



**Exam Code:** PMP

**Exam Name:** Project Management Professional (PMP)

**Vendor:** PMI

**Version:** DEMO

**QUESTION NO: 1**

What is one of the most important skills a project manager can have?

- A. Negotiation skills
- B. Communication skills
- C. Influencing skills
- D. Problem-solving skills

**Answer: B**

**QUESTION NO: 2**

Which is a valid response to negative risks?

- A. mitigation
- B. Enhance
- C. Exploit
- D. Share

**Answer: A**

**QUESTION NO: 3**

Your company, Kick That Ball Sports, has appointed you project manager for its new Cricket product line introduction. This is a national effort, and all the retail stores across the country need to have the new products on the shelves before the media advertising blitz begins. The product line involves three new products, two of which will be introduced together and a third one that will follow within two years. Product number three will be elaborated in more detail closer to the product's release date, while the first two products will be elaborated in great detail now. The scope management plan has just been completed. Which of the following is true? (Choose the best response.)

- A. The WBS template from a previous project, a tool and technique of the Create WBS process, was used to create the WBS for this project. The WBS encompasses the major deliverables for the project.
- B. Only the deliverables associated with the work of the project should be listed on the WBS. Since product number three isn't being released until a later date it should not yet be included on the WBS.
- C. The WBS encompasses the full scope of work for the project and the technique in the question is called rolling wave planning.
- D. The WBS should be created next, and it encompasses the full scope of work for the project. Only the work of the project is listed on the WBS.

**Answer: C**

**QUESTION NO: 4**

You are a project manager for Picture Shades, Inc. It manufactures window shades that have replicas of Renaissance-era paintings on the inside for hotel chains. Picture Shades is taking its product to the home market, and you're managing the new project. It will offer its products at retail stores as well as on its website. You're developing the project schedule for this under-taking and have determined the critical path. Which of the following statements is true?

- A.** You calculated the early and late start dates, the early and late finish dates, and float times for all activities.
- B.** You calculated the optimistic, pessimistic, and most likely duration times and the float times for all activities.
- C.** You calculated the activity dependency and the optimistic and pessimistic activity duration estimates.
- D.** You calculated the most likely start date and most likely finish dates, float time, and weighted average estimates.

**Answer: A**

**QUESTION NO: 5**

Your project team has identified several potential risks on your current project that could have a significant impact if they occurred. The team examined the impact of the risks by keeping all the uncertain elements at their baseline values. What type of diagram will the team use to display this information?

- A.** Process flowchart
- B.** Tornado diagram
- C.** Influence diagram
- D.** Fishbone diagram

**Answer: B**

**QUESTION NO: 6**

The work that must be done in order to deliver a product with the specified features and functions is:

- A.** Project verification
- B.** Project scope
- C.** Project control
- D.** Product scope

**Answer: B**

**QUESTION NO: 7**

Make payment to seller is done in \_\_\_\_\_ .

- A. Plan Procurements
- B. Conduct Procurements
- C. Administer Procurements
- D. Close Procurements

**Answer: C**

**QUESTION NO: 8**

You have accumulated project information throughout the project and need to distribute some important information you just received. Which of the following is not an information distribution method?

- A. Electronic mail
- B. Videoconferencing
- C. Voicemail
- D. Electronic databases

**Answer: D**

**QUESTION NO: 9**

Objectives can be described as all of the following except for which one? Choose the least correct answer.

- A. The monetary units used to express the cost criteria for the project
- B. The functionality and specific conditions that must be met in order to satisfy the project, contract, standard, or specification
- C. The quantifiable results used to measure project success that should include schedule, cost, and quality criteria
- D. The purpose for undertaking the project

**Answer: B**

**QUESTION NO: 10**

Sally is a project manager working on a project that will require a specially engineered machine.

Only three manufacturers can make the machine to the specifications Sally needs. The price of this machine is particularly critical to this project. The budget is limited, and there's no chance of securing additional funds if the bids for the machine come in higher than budgeted. She's developing the evaluation criteria for the bidders' responses and knows all of the following are true except for which one?

- A.** Sally will review the project management plan, including the risk register, as inputs to this process.
- B.** Sally will base the evaluation criteria on price alone since the budget is a constraint.
- C.** Sally will update the contract statement of work with any new information.
- D.** Sally will use standard contract forms provided by her procurement department to write the contract for this machine.

**Answer: B**

**QUESTION NO: 11**

During the opening rounds of contract negotiation, the other party uses a *fait accompli* tactic. Which of the following statements is true about *fait accompli* tactics?

- A.** One party claims the issue under discussion was documented and accepted as part of Scope Verification.
- B.** One party claims the issue under discussion has already been decided and can't be changed.
- C.** One party claims to accept the offer of the other party, provided a contract change request is submitted describing the offer in detail.
- D.** One party agrees to accept the offer of the other party but secretly knows they will bring the issue back up at a later time.

**Answer: B**

**QUESTION NO: 12**

The person in the organization that authorizes the commencement of a project is the \_\_\_\_\_?

- A.** Project Admin
- B.** Sponsor
- C.** Project Manager
- D.** Senior Manager

**Answer: B**

**QUESTION NO: 13**

You have been assigned to a project in which the objectives are to expand three miles of the north-to-south highway through your city by two lanes in each direction. You are in charge of the demolition phase of this project, and you report to the project manager in charge of this project.

You have been hired on contract and will be released at the completion of the demolition phase.

What type of organizational structure does this represent?

- A. Balanced matrix organization
- B. Functional organization
- C. Projectized organization
- D. Weak matrix organization

**Answer: C**

**QUESTION NO: 14**

When working in a matrix environment, all of the following are true regarding the Manage Project Team process except for which one?

- A. Communication methods and issue logs are used to create performance appraisals, provide feedback, and track issues.
- B. Managing project teams in a matrix environment is often a critical success factor for the project.
- C. Loyalty issues might arise when managing projects in a matrix environment.
- D. It's the project manager's responsibility to make certain this dual reporting relationship is managed effectively.

**Answer: A**

**QUESTION NO: 15**

You've been assigned as a project manager on a research and development project for a new dental procedure. You're working in the Scope Planning process. What is the purpose of the project scope management plan?

- A. The project scope management plan describes and documents a scope baseline to help make future project decisions.
- B. The project scope management plan decomposes project deliverables into smaller units of work.
- C. The project scope management plan describes how project scope will be developed and how changes will be managed.
- D. The project scope management plan describes how cost and time estimates will be developed for project scope changes.

**Answer: C**

**QUESTION NO: 16**

A Project with a total funding of \$70,000 finished with a BAC value of \$60,000.

What term can best describe the difference of \$10,000?

- A. Management Overhead
- B. Management Contingency Reserve
- C. Cost Variance
- D. Schedule Variance

**Answer: B**

**QUESTION NO: 17**

You are a project manager for an agricultural supply company. You have just completed and obtained sign-off on the project scope statement for your new Natural Bug Busters project. A key stakeholder has informed you that a deliverable is missing from the project scope statement. This deliverable is a critical success factor. Which of the following actions should you take?

- A. Modify the scope statement to reflect the new deliverable.
- B. Modify the scope statement after an approved change request has been received from the stakeholder.
- C. Inform the stakeholder that work not stated in the scope statement is excluded from the project.
- D. Inform the stakeholder that this deliverable must be included in phase two of this project since sign-off has already been obtained.

**Answer: B**

**QUESTION NO: 18**

Life seems to be going very well for your close friend, a fellow PMP. She has taken a trip to France, bought a new car, and stocked her wine cellar with a half dozen expensive bottles of wine, all within the last six months. After a few cocktails one evening, she tells you her secret. The vendor she's working with on the \$4 billion project she's managing has given her all of these items as gifts. Which of the following should you do? (Choose the best answer.)

- A. You tell your friend these gifts probably aren't appropriate and leave it at that.
- B. Your friend doesn't see a problem with accepting these gifts at all. You know this is a conflict of interest situation and should be reported as a PMP Code of Professional Conduct violation.
- C. You and your friend have a long conversation about the gifts, and she decides to return them (with the exception of the trip) and not accept any more gifts in the future.
- D. You're happy for your friend and say nothing.

**Answer: B**

**QUESTION NO: 19**

You are the project manager for Xylophone Phonics. This company produces children's software programs that teach basic reading and math skills. You are ready to assign project roles, responsibilities, and reporting relationships. Which project Planning process are you working on?

- A. Human Resource Acquisition
- B. Acquire Staff
- C. Human Resource Planning
- D. Resource Planning

**Answer: C**

**QUESTION NO: 20**

Which of the following statements is true regarding schedule variances?

- A. Schedule variances never impact the schedule.
- B. Schedule variances sometimes impact the schedule.
- C. Schedule variances impact scope, which impacts the schedule.
- D. Schedule variances always impact the schedule.

**Answer: B**

**QUESTION NO: 21**

A project manager believes that the best way to manage is to form a good, harmonious working relationship with the team, and high performance will follow. The project manager could be defined as a \_\_\_\_\_ manager.

- A. 1,9
- B. 9,1
- C. 1,1
- D. 9,9
- E. 5,5

**Answer: A**

**QUESTION NO: 22**

You are a project manager for the Swirling Seas Cruises food division. You're considering two different projects regarding food services on the cruise lines. The initial cost of Project Fish'n for Chips will be \$800,000, with expected cash inflows of \$300,000 per quarter. Project Picnic's payback period is six months. Which project should you recommend?

- A. ProjectFish'n for Chips, because the costs on Project Picnic are unknown.
- B. Project Picnic, because ProjectFish'n for Chips' payback period is two months longer than Project Picnic's.
- C. Project Picnic, because ProjectFish'n for Chips' payback period is four months longer than Project Picnic's.
- D. ProjectFish'n for Chips, because its payback period is two months shorter than Project Picnic's.

**Answer: B**

**QUESTION NO: 23**

You are working on a project that is similar in scope to a project performed last year by your company. You might consider which of the following?

- A. Using the previous project's alternatives identification as a template
- B. Reusing the previous project's product description when writing the scope statement
- C. Using the previous project's WBS as a template
- D. Reusing the previous project's cost-benefit analysis as justification for this project

**Answer: C**

**QUESTION NO: 24**

Your project sponsor has requested a cost estimate for the project on which you're working. This project is similar in scope to a project you worked on last year. She would like to get the cost estimates as soon as possible. Accuracy is not her primary concern right now. She needs a ballpark figure by tomorrow. You decide to use \_\_\_\_\_.

- A. parametric modeling techniques
- B. analogous estimating techniques
- C. bottom-up estimating techniques
- D. computerized modeling techniques

**Answer: B**