



PMP®

Exam Cram Test Bank



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PREFACE

Dear Reader -

www.pmptools is excited to have published PMP®: Exam Cram Test Bank, what we believe is the first of its kind in the field of project management.

Just as the project Management Institute is committed to establishing measurable standards for certifying project management professionals with the PMP® Exam, www.pmptools.com is happy to help assist professionals with the knowledge needed to meet those standards.

This test bank assumes you have at least read the Guide to the Project Management Body of Knowledge (PMBOK®) and the PMP Exam Cram and have some general project management skills. While this book will assist you in preparing for the PMP® Exam, it will not act as a substitute for the PMBOK® only a complement. We highly recommend that you obtain the PMBOK® if you do not currently have a copy.



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SAMPLE TEST 9

1. Tools & techniques for risk identification include
 - a. Decision tree analysis, information-gathering techniques, checklists, assumptions analysis, diagramming techniques
 - b. Documentation reviews, information-gathering techniques, checklists, assumptions analysis, diagramming techniques
 - c. Periodic risk response audits, information-gathering techniques, checklists, assumptions analysis, diagramming techniques
 - d. Risk probability and impact, information-gathering techniques, checklists, assumptions analysis, diagramming techniques
2. During project implementation the client interprets a clause in the contract to mean the he is entitled to a substantial refund for work recently completed. You review the clause and disagree with the client's conclusion. As the project manager which of the following actions should be taken?
 - a. Disregard the customer's conclusion and continue to process invoices interpretations and disputes
 - b. Advise the customer that ambiguous information in contracts is always interpreted in favor of the contractor
 - c. Immediately correct the clause to remove any possible misinterpretation by the customer
 - d. Document the dispute and refer to the provisions of the contract that address
3. Your customer wants your project, a process to dump "bad" eggs before it reaches the store shelves, to be completed 5 months earlier than planned. You believe you can meet this target by overlapping project activities. The approach you plan to use is known as:
 - a. Concurrent engineering
 - b. Crashing
 - c. Fast-tracking
 - d. Leveling

4. Which of the following statements are true about the work breakdown structure?
 - a. Each level represents an increasing level of detail
 - b. The work breakdown structure is deliverable oriented
 - c. The work breakdown structure is a detailed management process
 - d. None of the above

5. Examples of team building activities include:
 - a. Establishing ground rules for dealing with conflict.
 - b. Regular progress reviews.
 - c. Periodic social events for team members.
 - d. All of the above

6. Resource planning involves determining what _____ resources and what _____ of each should be used and when they would be needed to perform project activities.
 - a. Physical resources, quantities
 - b. Quantities, physical resources
 - c. Dynamic resources, parametric modeling technique
 - d. Parametric modeling, dynamic resources

7. _____ is the formal procedure for sanctioning project work to ensure it is done at the right time.
 - a. Organizational procedures
 - b. Status review
 - c. Work-authorization system
 - d. Project planning

8. Inputs to Integrated Change Control include:
 - a. Project plan, performance reports and lessons learned
 - b. Project plan, project reports and change request
 - c. Product plan, performance reports and change request
 - d. Project plan, performance reports and change request



9. A tool and technique of quality control that keeps errors from reaching the client is
 - a. Corrective action
 - b. Inspection
 - c. Product scope management
 - d. Product quality management

10. The risk management plan is a major component of
 - a. The procurement plan
 - b. The project charter
 - c. The project plan
 - d. The project scope

11. Characteristics of a code of accounts are
 - a. It uniquely identified each element of the work breakdown structure
 - b. It includes work packages
 - c. It is a numbering system
 - d. All of the above

12. Procurement planning is the process of identifying which project needs can best be met by procuring products or services outside the project organization. When should this effort be accomplished?
 - a. After contract negotiation
 - b. During the scope definition effort
 - c. During the cost definition effort
 - d. While creating the work breakdown structure

13. Inputs to contract closeout include
 - a. Contract documentation
 - b. Contract Updates
 - c. Procurement audits
 - d. Procurement management plans

14. If the acceptance sampling attribute for a production lot is 20 percent
 - a. Twenty percent of all lots must be test
 - b. Twenty percent of all lots must pass the test
 - c. Any given lot must have 20 percent or fewer defects
 - d. A sampling of a given lot must have 20 percent or fewer defects

15. _____ is/are an uncertain event that or condition that, if it occurs, has appositive or negative effect on a project.
 - a. Assumption analysis
 - b. Delphi technique
 - c. Risk
 - d. Triggers

16. Outputs of procurement planning include
 - a. Make-or-buy analysis, expert judgment, contract type selection, contract
 - b. Scope statement, Correspondence, contract file, contract
 - c. Procurement management plan and statement of work
 - d. Procurement management plan and contract changes

17. Establishing minimum requirements of performance for evaluation criteria is also know as a
 - a. Weighting system
 - b. Screening system
 - c. Estimating system
 - d. Change control criteria

18. Inputs to quality planning include
 - a. Quality policy, historical information, scope statement, product description standards and regulations
 - b. Quality policy, product description, scope statement, product description standards and regulations
 - c. Quality policy, quality management plan, operational definitions, product description standards and regulations
 - d. Quality policy, checklists, quality management plan, product description standards and regulations



19. When the project does not obtain products and services from outside the performing organization, the processes from solicitation planning through contract closeout would
 - a. Still be performed
 - b. Would not be performed
 - c. Would be performed in stages
 - d. Would be associated with the work breakdown stages

20. The SPI, which is used to estimate project completion date, is calculated by?
 - a. EV/PV
 - b. EV/AC
 - c. ACWS/PV
 - d. PV/EV

21. The overall duration of the project schedule is not influenced by:
 - a. Using the arrow diagramming method instead of the precedence diagramming method (PDM) of scheduling.
 - b. Using discretionary dependencies as constraints.
 - c. The availability of the resources which are assigned to perform the work.
 - d. The capabilities of the resources which are assigned to perform the work.

22. Response development is sometimes referred to as
 - a. Response planning & risk mitigation
 - b. Responses planning and risk control
 - c. Risk control and response mitigation
 - d. Risk mitigation and response control

23. The terms strong matrix, balanced matrix, and weak matrix when applied to the matrix structure in project organization refer to the-
 - a. Ability of the organization to achieve its goals
 - b. Degree of authority the project manager has over team resources
 - c. Physical proximity of project team members to one another and to the project manager
 - d. Degree to which team members bond together

24. The project manager should be assigned during what phase
- Initiation
 - Project Planning
 - Scope Planning
 - Scope Definition
25. Effective communication is critical for project success. Scope changes, constraints, assumptions, integration and interface requirements, overlapping roles and responsibilities, and many other factors all pose communications challenges. Communication barriers lead to -
- Reduced productivity
 - Increased hostility
 - Low morale
 - Increased conflict
26. In what way does free float (FF) differ from total float (TF)?
- Free float is commonly referred to as "slack time," whereas total float is commonly referred to as "float time."
 - Free float only affects the early start of any immediately following activities.
 - There is no difference; the two terms are functionally equivalent.
 - An activity's free float is calculated by subtracting its total float from the critical path's total float.
27. As the leader of a project team, the project manager may be required to assess the competencies of his or her team members. Occasionally, some weaknesses or areas for improvement will be identified. The project manager should:
- Communicate those weaknesses and establish a performance improvement program
 - Remove any team members who have demonstrated weaknesses in critical knowledge areas
 - Hire additional resources to compensate for weak areas
 - Wait for the team members to fail in an assignment to justify termination
28. Which of the following is a tool or technique used in integrated change control?
- Organizational procedures
 - Performance measurement
 - Performance reports
 - Project plan updates

29. The main difference between the two types (ADM and PDM) of the critical path method (CPM) of scheduling is the:
 - a. Arrow diagramming method (ADM) is a more accurate method.
 - b. Arrow diagramming method (ADM)-a deterministic method whereas the precedence diagramming method (PDM) is a probabilistic method.
 - c. Precedence diagramming method (PDM) is a deterministic method whereas the arrow diagramming method (ADM) is a probabilistic method.
 - d. Placement of the activity on the logic diagram line.

30. Tools and techniques of performance reporting include
 - a. Performance reviews, variance analysis, trend analysis, earned value analysis, information distribution tools and techniques
 - b. Performance reviews, trend analysis, earned value analysis, information distribution tools and techniques, work breakdown structure
 - c. Performance reviews, variance analysis, earned value analysis, external information, information distribution tools and techniques
 - d. Performance reviews, variance analysis, trend analysis, earned value analysis, information retrieval systems

31. Inputs to scope definition include
 - a. Scope requests, constraints, assumptions, other planning outputs, historical information
 - b. Scope statements, scope statement updates, other planning outputs, historical information
 - c. Scope statements, constraints, assumptions, other planning outputs, historical information
 - d. Scope statements, scope measurement plan, other planning outputs, historical information

32. Contracts may be called -
 - a. An agreement, a subcontract, a purchase request, memorandum of understanding
 - b. An agreement, a subcontract, a purchase order, understanding of purchasing request
 - c. An agreement, a request, a purchase order, memorandum of understanding
 - d. An agreement, a subcontract, a purchase order, memorandum of understanding

33. A scope change is defined as
 - a. Change in technical specifications
 - b. Modification to the agreed upon project scope as defined in the work breakdown structure
 - c. Change in product description
 - d. Change in the personnel authorization system

34. Inputs to communication planning include
- Communication requirements, communications management plan, constraints, assumptions
 - Communication requirements, communications technology, constraints, assumptions
 - Performance measurement documentation, project archives, constraints, assumptions
 - Performance measurement documentation, project archives, performance reports, change request procedures
35. _____ sometimes, called risk symptoms or warning signs, are indications that a risk has occurred or is about to occur.
- Assumption analysis
 - Delphi technique
 - Risk
 - Triggers
36. Before reporting a perceived violation of an established rule or policy the project manager should:
- Determine the risks associated with the violation
 - Ignore the violation until it actually affects the project results
 - Convene a committee to review the violation and determine the appropriate response
 - Ensure there is a reasonably clear and factual basis for reporting the violation
37. The project charter should be issued by
- The project manager
 - Client requesting services
 - Manager external to project
 - Manager internal to the project
38. Name the ethical code you'll be required to adhere to as a PMP
- Project Management Policy of Ethics
 - Project Management Professional Standards
 - Project Management Professional Code of Professional Conduct
 - Project Management Code of Professional Ethics & Standards
39. All of the following are true of Pareto diagrams except
- Pareto like Scatter diagrams use two variables
 - Pareto diagrams are histograms
 - Pareto diagrams rank order
 - It is sometimes referred to as the 80/20 rule

- 40. Inputs to scope verification include the following
 - a. Work results, project documentation, work breakdown structure, scope statement, and project plan
 - b. Work results, product documentation, work breakdown structure, scope statement, and project plan
 - c. Work results, product documentation, work breakdown structure, scope change control, and project plan
 - d. Work results, product documentation, work breakdown structure, scope statement, and project performance measurement

- 41. The most common communication problem during negotiations is that
 - a. One side may try to confuse the other side
 - d. One side may be too busy thinking about what to say next to hear what is being said
 - c. Each side may misinterpret what the other side has said
 - d. Each side may give upon the other side

- 42. Outputs of Integrated Change Control include:
 - a. Project plan updates, corrective action and lessons learned
 - b. Project plan updates, performance updates and lessons learned
 - c. Project plan updates, corrective action and work breakdown structure
 - d. Project plan updates, corrective action and progress meetings

- 43. Residual and secondary risks are outputs from
 - a. Risk management planning
 - b. Risk identification
 - c. Quantitative risk analysis
 - d. Risk response planning

- 44. One of the outputs of risk identification is
 - a. Potential risk events
 - b. Corrective actions
 - c. Alternate strategies
 - d. Alternative action

- 45. Tools and techniques for administrative closure include
 - a. Performance reporting tools, project reports, project presentations
 - b. Performance reporting tools and techniques, project management skills, project presentations
 - c. Performance reporting tools and techniques, project reports, project analysis
 - d. Performance reporting tools and techniques, project reports, project presentations

46. Which of the following is not a tool or technique of project plan execution?
- PM Information system
 - Organizational procedures
 - General management skills
 - Change control system
47. During your assignment as project manager you add a new member to your project team. This new team member was recently hired from a competitor and offers to share a substantial amount of proprietary information from his previous company. This information could put you and your team in a very strong position for future business. You are aware of a non-compete clause in the new hire's condition of employment. You should:
- Accept the information and agree to keep it confidential between you and the new hire.
 - Review the information and only accept only what may have a direct impact on the project's financial status.
 - Ignore the offer to share and move forward with the project
 - Review the condition of employment with the new hire and advise her to reconsider the offer.
48. Tools and techniques for scope planning include
- Performance measurement, product analysis, benefit/cost analysis, alternative identification, expert judgment
 - Performance reports, performance measurement, alternative identification, expert judgment
 - Project analysis, benefit/cost analysis, alternative identification, and expert judgment
 - Product analysis, benefit/cost analysis, alternative identification, expert judgment
49. What is the preferred method of verifying scope?
- Work results
 - Inspection
 - Acceptance
 - Lessons learned
50. One way to shorten your project schedule is to assign three developers to each activity in the project design phase instead of two. Although you are considering this approach, your design phase project team would double in size as a result. This approach tends to -
- Reduce productivity
 - Increase productivity
 - Reduce the need for quality auditing, thereby reducing overall resource costs
 - Improve production proportionately more than the increase in resources

51. What is the work breakdown structure typically used for?
 - a. To define the project schedule
 - b. To define who is responsible for completing a task
 - c. To manage scope change
 - d. As the basis for organizing and defining the total scope of the project

52. To the extent possible, final contract language should reflect all agreements reached. Subjects usually covered contract financing, price and
 - a. Responsibilities/authorities
 - b. Applicable terms and law
 - c. Technical and business management approaches
 - d. All of the above

53. In the first attempt in resource leveling the project schedule, what would you expect to occur?
 - a. For the number of required resources to increase during certain time periods of the project.
 - b. For the number of required resources to decrease during certain time periods of the project.
 - c. For the overall project duration to increase.
 - d. All of the above.

54. What are the inputs to project Plan Execution?
 - a. Project plan, work breakdown structure, organizational policies, preventive action and corrective action
 - b. Project plan, work results, change requests, preventive action and corrective action
 - c. Project skills, supporting detail, organizational policies, preventive action and lessons learned
 - d. Project plan, supporting detail, organizational policies, preventive action and corrective action

55. Scope verification differs from quality control in that it is primarily concerned with
 - a. Acceptance of the work results while quality control is primarily concerned with the correctness of the work results.
 - b. Correctness of the work results while quality control is primarily concerned with the acceptance of the work results.
 - c. Completeness of the work results while quality control is primarily concerned with the acceptance of the work results.
 - d. That all items requested in the scope statement have been completed

56. Tools and techniques of quality control include
- Benchmarking, control charts, Pareto diagrams, statistical sampling, flow-charts, trend analysis
 - Design of experiments, control charts, Pareto diagrams, statistical sampling, flow-charts, trend analysis
 - Inspection, control charts, Pareto diagrams, statistical sampling, flow-charts, trend analysis
 - Inspection, control charts, Pareto diagrams, statistical sampling, quality audits, quality improvements
57. In the closing phase of your project, a number of administrative issues must be completed. A concern is to assess project effectiveness. One way to accomplish this task is to---
- Prepare a performance report
 - Perform an inspection
 - Hold a performance review
 - Conduct a procurement audit
58. A person's negotiating skills/temperament certainly are influenced by his/her culture. However, other factors, such as education and experience, also are at work. And over time, an individual who is living in a culture that is different from his or her own may take on characteristics of the new culture. This person may behave from a new frame of reference. With respect to negotiation, this illustrates the importance of-
- Always looking at those with whom you are negotiating as members of a particular cultural group
 - Becoming overly dependent on cultural knowledge as the cornerstone for all negotiations
 - Recognizing that cultural stereotyping should be used as a starting point for all international negotiations
 - Moving beyond cultural stereotyping and seeing people as individuals with unique personality traits and experiences
59. Scope definition is
- Subdividing the major project deliverables into smaller, more manageable components
 - Involves communicating changes with the client
 - Is the sole responsibility of the project manager
 - Is the responsibility of the expeditor

60. As a project manager your responsible for maintaining and ensuring integrity for all of the following except
 - a. Personal integrity
 - b. Project integrity
 - c. Product integrity
 - d. Integrity of others

61. During closeout, many project managers tend to delay personnel reassignment because -
 - a. The team members do not want to move on to new assignments
 - b. They believe that no one will want to leave the project
 - c. The functional managers do not want the team members to return
 - d. They are reluctant to confront any interpersonal conflicts that may occur in the process

62. Monte Carlo analysis is
 - a. Not accurate
 - b. Rarely used
 - c. The basis for most schedule simulations
 - d. Is an estimate of the probability that a given risk will happen within a certain time frame.

63. Inputs to risk management include
 - a. Project charter, project plan, defined roles and responsibilities, stakeholder risk tolerance, templates for the organization's risk management plan, and the work breakdown structure
 - b. Project plan, organizational risk management policies, defined roles and responsibilities, stakeholder risk tolerance, templates for the organization's risk management plan, and the work breakdown structure
 - c. Project charter, organizational risk management policies, defined roles and responsibilities, stakeholder risk tolerance, templates for the organization's risk management plan, and the work breakdown structure
 - d. Project charter, organizational risk management policies, responsibility assignment matrix, stakeholder risk tolerance, templates for the organization's risk management plan, and the work breakdown structure

64. The chances for successful completion of a multidisciplinary project are increased if project team members are-
 - a. Focused on individual project activities
 - b. Politically sensitive to top management's needs
 - c. Problem oriented
 - d. Focused on customer demands

65. Your lead engineer estimates that a work package will most likely require 50 weeks to complete. It could be completed in 40 weeks if all goes well, but it could take 180 weeks in the worst case. What is the PERT estimate for the expected duration of the work package?
- 65 weeks
 - 70 weeks
 - 75 weeks
 - 80 weeks
66. A work authorization system is a _____ for sanctioning project work to ensure that work is done at the right time and in the proper sequence.
- Informal procedure
 - Exchange procedure
 - Formal procedure
 - Monitoring procedure
67. The work breakdown structure which is an output of scope definition is
- A object-oriented grouping of project components that organizes and defines the total scope of the project
 - A multi-oriented grouping of project components that organizes and defines the total scope of the project
 - A deliverable-oriented grouping of project components that organizes and defines the total scope of the project
 - Is a listing of items outside the scope management plan which will need to be included in the project planning phase/requirements
68. Tools and techniques of procurement planning include
- Scope statement, Product description, Procurement resources, and market conditions
 - Make-or-buy analysis, expert judgment, contract type selection
 - Make-or-buy analysis, expert judgment, contract type selection, contract
 - Scope statement, Correspondence, contract file, contract
69. Common causes of variances are a result of all of the following except:
- Variances that are random
 - Variances that are always present
 - Variances that are predictable
 - Variances that are special



70. The work breakdown structure is an output of what phase
- Initiation
 - Scope planning
 - Scope definition
 - Scope verification
71. The project schedule is not used to determine:
- The starting and finishing dates of the activities.
 - Occasional changes to the activity listing.
 - The total float of the activities.
 - The project's budget.
72. Scope definition is necessary to
- Improve the accuracy of cost, time, and resource estimates
 - Facilitate clear responsibility assignments
 - Define a baseline for progress measurement and control
 - All of the above
73. Risk identification should be done
- On a regular basis throughout project lifecycle
 - Early in the planning phase
 - In the design phase
 - When creating the work breakdown structure
74. Inputs to cost estimating include the following
- Work breakdown structure, resource requirements, resource rates, activity duration estimates, estimating publications, scope statement, and organizational policies
 - Work breakdown structure, resource requirements, resource rates, activity duration estimates, estimating publications, assumptions, constraints, and risks
 - Work breakdown structure, resource requirements, resource rates, activity duration estimates, estimating publications, historical information, code of accounts, risks
 - Work breakdown structure, resource requirements, resource rates, activity duration estimates, estimating publications, historical information, chart of accounts, risks
75. Which of the following is not a characteristic of a work package?
- It is a summary task at the top level of the Work breakdown structure
 - It is a summary task at the middle level of the Work breakdown structure
 - It is a summary task at the lowest level of the Work breakdown structure
 - It usually takes not more than 80 hours to complete

76. Quality audits when performed correctly will provide the following benefit(s)
- The product of the project is fit for use and meets safety standards
 - Allow for applicable laws and standards not to be adhered to
 - Corrective action is implemented continuously throughout the project
 - Quality improvements need not be identified
77. Outputs from response development could include all except?
- Risk management plan
 - Insurance policies
 - Contingency plan
 - Corrective action
78. In dealing with the client/customer, the project manager should always -
- Do whatever it takes to satisfy the customer and win additional business
 - Develop a friendly, honest, and open relationship
 - Try to maximize profits by encouraging scope creep
 - Be honest to the extent that the project organization is protected from litigation
79. The level of authority of the project manager:
- Is dependent on corporate policies.
 - Varies considerably from company to company.
 - Is delegated by senior management.
 - All of the above.
80. You are the project manager and responsible for quality audits. You have been accused of being a fanatic because of your practice of conducting not one, but multiple, quality audits on a project. Which one of the following types of audits is not an example of a quality audit?
- Internal
 - System
 - Baseline
 - Scope
81. Activity A has a duration of 3 days and begins on the morning of Monday the 4th. The successor activity, B, has a finish-to-start relationship with A. The finish-to-start relationship has 3 days of lag, and activity B has a duration of 4 days. Sunday is a non-workday. What can be determined from these data?
- Calendar time between the start of A to the finish of B is 7 days.
 - Calendar time between the start of A to the finish of B is 11 days.
 - Calendar time between the start of A to the finish of B is 12 days.
 - Calendar time between the start of A to the finish of B is 14 days.



82. In organizing a project, a project manager must deal with conflict. Which statement is true regarding conflict in projects?
- a. Strong matrix project managers have few human resource conflicts, because they can dictate their needs to functional managers.
 - b. Sources of conflict include project priorities, PERT/CPM schedules, contract administrative procedures, and type of contract.
 - c. Conflict is to be avoided whenever possible.
 - d. A matrix form of organization can produce a lack of clear role definitions and lead to ambiguous jurisdictions between and among functional leaders and project managers.
83. Design of experiments is an analytical technique which helps
- a. Determine how various statistical data will interrelate based on results

87. Steps in effective goal setting are:
- Negotiation, resource allotment, published goals.
 - Definition, setting completion time, resource allotment, quality standards.
 - Setting quality standards, setting quantity standards, defining other contributions.
 - Establish project goals, establish sub team goals, establish individual goals, define reward and recognition plan.
88. Two of the types of discretionary dependencies that typically have an effect on the sequencing of the activities in the schedule are those containing "hard logic" and those containing "soft logic." An example of a "soft logic" dependency would be:
- Project A, the company's participation in a Pump Industry trade show, depends on the successful completion of Project B, which is building the prototype pump that is going to be displayed.
 - To install the plumbing and electrical work at the same time on a single family dwelling.
 - To schedule all moving of equipment weighing in excess of 5 tons because it would take too much time now do move the equipment.
 - For the wrapping of a box of software to depend on enclosing the manual and software first.
89. As part of your project plan you must develop an effective method of communication for your multinational team of stakeholders. You have several choices of media available. The appropriate action to take in the development of the communication plans would be to:
- Use the standard media that has been in effect for your previous projects
 - Use multiple forms of media to ensure that everyone receives the information
 - Discuss the available options with the stakeholders and obtain their input
 - Obtain additional funding from the project sponsor and develop a project specific communications infrastructure.
90. You are managing the development of a highly controversial project. Today you called a team meeting and explained the project objectives to the team and several members stood up and left citing philosophical objections to the project. You chased them down the hall trying to convince them to work on the project and explaining that you would use the best quality management plan available for this work. One of the team members stopped abruptly and demanded to know what the purpose of such a plan would be. You explained that the objective of any quality management plan is to-
- Create some regulations to govern the project
 - Ensure that process adjustments are made in a timely fashion
 - Improve quality in every aspect of project performance
 - Ensure that the scope management plan is followed

91. Inputs to procurement planning include
 - a. Scope statement, Product description, Procurement resources, market conditions, other planning outputs and expert judgment
 - b. Scope statement, Product description, Procurement resources, market conditions, other planning outputs, constraints and assumptions
 - c. Scope statement, Product description, Procurement resources, market conditions, other planning outputs and work breakdown structure
 - d. Scope statement, Product description, Procurement resources, market conditions, other planning outputs and procurement documents

92. Information typically required to determine project communications requirements include
 - a. Project organization and stakeholder responsibility relations
 - b. Disciplines, departments, and specialties involved in the project
 - c. External information needs
 - d. All of the above

93. You are managing a project to develop nutritional soda for the "under 20" market. You have recently heard that the client calls your progress reports the "Code of Crap" because they seem to be written in a foreign language and incomprehensible. This situation could have been avoided by-
 - a. Informing the client at the start of the project of the types of reports they will receive
 - b. Using risk management techniques to identify client issues
 - c. Hiring an expert report writer to prepare standard reports
 - d. Developed a communications plan

94. Investment in project development prevention is most often borne by the
 - a. Performing organization
 - b. Project manager
 - c. Project team
 - d. Product user

95. Inputs to contract administration include
 - a. Contracts, work results, change request and seller invoices
 - b. Contracts, work results, scope request and seller invoices
 - c. Contracts, work results, contract change control system
 - d. Contracts, work breakdown structure, change request and seller invoices

96. The project manager, when communicating with an action-oriented person should-
- Be as brief as possible
 - Provide options, including the pros and cons
 - Remain patient
 - Speak as quickly to ensure that all the information is conveyed
97. What are the tools and techniques for project plan development?
- Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and the work breakdown structure
 - Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and historical information
 - Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and the project plan
 - Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and earned value management (EVM)
98. The diagram which ranks defects in the order of frequency of occurrence, using a histogram to depict 100 percent of the defects is called:
- Bar chart
 - Critical path
 - Network chart
 - Pareto chart
99. Team development is based on the-
- Individual development of each team member
 - Training provided to the project team
 - Project's organizational climate of cooperation, open communication, and trust
 - Organizational structure of the project
100. You are ready to enter a negotiating session with a group that is from Russia. The Russians have been known to be aggressive and assertive people who like to talk much more than they like to listen. To earn your bonus, you must not be at a disadvantage in your negotiations with them. Therefore, you must concentrate on-
- Active listening
 - Earning the trust on the other side of the negotiating table
 - Seating arrangements in the negotiating room
 - Setting and following strict time limits at each step of the negotiating process

ANSWERS

1. b. Documentation reviews, information-gathering techniques, checklists, assumptions analysis, diagramming techniques
2. d. Document the dispute and refer to the provisions of the contract that address
3. c. Fast-tracking
4. b. The work breakdown structure is deliverable oriented
5. d. All of the above
6. a. Physical resources, quantities
7. c.
8. d. Project plan, performance reports and change request
9. b. Inspection
10. c. The project plan
11. d. All of the above
12. b. During the scope definition effort
13. a. Contract documentation
14. d. A sampling of a given lot must have 20 percent or fewer defects
15. c. Risk
16. b. Procurement management plan and statement of work
17. b. Screening system
18. b. Quality policy, product description, scope statement, product description standards and regulations
19. b. Would not be performed
20. a. EV/PV
21. a. Using the arrow diagramming method instead of the precedence diagramming method (PDM) of scheduling.
22. a. Response planning & risk mitigation
23. b. Degree of authority the project manager has over team resources
24. a. Initiation
25. d. Increased conflict
26. a. Free float is commonly referred to as "slack time," whereas total float is commonly referred to as "float time."
27. a. Communicate those weaknesses and establish a performance improvement program
28. b. Performance measurement
29. d. Placement of the activity on the logic diagram line.

30. a. Performance reviews, variance analysis, trend analysis, earned value analysis, information distribution tools and techniques
31. c. Scope statements, constraints, assumptions, other planning outputs, historical information
32. d. An agreement, a subcontract, a purchase order, memorandum of understanding
33. b. Modification to the agreed upon project scope as defined in the work breakdown structure
34. b. Communication requirements, communications technology, constraints, assumptions
35. d. Triggers
36. d. Ensure there is a reasonably clear and factual basis for reporting the violation
37. c. Manager external to project
38. c. Project Management Professional Code of Professional Conduct
39. a. Pareto like Scatter diagrams use two variables
40. b. Work results, product documentation, work breakdown structure, scope statement, project plan
41. c. Each side may misinterpret what the other side has said
42. a. Project plan updates, corrective action and lessons learned
43. d. Risk response planning
44. a. Potential risk events
45. d. Performance reporting tools and techniques, project reports, project presentations
46. d. Change control system
47. d. Review the condition of employment with the new hire and advise her to reconsider the offer.
48. d. Product analysis, benefit/cost analysis, alternative identification, expert judgment
49. b. Inspection
50. a. Reduce productivity
51. d. As the basis for organizing and defining the total scope of the project
52. d. All of the above
53. d. All of the above
54. d. Project plan, supporting detail, organizational policies, preventive action and corrective action
55. a. Acceptance of the work results while quality control is primarily concerned with the correctness of the work results.
56. c. Inspection, control charts, Pareto diagrams, statistical sampling, flow-charts, trend analysis
57. c. Hold a performance review
58. d. Moving beyond cultural stereotyping and seeing people as individuals with unique personality traits and experiences
59. a. Subdividing the major project deliverables into smaller, more manageable components

- 60. d. Integrity of others
- 61. d. They are reluctant to confront any interpersonal conflicts that may occur in the process
- 62. c. The basis for most schedule simulations
- 63. c. Project charter, organizational risk management policies, defined roles and responsibilities, stakeholder risk tolerance, templates for the organization's risk management plan, and the work breakdown structure
- 64. c. Problem oriented
- 65. b. 70 weeks
- 66. c. Formal procedure
- 67. c. A deliverable-oriented grouping of project components that organizes and defines the total scope of the project
- 68. b. Make-or-buy analysis, expert judgment, contract type selection
- 69. d. Variances that are special
- 70. c. Scope definition
- 71. d. The project's budget.
- 72. d. All of the above
- 73. a. On a regular basis throughout project lifecycle
- 74. d. Work breakdown structure, resource requirements, resource rates, activity duration estimates, estimating publications, historical information, chart of accounts, risks
- 75. c. It is a summary task at the lowest level of the Work breakdown structure
- 76. a. The product of the project is fit for use and meets safety standards
- 77. d. Corrective action
- 78. b. Develop a friendly, honest, and open relationship
- 79. d. All of the above
- 80. d. Scope
- 81. b. Calendar time between the start of A to the finish of B is 11 days.

- 82. d. A matrix form of organization can produce a lack of clear role definitions and lead to ambiguous jurisdictions between and among functional leaders and project managers.
- 83. c. Identify which variables have the most influence on the overall out come
- 84. c. Paperwork, tracking systems, and appropriate approval level for authorizing changes
- 85. c. They sometimes impact the schedule
- 86. a. Produce an initial project plan and determine the functional areas responsible for each task
- 87. b. Definition, setting completion time, resource allotment, quality standards.
- 88. b. To install the plumbing and electrical work at the same time on a single family dwelling.

- 89. c. Discuss the available options with the stakeholders and obtain their
- 90. c. Improve quality in every aspect of project performance
- 91. b. Scope statement, Product description, Procurement resources, market conditions, other planning outputs, constraints and assumptions
- 92. d. All of the above
- 93. d. Developed a communications plan
- 94. a. Performing organization
- 95. a. Contracts, work results, change request and seller invoices
- 96. a. Be as brief as possible
- 97. d. Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and earned value management (EVM)
- 98. d. Pareto chart
- 99. a. Individual development of each team member
- 100. a. Active listening