-52: c**

**Explanation:** During the estimate creation, you will have to see if the estimate will include the indirect costs or not. Indirect costs are those costs which are not under your

control such as rent, cost of electricity, etc.

**Reference:** The PMBOK Guide, 6th Edition, Page: 246

[Go to Question: 52](#)

\*\*\*

**Answer-53: d**

**Explanation:** Just in Time is a Japanese methodology which tries to improve performance by reducing the cost of inventory to a minimum level (ideally zero).

[Go to Question: 53](#)

\*\*\*

**Answer-54: a**

**Explanation:** Maslow's Hierarchy of Needs is as follows (from lowest to highest): physiological, safety, social, esteem, and self-actualization.

[Go to Question: 54](#)

\*\*\*

**Answer-55: a**

**Explanation:** Any reports; e.g. minutes of meeting, are examples of formal written communication.

[Go to Question: 55](#)

\*\*\*

**Answer-56: d**

**Explanation:** The target cost was 500,000 USD and the actual cost spent to complete the project was 400,000 USD.

This means you have saved 100,000 USD, and this 100,000 USD profit will be divided according to the share ratio that was agreed upon.

In the question, the share ratio is 80/20, which means that 80% will be taken by you and 20% will be taken by the seller.

Therefore, the seller's part = 20% of 100,000 USD

= 20,000 USD

Since you have completed the project within the target cost, these savings will be added to your target profit.

Final profit to the seller = 50,000 + 20,000

= 70,000 USD

Since you have completed the project within the target cost, the ceiling price will not have any role here.

[Go to Question: 56](#)

\*\*\*

**Answer-57: c**

**Explanation:** The PMBOK Guide classifies stakeholders into five groups based on the engagement level. These engagement levels are as follows: unaware, resistant, neutral, supportive, and leading. Hence, 'c' is correct.

**Reference:** The PMBOK Guide, 6th Edition, Page: 521

[Go to Question: 57](#)

\*\*\*

**Answer-58: a**

**Reference:** PMI Code of Ethics and Professional Conduct, Point: 2.3.2, Page No: 3

[Go to Question: 58](#)

\*\*\*

**Answer-59: b**

**Explanation:** Approved change requests are implemented in the direct and manage project work process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 90

[Go to Question: 59](#)

\*\*\*

**Answer-60: b**

**Explanation:** All the given information is high-level information, and can be found in the project charter.

**Reference:** The PMBOK Guide, 6th Edition, Page: 81

[Go to Question: 60](#)

\*\*\*

**Answer-61: a**

**Explanation:** WBS stands for work breakdown structure. Here, work is broken down into smaller, manageable, packages.

**Reference:** The PMBOK Guide, 6th Edition, Page: 161

[Go to Question: 61](#)

\*\*\*

**Answer-62: b**

**Explanation:** In fast tracking, those activities planned in sequence, performed in parallel or partially parallel to reduce the schedule (if possible).

**Reference:** The PMBOK Guide, 6th Edition, Page: 215

[Go to Question: 62](#)

\*\*\*

**Answer-63: b**

**Explanation:**

Given in the question:

BAC = 500,000 USD

CV = -45,000 USD

AC = 200,000 USD

PV = 140,000 USD

Since the cost variance is negative, you are over budget. This answer is not an option in the given choices, so we will calculate the schedule variance.  
To calculate the schedule variance, we need EV and PV. PV is given in the question but the EV is not.

So, now we will calculate the EV using the cost variance formula.

We know that:

$$\begin{aligned} CV &= EV - AC \\ -45,000 &= EV - 200,000 \\ EV &= 200,000 - 45,000 \\ &= 155,000 \text{ USD} \end{aligned}$$

Now we will find out the schedule variance:

$$\begin{aligned} SV &= EV - PV \\ &= 155,000 - 140,000 \\ &= 15,000 \text{ USD} \end{aligned}$$

Since the schedule variance is positive, you are ahead of schedule.

[Go to Question: 63](#)

\*\*\*

**Answer-64: b**

**Explanation:** The four steps in the cycle are: Plan-Do-Check-Act (PDCA). Here, you check the improvement in the process in the ‘check’ phase.

**Reference:** The PMBOK Guide, 6th Edition, Page: 275

[Go to Question: 64](#)

\*\*\*

**Answer-65: b**

**Explanation:** Here, you are negotiating with the functional manager to get a particular employee from his section to work on your project.

**Reference:** The PMBOK Guide, 6th Edition, Page: 332

[Go to Question: 65](#)

\*\*\*

**Answer-66: d**

**Explanation:** Gestures, physical appearance or facial expressions are examples of non-verbal communication.

[Go to Question: 66](#)

\*\*\*

**Answer-67: c**

**Explanation:** Low-priority and low-impact risks are kept on a watch list to monitor them. You never know when they may become a high-priority risk.

**Reference:** The PMBOK Guide, 6th Edition, Page: 423

[Go to Question: 67](#)

\*\*\*

**Answer-68: d**

**Explanation:** Let's say that after "x" number of days the total rent will be equal to the cost of the equipment.

Total cost after x days = 250x

And this is equal to the cost of the generator; i.e. 50,000 USD.

$$250x = 50,000$$

$$x = 50,000 / 250$$

$$= 200$$

[Go to Question: 68](#)

\*\*\*

**Answer-69: b**

**Explanation:** In the issue log, you log all issues and the resolution of those issues.

**Reference:** The PMBOK Guide, 6th Edition, Page: 96, 528

[Go to Question: 69](#)

\*\*\*

**Answer-70: d**

**Reference:** PMI Code of Ethics and Professional Conduct, Point: 5.2.2, Page No: 6

[Go to Question: 70](#)

\*\*\*

**Answer-71: c**

**Explanation:** It is denoted by an S-curve and measured against the actual cost incurred.

[Go to Question: 71](#)

\*\*\*

**Answer-72: c**

**Explanation:** Here, the project's output is a manufacturing facility to produce the helmets; therefore, assembly line workers will be the users of the project who will manufacture the helmet.

[Go to Question: 72](#)

\*\*\*

**Answer-73: a**

**Explanation:** The traceability matrix connects the product requirement with its source. From here you can see which stakeholder has requested the particular requirement because they were arguing that the requirement was not requested by any stakeholder.

**Reference:** The PMBOK Guide, 6th Edition, Page: 148

[Go to Question: 73](#)

\*\*\*

**Answer-74: b**

**Explanation:**

Given in the question

Optimistic Time = 10 days

Pessimistic Time = 22 days

Most Likely Time = 15 days



We know that

$$\begin{aligned}\text{Standard Deviation} &= (\text{Pessimistic Time} - \text{Optimistic Time}) / 6 \\ &= (22 - 10) / 6 \\ &= 12 / 6 \\ &= 2\end{aligned}$$

[Go to Question: 74](#)

\*\*\*

**Answer-75: d**

**Explanation:** The first three costs are under the project manager's control so they can be managed under the manager's authority. However, the overhead cost which includes the cost of electricity, office rent, etc., are beyond the project manager's control. These costs are controlled by the organization so the project manager cannot control them.

[Go to Question: 75](#)

\*\*\*

**Answer-76: d**

**Explanation:** KAIZEN is a Japanese term which means 'improvement', and KAIZEN philosophy refers to the continuous improvement of processes.

[Go to Question: 76](#)

\*\*\*

**Answer-77: b**

**Explanation:** Having the PMP certification, sound knowledge of project management skills and experience shows that you have expert power.

[Go to Question: 77](#)

\*\*\*

**Answer-78: c**

**Explanation:** After the project ends, you should work with the client to make sure they are able to realize the benefits of the product. If they face any issues, you should help them find a solution. This is known as benefit realization and PMI recommends it.

[Go to Question: 78](#)

\*\*\*

**Answer-79: c**

**Explanation:** Quantitative risk analysis is performed after the qualitative risk analysis.

**Reference:** The PMBOK Guide, 6th Edition, Page: 25

[Go to Question: 79](#)

\*\*\*

**Answer-80: a**

**Explanation:** In this case, you use the cost reimbursable contract because this contract provides you with flexibility when the scope of work is flexible.

**Reference:** The PMBOK Guide, 6th Edition, Page: 472

[Go to Question: 80](#)

\*\*\*

**Answer-81: c**

**Explanation:** You are in the manage stakeholder engagement process; ground rules, expert judgment, and meetings are tools and techniques of the manage stakeholder engagement process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 523

[Go to Question: 81](#)

\*\*\*

**Answer-82: c**

**Explanation:** Whatever the situation, you will always provide the correct figure to the client. However, you will include the detailed description of how have you calculated the cost. You may also include the risks that the project may have if the budget is reduced.

[Go to Question: 82](#)

\*\*\*

**Answer-83: d**

**Explanation:** Delphi technique helps you get experts' opinions, and reach a consensus, without bringing them face to face.

In this technique, a facilitator forwards a questionnaire to each participant anonymously. The facilitator compiles their responses, and again forwards these compiled responses to all participants until it reaches some consensus.

[Go to Question: 83](#)

\*\*\*

**Answer-84: a**

**Explanation:** Since you are new to the company, it is important for you to understand the policies and procedures used in the company before you start anything.

[Go to Question: 84](#)

\*\*\*

**Answer-85: c**

**Explanation:** WBS dictionary provides details of the work package.

**Reference:** The PMBOK Guide, 6th Edition, Page: 162

[Go to Question: 85](#)

\*\*\*

**Answer-86: a**

**Explanation:** You can see that the project has three critical paths. This means you will have to manage three paths very closely and this also means there is more risk.

[Go to Question: 86](#)

\*\*\*

**Answer-87: a**

**Reference:** The PMBOK Guide, 6th Edition, Page: 241

[Go to Question: 87](#)

\*\*\*

**Answer-88: b**

**Explanation:** In manage quality process, you review the information obtained in the quality control process and check whether or not it is meeting the quality requirements.

**Reference:** The PMBOK Guide, 6th Edition, Page: 288

[Go to Question: 88](#)

\*\*\*

**Answer-89: d**

**Explanation:** You have established team charter and once it is established, all project team members are responsible to enforce it.

**Reference:** The PMBOK Guide, 6th Edition, Page: 320

[Go to Question: 89](#)

\*\*\*

**Answer-90: c**

**Explanation:** Talking in private is an example of informal verbal communication.

[Go to Question: 90](#)

\*\*\*

**Answer-91: a**

**Explanation:** After identifying risks, your next step will be to prioritize them. To do so you will use the probability and impact matrix.

**Reference:** The PMBOK Guide, 6th Edition, Page: 408

[Go to Question: 91](#)

\*\*\*

**Answer-92: d**

**Explanation:** You're doing make or buy analysis. In this analysis, you determine which particular work you will be doing on your own, and which work you should outsource.

**Reference:** The PMBOK Guide, 6th Edition, Page: 473

[Go to Question: 92](#)

\*\*\*

**Answer-93: a**

**Explanation:** You are in the manage stakeholder engagement process and interpersonal skills are a tool and technique of this process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 523

[Go to Question: 93](#)

\*\*\*

**Answer-94: c**

**Explanation:** In this situation, you must report this incident to the project manager for any possible disciplinary action.

[Go to Question: 94](#)

\*\*\*

**Answer-95: d**

**Explanation:** These are the characteristics of an organic or simple type of organizational structure where the team is flexible and the project manager has little or no authority and no authority over the project budget.

**Reference:** The PMBOK Guide, 6th Edition, Page: 47

[Go to Question: 95](#)

\*\*\*

**Answer-96: d**

**Explanation:** Monitoring and controlling the work is a project management process; it is not a project life cycle phase.

**Reference:** The PMBOK Guide, 6th Edition, Page: 547, 548

[Go to Question: 96](#)

\*\*\*

**Answer-97: c**

**Explanation:** Gold plating is a phenomenon where you add some extra features to the product in order to make the client happy. Gold plating may increase the cost and risks.

[Go to Question: 97](#)

\*\*\*

**Answer-98: c**

**Explanation:** This is a research type of project, so therefore, you will draw a PERT diagram. In PERT diagram, you can only use a “Finish to Start” type of relationship.

[Go to Question: 98](#)

\*\*\*

**Answer-99: a**

**Explanation:** The full form of TCPI is To Complete Performance Index. This is the cost performance which you must maintain if you want to complete the project within a given budget.

[Go to Question: 99](#)

\*\*\*

**Answer-100: d**

**Explanation:** You are reviewing a control chart and the purpose of the control chart is to determine if the process is stable or not.

**Reference:** The PMBOK Guide, 6th Edition, Page: 304

[Go to Question: 100](#)

\*\*\*

**Answer-101: b**

**Explanation:** The halo effect refers to a situation where you promote an employee to a management position because they are good at their technical work. However, later you observe that they are not performing their management responsibilities well. Therefore, you have lost a good technical employee and acquired bad management personnel.

[Go to Question: 101](#)

\*\*\*

**Answer-102: c**

**Explanation:** “Inward” is not a way to classify stakeholders in a “Direction of Influence” method.

**Reference:** The PMBOK Guide, 6th Edition, Page: 513

[Go to Question: 102](#)

\*\*\*

**Answer-103: d**

**Explanation:** In the Delphi technique, you forward a questionnaire to all stakeholders anonymously and get their replies. After compiling their replies, you again forward it to them until you reach a consensus. In this way, this tool ensures a fair contribution from all stakeholders.

[Go to Question: 103](#)

\*\*\*

**Answer-104: a**

**Explanation:** Here, you are evaluating the proposals submitted by bidders, and proposal evaluation is a technique of the conduct procurement process. Please note that the question is asking about the process, not the technique. Therefore, the option “proposal evaluation technique” is incorrect.

**Reference:** The PMBOK Guide, 6th Edition, Page: 487

[Go to Question: 104](#)

\*\*\*

**Answer-105: c**

**Explanation:** You should investigate it, and then report it to PMI.

[Go to Question: 105](#)

\*\*\*

**Answer-106: b**

**Explanation:** To buy materials for direct consumption you use a purchase order.

[Go to Question: 106](#)

\*\*\*

**Answer-107: a**

**Explanation:** You must discuss the impact of the change request on the project cost with the client. You cannot process the change request unless the client agrees with its impact on any project objective.

[Go to Question: 107](#)

\*\*\*

**Answer-108: a**

**Explanation:** The uncontrolled addition to the scope is known as scope creep. Scope creep shows that you do not have complete control over your project.

**Reference:** The PMBOK Guide, 6th Edition, Page: 168

[Go to Question: 108](#)

\*\*\*

**Answer-109: d**

**Explanation:** In PERT analysis, the most likely estimate is multiplied by four, added to the other two estimates, and then divided by 6. Therefore, it is called weighted average duration estimate.

[Go to Question: 109](#)

\*\*\*

**Answer-110: b**

**Explanation:** Indirect costs are overhead costs and costs distributed to projects run by an organization. For example, the cost of electricity, taxes, etc.

[Go to Question: 110](#)

\*\*\*

**Answer-111: a**

**Explanation:** A run chart is a line graph of data plotted over time. This chart helps you



see the pattern in the process. (Note: A run chart does not have control limits; therefore, it cannot tell you whether or not the process is stable.)

[Go to Question: 111](#)

\*\*\*

**Answer-112: c**

**Explanation:** When the team is located in different places and performance is poor, you can bring them together to improve performance.

**Reference:** The PMBOK Guide, 6th Edition, Page: 340

[Go to Question: 112](#)

\*\*\*

**Answer-113: a**

**Explanation:** In a pull communication method, you keep information somewhere and ask stakeholders to access it.

**Reference:** The PMBOK Guide, 6th Edition, Page: 374

[Go to Question: 113](#)

\*\*\*

**Answer-114: a**

**Explanation:** A trigger is a warning that an identified risk is about to occur.

[Go to Question: 114](#)

\*\*\*

**Answer-115: b**

**Explanation:** You are doing procurement performance reviews, which is a tool and technique of the control procurement process. Here, you review the seller's performance against the conditions laid down in the contract.

**Reference:** The PMBOK Guide, 6th Edition, Page: 498

[Go to Question: 115](#)

\*\*\*

**Answer-116: c**

**Explanation:** If you see any problems with any of your team members, you should talk with them to find the cause.

[Go to Question: 116](#)

\*\*\*

**Answer-117: d**

**Explanation:** Regulations are always mandatory, you cannot escape them. On the other hand, standards are guidelines to help you to accomplish tasks with tested and approved methods or procedures.

[Go to Question: 117](#)

\*\*\*

**Answer-118: c**

**Explanation:** During the close project or phase process, you update the lessons learned and release the resources. Accepting deliverable is the output of the validate scope process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 163

[Go to Question: 118](#)

\*\*\*

**Answer-119: b**

**Explanation:** In majority, a decision is accepted if it receives more than 50% of total votes.

**Reference:** The PMBOK Guide, 6th Edition, Page: 144

[Go to Question: 119](#)

\*\*\*

**Answer-120: a**

**Reference:** The PMBOK Guide, 6th Edition, Page: 255

[Go to Question: 120](#)

\*\*\*

**Answer-121: d**

**Explanation:** In the first line the question itself is saying that the problem is in the process. Therefore, you will go for quality assurance to improve the process.

[Go to Question: 121](#)

\*\*\*

**Answer-122: d**

**Explanation:** In the norming stage, team members begin to work together, adjust their habits, and learn to trust each other.

**Reference:** The PMBOK Guide, 6th Edition, Page: 338

[Go to Question: 122](#)

\*\*\*

**Answer-123: c**

**Explanation:** Making eye contact and repeating phrases are examples of active listening.

[Go to Question: 123](#)

\*\*\*

**Answer-124: b**

**Explanation:** If the bell curve is spread widely it means the process is very risky, and if the curve is thin it means the process is less risky.

[Go to Question: 124](#)

\*\*\*

**Answer-125: d**

**Explanation:** In the control procurements process, the buyer issues a formal written notice that the contract has been completed.

**Reference:** The PMBOK Guide, 6th Edition, Page: 499

[Go to Question: 125](#)

\*\*\*

**Answer-126: b**

**Explanation:** This is an example of corrective action where you took measures to keep the same error from happening again.

**Reference:** The PMBOK Guide, 6th Edition, Page: 96

[Go to Question: 126](#)

\*\*\*

**Answer-127: b**

**Explanation:** A controlling PMO provides you with support and expects you to comply with their requests and wishes.

**Reference:** The PMBOK Guide, 6th Edition, Page: 48

[Go to Question: 127](#)

\*\*\*

**Answer-128: c**

**Explanation:** This is an example of rolling wave planning. In rolling wave planning, you make a detailed plan for near term work. You will make the plan for the rest of the work when you get more information on it.

**Reference:** The PMBOK Guide, 6th Edition, Page: 160

[Go to Question: 128](#)

\*\*\*

**Answer-129: b**

**Explanation:** The requirement traceability matrix connects the requirements to their deliverables. From this document, you can see the requirement and the requestor.

**Reference:** The PMBOK Guide, 6th Edition, Page: 148

[Go to Question: 129](#)

\*\*\*

**Answer-130: a**

**Reference:** The PMBOK Guide, 6th Edition, Page: 244

[Go to Question: 130](#)

\*\*\*

**Answer-131: b**

**Explanation:** In manage quality process, it is ensured that you are following the policies and procedures set by an organization.

**Reference:** The PMBOK Guide, 6th Edition, Page: 247

[Go to Question: 131](#)

\*\*\*

**Answer-132: a**

**Explanation:** According to the Tuckman Ladder's theory, the different stages of team development are as follows: forming, storming, norming, performing, and adjourning. In the performing stage, the team starts working as a well-organized unit, they are interdependent and work smoothly and effectively.

**Reference:** The PMBOK Guide, 6th Edition, Page: 338

[Go to Question: 132](#)

\*\*\*

**Answer-133: d**

**Explanation:** A question by bidders is a part of the meeting. Computer and telephone are kept in their places; they are not making any noise. The sound of a vacuum cleaner, of course, is a noise.

[Go to Question: 133](#)

\*\*\*

**Answer-134: c**

**Explanation:** In mitigation risk response strategy, you plan to mitigate it and assign it to a risk owner.

**Reference:** The PMBOK Guide, 6th Edition, Page: 443

[Go to Question: 134](#)

\*\*\*

**Answer-135: a**

**Explanation:** Under the FPIF, you set a ceiling price; once this ceiling price is passed, the seller bears all the cost. This point is known as the point of total assumption.

**Reference:** The PMBOK Guide, 6th Edition, Page: 471

[Go to Question: 135](#)

\*\*\*

**Answer-136: c**

**Explanation:** In change log, you record any change that occurs during the project, along with its impact on any project objective.

**Reference:** The PMBOK Guide, 6th Edition, Page: 120

[Go to Question: 136](#)

\*\*\*

**Answer-137: b**

**Explanation:** Scope baseline consists of scope statement, WBS, and WBS dictionary.

**Reference:** The PMBOK Guide, 6th Edition, Page: 161

[Go to Question: 137](#)

\*\*\*

**Answer-138: a**

**Explanation:** Resource breakdown structure (RBS) hierarchically categorizes resources by category or type.

**Reference:** The PMBOK Guide, 6th Edition, Page: 165

[Go to Question: 138](#)

\*\*\*

**Answer-139: b**

**Reference:** The PMBOK Guide, 6th Edition, Page: 248

[Go to Question: 139](#)

\*\*\*

**Answer-140: b**

**Explanation:** Pareto analysis is also sometimes known as an 80/20 principle. This law states that 80% of the problems are due to 20% of the causes. Here, you find the minimum causes for the maximum amount of problems.

[Go to Question: 140](#)

\*\*\*

**Answer-141: c**

**Explanation:** During develop project team process, if you see that any of your team members are lacking certain skills, you will develop a training program for him.

**Reference:** The PMBOK Guide, 6th Edition, Page: 342

[Go to Question: 141](#)

\*\*\*

**Answer-142: b**

**Explanation:** In horizontal communication, you communicate with your peers or people on your level; therefore, this is a wrong choice. In vertical communication, communication hierarchy is from lower level to upper level, as shown in the question; hence 'b' is the correct answer.

Parallel and triangular communication are made-up words.

[Go to Question: 142](#)

\*\*\*

**Answer-143: a**

**Explanation:** Exploit is a risk response strategy where you use all means to realize the

opportunity.

**Reference:** The PMBOK Guide, 6th Edition, Page: 444

[Go to Question: 143](#)

\*\*\*

**Answer-144: d**

**Explanation:** In cost plus award fee (CPAF), seller is given all cost for his work plus an award based upon some pre-defined performance achievement, which is not subjected to an appeal.

**Reference:** The PMBOK Guide, 6th Edition, Page: 472

[Go to Question: 144](#)

\*\*\*

**Answer-145: b**

**Explanation:** Regardless of whether the project is successfully completed or terminated before the completion, you must start close project process in order to close the project.

**Reference:** The PMBOK Guide, 6th Edition, Page: 121

[Go to Question: 145](#)

\*\*\*

**Answer-146: a**

**Explanation:** In a WBS dictionary, you can see the details of each component in a WBS.

**Reference:** The PMBOK Guide, 6th Edition, Page: 162

[Go to Question: 146](#)

\*\*\*

**Answer-147: b**

**Explanation:** You are in the plan schedule management stage. Expert judgment, data analysis, and meetings are tools and techniques of this process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 179



[Go to Question: 147](#)

\*\*\*

**Answer-148: d**

**Explanation:** If the TCPI is calculated based on the original budget, you will use the formula mentioned in “c”. However, if the new budget is approved, you’ll use the formula mentioned in “d”.

**Reference:** The PMBOK Guide, 6th Edition, Page: 266

[Go to Question: 148](#)

\*\*\*

**Answer-149: d**

**Explanation:** Destructive testing loss is an example of the cost of conformance, the rest are examples of cost of non-conformance.

**Reference:** The PMBOK Guide, 6th Edition, Page: 283

[Go to Question: 149](#)

\*\*\*

**Answer-150: c**

**Explanation:** This is an example of force/direct technique; here, you push one’s viewpoint at the expense of the other.

**Reference:** The PMBOK Guide, 6th Edition, Page: 348, 349

[Go to Question: 150](#)

\*\*\*

**Answer-151: d**

**Explanation:** In video conferencing, you interact with another person; it is a type of interactive communication method, which is the most effective communication method.

**Reference:** The PMBOK Guide, 6th Edition, Page: 374

[Go to Question: 151](#)

\*\*\*

**Answer-152: a**

**Explanation:** Risk tolerance helps the project manager to rank the risk. Risk tolerance gives the project manager an idea of how much stakeholders are willing to take risks.

[Go to Question: 152](#)

\*\*\*

**Answer-153: a**

**Explanation:** Every change request must go through the integrated change control process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 113, 115

[Go to Question: 153](#)

\*\*\*

**Answer-154: c**

**Explanation:** In the project scope statement, you can see the product acceptance criteria.

**Reference:** The PMBOK Guide, 6th Edition, Page: 154

[Go to Question: 154](#)

\*\*\*

**Answer-155: d**

**Explanation:** Refer to the diagram at the end of this answer sheet.

[Go to Question: 155](#)

\*\*\*

**Answer-156: b**

**Explanation:** Refer to the diagram at the end of this answer sheet.

[Go to Question: 156](#)

\*\*\*

**Answer-157: b**

**Explanation:** Refer to the diagram at the end of this answer sheet.

[Go to Question: 157](#)

\*\*\*

**Answer-158: d**

**Explanation:** Refer to the diagram at the end of this answer sheet.

[Go to Question: 158](#)

\*\*\*

**Answer-159: d**

**Explanation:** In the plan cost management process, you define policy, procedures, and guidance to manage the project cost.

**Reference:** The PMBOK Guide, 6th Edition, Page: 235

[Go to Question: 159](#)

\*\*\*

**Answer-160: b**

**Explanation:** In the Six Sigma methodology, 99.99969% of products are supposed to be defect free (or 0.0000034% of product can have defects).

[Go to Question: 160](#)

\*\*\*

**Answer-161: c**

**Explanation:** If your experts are located in different geographical locations and you need their input, you will create a virtual team including all these experts.

**Reference:** The PMBOK Guide, 6th Edition, Page: 333

[Go to Question: 161](#)

\*\*\*

**Answer-162: b**

**Explanation:** You are calling her and she is receiving your call, and gets your message. Her role is receiver.

**Reference:** The PMBOK Guide, 6th Edition, Page: 373

[Go to Question: 162](#)

\*\*\*

**Answer-163: c**

**Explanation:** When an unidentified risk occurs, you will take prompt action to handle it. This activity is called a workaround.

[Go to Question: 163](#)

\*\*\*

**Answer-164: a**

**Explanation:** This is an example of corrective action where you act due to an error. Preventive action is a proactive step where errors do not occur and you take action to prevent them, while a corrective action is reactive where you take action once the problem occurs.

The term prevent is used in the question to confuse you.

**Reference:** The PMBOK Guide, 6th Edition, Page: 112

[Go to Question: 164](#)

\*\*\*

**Answer-165: b**

**Explanation:** Scope baseline is the output of create WBS process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 156

[Go to Question: 165](#)

\*\*\*

**Answer-166: b**

**Explanation:** In the control chart, the upper and lower control limits are set based on three Sigma around the process mean.

[Go to Question: 166](#)

\*\*\*

**Answer-167: b**

**Explanation:** In benchmarking, you compare the current project parameters with past comparable project parameters to identify the best practices and ideas for improvement.

**Reference:** The PMBOK Guide, 6th Edition, Page: 281

[Go to Question: 167](#)

\*\*\*

**Answer-168: b**

**Explanation:** Maslow's Hierarchy of Needs is as follows (from lowest to highest): physiological, safety, social, esteem, and self-actualization.

Therefore, when your physiological and safety needs have been fulfilled, you will look for the social needs.

[Go to Question: 168](#)

\*\*\*

**Answer-169: d**

**Explanation:** The message is in French, which you don't understand. The translator is translating the message to a language you can understand; he is decoding the message.

**Reference:** The PMBOK Guide, 6th Edition, Page: 371

[Go to Question: 169](#)

\*\*\*

**Answer-170: b**

**Explanation:** In plan risk response process, you determine the response to each identified risk.

**Reference:** The PMBOK Guide, 6th Edition, Page: 437

[Go to Question: 170](#)

\*\*\*

**Answer-171: b**

**Explanation:** Validate scope is the process of formalizing the acceptance of completed project deliverables, and once the deliverable of the previous phase is accepted you can move on to the next phase.

**Reference:** The PMBOK Guide, 6th Edition, Page: 163

[Go to Question: 171](#)

\*\*\*

**Answer-172: b**

**Explanation:**

Schedule Performance Index = (Earned Value) / (Planned Value)  
Schedule Performance Index = 200,000 / 250,000  
= 0.8

**Reference:** The PMBOK Guide, 6th Edition, Page: 263

[Go to Question: 172](#)

\*\*\*

**Answer-173: a**

**Explanation:**

$EAC = BAC / CPI$   
 $CPI = EV / AC$   
 $= 200,000 / 250,000$   
 $= 0.8$   
 $\Rightarrow EAC = BAC / CPI$   
 $= 500,000 / 0.8$   
 $= 625,000$

**Reference:** The PMBOK Guide, 6th Edition, Page: 264

[Go to Question: 173](#)

\*\*\*

**Answer-174: d**

**Explanation:**

$$\begin{aligned} \text{ETC} &= \text{EAC} - \text{AC} \\ &= 625,000 - 250,000 \\ &= 375,000 \end{aligned}$$

**Reference:** The PMBOK Guide, 6th Edition, Page: 264, 265

[Go to Question: 174](#)

\*\*\*

**Answer-175: b**

**Explanation:** Since you are inspecting the deliverable with the client, this is the validate scope process. The validate scope process is performed by the project manager with the client after the deliverable or the product is completed. The purpose of this process is to ensure that the client accepts the product formally.

**Reference:** The PMBOK Guide, 6th Edition, Page: 163

[Go to Question: 175](#)

\*\*\*

**Answer-176: b**

**Explanation:** Pay raise and working conditions are hygiene condition, which do not motivate employees; although, they are necessary. Self-growth opportunity is a motivating factor or satisfier.

[Go to Question: 176](#)

\*\*\*

**Answer-177: a**

**Explanation:** You know the risk and you did not take any action, so this is an example of accept risk response strategy.

**Reference:** The PMBOK Guide, 6th Edition, Page: 443

[Go to Question: 177](#)

\*\*\*

**Answer-178: b**

**Explanation:** In bottom up estimation, you find the cost of each activity with the highest degree of accuracy and add them up to reach the higher level. This is the most accurate method of calculating the cost of a project.

**Reference:** The PMBOK Guide, 6th Edition, Page: 244

[Go to Question: 178](#)

\*\*\*

**Answer-179: a**

**Explanation:** In relational power, team members respect you because they know that you are connected to influential people in the organization.

**Reference:** The PMBOK Guide, 6th Edition, Page: 63

[Go to Question: 179](#)

\*\*\*

**Answer-180: c**

**Explanation:** In plan risk management process, you define the definition of risk probability and its impact.

**Reference:** The PMBOK Guide, 6th Edition, Page: 407

[Go to Question: 180](#)

\*\*\*

**Answer-181: c**

**Explanation:** A cost which changes according to the scale and scope of the project is known as the Variable Cost.

[Go to Question: 181](#)

\*\*\*

**Answer-182: d**

**Explanation:**

$EMV = 0.75 * (100,000) + 0.25 * (-50,000)$



$$\text{EMV} = 75,000 - 12,500$$

$$\text{EMV} = 62,500$$

[Go to Question: 182](#)

\*\*\*

**Answer-183: d**

**Explanation:** This is an example of benchmarking.

[Go to Question: 183](#)

\*\*\*

**Answer-184: b**

**Explanation:**

$$\begin{aligned}\text{EMV of choice A} &= 0.3 * (-100) + 0.7 * (-500) \\ &= -30 - 350 \\ &= -380\end{aligned}$$

[Go to Question: 184](#)

\*\*\*

**Answer-185: c**

**Explanation:** To find the better choice, we need to find the EMV of all three choices. Since all risks are threats, the lesser the EMV, the better choice.

Since the EMV of choice A is -380 USD, now we will calculate the EMV of choice B and C.

$$\begin{aligned}\text{EMV of choice B} &= 0.4 * (-200) + 0.6 * (-400) \\ &= -80 - 240 \\ &= -320 \text{ USD}\end{aligned}$$

$$\begin{aligned}\text{EMV of choice C} &= 0.35 * (-150) + 0.65 * (-350) \\ &= -52.5 - 227.5 \\ &= -280\end{aligned}$$

Since the EMV of choice C is less than choice A and B, choice C is the best answer.

[Go to Question: 185](#)

\*\*\*

**Answer-186: b**

**Explanation:** All these are components of the requirements management plan.

**Reference:** The PMBOK Guide, 6th Edition, Page: 137

[Go to Question: 186](#)

\*\*\*

**Answer-187: b**

**Explanation:** The RAM matrix shows the connection between work packages or activities and the team members. RAM Matrix can be used to define the responsibilities of groups or any individual team member.

**Reference:** The PMBOK Guide, 6th Edition, Page: 317

[Go to Question: 187](#)

\*\*\*

**Answer-188: a**

**Explanation:** You can use a SWOT analysis in two ways: matching and converting. In converting, you change threats and weaknesses into opportunities and strengths. Matching is used to find a competitive advantage by matching strengths to opportunities.

**Reference:** The PMBOK Guide, 6th Edition, Page: 415

[Go to Question: 188](#)

\*\*\*

**Answer-189: a**

**Explanation:** The project budget might change as the project progresses. In this case, you may need to inform management about the new forecasted budget, which is known as estimate at completion (EAC).

**Reference:** The PMBOK Guide, 6th Edition, Page: 264

[Go to Question: 189](#)

\*\*\*

**Answer-190: c**

**Explanation:** A communication gap means some of the members did not understand the discussion in the previous meeting or missed it. Therefore, to solve this issue you can send all team members the recorded sessions of the meetings.

[Go to Question: 190](#)

\*\*\*

**Answer-191: a**

**Explanation:** The question states that some features were added to the deliverables due to a miscommunication and misunderstanding. A requirement traceability matrix would connect each deliverable to its origin and, therefore, avoid misunderstandings.

**Reference:** The PMBOK Guide, 6th Edition, Page: 148, 149

[Go to Question: 191](#)

\*\*\*

**Answer-192: c**

**Explanation:** Since the cost estimate for the project is not correct you will estimate it again. However, this time you will use the bottom up cost estimation technique because the project is running and now you have all the possible details for all activities.

[Go to Question: 192](#)

\*\*\*

**Answer-193: c**

**Explanation:** Theory Z puts emphasis on increasing the loyalty of employees by various means; e.g. involving them with the management.

[Go to Question: 193](#)

\*\*\*

**Answer-194: a**

**Explanation:** Uncertainty is a lack of complete certainty. In uncertainty, the outcome of any event is unknown and cannot be measured or guessed.

[Go to Question: 194](#)

\*\*\*

**Answer-195: a**

**Explanation:** A Fishbone diagram, which is also known as a cause and effect diagram, can help you find the root cause of a problem.

**Reference:** The PMBOK Guide, 6th Edition, Page: 293

[Go to Question: 195](#)

\*\*\*

**Answer-196: c**

**Explanation:** You are in the acquire project team process. Project staff assignments is an output of the acquire project team process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 328

[Go to Question: 196](#)

\*\*\*

**Answer-197: b**

**Explanation:** Para-lingual communication is the way your words sound e.g. pitch and tone of your voice.

[Go to Question: 197](#)

\*\*\*

**Answer-198: d**

**Explanation:** You are in the monitor risks process. Besides the change log, all other documents are updated in this process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 458

[Go to Question: 198](#)

\*\*\*

**Answer-199: a**

**Explanation:** In the collect requirements process, you collect the requirements from all

project stakeholders, and according to the question it is evident that you did not collect the requirements from this stakeholder.

**Reference:** The PMBOK Guide, 6th Edition, Page: 138

[Go to Question: 199](#)

\*\*\*

**Answer-200: c**

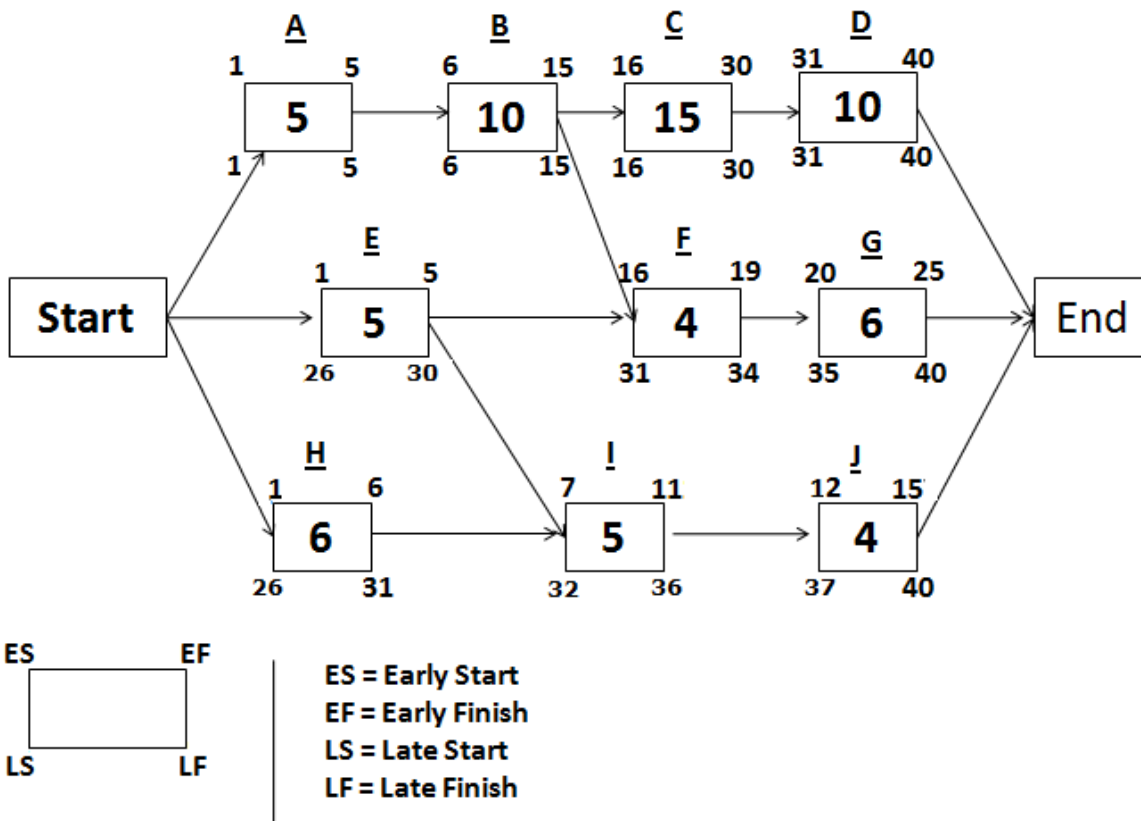
**Explanation:** Tornado diagram is useful for comparing relative impacts of variables on project objectives.

**Reference:** The PMBOK Guide, 6th Edition, Page: 434

[Go to Question: 200](#)

\*\*\*

**For answers 155 to 158**



## Answers Sheet: Set-II

**Answer-201: d**

**Explanation:** Since there is an issue regarding the understanding of common technical terms, you will ask them to refer to the PMBOK Guide, which is a globally accepted standard and explains various project management terms.

This will help you bring all the team members onto the same platform, reduce conflicts and, ultimately, successfully complete the project.

[Go to Question: 201](#)

\*\*\*

**Answer-202: b**

**Explanation:** The WBS is a hierarchical decomposition of the total scope of work.

**Reference:** The PMBOK Guide, 6th Edition, Page: 161

[Go to Question: 202](#)

\*\*\*

**Answer-203: c**

**Explanation:** Buffers are used in the critical chain method, not in the critical path method.

[Go to Question: 203](#)

\*\*\*

**Answer-204: d**

**Explanation:** Dummy activities are used in an ADM (arrow diagrammatic technique) to show logical relationships.

[Go to Question: 204](#)

\*\*\*

**Answer-205: c**

**Explanation:** This is an example of preventive action where you make sure that something that has happened elsewhere does not happen to you.

[Go to Question: 205](#)

\*\*\*

**Answer-206: c**

**Explanation:** “Plan the solution” is made up. The remaining options are correct answers.

**Reference:** The PMBOK Guide 6th Edition, Page: 356

[Go to Question: 206](#)

\*\*\*

**Answer-207: c**

**Explanation:** In this case, you will first review the communication plan to see if this stakeholder is an intended recipient of the information.

**Reference:** The PMBOK Guide, 6th Edition, Page: 366

[Go to Question: 207](#)

\*\*\*

**Answer-208: d**

**Explanation:** This is the root cause analysis where a moderator starts a discussion with a problem statement and asks members to find ways this problem could occur.

**Reference:** The PMBOK Guide, 6th Edition, Page: 415

[Go to Question: 208](#)

\*\*\*

**Answer-209: a**

**Explanation:** In a bidder conference, you clear the doubts raised by bidders and clarify the terms and conditions of the contract. In a bid conference, you do not award the contract.

**Reference:** The PMBOK Guide, 6th Edition, Page: 482

[Go to Question: 209](#)

\*\*\*

**Answer-210: b**

**Explanation:** Here, you are using the stakeholder analysis technique. In the stakeholder analysis technique, you analyze the interests and impact of each stakeholder on the project or its objective. Once you are finished, you draft your stakeholder management strategy.

**Reference:** The PMBOK Guide, 6th Edition, Page: 512

[Go to Question: 210](#)

\*\*\*

**Answer-211: c**

**Explanation:** Chapter 3.3.1 of PMI Code of Ethics says that, "We negotiate in good faith."

**Reference:** Code of Ethics 3.3.1

[Go to Question: 211](#)

\*\*\*

**Answer-212: d**

**Explanation:** The project manager is responsible for raising the change request, but the change request is approved or rejected by the change control board or someone from the management who has the authority to do so.

[Go to Question: 212](#)

\*\*\*

**Answer-213: a**

**Explanation:** The create work breakdown structure is a process where you break down the project work into manageable work packages and, from there, you can track the project's progress.

**Reference:** The PMBOK Guide, 6th Edition, Page: 156

[Go to Question: 213](#)



\*\*\*

**Answer-214: b**

**Explanation:** Free float is an amount of time that an activity can be delayed without affecting the early start of the next activity. Total float is an amount of time that an activity can be delayed without affecting the project completion date.

The project buffer is placed between the last task and the project completion date as a non-activity buffer, and this buffer acts as a contingency for the critical chain activities. Any delay on the critical chain will eat this buffer, but the project completion date will remain unchanged.

Feeding buffers are added to the non-critical chain so that any delay on the non-critical chain does not affect the critical chain. They are inserted between the last task on a non-critical chain and the critical chain.

**Reference:** The PMBOK Guide, 6th Edition, Page: 210

[Go to Question: 214](#)

\*\*\*

**Answer-215: d**

**Explanation:** In parametric estimation, you use historical data from previous projects, such as the cost of painting or plastering per square foot, and apply it to your project to get an estimate. This technique provides a higher level of accuracy than the analogous technique.

**Reference:** The PMBOK Guide, 6th Edition, Page: 244

[Go to Question: 215](#)

\*\*\*

**Answer-216: d**

**Explanation:** This is an example of the rule of seven. Here, seven consecutive test points are found on either side of the mean. Therefore, you will find the cause for this observation.

[Go to Question: 216](#)

\*\*\*

**Answer-217: d**

**Explanation:** All options besides motivational process are included in the team charter.

**Reference:** The PMBOK Guide, 6th Edition, Page: 319

[Go to Question: 217](#)

\*\*\*

**Answer-218: a**

**Explanation:** In email, you send information to recipients so it is a push communication.

**Reference:** The PMBOK Guide, 6th Edition, Page: 374

[Go to Question: 218](#)

\*\*\*

**Answer-219: c**

**Explanation:** The perform quantitative risk analysis process is usually not performed in small and unimportant projects. It depends on the project manager and the management to decide whether or not to go for it.

**Reference:** The PMBOK Guide, 6th Edition, Page: 428, 429

[Go to Question: 219](#)

\*\*\*

**Answer-220: a**

**Explanation:** If the scope of work is well defined, you will go for the firm fixed price contract.

**Reference:** The PMBOK Guide, 6th Edition, Page: 471

[Go to Question: 220](#)

\*\*\*

**Answer-221: c**

**Explanation:** The responsibility of assignments is included in the responsibility

assignment matrix (RAM), not in the stakeholder register.

**Reference:** The PMBOK Guide, 6th Edition, Page: 514

[Go to Question: 221](#)

\*\*\*

**Answer-222: a**

**Explanation:** Chapter 4.3.1 of the PMI Code of Ethics talks about the disclosure of a conflict of interest.

**Reference:** Code of Ethics 4.3.1, & 4.3.2

[Go to Question: 222](#)

\*\*\*

**Answer-223: b**

**Explanation:** Since the two projects are different types, you will manage them under portfolio management.

**Reference:** The PMBOK Guide, 6th Edition, Page: 11, 12, 13, 15

[Go to Question: 223](#)

\*\*\*

**Answer-224: a**

**Explanation:** In rolling wave planning, near term work is planned in detail while the work performed in the future is planned at a higher level.

**Reference:** The PMBOK Guide, 6th Edition, Page: 159, 185

[Go to Question: 224](#)

\*\*\*

**Answer-225: c**

**Explanation:** Activities with free float have maximum flexibility, and this does not affect the early start of the next activity. On the other hand, total float is for the path, and it is not assigned to any single activity.

Activity on a critical path does not have any float and hammock activity is a virtual activity.

[Go to Question: 225](#)

\*\*\*

**Answer-226: c**

**Explanation:** The cost baseline is the approved version of the time-phased project budget excluding the management reserve.

**Reference:** The PMBOK Guide, 6th Edition, Page: 255

[Go to Question: 226](#)

\*\*\*

**Answer-227: d**

**Explanation:** JIT stands for Just in Time, and is a Japanese technology which emphasizes low inventory holdings and reduction in wastage.

[Go to Question: 227](#)

\*\*\*

**Answer-228: d**

**Explanation:** In the compromise technique, you take suggestions from both sides and try to make a compromise. Both parties involved in the conflict gain something, so this solution partially satisfies both parties.

**Reference:** The PMBOK Guide, 6th Edition, Page: 349

[Go to Question: 228](#)

\*\*\*

**Answer-229: c**

**Explanation:** Besides work environment, all other options are interpersonal skills.

**Reference:** The PMBOK Guide, 6th Edition, Page: 375

[Go to Question: 229](#)

\*\*\*

**Answer-230: b**

**Explanation:** You are using the Monte Carlo Simulation, which is a perform quantitative risk analysis process technique and helps you determine the probability of completing the project in different scenarios.

**Reference:** The PMBOK Guide, 6th Edition, Page: 433

[Go to Question: 230](#)

\*\*\*

**Answer-231: a**

**Explanation:** In a Firm Fixed Price contract, the buyer has a minimum risk because the seller has to complete the project within the agreed upon price.

[Go to Question: 231](#)

\*\*\*

**Answer-232: b**

**Explanation:** Involve him at the very beginning of the project so that he can be aware of progress and minimizes the chance to request changes.

[Go to Question: 232](#)

\*\*\*

**Answer-233: d**

**Explanation:** This is a case of a conflict of interest. You must disclose your relationship to the committee.

[Go to Question: 233](#)

\*\*\*

**Answer-234: c**

**Explanation:** This is an example of a transfer risk response strategy because here, you transfer the responsibility to a third party who will provide the service to the customers.

**Reference:** The PMBOK Guide, 6th Edition, Page: 443

[Go to Question: 234](#)

\*\*\*

**Answer-235: d**

**Explanation:** In plurality, you select the choice which has the largest numbers of votes. You use this method when the choices are more than two.

**Reference:** The PMBOK Guide, 6th Edition, Page: 144

[Go to Question: 235](#)

\*\*\*

**Answer-236: a**

**Explanation:** In the critical path method diagram, it is assumed that the resources will be available whenever they will be required. This technique does not consider resources as a constraint.

[Go to Question: 236](#)

\*\*\*

**Answer-237: c**

**Explanation:** This is Estimate at Completion, which is the cost of the completed work plus the cost needed to complete the remaining work. Please note that EAC will always be the cost of the actual work and the work to be completed regardless of whether you perform with the same cost performance or not.

**Reference:** The PMBOK Guide, 6th Edition, Page: 264, 265

[Go to Question: 237](#)

\*\*\*

**Answer-238: b**

**Explanation:** Precise means you are producing end-products with similar dimensions which may or may not be near to the required dimensions. In accuracy, you must produce products with dimensions near to the required dimension.

[Go to Question: 238](#)

\*\*\*

**Answer-239: a**

**Explanation:** Since these stakeholders are important, you cannot ignore them or force a decision. You will go for the problem solve technique, which leads to consensus and commitment.

**Reference:** The PMBOK Guide, 6th Edition, Page: 349

[Go to Question: 239](#)

\*\*\*

**Answer-240: b**

**Explanation:** Talking with someone on a cell phone is an example of informal verbal communication.

[Go to Question: 240](#)

\*\*\*

**Answer-241: b**

**Explanation:** Since the risk owner implemented the contingency plan it means this is a known risk. The contingency plan and contingency reserve are used to manage known risks.

**Reference:** The PMBOK Guide, 6th Edition, Page: 445

[Go to Question: 241](#)

\*\*\*

**Answer-242: d**

**Explanation:** In the control procurements process, you close procurement contracts. Close procurements is not a procurement process in the sixth edition of the PMBOK Guide.

**Reference:** The PMBOK Guide, 6th Edition, Page: 492

[Go to Question: 242](#)

\*\*\*

**Answer-243: c**

**Explanation:** You cannot leave any stakeholders out of your project. You must find a way to manage them all.

**Reference:** The PMBOK Guide, 6th Edition, Page: 507

[Go to Question: 243](#)

\*\*\*

**Answer-244: d**

**Explanation:** It is unethical and potentially illegal to hide the fact. Although you made a mistake, when you discover it you must disclose the error and take corrective action.

[Go to Question: 244](#)

\*\*\*

**Answer-245: c**

**Explanation:** You are asking for some high-level information about the project such as the budget, project end dates, etc. All this information can be found in the project charter.

**Reference:** The PMBOK Guide, 6th Edition, Page: 81

[Go to Question: 245](#)

\*\*\*

**Answer-246: c**

**Explanation:** Every change request should be reviewed thoroughly. Once you review the change request you will be able to determine the impact of the change.

[Go to Question: 246](#)

\*\*\*

**Answer-247: b**

**Explanation:** In the sequence activities process, you define the logical sequence of activities to complete the work efficiently and draw the network diagram.

**Reference:** The PMBOK Guide, 6th Edition, Page: 187

[Go to Question: 247](#)



\*\*\*

**Answer-248: c**

**Explanation:** The Management Reserve is not a part of the cost baseline. Once you add the management reserve to the cost baseline, it becomes the project budget.

**Reference:** The PMBOK Guide, 6th Edition, Page: 255

[Go to Question: 248](#)

\*\*\*

**Answer-249: b**

**Explanation:** An Ishikawa diagram helps you find the root cause of the problem, so in this case, you will use an Ishikawa diagram to find the root cause of the problem in the delivery system and then try to sort it out.

**Reference:** The PMBOK Guide, 6th Edition, Page: 293

[Go to Question: 249](#)

\*\*\*

**Answer-250: d**

**Explanation:** In management by objective (MBO), you define the objectives in your organization so that management and employees can understand and agree to it and then work together to achieve these objectives.

[Go to Question: 250](#)

\*\*\*

**Answer-251: c**

**Explanation:** Remove noise is not a part of the basic communication model. The communication model consists of: encode, transmit message, decode, acknowledge, and feedback.

**Reference:** The PMBOK Guide, 6th Edition, Page: 371

[Go to Question: 251](#)

\*\*\*

**Answer-252: b**

**Explanation:** The risk breakdown structure is a hierarchical breakdown of risks which helps you identify the source of the risks and helps you to look at many sources from which project risks may arise in a risk identification exercise.

**Reference:** The PMBOK Guide, 6th Edition, Page: 405, 406

[Go to Question: 252](#)

\*\*\*

**Answer-253: a**

**Explanation:** Since the incentive is based on the objective evaluation, it is a cost plus incentive fee contract.

**Reference:** The PMBOK Guide, 6th Edition, Page: 472

[Go to Question: 253](#)

\*\*\*

**Answer-254: a**

**Explanation:** You need to identify stakeholders before developing the project management plan; otherwise, you may face difficulties in later stages of your project.

**Reference:** The PMBOK Guide, 6th Edition, Page: 507

[Go to Question: 254](#)

\*\*\*

**Answer-255: b**

**Explanation:** Since it is a local custom, you will accept the gift and inform management.

[Go to Question: 255](#)

\*\*\*

**Answer-256: b**

**Explanation:** If the project is very big and complex, dividing the project into phases gives you better control. It helps you to better plan resources and implement tight control.

[Go to Question: 256](#)

\*\*\*

**Answer-257: d**

**Explanation:** All information about the risks can be found in the risk register, not in the WBS dictionary.

**Reference:** The PMBOK Guide, 6th Edition, Page: 162

[Go to Question: 257](#)

\*\*\*

**Answer-258: b**

**Explanation:** The four types of dependencies in the Precedence Diagramming method are: mandatory dependency, discretionary dependency, internal dependency, and external dependency.

**Reference:** The PMBOK Guide, 6th Edition, Page: 191, 192

[Go to Question: 258](#)

\*\*\*

**Answer-259: b**

**Explanation:**

Value of completed work = 28,000 USD

Value of the total work = 150,000 USD

Therefore, the percentage of completed work =  $(28,000 / 150,000) * 100$   
= 18.7

[Go to Question: 259](#)

\*\*\*

**Answer-260: d**

**Explanation:** In a control chart, if the process goes above or below the specification limits, you say that the process is out of control and immediate action is needed to bring the process back on track.

**Reference:** The PMBOK Guide, 6th Edition, Page: 304

[Go to Question: 260](#)

\*\*\*

**Answer-261: c**

**Explanation:** Since you have knowledge and skills, which is also emphasized in the question, the correct answer is expert power.

**Reference:** The PMBOK Guide, 6th Edition, Page: 63

[Go to Question: 261](#)

\*\*\*

**Answer-262: a**

**Explanation:** Online communication is not a communication method. Communication methods can be broadly classified into three types: interactive communication, push communication, and pull communication.

**Reference:** The PMBOK Guide, 6th Edition, Page: 374

[Go to Question: 262](#)

\*\*\*

**Answer-263: a**

**Explanation:** In the plan risk management process, you define the definition of the probabilities of risks.

**Reference:** The PMBOK Guide, 6th Edition, Page: 407

[Go to Question: 263](#)

\*\*\*

**Answer-264: a**

**Explanation:** The procurement statement of work (SOW) describes the work in detail so that sellers can review it and place a bid.

**Reference:** The PMBOK Guide, 6th Edition, Page: 477

[Go to Question: 264](#)

\*\*\*

**Answer-265: d**

**Explanation:** Since you are performing all activities on your own, you are not going to procure any contract to a third party; hence, the procurement document will be the least required in this case.

[Go to Question: 265](#)

\*\*\*

**Answer-266: c**

**Explanation:** If you see someone violating PMI copyrights, you must inform PMI. They are the ones who will deal with their copyright violation.

[Go to Question: 266](#)

\*\*\*

**Answer-267: b**

**Explanation:** This is an example of an escalate risk response strategy where you shift the ownership of the risk to upper levels as managing the risk is beyond your authority.

**Reference:** The PMBOK Guide, 6th Edition, Page: 443

[Go to Question: 267](#)

\*\*\*

**Answer-268: d**

**Explanation:** The project charter does not include the name of business rivals.

**Reference:** The PMBOK Guide, 6th Edition, Page: 81

[Go to Question: 268](#)

\*\*\*

**Answer-269: a**

**Explanation:** The duration of the critical path is the duration of the project, so if you want to reduce the duration of the project you must work on the critical path.

**Reference:** The PMBOK Guide, 6th Edition, Page: 215

[Go to Question: 269](#)

\*\*\*

**Answer-270: b**

**Explanation:** Sunk cost is the cost that has incurred, and it will not affect any decision to be made in the future.

[Go to Question: 270](#)

\*\*\*

**Answer-271: a**

**Explanation:** In the quality audit, external experts review and check if you are following the standard procedures or not. The quality audit is a tool and technique of the manage quality process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 294

[Go to Question: 271](#)

\*\*\*

**Answer-272: b**

**Explanation:** Salary and work conditions are hygienic conditions. Ground rules defines the behavior. Here, the most likely reason for a conflict can be personal work style.

**Reference:** The PMBOK Guide, 6th Edition, Page: 348

[Go to Question: 272](#)

\*\*\*

**Answer-273: a**

**Explanation:** You are in the manage communication process. The project management plan update is an output of this process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 379

[Go to Question: 273](#)

\*\*\*

**Answer-274: b**

**Explanation:** In the accept risk response strategy, although you acknowledge the risk, you did not take any action to manage it. You decide to deal with it once it happens.

**Reference:** The PMBOK Guide, 6th Edition, Page: 443

[Go to Question: 274](#)

\*\*\*

**Answer-275: a**

**Explanation:** On the pre-qualified seller list, the company has a list of sellers who are pre-qualified to apply for the contract.

[Go to Question: 275](#)

\*\*\*

**Answer-276: d**

**Explanation:** Out of these four choices, the Impact / Power grid is not mentioned in the PMBOK Guide 6th Edition.

**Reference:** The PMBOK Guide, 6th Edition, Page: 512

[Go to Question: 276](#)

\*\*\*

**Answer-277: b**

**Explanation:** Although your company has fired you for an act which you did not do, you will not do anything unethical and illegal. You will maintain your professional integrity at all times.

[Go to Question: 277](#)

\*\*\*

**Answer-278: d**

**Explanation:** You are working in a projectized organization. In projectized organizations

the career growth path is not clear. Team members always live in fear that once the project is completed they may be asked to leave.

[Go to Question: 278](#)

\*\*\*

**Answer-279: c**

**Explanation:** In prototype, you produce a small-sized functional model of the real product and demonstrate it to stakeholders.

**Reference:** The PMBOK Guide, 6th Edition, Page: 147

[Go to Question: 279](#)

\*\*\*

**Answer-280: a**

**Explanation:** Dummy activities are used in an AOA diagram. PERT is an example of an AOA diagram.

[Go to Question: 280](#)

\*\*\*

**Answer-281: b**

**Explanation:** Estimate to Complete (ETC) is the cost required to complete the remaining work.

**Reference:** The PMBOK Guide, 6th Edition, Page: 264, 265

[Go to Question: 281](#)

\*\*\*

**Answer-282: a**

**Explanation:** If all data in a scatter diagram lie in a circle, there is no correlation between them.

[Go to Question: 282](#)

\*\*\*



**Answer-283: d**

**Explanation:** Salary, working conditions, and relationship with the boss are hygienic conditions. Career growth is a motivating factor.

[Go to Question: 283](#)

\*\*\*

**Answer-284: c**

**Explanation:** Every change should be processed through the change request. You cannot make any changes to the project with only a verbal request from the client.

[Go to Question: 284](#)

\*\*\*

**Answer-285: c**

**Explanation:** In a transfer risk response strategy, you transfer the ownership of risk to a third party. Now it is their responsibility to manage the risk once it happens. Insurance is an example of a risk transfer strategy.

**Reference:** The PMBOK Guide, 6th Edition, Page: 443

[Go to Question: 285](#)

\*\*\*

**Answer-286: b**

**Explanation:** In this case, you will select the cost plus fixed fee contract. Please note that if you need to hire the expert, then you would have gone with the time and material contract.

[Go to Question: 286](#)

\*\*\*

**Answer-287: d**

**Explanation:** According to the PMBOK Guide, this process frequently occurs in a project for the first time either prior to or at the same time the project charter is developed and approved. This means you can identify stakeholders before the project charter is signed.

**Reference:** The PMBOK Guide, 6th Edition, Page: 508

[Go to Question: 287](#)

\*\*\*

**Answer-288: a**

**Explanation:** In no case, regardless of what may happen, can you offer a bribe. You will find a legal process and go through it.

[Go to Question: 288](#)

\*\*\*

**Answer-289: c**

**Explanation:** A project may require a change at any moment throughout the project life cycle, so the performance integrated change control process can be performed until the project ends.

**Reference:** The PMBOK Guide, 6th Edition, Page: 115

[Go to Question: 289](#)

\*\*\*

**Answer-290: b**

**Explanation:** You will note down all lessons learned whether they are important or not because a non-important lesson learned could be important for any next project.

[Go to Question: 290](#)

\*\*\*

**Answer-291: b**

**Explanation:** The Early Start of activity B is 7 and the duration is 4 days; this means the Early Finish will be  $7 + 4 - 1 = 10$ .

Now, since the Early Finish of both activities is the same, it is a Finish to Finish type of relationship.

**Reference:** The PMBOK Guide, 6th Edition, Page: 190

[Go to Question: 291](#)

\*\*\*

**Answer-292: a**

**Explanation:** When the project completes, all the planned value will be earned. This means  $EV = PV$ , i.e.  $SPI = 1$

[Go to Question: 292](#)

\*\*\*

**Answer-293: b**

**Explanation:** Although the deliverable is within the customer's specification limits, it is outside the control limit. Therefore, you will take corrective action so as to avoid any possible defect.

**Reference:** The PMBOK Guide, 6th Edition, Page: 304

[Go to Question: 293](#)

\*\*\*

**Answer-294: a**

**Explanation:** In the question the stakeholder only needs to know whether the team member is doing his assigned job or not. Once she sees it, she agree on it. This means she saw the RACI chart. RACI stands for responsible, accountable, consult, and inform. This is an example of the responsibility assignment matrix (RAM).

**Reference:** The PMBOK Guide, 6th Edition, Page: 317

[Go to Question: 294](#)

\*\*\*

**Answer-295: c**

**Explanation:** Any risk which is not previously identified and occurs during the project execution will be managed through the workaround.

[Go to Question: 295](#)

\*\*\*

**Answer-296: a**

**Explanation:** In the plan stakeholders engagement process, you define the strategies to manage and engage stakeholders.

**Reference:** The PMBOK Guide, 6th Edition, Page: 516

[Go to Question: 296](#)

\*\*\*

**Answer-297: b**

**Explanation:** To complete the project successfully you will have to manage the team effectively. To manage the team effectively, you will need to have interpersonal and team skills such as: leadership, influencing, decision making, etc.

**Reference:** The PMBOK Guide, 6th Edition, Page: 348, 349

[Go to Question: 297](#)

\*\*\*

**Answer-298: a**

**Explanation:** The project manager performs the validate scope process with the client. In this process, the client accepts the deliverable or the product.

**Reference:** The PMBOK Guide, 6th Edition, Page: 163

[Go to Question: 298](#)

\*\*\*

**Answer-299: d**

**Explanation:** Monte Carlo is a simulation technique not an estimation technique.

[Go to Question: 299](#)

\*\*\*

**Answer-300: b**

**Explanation:** Since this fault was caught when you have delivered the product to the client, it will be known as an external cost.

[Go to Question: 300](#)

\*\*\*

**Answer-301: d**

**Explanation:** You are doing a cost benefit analysis here.

**Reference:** The PMBOK Guide, 6th Edition, Page: 508

[Go to Question: 301](#)

\*\*\*

**Answer-302: d**

**Explanation:** The ground rules establish the expected behavior from the team members. Therefore, if you are facing problem regarding the team members' behavior, you will develop ground rules and implement them.

**Reference:** The PMBOK Guide, 6th Edition, Page: 528

[Go to Question: 302](#)

\*\*\*

**Answer-303: a**

**Explanation:** You develop the fallback plan for identified risks for which the primary risk response strategy fails or for the accepted risks; therefore, in most cases you will use the contingency reserve for a fallback plan.

**Reference:** The PMBOK Guide, 6th Edition, Page: 439

[Go to Question: 303](#)

\*\*\*

**Answer-304: d**

**Explanation:** If you have to hire the expert where the scope of work is not clear, the time and material contract is the best option.

**Reference:** The PMBOK Guide, 6th Edition, Page: 472

[Go to Question: 304](#)

\*\*\*

**Answer-305: b**

**Explanation:** It is the responsibility of the whole project management team, including the project manager, to update the lessons learned.

[Go to Question: 305](#)

\*\*\*

**Answer-306: d**

**Explanation:** A resource breakdown structure can be aligned with the accounting system to track down the project cost.

[Go to Question: 306](#)

\*\*\*

**Answer-307: a**

**Explanation:** You are in the create WBS process. The scope baseline is an output of the create WBS process, which consists of the project scope statement, the WBS, and the WBS dictionary.

**Reference:** The PMBOK Guide, 6th Edition, Page: 161, 162

[Go to Question: 307](#)

\*\*\*

**Answer-308: a**

**Explanation:**

In the given question:

Optimistic Estimate (to) = 5 days

Pessimistic Estimate (tp) = 10 days

Most Likely Estimate (tm) = 6 days

PERT Estimate =  $(to + 4tm + tp) / 6$

=  $(10 + 4 * 6 + 5) / 6$

=  $(10 + 24 + 5) / 6$

=  $39 / 6$

= 6.5

Therefore, the PERT estimate for this activity is 6.5 days.

**Reference:** The PMBOK Guide, 6th Edition, Page: 245

[Go to Question: 308](#)

\*\*\*

**Answer-309: a**

**Explanation:** Standard Deviation =  $(t_p - t_o) / 6$   
=  $(10 - 5) / 6$   
=  $5 / 6$   
= 0.833

Therefore, the standard deviation for this activity is 0.833

[Go to Question: 309](#)

\*\*\*

**Answer-310: c**

**Explanation:** This is a cost baseline curve which looks like an S-Curve.

**Reference:** The PMBOK Guide, 6th Edition, Page: 255

[Go to Question: 310](#)

\*\*\*

**Answer-311: a**

**Explanation:** This is an example of gold plating where you add extra functions (which are not mentioned in the product scope) to make a client happy.

[Go to Question: 311](#)

\*\*\*

**Answer-312: b**

**Explanation:** Hollywood actors are famous and they can influence the decisions of their fans. Therefore, here you are using referent power to influence the buyers.

[Go to Question: 312](#)

\*\*\*

**Answer- 313: d**

**Explanation:** In the probability and impact matrix, you can see the probability of each risk and its impact on the project objective.

**Reference:** The PMBOK Guide, 6th Edition, Page: 408

[Go to Question: 313](#)

\*\*\*

**Answer-314: b**

**Explanation:** If you sign a fixed price multi-year contract with the customer, you add a special clause which helps you adjust the price of the contract according to the inflation. This contract type is known as a fixed price with economic price adjustment (FP-EPA).

**Reference:** The PMBOK Guide, 6th Edition, Page: 471

[Go to Question: 314](#)

\*\*\*

**Answer-315: c**

**Explanation:** NPV, IRR, and payback period are examples of the benefit measurement method. Linear programming is an example of the constrained optimization project selection method.

[Go to Question: 315](#)

\*\*\*

**Answer-316: c**

**Explanation:** Corporate knowledge base is a part of organizational process assets.

**Reference:** The PMBOK Guide, 6th Edition, Page: 39

[Go to Question: 316](#)

\*\*\*

**Answer-317: d**

**Explanation:** The project plan is developed once the project charter is signed.



**Reference:** The PMBOK Guide, 6th Edition, Page: 75

[Go to Question: 317](#)

\*\*\*

**Answer-318: c**

**Explanation:** Here, you have brought some extra resources to bring the project on track, so this is an example of crashing.

**Reference:** The PMBOK Guide, 6th Edition, Page: 215

[Go to Question: 318](#)

\*\*\*

**Answer-319: b**

**Explanation:** Management is asking you to calculate the estimate at completion (EAC). All options except  $EAC = AC + (BAC - PV)$  are correct formulas to calculate the EAC in different scenarios.

**Reference:** The PMBOK Guide, 6th Edition, Page: 263, 264, & 265

[Go to Question: 319](#)

\*\*\*

**Answer-320: a**

**Explanation:** ISO 9001 is the Quality Management - Requirement, ISO 9000 is Quality management systems – Fundamentals and vocabulary, ISO 31000 is Risk management – Principles and guidelines, and ISO 18000 is Information technology – Radio frequency identification for item management.

[Go to Question: 320](#)

\*\*\*

**Answer-321: b**

**Explanation:** Your boss monitors your activities and does not trust you. This means he is micromanaging you, which is an example of Theory X.

[Go to Question: 321](#)

\*\*\*

**Answer-322: c**

**Explanation:** If any unidentified risk occurs, you will use the management reserve to manage it.

[Go to Question: 322](#)

\*\*\*

**Answer-323: d**

**Explanation:** The procurement statement of work includes the scope of work that is included in a particular contract.

**Reference:** The PMBOK Guide, 6th Edition, Page: 477

[Go to Question: 323](#)

\*\*\*

**Answer-324: a**

**Explanation:** In a projectized organization, team members always live in fear of losing their job. They know that once the project is completed and the organization does not have any new projects, they may lose their jobs.

[Go to Question: 324](#)

\*\*\*

**Answer-325: a**

**Explanation:** Lessons learned is a part of organizational process assets.

**Reference:** The PMBOK Guide, 6th Edition, Page: 39

[Go to Question: 325](#)

\*\*\*

**Answer-326: a**

**Explanation:** In the project scope statement, you can find all the detailed information about the project's work.

**Reference:** The PMBOK Guide, 6th Edition, Page: 154

[Go to Question: 326](#)

\*\*\*

**Answer-327: c**

**Explanation:** Since you are performing two activities in parallel to save the time, this is an example of fast tracking.

**Reference:** The PMBOK Guide, 6th Edition, Page: 215

[Go to Question: 327](#)

\*\*\*

**Answer-328: d**

**Explanation:**

The cost overrun is due to an error and you are sure that the remaining work can be completed as you have planned. In this scenario, you will use the following formula to calculate the EAC:

$$EAC = AC + BAC - EV$$

Given in the question:

$$AC = 100,000 \text{ USD}$$

$$EV = 30\% \text{ of } 250,000$$

$$= 0.3 * 250,000$$

$$= 75,000 \text{ USD}$$

$$BAC = 250,000 \text{ USD}$$

$$\text{Therefore, } EAC = 100,000 + 250,000 - 75,000$$

$$= 275,000 \text{ USD}$$

[Go to Question: 328](#)

\*\*\*

**Answer-329: d**

**Explanation:** If you are not meeting the quality requirements of the product, this means

the product is of low quality and you may be required to provide more after-sale support. In the given question, you are reworking, however, this is not the general case.

[Go to Question: 329](#)

\*\*\*

**Answer-330: b**

**Explanation:** The responsibility assignment matrix connects work packages to the project resources. It is not used for ranking of risks.

**Reference:** The PMBOK Guide, 6th Edition, Page: 317

[Go to Question: 330](#)

\*\*\*

**Answer-331: c**

**Explanation:** Here, you are applying the enhance risk response strategy because you are only trying to realize the opportunity. In the exploit risk response strategy, you make sure that the risk is realized. Mitigate is a negative risk response strategy, and in accept you do not take any proactive action.

**Reference:** The PMBOK Guide, 6th Edition, Page: 444

[Go to Question: 331](#)

\*\*\*

**Answer-332: b**

**Explanation:** Advertisement is tool and technique of the conduct procurement process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 482

[Go to Question: 332](#)

\*\*\*

**Answer-333: d**

**Explanation:** You will always select the project with the highest NPV.

[Go to Question: 333](#)

\*\*\*

**Answer-334: a**

**Explanation:** Project scope consists of scope baseline, WBS, and WBS dictionary. Therefore, any change in the WBS will be reflected in the scope.

**Reference:** The PMBOK Guide, 6th Edition, Page: 161

[Go to Question: 334](#)

\*\*\*

**Answer-335: d**

**Explanation:** All these documents are referred to as procurement documents.

[Go to Question: 335](#)

\*\*\*

**Answer-336: c**

**Explanation:** Hammock activities are a summary of many activities which are roughly related to each other. Hammock activities are also referred to as the summary activities.

**Reference:** The PMBOK Guide, 6th Edition, Page: 182

[Go to Question: 336](#)

\*\*\*

**Answer-337: a**

**Explanation:** Since the first phone meets its stated requirements, you would say that this is a high-quality product. Less functionality means lower grade.

**Reference:** The PMBOK Guide, 6th Edition, Page: 274

[Go to Question: 337](#)

\*\*\*

**Answer-338: c**

**Explanation:** Salary is a hygienic condition. It does not help in reducing conflicts.

[Go to Question: 338](#)

\*\*\*

**Answer-339: a**

**Explanation:** Sensitivity analysis helps you find which risk has the most potent impact on the project objectives. One example of sensitivity analysis is a “Tornado Diagram”.

**Reference:** The PMBOK Guide, 6th Edition, Page: 434

[Go to Question: 339](#)

\*\*\*

**Answer-340: b**

**Explanation:** Since you have not selected the project with NPV 10,000 USD, this will be your opportunity cost.

[Go to Question: 340](#)

\*\*\*

**Answer-341: b**

**Explanation:** You are managing two different kinds of projects, so your role is portfolio manager.

**Reference:** The PMBOK Guide, 6th Edition, Page: 11, 12, 13

[Go to Question: 341](#)

\*\*\*

**Answer-342: b**

**Explanation:** If there is a change which requires an update to the cost baseline, you will raise it, get it approved, and then update the cost baseline.

**Reference:** The PMBOK Guide, 6th Edition, Page: 113, 115

[Go to Question: 342](#)

\*\*\*

**Answer-343: a**

**Explanation:** If any constraints turn out to be false, your project may be affected positively because constraints are limitations imposed on your project.

[Go to Question: 343](#)

\*\*\*

**Answer-344: b**

**Explanation:**

$SPI = EV / PV$

$$\begin{aligned} EV &= (100,000 * 0.55) \\ &= 55,000 \end{aligned}$$

$$\begin{aligned} PV &= 100,000 * 0.5 \\ &= 50,000 \end{aligned}$$

$$\begin{aligned} \text{Therefore, } SPI &= 55,000 / 50,000 \\ &= 1.1 \end{aligned}$$

Since the SPI is more than one, you are ahead of schedule.

**Reference:** The PMBOK Guide, 6th Edition, Page: 263

[Go to Question: 344](#)

\*\*\*

**Answer-345: d**

**Explanation:**

We know that,  $CPI = EV / AC$

So, first we will calculate the EV then we will divide it by the AC.

$$\begin{aligned} EV &= 100,000 * 0.55 \\ &= 55,000 \end{aligned}$$

$$AC = 65,000$$

$$\begin{aligned} CPI &= 55,000 / 65,000 \\ &= 0.85 \end{aligned}$$

$$\begin{aligned} \text{Now, } EAC &= BAC / CPI \\ &= 100,000 / 0.85 \end{aligned}$$

= 117,647 USD

**Reference:** The PMBOK Guide, 6th Edition, Page: 263, 264, 265

[Go to Question: 345](#)

\*\*\*

**Answer-346: c**

**Explanation:**

$$\begin{aligned}\text{Mean} &= (50 + 55 + 62 + 65 + 68) / 5 \\ &= 60\end{aligned}$$

$$\begin{aligned}\text{And, Variance} &= (50 - 60)^2 + (55 - 60)^2 + (62 - 60)^2 + (65 - 60)^2 + (68 - 60)^2 \\ &= (100 + 25 + 4 + 25 + 64) / 5 \\ &= 43.6\end{aligned}$$

We know that, Standard Deviation = square root of Variance  
Therefore, Standard Deviation = square root of 43.6  
= 6.6

[Go to Question: 346](#)

\*\*\*

**Answer-347: a**

**Explanation:** Since you are working in a functional organization you do not have formal power. Expert power and referent power do not help much for getting the job done. However, you can use reward power to get the job done. Reward power does not need to be monetary, it can be recognition or a preferred job assignment, etc.

[Go to Question: 347](#)

\*\*\*

**Answer-348: a**

**Explanation:** Here, you are using the avoid risk response strategy to manage the risk. In this strategy, you eliminate the threat by changing the project management plan.

**Reference:** The PMBOK Guide, 6th Edition, Page: 443

[Go to Question: 348](#)



\*\*\*

**Answer-349: a**

**Explanation:** Completed work, actual duration, etc., are examples of work performance data.

**Reference:** The PMBOK Guide, 6th Edition, Page: 95

[Go to Question: 349](#)

\*\*\*

**Answer-350: c**

**Explanation:** Every change request should be reviewed thoroughly. Once you review the change request you will be able to determine if this may cause you to spend more money or save it.

**Reference:** The PMBOK Guide, 6th Edition, Page: 113, 115

[Go to Question: 350](#)

\*\*\*

**Answer-351: c**

**Explanation:** You are using a Monte Carlo simulation to find the chance of completing the project within the scheduled time. You are in the develop schedule process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 213

[Go to Question: 351](#)

\*\*\*

**Answer-352: a**

**Explanation:** Since no details are available on the schedule, you can safely assume that the work is evenly distributed in each month.

In this case, the planned value will be =  $(200,000 / 8) * 6 = 150,000$  USD

**Reference:** The PMBOK Guide, 6th Edition, Page: 261

[Go to Question: 352](#)

\*\*\*

**Answer-353: c**

**Explanation:** Since the team members are experienced and experts, the only option left to increase the performance is to co-locate them.

**Reference:** The PMBOK Guide, 6th Edition, Page: 340

[Go to Question: 353](#)

\*\*\*

**Answer-354: b**

**Explanation:** This 10% limit is the stakeholder tolerance, which is an enterprise environmental factor.

**Reference:** The PMBOK Guide, 6th Edition, Page: 38

[Go to Question: 354](#)

\*\*\*

**Answer-355: d**

**Explanation:** If there is any change in the project's parameter, you will manage it through change management. However, changes in product specification should be managed through configuration change management.

**Reference:** The PMBOK Guide, 6th Edition, Page: 113, 115

[Go to Question: 355](#)

\*\*\*

**Answer-356: d**

**Explanation:** The work authorization system does not identify the person accountable for the activity. This you can see in the RAM matrix.

[Go to Question: 356](#)

\*\*\*

**Answer-357: b**

**Explanation:** Electricity cost will be an indirect cost because it is not directly affecting your project; however, you are using it for your office work.

[Go to Question: 357](#)

\*\*\*

**Answer-358: c**

**Explanation:** Since there is no risk management plan, your first step would be to develop a risk management plan and then get it approved.

[Go to Question: 358](#)

\*\*\*

**Answer-359: c**

**Explanation:** The cost baseline, schedule baseline, and project charter cannot be updated frequently. They can be updated only after getting approval from management; however, the lessons learned document should be updated continuously.

[Go to Question: 359](#)

\*\*\*

**Answer-360: b**

**Explanation:** The client is the sponsor of the project.

**Reference:** The PMBOK Guide, 6th Edition, Page: 75, 76

[Go to Question: 360](#)

\*\*\*

**Answer-361: b**

**Explanation:** Earned value is the budgeted value of work that has been completed.

**Reference:** The PMBOK Guide, 6th Edition, Page: 261

[Go to Question: 361](#)

\*\*\*

**Answer-362: b**

**Explanation:** In a risk audit, it is checked if you are following the correct procedures.

On the other hand, in risk review you review the effectiveness of the risk management plan.

**Reference:** The PMBOK Guide, 6th Edition, Page: 456, 457

[Go to Question: 362](#)

\*\*\*

**Answer-363: d**

**Explanation:** If the project or phase is closed or terminated due to any reason, you will perform the close project or close phase process regardless of the reason behind it.

**Reference:** The PMBOK Guide, 6th Edition, Page: 121

[Go to Question: 363](#)

\*\*\*

**Answer-364: a**

**Explanation:** You must follow the law, and following the law is a legal requirement.

[Go to Question: 364](#)

\*\*\*

**Answer-365: a**

**Explanation:** Opportunity cost is a value that you have lost by selecting another option.

[Go to Question: 365](#)

\*\*\*

**Answer-366: b**

**Explanation:** While calculating the expected monetary value, you will consider both types of risks. The EMV for the positive risks should be shown with a positive sign, and the EMV of the negative risks should be shown with a negative sign.

**Reference:** The PMBOK Guide, 6th Edition, Page: 435

[Go to Question: 366](#)

\*\*\*

**Answer-367: b**

**Explanation:** Since these two projects are of a similar type they will be managed under the program and your role will be the program manager.

**Reference:** The PMBOK Guide, 6th Edition, Page: 11, 12, 13

[Go to Question: 367](#)

\*\*\*

**Answer-368: b**

**Explanation:** If there is no WBS, your next step is to develop the WBS immediately.

[Go to Question: 368](#)

\*\*\*

**Answer-369: d**

**Explanation:** All documents except the project management plan may be updated here because this was an identified risk and its impact and response were already factored into the project plan.

**Reference:** The PMBOK Guide 6th Edition, Page: 449

[Go to Question: 369](#)

\*\*\*

**Answer-370: d**

**Explanation:**

First, look at the definition of the NPV:

“The Net Present Value (NPV) is the total cash generated by the project in today’s dollar minus the initial investment.”

Now, to find the NPV, you have to convert all money to the current value, and then you will subtract the initial investment from it.

You will receive 200,000 USD at the end of the first year.

So, let’s find the present value of this 200,000.

We know the formula:

$$\text{Future Value} = \text{Present Value} (1 + \text{rate} / 100)^{\text{time}}$$

Now,

$$200,000 = PV_1 (1.08)^1$$

$$PV_1 = 200,000 / 1.08$$

$$= 185,185 \text{ USD}$$

Now let's find the Present Value of 170,000 USD, which you will receive at the end of the second year.

$$170,000 = PV_2 (1.08)^2$$

$$170,000 = PV_2 (1.17)$$

$$PV_2 = 170,000 / 1.17$$

$$= 145,299 \text{ USD}$$

Now let's find the Present Value of 200,000 USD, which you will receive at the end of the third year.

$$200,000 = PV_3 (1.08)^3$$

$$200,000 = PV_3 (1.26)$$

$$PV_3 = 200,000 / 1.26$$

$$= 158,730 \text{ USD}$$

Now, we will add all these three values.

$$\text{Present value of return} = PV_1 + PV_2 + PV_3$$

$$= 185,185 + 145,299 + 158,730$$

$$= 489,214 \text{ USD.}$$

$$\text{Therefore, profit} = 489,214 - 500,000$$

$$= -10,786 \text{ USD}$$

Therefore, the NPV of profit is negative which means you are at a loss, and you will not select the project.

[Go to Question: 370](#)

\*\*\*

**Answer-371: b**

**Explanation:** In Pareto analysis, you quantify the problem according to the source and start solving the source which has the highest numbers of problems.

[Go to Question: 371](#)

\*\*\*

**Answer-372: c**

**Explanation:** Training issues are managed in the develop project team process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 342

[Go to Question: 372](#)

\*\*\*

**Answer-373: c**

**Explanation:** These are low-priority risks, and low-priority risks are kept on the watch list for future monitoring.

**Reference:** The PMBOK Guide, 6th Edition, Page: 423

[Go to Question: 373](#)

\*\*\*

**Answer-374: c**

**Explanation:** You are already in an agreement, so you will make the change and inform the supplier through formal written communication.

[Go to Question: 374](#)

\*\*\*

**Answer-375: b**

**Explanation:** You are using a stakeholder engagement assessment matrix, which is a tool and technique of the plan stakeholder management process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 521

[Go to Question: 375](#)

\*\*\*

**Answer-376: c**

**Explanation:** Andrew will be running the factory to produce the bicycles, where he will be managing operations to produce cycles.

**Reference:** The PMBOK Guide, 6th Edition, Page: 16

[Go to Question: 376](#)

\*\*\*

**Answer-377: c**

**Explanation:** In the Validate Scope process, the customer accepts the deliverables or the product.

**Reference:** The PMBOK Guide, 6th Edition, Page: 166

[Go to Question: 377](#)

\*\*\*

**Answer-378: d**

**Explanation:** Training issues are managed in the develop project team process, so it will not be affected by discrepancies in the WBS dictionary.

[Go to Question: 378](#)

\*\*\*

**Answer-379: a**

**Explanation:** If you see the graph for actual cost (AC), it is below the planned value (PV), which means you were under budget in the second month.

[Go to Question: 379](#)

\*\*\*

**Answer-380: b**

**Explanation:** In statistical sampling, you take a small number of samples at random from the batch and check them to see if the products are of the right quality.

**Reference:** The PMBOK Guide, 6th Edition, Page: 303

[Go to Question: 380](#)



\*\*\*

**Answer-381: c**

**Explanation:** The purpose of the war room is to enhance communication and the sense of community. Colocation is sometimes referred as war room.

[Go to Question: 381](#)

\*\*\*

**Answer-382: a**

**Explanation:** Since these events are mutually exclusive, the chance of any one of them happening =  $0.15 + 0.25 = 40\%$

[Go to Question: 382](#)

\*\*\*

**Answer-383: d**

**Explanation:** If the project is closed or terminated due to any reason, you will start the Close Project Process.

[Go to Question: 383](#)

\*\*\*

**Answer-384: c**

**Explanation:** Punishment is not an interpersonal skill.

**Reference:** The PMBOK Guide, 6th Edition, Page: 527

[Go to Question: 384](#)

\*\*\*

**Answer-385: a**

**Explanation:**

We know that,

$$FV = PV * (1 + r / 100)^{\text{time}}$$

$$160,000 = 120,000(1 + r / 100)^2$$

$$(1 + r / 100)^2 = 4 / 3$$

$$(1 + r / 100) = 2/1.731$$

$$(1 + r / 100) = 1.155$$
$$r / 100 = 0.155$$
$$r = 15.5$$

Therefore, the appreciation rate is 15.5%.

[Go to Question: 385](#)

\*\*\*

**Answer-386: a**

**Explanation:** Since you have managed these through the workaround using management reserve, you will raise a change request to update the cost baseline.

[Go to Question: 386](#)

\*\*\*

**Answer-387: c**

**Explanation:** This is an example of make or buy analysis.

**Reference:** The PMBOK Guide, 6th Edition, Page: 479

[Go to Question: 387](#)

\*\*\*

**Answer-388: b**

**Explanation:** Resolving conflict is an interpersonal skill, not a management skill.

**Reference:** The PMBOK Guide, 6th Edition, Page: 527

[Go to Question: 388](#)

\*\*\*

**Answer-389: b**

**Explanation:** Since you are adding a function to a system, this will be an example of a project.

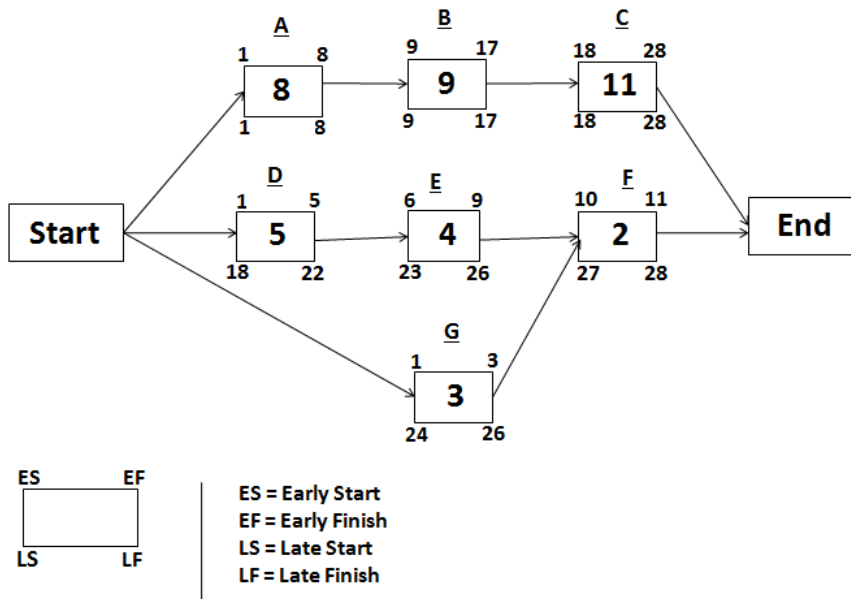
**Reference:** The PMBOK Guide, 6th Edition, Page: 4

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**Answer-390: c**

**Explanation:** See the diagram. Activity E and G are converging to a single activity, therefore, any one of them can have the free float. Early finish of activity E is 9, and early start of activity F is 10, therefore activity E will not have the free float. Now, activity G is ending on 3 and activity F is starting on 10, so the activity G will have the free float.



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**Answer-391: a**

**Explanation:**

$$\begin{aligned} \text{Free Float} &= \text{ES of next Activity} - \text{EF of current Activity} - 1 \\ \text{Free float of activity G} &= \text{ES of activity F} - \text{EF of activity G} - 1 \\ &= 10 - 3 - 1 \\ &= 6 \end{aligned}$$

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**Answer-392: b**

**Explanation:**

Since activity A is 100% complete,  
EV of A = 5,000

Since activity B is 80% complete,  
EV of B = 0.8 \* 15,000  
= 12,000

Since activity C is 70% completed,  
EV of C = 0.7 \* 18,000  
= 12,600

Now,  
EV of the project = 5,000 + 12,000 + 12,600  
= 29,600 USD

PV of the project = 5,000 + 10,000 + 15,000  
= 30,000

$SPI = EV / PV$   
= 29,600 / 30,000  
= 0.98

Therefore, the project is behind schedule.  
AC = 5,500 + 11,000 + 13,000  
= 29,500

$CPI = EV / AC$   
= 29,600 / 29,500  
= 1.003

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**Answer-393: d**

**Explanation:** TQM is an organization-wide approach to develop a system where everyone can contribute to improving the quality of the product and hence, customer satisfaction.

[Go to Question: 393](#)

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**Answer-394: d**

**Explanation:** Except for exit point, all others are recognized terms for the hand-off that happens after the phase closure.

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**Answer-395: b**

**Explanation:** For every conflict, first you will try to solve it in private with informal verbal communication. If it does not yield any results, you will consider other options.

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**Answer-396: a**

**Explanation:** SWOT stands for strengths, weaknesses, opportunities, and threats. A SWOT analysis is used to find the strengths and weaknesses of an organization, and the opportunities and threats for the project.

**Reference:** The PMBOK Guide, 6th Edition, Page: 415

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**Answer-397: b**

**Explanation:** In the Validate Scope process, you accept the deliverables.

**Reference:** The PMBOK Guide, 6th Edition, Page: 166

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**Answer-398: c**

**Explanation:** Issue log is an output of the manage stakeholder engagement process and the input to monitor stakeholder engagement process.

**Reference:** The PMBOK Guide, 6th Edition, Page: 530

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**Answer-399: d**

**Explanation:** Since you need to register quickly, you will go for the express route, although it is expensive. Please note that here you are not doing anything illegal, this is just a legal procedure with an express route which involves a higher fee.

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**Answer-400: b**

**Explanation:** The target cost is 300,000 USD and you have completed the project for 270,000 USD.

This means you have saved 30,000 USD and this amount will be shared between you as per the agreed formula.

Your share = 40% of the 30,000 USD  
= 12,000 USD

Now the fee paid to you = 30,000 + 12,000  
= 42,000 USD

So, is this the real fee that the client is going to pay you? No, because this amount is exceeding the maximum fee of 40,000 USD.

Therefore, the client will pay you 40,000 USD as a fee.

Now the actual price paid to you = 270,000 + 40,000  
= 310,000 USD

[Go to Question: 400](#)

###

Thank you for reading my eBook. If you enjoyed it, please take a moment to send me your comments.

Thanks.

Regards,  
M Fahad Usmani, PMP, PMI-RMP  
[fahad@pmstudycircle.com](mailto:fahad@pmstudycircle.com)

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