



Project Management

PMP Quiz

1 You are managing a complex submarine causeway construction project. When you started the project, the scope of work was not clear and was based on a rather high-level estimate. Now that you are in the middle of the project, more information has become available. As a result, you now need to change some of the key subcontracts on the project. Which of the following will guide you through the change process?

- A- Change control terms of the individual subcontracts
- B- Project management plan's change control procedures
- C- Organizational process assets
- D- Supplier's contract administrator

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2 Which of the following BEST describes when a project phase is generally concluded?

A- When the work is done

B- When the deliverables are accepted

C- When the work for the next phase is started

D- When it is scheduled in the milestone schedule

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3 Which of the following is a TRUE statement about a risk rating matrix?

A- It should be changed for every product

B- It should never be used on a large project

C- It should be standardized between projects

D- It should be developed by the project manager.

4 Calculating estimate to complete (ETC) is done during the:

A- Planning process group

B- Initiating process group

C- Executing process group

D- Monitoring and controlling process group.

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5 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

6 You are in the middle of a complex negotiation when the other party says, “We need to finish in one hour because I have to catch my plane.” That person is using which of the following negotiation strategies?

- A- Good guy, bad guy
- B- Delay
- C- Deadline
- D- Extreme demands.

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7 The degree to which a particular stakeholder may be able to positively or negatively affect a project is his or her:

- A- Level of engagement.
- B- Level of interest.
- C- Level of commitment.
- D- Level of influence.

8 The current update to the schedule performance report shows no schedule variance. Based upon this report, you tell the client that the project is on time. However, your team members know that you just missed a major milestone and the project will not meet its startup date. This is an indication of poor:

- A- Communications planning.
- B- Scope planning.
- C- Team trust.
- D- Schedule planning.

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9 While reviewing project performance, the project manager determines that the schedule variance is -500. What is the BEST thing to do?

- A- Let the sponsor know
- B- Determine the cost variance
- C- Look for activities that can be done in parallel
- D- Move resources from the project to one that is not failing.

9 You have just taken over a project from another project manager about six months into a 12-month project. As you get to know the staff on the project, you become aware that five staff members are relatives of the previous project manager. What do you do?

- A- Notify your project stakeholders there is a possibility that nepotism was behind some of the staffing decisions made on your project
- B- Check recruitment records of all employees
- C- Report the HR manager to PMI
- D- Interview these five employees

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10 Which motivational theory uses the concept of Theory Y?

- A- Maslow
- B- Deming
- C- McGregor
- D- Herzberg

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Jane is currently reviewing a list of project proposals. All the proposed projects achieve some of the organizational strategic objectives and their expected costs are known. However, Jane cannot execute all the projects due to the funding limitation. How shall Jane determine which projects she needs to execute this year?

- A- Select the high-budget projects and drop the low-budget projects
- B- Select the low-budget projects and drop the high-budget projects
- C- Select the projects that maximize organizational revenue
- D- Select the projects that maximize the business value

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When the project manager completes the detailed project schedule, it would be MOST important to get it approved by the:

- A- Project sponsor
- B- Team
- C- Functional managers
- D- Customer 42

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Visiting a construction site to ensure the completed work is the same work specified in the requirements is:

- A- Milestone
- B- Scope validation
- C- Variance Analysis
- D- Requirements traceability

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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

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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

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The stakeholder engagement plan is a subsidiary plan of the project management plan. It includes the strategies required to effectively engage project stakeholders. An ineffective stakeholder engagement strategy can lead to project failure. The stakeholder engagement plan:

- A- Must be formal and highly detailed
- B- Must be formal but broadly framed
- C- Can be formal or informal but must be highly detailed
- D- Can be formal or informal, highly detailed or broadly framed

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Clear criteria for rewards and a planned system for their use promotes and reinforces desired behaviors in the project. Creating a recognition plan with established times for rewards ensures that recognition takes place and is not forgotten. This is usually part of the:

- A- Project Dashboard
- B- Resource Management Plan
- C- Company HR plan
- D- Communications Management Plan

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Documents that serve as historical records for future projects are archived:

- A- Throughout the project
- B- Before the end of planning
- C- Before the end of execution
- D- During closure

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Developing alternative activity sequence is an example of:

- A- Risk transfer
- B- Risk aversion
- C- Risk identification
- D- Contingency planning

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Paul has recently been asked to manage an office refurbishment project. He finds out that the chief financial officer of the company is resisting the project. The chief financial officer is a key project stakeholder. What must Paul do first?

- A- Conduct a team meeting to discuss this issue.
- B- Seek support from the project sponsor to force project decisions.
- C- Analyze options that might change or influence the chief financial officer's perception.
- D- Seek expert judgment from the project initiator.

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