Question No. 1
You are working on a project in Skydine International Ltd. as a Project Manager. In the closure stage of your project, you are interacting with your team to create lessons learned documentation, which will include recommendations to improve performance of future projects. Which of the following will you NOT include in the lessons learned documentation?

**Choice 1** Only positive aspects of the project which can be used by others in the company

**Choice 2** Justification for corrective action chosen

**Choice 3** Cause of variances

**Choice 4** Reasons for cost variances if the project is over-budget

**Correct Choice:** 1

**Process Group:** Closing

**Justification:** Lessons learned documentation includes the causes of issues, reasoning behind the corrective action chosen, and other types of lessons learned about communications management. PMBOK®Guide Sixth Edition Page # 41 and 128, Section 4.7.3.4

Question No. 2
The company you are working for has assigned you as the project manager for a new project where the sponsor left midway due to health issues. As a project manager, you are responsible for meeting the project schedule deadlines. If there is some delay in the project schedule, you should:

**Choice 1** Increase the timeline for the project.

**Choice 2** Fast track or crash the project, and let the management know the impact of this action.

**Choice 3** Ask the resources to work overtime to meet the project deadlines.

**Choice 4** Change the project scope.

**Correct Choice:** 2

**Process Group:** Monitoring & Controlling

**Justification:** Schedule compression techniques that shortens the project schedule without changing the project scope include Crashing and Fast tracking. PMBOK®Guide Sixth Edition Page # 215 & 228, Section 6.6.2.6

Question No. 3
Assuming that the critical path of your project has duration of ten days, which of the following cannot affect the project timelines?
Choice 1 If the project has one critical path and you are able to decrease the duration of the critical path by one day by using a new tool.

Choice 2 If the project has one critical path and you have to increase the duration of the critical path by one day due to delays.

Choice 3 If the project has two critical paths and you are able to decrease the duration of one critical path by one day by using a new tool.

Choice 4 If the project has two critical paths and you have to increase the duration of one critical path by one day due to delays.

Correct Choice: 3

Process Group: Planning

Justification: Option 3: This will not decrease the duration of the project. This is because even if one critical path is decreased by one day; the other critical path retains the same duration. PMBOK® Guide Sixth Edition Page # 210, Section 6.5.2.2

Question No. 4

If the PM creates a contingency reserve to manage risks in his project, this can be referred to as:

Choice 1 Avoidance

Choice 2 Passive acceptance

Choice 3 Mitigation

Choice 4 Active acceptance

Correct Choice: 4

Process Group: Planning

Justification: The most common active acceptance strategy is to establish a contingency reserve, including amounts of time, money, or resources to handle the risks. PMBOK® Guide Sixth Edition Page # 443 Section 11.5.2.4

Question No. 5

You are the project manager in a car manufacturing company. Machine parts required in your manufacturing process supplied by a vendor did not reach in time because of bad weather. You had anticipated this risk and planned for it in your risk response plan. So, as per your risk response plan, you started using unutilized machine parts supplied six months ago. However, this has subjected your project to a new risk - the machine parts which were not used for six months suffer from a higher level of defects. This new risk can also be called:
Choice 1 Unidentifiable risks

Choice 2 Unmanageable risks

Choice Residual risks

Choice 4 Secondary risks

Correct Choice: 4

Process Group: Planning

Justification: Secondary risk is defined as a risk that arises as a direct result of implementing a risk response. PMBOK® Guide Sixth Edition Page # 439, Section 11.5

Question No. 6

In your project, you have reasons to believe that the current variances occurred because of extraneous factors, and you do not expect similar variances to occur in the future. What should be the estimate at completion (EAC) for your project? BAC = $500,000; AC = $150,000; EV = $180,000; CPI = 1.5

Choice 1 $270,000

Choice 2 $320,000

Choice 3 $480,000

Choice 4 $470,000

Correct Choice: 4

Process Group: Monitoring & Controlling

Justification: Since current variances are atypical, Estimate at Completion, EAC = AC + BAC - EV = $150,000 + $500,000 - $180,000 = $470,000. PMBOK® Guide Sixth Edition Page # 265, Section 7.4.2.3

Question No. 7

Which of the following statements related to Validate Scope and Control Quality processes is accurate?

Choice 1 Validate Scope is concerned with correctness of the work results, while Control Quality is primarily concerned with acceptance of the work results.

Choice 2 Validate Scope is concerned with acceptance of the work results, while Control Quality is primarily concerned with correctness of the work results.

Choice 3 Validate Scope is done only after changes are approved by the change control board.
**Choice 4** Both Validate Scope and Control Quality processes are always done sequentially.

Correct Choice: 2

Process Group: Monitoring & Controlling

**Justification:** Validate Scope is primarily concerned with acceptance of the deliverables, while Control Quality is primarily concerned with correctness of the deliverables and meeting the quality requirements specified for the deliverables. PMBOK® Guide Sixth Edition Page # 164, Section 5.5

**Question No. 8**

In a project life cycle, the least number of conflicts occur over:

- **Choice 1** Priorities
- **Choice 2** Costs
- **Choice 3** Personality
- **Choice 4** Schedules

Correct Choice: 2

Process Group: Executing

**Justification:** Project conflicts occur in the below sequence - Schedule, Priorities, Manpower, Technical, Procedures, Personality, Costs. PMBOK® Guide Sixth Edition Page # 348, Section 9.5.2.1

**Question No. 9**

As a project manager, you have selected Project A that has an initial budget of $1,200 out of which $1000 has already been spent. To complete this project, you need an additional $400. Project B will require $1,400 only for completion. Which project would you prefer to manage and what will be its ETC?

- **Choice 1** Project A, ETC of $400
- **Choice 2** Project A, ETC of $1800
- **Choice 3** Project A, ETC of $1,600
- **Choice 4** Project B, ETC of $1,400

Correct Choice: 1

Process Group: Monitoring & Controlling

**Justification:** Since $1000 is the sunk cost, we ignore it for calculating ETC of Project A, which means that ETC (Estimate to Complete) for Project A will be $400, whereas ETC for Project B is higher at $1,400. So, it is beneficial to select Project A. PMBOK® Guide Sixth Edition Page # 262, Section 7.4.2.2
Question No. 10
Your project team has decided not to change the project management plan to deal with a specific risk. This is an example of:

Choice 1 Contingent response
Choice 2 Accept
Choice 3 Fallback plan
Choice 4 Avoid
Correct Choice:2

Process Group :Planning
Justification: Risk acceptance is a risk response strategy whereby the project team decides to acknowledge the risk and not take any action unless the risk occurs. PMBOK®Guide Sixth Edition Page # 443, Section 11.5.2.4

Question No. 11
Your team had initial concerns that team members would not be able to work well in a virtual team structure. However, when you are mid-way into the project, team members have successfully figured out efficient ways to work together effectively. The team is in which stage of group development?

Choice 1 Forming
Choice 2 Performing
Choice 3 Smoothing
Choice 4 Norming
Correct Choice:2

Process Group :Executing
Justification: Performing Teams are able to function as an organized and interdependent unit as they find ways to get the job done smoothly and effectively PMBOK®Guide Sixth Edition Page # 338, Section 9.4

Question No. 12
Which of the following items is not included in schedule data?

Choice 1 Order and delivery schedules
**Choice 2** Cost baseline

**Choice 3** Cash-flow projections

**Choice 4** All the above.

Correct Choice: 2

**Process Group : Planning**

**Justification:** Schedule data could include such items as resource histograms, cash-flow projections, and order and delivery schedules. PMBOK® Guide Sixth Edition Page # 220, Section 6.5.3.3

**Question No. 13**

Which of the following is NOT a purpose of Management-By-Objectives (MBO)?

**Choice 1** Aligning project goals with organizational goals

**Choice 2** Aligning project goals with the goals of other subunits of the organization

**Choice 3** Aligning project goals with the goals of previous projects

**Choice 4** Aligning project goals with individual goals

Correct Choice: 3

**Process Group : Initiating**

**Justification:** Management by objectives is a systems approach for aligning project goals with organizational goals, project goals with the goals of other subunits of the organization and project goals with individual goals. [https://en.wikipedia.org/wiki/Management_by_objectives](https://en.wikipedia.org/wiki/Management_by_objectives)

**Question No. 14**

In the social, economic, or environmental context of a project, which of the following statements about Enterprise Environmental Factors is NOT true?

**Choice 1** May either promote or hold back the project management processes

**Choice 2** May restrict the project management processes

**Choice 3** May promote the project management processes

**Choice 4** Neither promote nor hold back the project management processes

Correct Choice: 4

**Process Group : Initiating**
Justification: Enterprise environmental factors may enhance or constrain project management options, and may have a positive or negative influence on the outcome. PMBOK®Guide Sixth Edition Page # 38, Section 2.2

Question No. 15
Which type of contract represents the highest risk to the seller?

Choice 1 Cost reimbursable plus incentive
Choice 2 Fixed price plus incentive
Choice 3 Fixed-price
Choice 4 Cost-reimbursable
Correct Choice: 3
Process Group : Planning

Justification: Sellers under fixed-price contracts are legally obligated to complete such contracts, with possible financial damages, if they do not. PMBOK®Guide Sixth Edition Page # 471, Section 12.1.1.6

Question No. 16
Which statement best sums up the communication process on a project?

Choice 1 Communication can best be summed up by defining who needs what information, when they need it by, and identifying the best person to deliver the message.
Choice 2 Communication can best be summed up by defining who needs what information, when they need it by, and identifying the best resource to deliver the message.
Choice 3 Communication can best be summed up by defining who needs what information, when they need it by, and identifying the best format to deliver the message.
Choice 4 Communication can best be summed up by defining who needs what information, when they need it by, and identifying the best modality to deliver the message.
Correct Choice: 4
Process Group : Initiating

Justification: Project communication can be summed up as "who needs what information, when do they need it, and what’s the best modality to deliver the message."

Question No. 17
Which one of the following is a tool or technique that should be used when creating the project charter?
**Choice 1** Project product analysis

**Choice 2** Project selection methods

**Choice 3** Project management methodology

**Choice 4** Expert judgment

*Correct Choice: 4*

**Process Group:** Initiating

**Justification:** PMBOK®Guide Sixth Edition Page # 79, Section 4.1.2.1

**Question No. 18**

User acceptance testing, and the resulting notification is part of which process?

**Choice 1** Control Scope

**Choice 2** Validate Scope

**Choice 3** Collect Requirements

**Choice 4** Manage Quality

*Correct Choice: 2*

**Process Group:** Monitoring & Controlling

**Justification:** Validate Scope is the process of formalizing acceptance of the completed project deliverables. The key benefit of this process is that it brings objectivity to the acceptance process and increases the chance of final product, service, or result acceptance by validating each deliverable. PMBOK®Guide Sixth Edition Page # 163, 164 Section 5.5

**Question No. 19**

Which of the following is an output of the Control Costs process?

**Choice 1** Cost forecasts

**Choice 2** Basis of estimates

**Choice 3** Cost change control system

**Choice 4** Work performance data

*Correct Choice: 1*
Process Group: Monitoring & Controlling

Justification: `Cost forecasts` is one of the outputs obtained from this process. PMBOK® Guide Sixth Edition Page # 232, Section Figure 7-1

Question No. 20
Which of the below factors does NOT have any impact on the design of the project organization?

Choice 1 Schedule limitations
Choice 2 Environmental forces
Choice 3 Strategic choices
Choice 4 Technological factors
Correct Choice: 1

Process Group: Initiating

Justification:

Question No. 21
While developing the Scope Management Plan, it is important to consider one of the following environmental factors, identify which one:

Choice 1 Organization culture, marketplace conditions, and company infrastructure
Choice 2 Scope Management Plan template
Choice 3 Lessons learned and historical information
Choice 4 Organizational policies and procedures
Correct Choice: 1

Process Group: Planning

Justification: The enterprise environmental factors that can influence the Plan Scope Management process include, but are not limited to: organizations culture, infrastructure, personnel administration, and marketplace conditions. PMBOK® Guide Sixth Edition Page # 135 Section 5.1.1.3

Question No. 22
As a project sponsor you are expecting a return of $6,500 from your current project in next 4 years. Assuming the current interest rate is simple 15%, what is the current value of your expected return?

<table>
<thead>
<tr>
<th>Choice</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$1,413</td>
</tr>
<tr>
<td>2</td>
<td>$1,314</td>
</tr>
<tr>
<td>3</td>
<td>$3,141</td>
</tr>
<tr>
<td>4</td>
<td>$4,311</td>
</tr>
</tbody>
</table>

Correct Choice: 1

Process Group : Initiating

Justification: 
\[ PV = \frac{FV}{(1 + r)^n} \]
where 
- \( FV \) is the Future Value (amount of money you are getting in the future; in this case \( FV \) is $6,500),
- \( r \) is the discount/interest rate (in this case \( r \) is 15%),
- \( n \) is the time period (in this case \( n \) is 4 years)

\[ PV = \frac{6,500}{(1 + .15)^4} \]
\[ PV = 1,413.04 \] (rounded to $1,413)

https://en.wikipedia.org/wiki/Present_value

Question No. 23

Tom and Jenna work on a project together. Tom is assigned as the project manager, and Jenna is assigned as a project coordinator that can help support his efforts. Unfortunately, Tom had a health emergency and had to take an extended leave of absence. During this time, Jenna has been asked to work as the Project Manager for the project, which will likely be done before Tom comes back. What time of power does Jenna now have?

<table>
<thead>
<tr>
<th>Choice</th>
<th>Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Personal power</td>
</tr>
<tr>
<td>2</td>
<td>Expert power</td>
</tr>
<tr>
<td>3</td>
<td>Situational power</td>
</tr>
<tr>
<td>4</td>
<td>Reward power</td>
</tr>
</tbody>
</table>

Correct Choice: 3

Process Group : Initiating

Justification: Jane has Situational power, because situational factors led to her stepping into the role she is now serving. PMBOKGUIDE Sixth Edition Page 63, section 3.4.4.3

Question No. 24

Which of the following is a hybrid type of contractual arrangement?

<table>
<thead>
<tr>
<th>Choice</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fixed-price contracts</td>
</tr>
</tbody>
</table>

Choice 2 Time and material contracts
Choice 3 Cost-reimbursable contracts
Choice 4 Fixed price with redetermination
Correct Choice:2

Process Group :Planning

Justification: The time and material contracts are a hybrid type of contractual management that contain aspects of both cost-reimbursable and fixed-price contracts. PMBOK®Guide Sixth Edition Page # 472, Section 12.1.1.6

Question No. 25
What are the configuration management activities that you will include in the Perform Integrated Change Control process?

Choice 1 Configuration accounting and verification and audit
Choice 2 Configuration identification, status accounting, and configuration accounting
Choice 3 Configuration identification, status accounting, and verification and audit
Choice 4 Configuration verification, configuration identification, and risk forecast
Correct Choice:3

Process Group :Monitoring & Controlling

Justification: Some of the configuration management activities are, configuration identification, status accounting and verification and audit. PMBOK®Guide Sixth Edition Page # 118, Section 4.6.2.2

Question No. 26
Your organization runs on a weak matrix project management structure. Which of the below stakeholders has the full authority over project funding in a week matrix?

Choice 1 The project manager has the full authority over project funding in a week matrix.
Choice 2 The functional Manager has the full authority over project funding in a week matrix.
Choice 3 The PMO has the full authority over project funding in a week matrix.
Choice 4 The project sponsor has the full authority over project funding in a week matrix.
Correct Choice:2
Process Group :Initiating

**Justification:** The functional manager has the power over the project funding, not the project manager. In a weak matrix, the functional manager is likely to be the project sponsor. PMBOK GUIDE Sixth Edition Page 47, Table 2-1.

**Question No. 27**
Which of the following processes should be considered in project planning?

- **Choice 1** Define Scope, Develop Schedule, Plan Risk Management, Plan Communications Management
- **Choice 2** Plan Quality Management, Plan Procurement Management, Plan Risk Responses, Control Costs
- **Choice 3** Manage Quality, Develop Project Team, Manage Communications, Plan Risk Management
- **Choice 4** Validate Scope, Control Quality, Control Schedule, Control Costs

Correct Choice: 1

Process Group :Planning

**Justification:** PMBOK®Guide Sixth Edition Page # 25 Table 1-4

**Question No. 28**
You are taking over a project during the planning stage. You have managed to identify six tasks to be completed during the project. Please refer to the table given below: What is the length of the critical path in months?

- **Choice 1** 10
- **Choice 2** 11
- **Choice 3** 12
- **Choice 4** 14

Correct Choice: 3

Process Group :Planning

**Justification:** The lengths of different paths are:
- Start 1 2 End: 10 Months
- Start 3 5 End: 11 Months
- Start 4 5 End: 12 Months

Since the longest path is Start 4 5 End; this is the critical path. Length of the critical path is 12 months. PMBOK®Guide Sixth Edition Page # 210 Section 6.5.2.2

**Question No. 29**
Which of the following is NOT a valid example for Enterprise Environmental Factors?
Choice 1 Organizational Culture and processes

Choice 2 Stakeholder Risk Tolerances

Choice 3 Employee performance Review records

Choice 4 Historical lessons learned knowledge base

Correct Choice: 4

Process Group: Initiating

Justification: These are parts of the corporate knowledge base in organizational process assets. All of the remaining are examples of enterprise and environmental factors. PMBOK®Guide Sixth Edition Page # 38, Section 2.2

Question No. 30

Jonathan have been assigned to manage a project for the subsidiary unit of your organization in a foreign country. In this context, which of the following will aid him in managing the project better?

Choice 1 Awareness of culture and customs in the country

Choice 2 Information about the country`s demography and social structure

Choice 3 Awareness of the political history of the country.

Choice 4 Information about previous projects done in the country by your competitors.

Correct Choice: 1

Process Group: Initiating

Justification: PMI emphasizes multiculturalism as an important aspect of modern day project management. PMBOK®Guide Sixth Edition Page # 39 Section 2.2.2

Question No. 31

Which of the following techniques would be the most helpful while defining activities for the project?

Choice 1 Rolling Wave Planning

Choice 2 Templates

Choice 3 Extreme Programming

Choice 4 Just in Time

Correct Choice: 1
**Process Group : Planning**

**Justification:** Rolling wave planning is a form of progressive elaboration where work to be accomplished in the near term is planned in detail and future work is planned at a higher level of the Work Breakdown Structure. PMBOK® Guide Sixth Edition Page # 185, Section 6.2.2.3

**Question No. 32**

As a project manager, John is in the process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance with the communications management plan. Which of the following tools should he use?

**Choice 1** Stakeholder analysis

**Choice 2** Expert judgement

**Choice 3** Communication methods

**Choice 4** Communication requirement analysis

Correct Choice: 3

**Process Group : Planning**

**Justification:** Communication methods is one of the tools and techniques used for this process. PMBOK® Guide Sixth Edition Page # 374, Section 10.1.2.5

**Question No. 33**

In your project, you are creating a diagram that describes the decision under consideration and implications of choosing one or another of the available alternatives. This will help to:

**Choice 1** Get a qualitative analysis of the risk

**Choice 2** Determine which risks may have the most impact on the project

**Choice 3** Translate the uncertainties at a detailed level into potential impact on objectives expressed at the level of the total project

**Choice 4** Determine which decision yields the greatest expected value

Correct Choice: 4

**Process Group : Planning**

**Justification:** Decision Tree Analysis is a diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty. PMBOK® Guide Sixth Edition Page # 435 Section 11.4.2.5
**Question No. 34**

You are working in an organization where the project manager shares responsibility with the functional manager to assign priorities and directs the team members of the project. Which of the following is NOT your responsibility as a project manager:

**Choice 1** Plan resources

**Choice 2** Manage cost and budget

**Choice 3** Define tasks

**Choice 4** Carry out performance appraisal of project team

Correct Choice: 4

Process Group: Executing

**Justification:** In a matrix organization, the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of persons assigned to the project. PMBOK®Guide Sixth Edition Page # 47, Table- 2-1

**Question No. 35**

As a PM, you decide to call a "phase end review" for obtaining authorization to close the current phase and initiate the next phase of your project. Your manager disagrees with your suggestion. He wants a "kill point" to formally end the current phase of the project. In this context, you should:

**Choice 1** Disagree with your manager because you know that phase end reviews should be used at the end of each phase of the project

**Choice 2** Agree with your manager as kill point is a phase-end review

**Choice 3** Escalate this issue to the project sponsor

**Choice 4** Take advice from a senior project manager about what should actually be done at the end of each phase of the project

Correct Choice: 2

Process Group: Closing

**Justification:** Phase end may be referred to as a stage gate, milestone, phase review, phase gate, or kill point. PMBOK®Guide Sixth Edition Page # 21 & 123, Section 1.2.4.3 & 4.7

**Question No. 36**

You are the project manager in a health-care company. You are constantly involved in managing stakeholders’ expectations to satisfy their needs and resolve issues. In this context, which of the following is NOT a relevant output?
Choice 1 Organization process assets updates

Choice 2 Communications requirements analysis

Choice 3 Project management plan updates

Choice 4 Change requests

Correct Choice: 2

Process Group: Monitoring & Controlling

Justification: Communication requirements analysis is a tool for the Plan Communications Management process. PMBOK®Guide Sixth Edition Page # 388, Figure-10-7

Question No. 37

An influential stakeholder asks you to add a feature to the existing design at the last day of the release. What is the best you can do in this situation?

Choice 1 Report his behavior to the senior manager suggesting them why he should no longer be associated to your project as a stakeholder

Choice 2 As this person is influential, you have no option but to listen to him and add the functionality

Choice 3 Determine the impact of this change on your schedule and their constraints before taking a decision

Choice 4 Ask him to raise a written change request form and then follow integrated change control

Correct Choice: 4

Process Group: Monitoring & Controlling

Justification: It is important that a project manager should consider written and well documented change requests for the project. PMBOK®Guide Sixth Edition Page # 119, Section 4.6.2.2

Question No. 38

In your project, probabilities are estimated and the alternatives are expected to be as follows:

25% probability for $36,000 profit
50% probability for $50,000 profit
25% probability for $120,000 profit

What is the expected profit in your project?
Choice 1 $206,000

Choice 2 $50,000

Choice 3 $64,000

Choice 4 $156,000

Correct Choice: 3

Process Group : Planning

Justification: Expected Profit = Sum of the products of Probability and Profit for all alternatives i.e. [Sum of (Probability X Profit)] for all the three alternatives = (0.25 x $36,000) + (0.50 x $50,000) + (0.25 x $120,000) = $9000 + $25,000 + $30,000 = $64,000. PMBOK® Guide Sixth Edition Page # 435, Section 11.4.2.5

Question No. 39

In which process would the project team use test scripts to test the modules developed in a project and in what process would the test scripts be audited to ensure they are valid and produce the desired results?

Choice 1 Control Quality, Quality Assurance

Choice 2 Validate Scope, Control Quality

Choice 3 Control Quality, Validate Scope

Choice 4 Quality Assurance, Validate Scope

Correct Choice: 1

Process Group : Executing

Justification: Control Quality is the process of monitoring and recording results from the project to assess performance and recommend any changes. Deliverables are also inspected and checked to ensure there are no defects. Auditing is a key tool of Manage Quality. PMBOK® Guide Sixth Edition Page # 294 to 300, Section 8.2 and 8.3

Question No. 40

You are managing the electronic control systems section for a car manufacturing company. Your team members have discovered some defective electronic parts. The probable cause for these could be materials used, defective measurement systems, inaccurate tolerances in the machines, or other factors. To determine what caused the defect, you will:

Choice 1 Use a control chart

Choice 2 Create a flowchart
Choice 3 Draw an Ishikawa diagram

Choice 4 Draw a Pareto chart

Correct Choice:3

Process Group : Monitoring & Controlling

Justification: Ishikawa diagrams (also called cause and effect diagrams) illustrate how various factors might be linked to potential problems or effects. PMBOK® Guide Sixth Edition Page # 304 Section 8.3.2.5

Question No. 41
John has contracted some work to a vendor, and would like to identify successes and failures that warrant recognition in the preparation or administration of other procurement contracts within the performing organization. This can be performed through:

Choice 1 Contract file

Choice 2 Procurement audit

Choice 3 Contract performance reporting

Choice 4 Lessons learned documentation

Correct Choice:2

Process Group : Monitoring & Controlling

Justification: The objective of a procurement audit is to identify successes and failures that warrant recognition in the preparation or administration of other procurement contracts on the project, or on other projects within the performing organization. PMBOK® Guide Sixth Edition Page # 498, Section 12.3.2.5

Question No. 42
As a project manager, who do you report to in a balanced matrix organization?

Choice 1 Functional Manager

Choice 2 Program Manager

Choice 3 Chief Project Manager

Choice 4 Portfolio Sponsor

Correct Choice:1

Process Group : Initiating
Justification: The project manager reports to the functional manager in a balanced matrix organization. PMBOK®Guide Sixth Edition Page # 47, Table 2-1

Question No. 43
Which of the following is a tool and technique used in the process that requires the determination and documentation of the relationships among project activities?

Choice 1 Schedule Baseline
Choice 2 Activity List
Choice 3 Dependency Determination
Choice 4 Schedule Compression
Correct Choice: 3
Process Group : Planning

Justification: The process being described is Sequence Activities. Dependency Determination is a tool/technique for the Sequence Activities process. PMBOK®Guide Sixth Edition Page # 191, 164 Section 6.32.2

Question No. 44
In the context that “Contracts can be amended at any time prior to contract closure by mutual consent, in accordance with the change control terms of the contract”, you should be aware that:

Choice 1 Contract administration is usually an administrative function separate from the project organization
Choice 2 Contract administration is usually an integral part of project organization
Choice 3 Contract administration is usually outsourced to an external agency or company
Choice 4 Contract administration is always done alike in all organizations
Correct Choice: 1
Process Group : Monitoring & Controlling

Justification: Due to varying organizational structures, many organizations treat contract administration as an administrative function separate from the project organization. PMBOK®Guide Sixth Edition Page # 494 Section 12.3

Question No. 45
Which of the following statements about communication requirements analysis is inaccurate?
Choice 1 Requirements are defined by combining the type and format of information needed with an analysis of the cost of that information.

Choice 2 Project resources are expended on communicating information that contributes to success.

Choice 3 Project resources are expended on communicating information where lack of communication can lead to failure.

Choice 4 The intention is to prevent overloading stakeholders with minor details.

Correct Choice: 1

Process Group: Planning

Justification: The analysis of the communication requirements determines the information needs of the project stakeholders. These requirements are defined by combining the type and format of information needed with an analysis of the value of that information. PMBOK®Guide Sixth Edition Page # 369, Section 10.1.2.2

Question No. 46

Which project will be selected from the following options?

Choice 1 Project A: internal rate of return of 11%, opportunity cost $0

Choice 2 Project B: internal rate of return of -3%, opportunity cost of $30,000

Choice 3 Project C: benefit cost ratio of 0.6, payback period of 6 months

Choice 4 Project D: internal rate of return of 0%, opportunity cost of $150,000

Correct Choice: 1

Process Group: Initiating

Justification: The only suitable option is option 1, because the internal rate of return is positive, i.e., 11%. Opportunity cost is not a selection criterion. Internal Rate of Return (IRR) is a Discount Rate on an investment which makes Present value of cash inflows = Present value of cash outflows Project Selection Criterion: Select a project with higher IRR. PMBOK®Guide Sixth Edition Page # 34, Section 1.2.6.4

Question No. 47

While performing beta testing with a small sample of users, you notice that the product has defects because of the following reasons: - Non-compatibility with the operating system (10%) - Bugs in the software (30%) - Difficulty in understanding instruction manuals (20%) - Non-availability of desired features (15%) - Others (15%). To illustrate the causes of these problems, you could use a:

Choice 1 Histogram
**Choice 2** Quality Checklists

**Choice 3** Scatter Diagram

**Choice 4** Flowchart

Correct Choice: 1

**Process Group:** Monitoring & Controlling

**Justification:** A histogram is a vertical bar chart showing how often a particular variable state occurs. Each column represents an attribute or characteristic of a problem/situation. This tool helps illustrate the most common cause of problems in a process by the number and relative heights of the bars. PMBOK®Guide Sixth Edition Page # 304, Section 8.3.2.5

**Question No. 48**

You as a Project Manager are aware that a team member of your project is likely to be promoted shortly. There is also a possibility that she may be transferred out of the project following the promotion. In this situation, you should:

**Choice 1** Give a bad appraisal report to delay the promotion of the person until the project is completed.

**Choice 2** Inform the team member about the likelihood of her promotion and ask her to give her responsibilities to another person.

**Choice 3** Ask the member, after she is promoted and receives transfer orders, to prepare a transition plan.

**Choice 4** Hire another resource, who can replace the promoted member.

Correct Choice: 3

**Process Group:** Planning

**Justification:** PMBOK®Guide Sixth Edition Page # 437, Section 11.5

**Question No. 49**

Which one of the following is the last step of project closing?

**Choice 1** Archive Project Documents

**Choice 2** Measure customer satisfaction at the end of the project

**Choice 3** Client appreciates your product

**Choice 4** Lessons learnt are documented
Question No. 50
Project Manager should focus on documentation and timely resolution of issues because unresolved issues can:

Choice 1 Be a major source of conflict
Choice 2 Be escalated to the project sponsor
Choice 3 Become undetermined risks in the project
Choice 4 Have adverse effect on all project parameters

Correct Choice: 1

Question No. 51
Which project document is used for documenting and monitoring elements under discussion or in dispute between project stakeholders?

Choice 1 Dispute log
Choice 2 Problem log
Choice 3 Change log
Choice 4 Issue log

Correct Choice: 4

Question No. 52
A contract where the buyer reimburses the seller the costs incurred by her and also provides a fixed amount of profit is called a:

**Choice 1** Cost plus incentive fee contract

**Choice 2** Cost plus fixed fee contract

**Choice 3** Time and material contract

**Choice 4** Cost plus award fee contract

Correct Choice: 2

**Process Group:** Planning

**Justification:** In Cost plus fixed fee contracts (CPFF), the seller is reimbursed for all allowable costs for performing the contract work, and receives a fixed fee payment calculated as a percentage of the initial estimated project costs. PMBOK®Guide Sixth Edition Page # 472, Section 12.1.1.6

**Question No. 53**

Managing stakeholders’ engagement in order to meet their needs and expectations is very beneficial, however, it may not help to:

**Choice 1** Increase the likelihood of stakeholders’ acceptance of the project goals

**Choice 2** Influence and negotiate expectations of stakeholders to achieve project goals

**Choice 3** Ensure stakeholders’ awareness of all project details

**Choice 4** Uncover and discuss stakeholder issues and concerns

Correct Choice: 3

**Process Group:** Executing

**Justification:** Managing Stakeholder Engagement does not ensure that stakeholders are fully aware when they should be, and in fact, it is not always desirable for stakeholders to be aware of ALL project details. PMBOK®Guide Sixth Edition Page # 523, 524 Section 13.3

**Question No. 54**

As part of SWOT and Risk analysis, you have completed the process of enhancing the opportunities and reducing the threats to project objectives. What is your NEXT step?

**Choice 1** Determine which risks may affect the project and document their characteristics.

**Choice 2** Implement risk response plans, track identified risks, monitor residual risks, identify new risks, and evaluate risk process effectiveness throughout the project.
**Choice 3** Define how to conduct risk management activities for a project.

**Choice 4** Assess the priority of identified risks using their probability of occurrence.

Correct Choice: 2

**Process Group:** Executing

**Justification:** Monitor Risks is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project. PMBOK® Guide Sixth Edition Page # 449, Section 11.6

**Question No. 55**

Your customer comes back a week after the Project deliveries saying that he is not entirely satisfied with the deliverable. What should the project manager do NEXT?

**Choice 1** Continue with the next deliverable as needs to finish the project on time

**Choice 2** Talk to the senior manager to discuss the customer concern and resolution

**Choice 3** Ensure that next deliverables have enough features which customer would like to have to exceed his expectations

**Choice 4** Do a scope verification of this deliverable to check if it satisfies project objectives

Correct Choice: 4

**Process Group:** Monitoring & Controlling

**Justification:** Verifying the project scope includes reviewing deliverables to ensure that each is completed satisfactorily. PMBOK® Guide Sixth Edition Page # 298, 299, Section 8.3

**Question No. 56**

Which of the following is the best example on Project Integration Management that you can give someone preparing for PMP examination?

**Choice 1** That poor quality in management planning will likely affect the quality of the project deliverable, so management planning is a key step in the project integration process.

**Choice 2** That the level of complexity in a project communications management plan is dependent on the number of stakeholders involved in the project.

**Choice 3** That a larger project requires more detail and effort than smaller projects generally do.

**Choice 4** That planning is a iterative activity that will happen throughout the project.

Correct Choice: 1
Process Group : Initiating

**Justification:** Of all the choices presented this answer is the best example of project integration management. Project integration management at the process level means that what you do in one process can have a direct effect on other processes.

**Question No. 57**

A technological advance, legal requirement, or social need refers to:

**Choice 1** Issues that need to be managed in the project plan

**Choice 2** Environmental factors that usually have detrimental effect on the project

**Choice 3** Risks that have to be managed by the project manager

**Choice 4** Factors contributing to the creation of the business case

Correct Choice: 4

Process Group : Initiating

**Justification:** The business case is created as a result of one or more of the following: Market demand, Organizational needs, Customer request, Technological advancement, Legal requirements, Ecological impacts and Social needs. PMBOK® Guide Sixth Edition Page # 77, Section 4.1.1.1

**Question No. 58**

Your project team had a meeting with the customer (during Validate Scope process) for getting formal acceptance of the project deliverables. This activity is a part of which Process Group?

**Choice 1** Monitoring and Controlling

**Choice 2** Executing

**Choice 3** Planning

**Choice 4** Closing

Correct Choice: 1

Process Group : Monitoring & Controlling

**Justification:** Validate Scope is done as part of Monitoring and Controlling Process Group. PMBOK® Guide Sixth Edition Page # 25 Table 1-4

**Question No. 59**

You are concerned that your project quality norms may not satisfy the revised quality standards. So, you do an audit and try to remedy this problem through:
**Choice 1** Quality control

**Choice 2** Quality planning

**Choice 3** Quality assurance

**Choice 4** Modifications to quality management plan

Correct Choice: 3

**Process Group:** Executing

**Justification:** Manage Quality is the process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used. PMBOK®Guide Sixth Edition Page # 294, Section 8.2.2.5

**Question No. 60**

In your new project, you notice that most of the team members possess "I am right mentality" and put forth their own ideas for consideration. In this context, your team is in which of the following stages of group development?

**Choice 1** Storming

**Choice 2** Forming

**Choice 3** Conflicting

**Choice 4** Performing

Correct Choice: 1

**Process Group:** Executing

**Justification:** Teams usually go through the five stages of team forming in order, but it is possible for teams to skip a stage or get stuck in, or revert to a previous stage. PMBOK®Guide Sixth Edition Page # 349 Section 9.5.2.1

**Question No. 61**

Jen is planning to award a contract and are evaluating sellers, using criteria like management approach, technical approach, life-cycle cost, and production capacity and interest. These criteria are called:

**Choice 1** Screening criteria

**Choice 2** Evaluation criteria

**Choice 3** Source selection criteria
Choice 4 Contract selection methods
Correct Choice: 3
Process Group: Planning

Justification: Source selection criteria are often included as part of the procurement solicitation documents. Such criteria are developed and used to rate or score seller proposals, and can be objective or subjective. Some examples are: understanding of need, overall or life-cycle cost, technical capability, risk, management approach, technical approach, etc. PMBOK®Guide Sixth Edition Page # 478 Section 12.1.3.5

Question No. 62
Establishing a contingency reserve, including amounts of time, money, or resources to handle the risks, is an example of:

Choice 1 Risk avoidance
Choice 2 Active risk acceptance
Choice 3 Risk transfer
Choice 4 Improper risk planning since all risks should be identified and accounted
Correct Choice: 2
Process Group: Planning

Justification: The most common active acceptance strategy is to establish a contingency reserve, including amounts of time, money, or resources to handle the risks. PMBOK®Guide Sixth Edition Page # 443, Section 11.5.2.4

Question No. 63
A good way to depict the project roles as responsible, accountable, consulted and informed is through:

Choice 1 RBS (resource breakdown structure)
Choice 2 Text-oriented format
Choice 3 RAM (responsibility assignment matrix)
Choice 4 WBS (work breakdown structure)
Correct Choice: 3
Process Group: Planning
**Justification:** A responsibility assignment matrix (RAM) is used to illustrate the connections between work packages or activities and project team members. One example of a RAM is a RACI (responsible, accountable, consult, and inform) chart. PMBOK®Guide Sixth Edition Page # 317, Section 9.1.2.2

**Question No. 64**
Which of the following processes should you follow to document relevant information on interests, involvement, influence and impact of the project stakeholders?

**Choice 1** Identify Stakeholders

**Choice 2** Plan Communications Management

**Choice 3** Manage Stakeholder Engagement

**Choice 4** Stakeholder Analysis

Correct Choice: 1

**Process Group:** Initiating

**Justification:** Identify Stakeholders is the process used to identify all those people or organizations impacted by the project and document relevant information on their interests, involvement, and impact on the success of the project. PMBOK®Guide Sixth Edition Page # 507 Section 13.1

**Question No. 65**
Of the following, which is NOT a suitable way of managing the risks on a project?

**Choice 1** By using existing assets

**Choice 2** By contingency planning

**Choice 3** By investing in new resources

**Choice 4** By Brainstorming

Correct Choice: 4

**Process Group:** Planning

**Justification:** Brainstorming is a tool and technique for risk identification. All of the other options are ways of managing the risks. PMBOK®Guide Sixth Edition Page # 411, Section 11.2

**Question No. 66**
You are a Project Management Professional. You are managing a new project to add parking to the airport in your hometown. Your Friend, the Mayor has asked you to Estimate the time and resources required so that he can Secure Funding. You have divided the Project into 3 Tasks and interviewed relevant experts to
get Time and Material estimates for each of the Tasks. You have depicted the Survey Data in the table below: Which of the three tasks (A, B, C) has the maximum variance?

**Choice 1** Task A

**Choice 2** Task B

**Choice 3** Task C

**Choice 4** Cannot be determined, because information given in the question is incomplete

Correct Choice: 2

**Process Group:** Planning

**Justification:** Task A: PERT 7, SD 0.67, Variance 0.44 | Task B: PERT 10.33, SD 1, Variance 1 | Task C: PERT 5.17, SD 0.50, Variance 0.25

**Question No. 67**

Analytical techniques are used to:

**Choice 1** Engage stakeholders

**Choice 2** Keep stakeholders satisfied

**Choice 3** Compare current to planned stakeholder engagement levels

**Choice 4** Analyze the effectiveness of the Stakeholder Management Plan

Correct Choice: 3

**Process Group:** Monitoring & Controlling

**Justification:** Project team needs to identify the desired engagement level for the current phase of the project, based on available information using analytical technique. PMBOK®Guide Sixth Edition Page # 524 Section 13.4.2.3

**Question No. 68**

What is the process by which you can determine which risks may affect the project?

**Choice 1** Plan Risk Management

**Choice 2** Plan Risk Responses

**Choice 3** Perform Qualitative Risk Analysis

**Choice 4** Identify Risks
Correct Choice: 4
Process Group: Monitoring & Controlling

Justification: Risk audits are helpful in the context of monitoring and controlling risks to minimize negative risks and to take timely action, because they:

Choice 1 Help in reassessment of risks.
Choice 2 Examine and document the effectiveness of risk responses.
Choice 3 Provide trends in the execution of the project, which can be reviewed using performance data.
Choice 4 Provide inputs required for the project planning stage.
Correct Choice: 2
Process Group: Planning

Justification: Identify Risks is the process of determining which risks may affect the project and documenting their characteristics. PMBOK® Guide Sixth Edition Page # 409, Section 11.2

Question No. 70

Which of the following statements is NOT related to cost of quality?

Choice 1 Cost of appraising the product or service for conformance to requirements
Choice 2 Cost of evaluating alternative projects
Choice 3 Costs incurred by investment in preventing non-conformance to requirements
Choice 4 Cost of rework
Correct Choice: 2
Process Group: Planning

Justification: Cost of quality includes nonconformance to requirements, appraising the product or service for conformance to requirements, and failing to meet requirements (rework). PMBOK® Guide Sixth Edition Page # 282, Section 8.1.2.3
A conflict handling method that emphasizes similarities rather than differences can also be referred to as:

Choice 1 Forcing
Choice 2 Smoothing
Choice 3 Confrontation
Choice 4 Withdrawal

Correct Choice: 2

Process Group: Executing

Justification: Smoothing: De-emphasizing or avoiding areas of differences and emphasizing areas of agreement. Compromising: Bargaining and searching for solutions that bring some degree of satisfaction to the parties in a dispute. Characterized by a give and take attitude. PMBOK® Guide Sixth Edition Page # 349, Section 9.5.2.1

Question No. 72
For a project to be successful, what is the primary requirement?

Choice 1 Exceeding customer expectations
Choice 2 Customer satisfaction
Choice 3 Meeting the cost and schedule estimates
Choice 4 Satisfying the requirements of the project sponsor

Correct Choice: 2

Process Group: Initiating

Justification: Project Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction. PMBOK® Guide Sixth Edition Page # 34 Section 1.2.6.4

Question No. 73
Which of the following is NOT a relevant output of the Manage stakeholders’ engagement?

Choice 1 Organizational process assets updates
Choice 2 Stakeholder Management Plan
Choice 3 Project management plan updates
Choice 4 Change requests
Correct Choice: 2

Process Group: Executing

Justification: The Stakeholder Management Plan is created as part of the Plan Stakeholder Management process. PMBOK® Guide Sixth Edition Page # 523, Figure 13-7

Question No. 74

To define how the project work will be committed so that it is performed by the designated person at the appropriate time, a project manager can use:

Choice 1 Work breakdown structure
Choice 2 Work authorization system
Choice 3 WBS dictionary
Choice 4 Project schedule
Correct Choice: 2

Process Group: Initiating

Justification: Work authorization system is a collection of formal documented procedures that defines how project work will be committed to ensure that the work is done by the identified organization, at the right time, and in the proper sequence. PMBOK® Guide Sixth Edition Page # 41, Section 2.3.1 & https://project-management-knowledge.com/definitions/w/work-authorization-system/

Question No. 75

You are not happy with the performance of a team member. In this context: a) What type of communication will you use to relay your concerns to the concerned team member? b) If the performance of the team member does not improve even after voicing your concern, what form of communication will you use to convey the information to the senior management?

Choice 1 a) informal oral, b) informal written
Choice 2 a) informal written, b) formal written
Choice 3 a) formal written, b) formal written
Choice 4 a) informal oral, b) formal written
Correct Choice: 4

Process Group: Planning
Justification: Initial communication about performance should preferably be informal oral (e.g. face-to-face meeting). If the performance does not improve, while escalating to senior management, formal-written communication should be used. PMBOK®Guide Sixth Edition Page # 360, 361

Question No. 76
If, at the end of the project, a customer wants a major change in the scope of work, you should:

Choice 1 Reject the change
Choice 2 Make the required change
Choice 3 Escalate the matter to senior management
Choice 4 Let the customer know about the impact of the change
Correct Choice:4

Process Group : Monitoring & Controlling

Justification: If there is a major change to the project, the project manager should try to influence the change to minimize the impact on the project. PMBOK®Guide Sixth Edition Page # 115, Section 4.6

Question No. 77
What is the FIRST thing the project manager should do for an untimely termination of a project?

Choice 1 Release the team members
Choice 2 Document the lessons learned
Choice 3 Conduct scope verification
Choice 4 Discuss with senior manager the reason for abrupt project termination
Correct Choice:3

Process Group : Monitoring & Controlling

Justification: If the project is terminated, the project manager should do scope verification to determine the extent of completion of the project. PMBOK®Guide Sixth Edition Page # 107, Section 4.5

Question No. 78
Which statement related to Validate Scope process is correct?

Choice 1 Validate Scope process is similar to Control Quality process.
**Choice 2** Validate Scope process is normally performed after Control Quality process, but these two processes may also be performed in parallel.

**Choice 3** Validate Scope process indicates the end of a project

**Choice 4** Validate Scope process is the final sign-off from the sponsor and customer

Correct Choice: **2**

Process Group : Monitoring & Controlling

**Justification:** Control Quality is generally performed before Validate Scope, although the two processes may be performed in parallel. PMBOK® Guide Sixth Edition Page # 164, Section 5.5

**Question No. 79**

For your project, find the To-complete performance index (TCPI) based on the given data: Budget at completion of the project = $750,000 Cost variance of the project = $15,000 Earned value of the project = $250,000 Estimate to Complete has now been revised to $400,000

**Choice 1** 0.9

**Choice 2** 1.11

**Choice 3** 1.25

**Choice 4** -0.8

Correct Choice: **3**

Process Group : Monitoring & Controlling

**Justification:** CV = EV - AC AC = EV - CV = $250,000 - $15,000 = $185,000. EAC = AC + ETC = $185,000 + $400,000 = $585,000 To-complete performance index (TCPI) = (BAC - EV) / (EAC - AC) = ($750,000 - $250,000) / ($585,000 - $185,000) = $500,000 / $400,000 = 1.25. PMBOK® Guide Sixth Edition Page # 266, Section 7.4.2.3

**Question No. 80**

Which of the following techniques is not used in product analysis?

**Choice 1** Value engineering

**Choice 2** Value analysis

**Choice 3** Alternatives identification

**Choice 4** Product breakdown
Correct Choice: 3
Process Group: Planning

Justification: Product analysis includes techniques such as product breakdown, systems analysis, requirements analysis, systems engineering, value engineering, and value analysis. PMBOK®Guide Sixth Edition Page # 153 Section 5.3.2.5

Question No. 81
Which of the following is NOT a characteristic of project life cycle?

Choice 1 Ability of the stakeholders to influence final characteristics of the project’s product increases as the project progresses.

Choice 2 Stakeholder influence, risk, and uncertainty are highest at the start of the project.

Choice 3 The project life cycle determines which transitional actions at the beginning and end of the project are included, so that the project can be linked to the ongoing operations of the performing organization.

Choice 4 Stakeholder influence, risk, and uncertainty decrease as the project progresses.

Correct Choice: 1
Process Group: Initiating

Justification: Stakeholders’ ability to influence the final characteristics of the project’s product, without significantly impacting cost, is highest at the start of the project and decreases as the project progresses towards completion. PMBOK®Guide Sixth Edition Page # 549, Section 1.5

Question No. 82
Which of the following is NOT part of the Enterprise Environmental Factors?

Choice 1 Lessons learned from previous projects

Choice 2 Work authorization system

Choice 3 Government and industry standards that affect your project

Choice 4 Knowledge of which departments in your company typically work on projects

Correct Choice: 1
Process Group: Initiating

Justification: Lessons learned are part of the organizational process assets. PMBOK®Guide Sixth Edition Page # 38, Section 2.2
Question No. 83
Where can you find the kind of information you should provide to different stakeholders and the methods to adopt for this purpose?

Choice 1 Project records
Choice 2 Performance reports
Choice 3 Communications management plan
Choice 4 Communications plan
Correct Choice: 3
Process Group: Planning

Justification: Communications management plan provides stakeholder communication requirements, information that needs to be communicated, including language, format, content, level of detail, methods or technologies used to convey the information, such as memos, e-mail, and/or press releases, etc. PMBOK® Guide Sixth Edition Page # 377 Section 10.13.1

Question No. 84
Which of the following would not be part of ‘cost of conformance’?

Choice 1 Prevention cost
Choice 2 Appraisal cost
Choice 3 Internal failure cost
Choice 4 Cost of training
Correct Choice: 3
Process Group: Planning

Justification: All the failure costs (including internal failure costs) are referred to as the cost of poor quality. PMBOK® Guide Sixth Edition Page # 283, Section 8.1.2.3

Question No. 85
Which of the following conflict resolution techniques is being used when the Project Manager is looking for a “Middle path” after evaluating the positives and negatives of all the alternate options?

Choice 1 Smoothing
Choice 2 Withdrawal
**Choice 3** Confrontation

**Choice 4** Compromising

Correct Choice: 4

Process Group: Executing

**Justification:** Compromising: Bargaining and searching for solutions that bring some degree of satisfaction to the parties in a dispute. PMBOK® Guide Sixth Edition Page # 349, Section 9.5.2.1

**Question No. 86**

Who issues the project charter in a Project?

**Choice 1** The project manager

**Choice 2** The project sponsor

**Choice 3** The project customer

**Choice 4** The project champion

Correct Choice: 2

Process Group: Initiating

**Justification:** The project sponsor issues the charter. PMBOK® Guide Sixth Edition Page # 77, Section 4.1

**Question No. 87**

Which of the following inputs will you use to distribute information to stakeholders?

**Choice 1** Deliverables

**Choice 2** Work Performance Reports

**Choice 3** Requested changes

**Choice 4** Information methods

Correct Choice: 2

Process Group: Executing

**Justification:** One of the inputs to the Manage Communications process is work performance reports. PMBOK® Guide Sixth Edition Page # 382 Section 10.2.1.3

**Question No. 88**
You are in the test phase of your software project, and the project sponsor has requested a definitive estimate of when your project will be completed. The most likely estimated duration is 40 days. Which of the following duration estimations will you give to your sponsor?

**Choice 1** 15 - 45 days

**Choice 2** 24 - 48 days

**Choice 3** 30 - 70 days

**Choice 4** 38 - 44 days

Correct Choice: 4

**Process Group : Planning**

**Justification:** The different types of estimates are: Definitive: -5% to +10% accuracy Budgetary: -10% to +25% accuracy Order of magnitude: -25% to +75% accuracy So, if -5% to +10% variation is allowable, only “38 - 44 days” fits that criterion. PMBOK®Guide Sixth Edition Page # 203, Section 6.4.3.1

**Question No. 89**

After a project has been successful the VP of operations praised the top 5% performer whereas he pointed finger to the bottom 5% for their failure in the project. He did not address the rest of the team members in the said meeting. What time of leadership is happening in this scenario?

**Choice 1** Transactional Leadership

**Choice 2** Laissez faire leadership

**Choice 3** Interactional leadership

**Choice 4** Pressure-based power

Correct Choice: 1

**Process Group : Initiating**

**Knowledge Area :**

**Justification:** Transactional leadership means the leader emphasizes the goals of the project and rewards and disincentives for the project team. This is sometimes called management by exception as it’s the exception that is reward or punished. PMBOKGUIDE Sixth Edition Page 65, section 3.4.5.1

**Question No. 90**

The concepts of "Zero Defects" and "Right First Time" were formulated by:

**Choice 1** Genichi

**Choice 2** Deming
Choice 3 Juran

Choice 4 Crosby
Correct Choice: 4
Process Group : Planning


Question No. 91
What is the factor that helps a project manager gain maximum support from the assigned project personnel?

Choice 1 Expertise

Choice 2 Work challenge

Choice 3 Authority of the project manager to penalize team members

Choice 4 Authority of the project manager to recommend promotions to team members on the basis of their performance
Correct Choice: 1
Process Group : Initiating

Justification: Expertise of the project manager is the most important factor that gets him support from the project personnel. PMBOK® Guide Sixth Edition Page # 57, Section 3.4.1

Question No. 92
Which of the following statements about Control Quality is accurate? A. Prevention refers to keeping errors out of the process, whereas inspection refers to keeping errors out of the hands of the customer. B. Attribute sampling determines whether the result conforms or not, and variables sampling determines the degree of conformity. C. Tolerances refer to a specified range of accepted results and control limits refer to thresholds, which can indicate whether the process is out of control. D. Control Quality is only performed during the Monitoring and Controlling phase of a project.

Choice 1 A, B and C

Choice 2 A, C and D

Choice 3 A, B and D

Choice 4 B, C and D
**Correct Choice:** 1  
**Process Group:** Planning  
**Justification:** Quality control should be used during the project executing and closing phases to formally demonstrate, with reliable data, that the sponsor and/or customer’s acceptance criteria have been met. PMBOK® Guide Sixth Edition Page # 274

**Question No. 93**
Souren is an experienced project manager. He has just accepted a new contract, and is meeting with the project sponsor prior to a first kick-off meeting. The project sponsor informs him that the team he will be working with tends to work best with a PM that uses servant leadership tactics. Which strategy below will Souren find the most successful?

**Choice 1** If the PM emphasizes the goals of the project and rewards and disincentives deviations from the established project plan.

**Choice 2** If the PM puts the needs and goals of the project team first and focuses on the people he serves.

**Choice 3** If the PM takes a "hands off" approach to the project, allowing the individual team members to set their own goals and make their own individual plans to achieve those goals.

**Choice 4** If the PM inspires and motivates the project team to achieve the project goals.

**Correct Choice:** 2  
**Process Group:** Initiating  
**Justification:** The leader puts others first and focuses on the needs of the people he serves. The primary focus of servant leadership is service to others. PMBOK GUIDE Sixth Edition Page 66, section 3.4.5.1

**Question No. 94**
Which of the following statements about transferring risk to a contractor is not true?

**Choice 1** Risk transference nearly always involves payment of a risk premium.

**Choice 2** Fixed price contract always transfers the risk to the seller

**Choice 3** Cost-plus contracts may transfer the cost risks to the buyer.

**Choice 4** Contracts may be used for the transference of liability for specified risks to another party.

**Correct Choice:** 2  
**Process Group:** Planning
A fixed-price contract may transfer risk to the seller. PMBOK® Guide Sixth Edition Page # 443, Section 11.5.2.4

Question No. 95
All the following are cultural attributes of an organization EXCEPT for which one?

Choice 1 Policies and procedures

Choice 2 Ethics

Choice 3 View of authority and relationships

Choice 4 Experiences of the project management team

Correct Choice: 4

Process Group: Initiating

Justification: Policies and procedures, the work ethics, and the view of authority relationships—are all classic examples of an organization’s culture.

Question No. 96
What should you do when you realize that you had not planned for a particular risk that has recently occurred, in your risk planning?

Choice 1 Create a Workaround

Choice 2 Create a Fallback Plan

Choice 3 Do additional risk response planning

Choice 4 Create a new risk register for this risk

Correct Choice: 1

Process Group: Planning

Justification: Workaround is a response to a threat that has occurred, for which a prior response has not been planned or was not effective.


Question No. 97
From project perspective, the guidelines and policies are classified as:

Choice 1 Regulations
**Choice 2** Best practices

**Choice 3** Assumptions

**Choice 4** Constraints

Correct Choice: 4

Process Group: Initiating

**Justification:** When project operate, policies and guidelines act as a constraint. PMBOK® Guide Sixth Edition Page # 10, Section 1.2.2

**Question No. 98**

You are planning to hedge a risk that has very low probability of occurrence but if occurred can have severe impact on your organization. In terms of risk attitude, your organization could BEST be described as?

**Choice 1** Risk Seeker

**Choice 2** Risk Averse

**Choice 3** Risk Neutral

**Choice 4** Risk Mitigator

Correct Choice: 2

Process Group: Planning

**Justification:** PMBOK® Guide Sixth Edition Page # 407, Section 11.1.3.1

**Question No. 99**

You notice that for your current project, the Cost Performance Index (CPI) is 1.1 and Schedule Performance Index (SPI) is 0.9. In this case you should:

**Choice 1** Make changes to the performance baseline to improve the SPI

**Choice 2** Evaluate options to crash or fast-track the project

**Choice 3** Inform the management why the project got delayed

**Choice 4** Tell the team-members that they have no option but to meet the target dates as stated in the project schedule

Correct Choice: 2
Process Group: Monitoring & Controlling

**Justification:** Since SPI is 0.9, the project is behind schedule. Fast tracking or crashing can be the only alternative that helps solve the problem. They may increase costs but decrease the project timelines. PMBOK® Guide Sixth Edition Page # 262, Section 7.4.2.2

**Question No. 100**
Which of the following statements on recognition and rewards system is incorrect?

**Choice 1** Recognition for team members who work extra hours on the weekends.

**Choice 2** Recognition and rewards should consider cultural differences.

**Choice 3** Recognition and reward systems should promote or reinforce desired behavior.

**Choice 4** Give the team recognition throughout the life cycle of the project rather than wait until the project is completed.

Correct Choice: 1

Process Group: Planning

**Justification:** A good strategy for project managers is to give the team recognition throughout the life cycle of the project rather than waiting until the project is completed. PMBOK® Guide Sixth Edition Page # 319, 341 Section 9.1.3.1, 9.4.2.5

**Question No. 101**
As part of your staffing management plan, you are creating a chart to illustrate the number of hours that a person, department or entire project team will need each week or month over the course of the project. This chart is also known as:

**Choice 1** Resource control chart

**Choice 2** Resource breakdown structure

**Choice 3** Resource run chart

**Choice 4** Resource histogram

Correct Choice: 4

Process Group: Planning

**Justification:** One tool for charting human resources is a resource histogram. PMBOK® Guide Sixth Edition Page # 719 9 (Glossary)

**Question No. 102**
An Activity List should contain which of the following:  

A. Activities not to be performed as part of the project  
B. Activities that are to be performed as part of the project  
C. Activity identifier and scope of work description for each schedule activity in sufficient detail  
D. Activities that are required for the project.

**Choice 1** A, B and C  
**Choice 2** B, C and D  
**Choice 3** C, D and A  
**Choice 4** D, A and B  
Correct Choice: 2

**Process Group:** Planning  
**Justification:** The activity list is a comprehensive list that includes all schedule activities required on the project. The activity list also includes the activity identifier and a scope of work description for each activity in sufficient detail to ensure that project team members understand what work is required to be completed. PMBOK®Guide Sixth Edition Page # 185 Section 6.2.3.1

**Question No. 103**  
You are the project manager for a new construction project. In the construction project the team must adhere to certain building codes provided by the local government. These building codes are examples of which one of the following?  

**Choice 1** Standards  
**Choice 2** Government-imposed Regulatory requirement  
**Choice 3** Quality management concern  
**Choice 4** Scope planning  
Correct Choice: 2

**Process Group:** Initiating  
**Justification:** Government or industry standards such as, regulatory agency regulations, codes of conduct, product standards, quality standards, and workmanship standards. PMBOK®Guide Sixth Edition Page # 39, Section 2.2.2

**Question No. 104**  
The responsibility to manage stakeholder expectations usually lies with the:  

**Choice 1** Project management team
Choice 2 Project team

Choice 3 Project manager

Choice 4 Project manager, project sponsor, and project management team

Correct Choice: 3

Process Group : Executing

Justification: The project manager is responsible for engaging and managing the various stakeholders in a project. PMBOK® Guide Sixth Edition Page # 523 Section 13.3

Question No. 105
Project statement of work, business case, agreements, enterprise environmental factors and organizational process assets, are all valid inputs for:

Choice 1 Develop Project Management Plan

Choice 2 Develop Project Charter

Choice 3 Direct and Manage Project Work

Choice 4 Perform Integrated Change Control

Correct Choice: 2

Process Group : Initiating

Justification: Project statement of work, business case, agreements, enterprise environmental factors and organizational process assets are inputs for the Develop Project Charter process. PMBOK® Guide Sixth Edition Page # 75 Table 4-2

Question No. 106
Activities such as product reviews, audits and walkthroughs are carried out in which process?

Choice 1 Control Scope

Choice 2 Quality Inspection

Choice 3 Collect Requirements

Choice 4 Validate Scope

Correct Choice: 4

Process Group : Monitoring & Controlling
**Justification:** Validate Scope includes inspection as a technique. Inspection includes activities such as measuring, examining, and validating to determine whether work and deliverables meet requirements and product acceptance criteria. PMBOK® Guide Sixth Edition Page # 163, Section 5.5

**Question No. 107**

The rate that equates the present value of cash inflows with the present value of cash outflow, is also called:

**Choice 1** Discount Rate

**Choice 2** Benefit Cost Ratio

**Choice 3** Internal Rate of Return

**Choice 4** Net Present Value

Correct Choice: 3

**Process Group:** Initiating

**Justification:** Internal Rate of Return (IRR) Discount Rate on an investment which makes Present value of cash inflows = Present value of cash outflows. PMBOK® Guide Sixth Edition Page # 34, Section 1.2.6.4 & https://en.wikipedia.org/wiki/Internal_rate_of_return

**Question No. 108**

You are a project manager in a Top Ranked Company, which has a ‘Projectized’ organizational structure. In this context, which of the following statements is incorrect?

**Choice 1** Team members are often co-located

**Choice 2** There is a "home" for project team members after a project is completed.

**Choice 3** You have a great deal of authority and independence.

**Choice 4** Organizational units (or departments) either report directly to you or provide support services to the various projects.

Correct Choice: 2

**Process Group:** Initiating

**Justification:** One disadvantage of a projectized organization is that there is "no home" for the project team members once the project is completed. PMBOK® Guide Sixth Edition Page # 47, Figure 2-1

**Question No. 109**

For successful project integration management, you definitely need (select the best answer):
Choice 1  A strong matrix organizational structure in your company

Choice 2  Good project selection techniques

Choice 3  A good communication management plan

Choice 4  Positive stakeholders who support the project
Correct Choice:3

Process Group : Planning

Justification: A good communication management plan ensures good communication between the different project interfaces and team members. This is essential for project integration management.
PMBOK® Guide Sixth Edition Page # 73

Question No. 110
The type of depreciation where company assets depreciate by the same amount every year, is known as -

Choice 1  Reducing balance depreciation

Choice 2  Accelerated depreciation

Choice 3  Double declining balance

Choice 4  Straight line depreciation
Correct Choice:4

Process Group : Planning

Justification: Straight Line Depreciation: Property depreciates the same amount every year.

Question No. 111
You are the PM of a chemical plant. An environmental group, has concerns about the output of your project as they believe the output can disrupt the natural and ecological factors. The environmental group is demanding additional testing, surveys, and analysis before the project can continue. The environmental group is which one of the following in this instance?

Choice 1  Stakeholder

Choice 2  Positive stakeholder

Choice 3  Negative stakeholder
Choice 4 Risk owner
Correct Choice: 3
Process Group: Initiating

Justification: Negative stakeholder as their concerns may impede the success and progress of the project. PMBOK®Guide Sixth Edition Page # 512, Section 13.1.2.3

Question No. 112
Your team views you as a member of management who can give them a good review and possibly affect a bonus payment for each project team member if the project is completed on time. What time of power do you have in this situation?

Choice 1 Punitive
Choice 2 Situational
Choice 3 Reward-based
Choice 4 Guilt-based
Correct Choice: 3
Process Group: Initiating

Justification: When the project team sees the project manager as someone who can reward them, the project manager has reward power. PMBOKGUIDE Sixth Edition Page 63, section 3.4.4.3

Question No. 113
During the “Identify Stakeholders” process, which document may provide some initial idea of who the stakeholders are for a project?

Choice 1 Communications management plan
Choice 2 Project charter
Choice 3 Human resource contracts
Choice 4 Responsibility assignment matrix
Correct Choice: 2
Process Group: Initiating

Justification: The project charter is an input to the Identify Stakeholder process which provides some initial information about the projects stakeholders, such as the sponsor, customer(s) etc. PMBOK®Guide Sixth Edition Page # 509, Section 13.1.1.1
Question No. 114
You are a PM in your organization and are planning for a meeting to facilitate active problem-solving discussion. Which of the following steps should you take first as a PM in one of your meetings that is purposed for an active problem-solving discussion?

Choice 1 The first thing you do in the meeting is define the problem and brainstorm the desired solutions. Until everyone is on the same page, there is no point in moving forward.

Choice 2 The first thing you do with your team is discern the cause and the effect of the problem. Until everyone is in agreement to the cause of the problem, discussions cannot be productive.

Choice 3 The first thing you do with the team is document the problem and its characteristics to see the whole effect. This will ensure that the problem solving discussions address all the issues and impacts.

Choice 4 The first thing you do with the team is test the materials to identify the solutions. This is the fastest way to solve the problem.

Correct Choice: 1
Process Group : Initiating
Justification: Active problem solving begins with problem definition. Problem definition is the ability to discern between the cause and effect of the problem.

Question No. 115
Which document will contain the information about project constraints?

Choice 1 Issue log

Choice 2 Risk register

Choice 3 Project scope statement

Choice 4 Change management plan

Correct Choice: 3
Process Group : Planning

Justification: Information on constraints may be listed in the project scope statement or in a separate log. PMBOK® Guide Sixth Edition Page # 154, Section 5.3.3.1

Question No. 116
To evaluate control quality output data, the project team must ideally have a working knowledge of:

Choice 1 Prevention and inspection
Choice 2 Sampling and probability

Choice 3 Special causes and random causes

Choice 4 Tolerances and control limits

Correct Choice: 2

Process Group: Monitoring & Controlling

Justification: The project management team may have a working knowledge of statistical control processes to evaluate data contained in the control quality outputs. PMBOK® Guide Sixth Edition Page # 302, Section 8.3.2

Question No. 117

Over the lifespan of a project, which of the following documents (or collection of documents) must a project manager update?

Choice 1 Project management plan

Choice 2 Change control document

Choice 3 Project scope statement

Choice 4 Project charter

Correct Choice: 1

Process Group: Planning

Justification: The project management plan is developed through a series of integrated processes extending through project closure and is updated. PMBOK® Guide Sixth Edition Page # 83, Section 4.2

Question No. 118

Before developing the final product of the project, your project team developed a prototype to demonstrate to the stakeholders in order to obtain review comments and buy-in. Development of a prototype to ensure that it is acceptable to stakeholders, is an example of:

Choice 1 Simulation

Choice 2 Risk avoidance

Choice 3 Risk mitigation

Choice 4 Project assumptions testing

Correct Choice: 3
**Process Group : Planning**

**Justification:** Mitigation may require prototype development to reduce the risk of scaling up from a bench-scale model of a process or product. PMBOK®Guide Sixth Edition Page # 442, Section 11.5.2.4

**Question No. 119**

You have been working as project lead for past 3 years and have been recently assigned the role of the PM in a recent project. This has taken place solely because your project sponsor believes that you can be an effective project manager. This is an example of:

**Choice 1** Expert concept

**Choice 2** Pygmalion effect

**Choice 3** Galatea effect

**Choice 4** Halo effect

Correct Choice: 4

**Process Group : Planning**

**Justification:** Halo effect: Perception of a particular outstanding trait influences the overall perception of a person. [https://en.wikipedia.org/wiki/Halo_effect](https://en.wikipedia.org/wiki/Halo_effect)

**Question No. 120**

Major difference between decomposition in the context of Define Activities process and decomposition in the context of Create WBS process is that:

**Choice 1** The final output of Define Activities process using decomposition is defined as work packages and the final output of Create WBS process using decomposition is defined as deliverables

**Choice 2** The final output of Define Activities process using decomposition is defined as activities, and the final output of Create WBS process using decomposition is defined as control accounts

**Choice 3** The final output of Define Activities process using decomposition is defined as deliverables and the final output of Create WBS process using decomposition is defined as activities

**Choice 4** The final output of Define Activities process using decomposition is defined as activities, and the final output of Create WBS process using decomposition is defined as deliverables

Correct Choice: 4

**Process Group : Planning**

**Justification:** The Define Activities process defines the final outputs as activities rather than deliverables, as done in the Create WBS process. PMBOK®Guide Sixth Edition Page # 185 Section 6.2.2.2
**Question No. 121**

In his project, George has identified important risks and planned appropriate responses to the risks. Some risks, such as the possibility of natural calamities impacting the project, have been documented and accepted in the risk register. What are the remaining risks called?

**Choice 1** Unidentifiable Risks

**Choice 2** Secondary Risks

**Choice 3** Residual Risks

**Choice 4** Accepted Risks

Correct Choice: 3

Process Group: Planning

**Justification:** Residual risks are those risks that remain after risk responses have been implemented. PMBOK® Guide Sixth Edition Page # 448, Section 11.5.3.3

**Question No. 122**

You are a Project Manager of a new product manufacturing project. To identify quality requirements and standards relevant to the project and product, you will:

**Choice 1** Manage Quality

**Choice 2** Plan Quality Management

**Choice 3** Control Quality

**Choice 4** Plan Quality

Correct Choice: 2

Process Group: Planning

**Justification:** Plan Quality Management is the process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements. PMBOK® Guide Sixth Edition Page # 286, Section 8.1.3.1

**Question No. 123**

In an IT project where you are the PM, you have to constantly keep upgrading your data storage capacity and processor speed during the lifespan of the project. This is an example of:

**Choice 1** Parkinson’s law

**Choice 2** McClelland’s theory
Choice 3 Intel`s law

Choice 4 Law of diminishing returns
Correct Choice: 1

Process Group: Initiating

Justification: Parkinson’s Law: Work expands so as to fill the time available for its completion. Some variations of this theory are ""Data expands to fill the space available for storage"" and ""Expenditure rises to meet income."" https://en.wikipedia.org/wiki/Parkinson%27s_law

Question No. 124

A week after the project delivery was completed, your customer shows his dissatisfaction with the release and says the product doesn't support a critical functionality. He asks you to add this feature now and immediately. What should you do?

Choice 1 Understand the customer requirement and estimate the additional time and resource required to complete it, Communicate the same to the customer

Choice 2 Discuss the customer feedback with the senior management and seek their advice on the matter

Choice 3 Analyze the in-house process of testing and scope verification to determine the root cause of the problem

Choice 4 Ignore the customer and proceed with project closure activity
Correct Choice: 4

Process Group: Closing

Justification: Once the project manager has made a release and the project scope has been completed, the project is completed. The project manager should resist requests to do additional work once the project scope is fulfilled. PMBOK®Guide Sixth Edition Page # 127, Section 4.7.3.2

Question No. 125

You and your project team members are working on a project for the client company. You are in the process of outsourcing some parts of the project to a potential vendor. One of your team members filed a critical report ten minutes before a bidder conference. You notice some serious errors have crept into the report. You should:

Choice 1 Go ahead with the meeting and tell the participants what is wrong with the report

Choice 2 Cancel the meeting and reschedule it at a later date
**Choice 3** Go ahead with the meeting, but ask your team member to make the presentation

**Choice 4** Refer the team member’s report to management and ask them to cancel the meeting

Correct Choice: 1

Process Group : Monitoring & Controlling

**Justification:** Option 1 is the best choice. Option 2 and 3 can adversely impact the team morale and undermine your position in the bidder conference. Option 4 is not recommended, as you should try to solve the problem yourself. PMBOK® Guide Sixth Edition Page # 388, Section 10.3

**Question No. 126**

After quality planning, you have created a component-specific tool to verify that the required steps have been performed to test your product. This can also be referred to as:

**Choice 1** Checklist

**Choice 2** Operational definition

**Choice 3** Quality management plan

**Choice 4** Design of experiments (DOE)

Correct Choice: 1

Process Group : Executing

**Justification:** A checklist is a structured tool, usually component-specific, used to verify that a set of required steps has been performed. PMBOK® Guide Sixth Edition Page # 292, Section 8.2.2.1

**Question No. 127**

Why is an Activity List required in a project?

**Choice 1** Provide a common understanding of the project scope among the project stakeholders

**Choice 2** Serve as a reminder to the project manager

**Choice 3** Ensure that the team members understand what work is to be completed

**Choice 4** Help in creation of technical documentation during the project life cycle

Correct Choice: 3

Process Group : Planning
**Justification:** The activity list includes the activity identifier and a scope of work description for each schedule activity in sufficient detail to ensure that project team members understand what work is required to be completed. PMBOK®Guide Sixth Edition Page # 185, Section 6.2.3.1

**Question No. 128**

Which of the following statements about PMIS (project management information system) is incorrect?

**Choice 1** PMIS is used during Direct and Manage Project Execution

**Choice 2** PMIS is part of organizational process assets

**Choice 3** PMIS includes scheduling software and configuration management system

**Choice 4** PMIS can be used for information collection and dissemination

Correct Choice: 2

Process Group: Initiating

**Justification:** PMIS, which is part of the environmental factors, provides access to tools, such as a scheduling software tool, a work authorization system, a configuration management system, an information collection and distribution system, or interfaces to other online automated systems. PMBOK®Guide Sixth Edition Page # 40, Section 2.3.1

**Question No. 129**

In a weak matrix organization, the role of a project manager may be that of a:

**Choice 1** Coordinator

**Choice 2** Manager with considerable authority

**Choice 3** Support person

**Choice 4** Functional manager

Correct Choice: 1

Process Group: Initiating

**Justification:** Weak matrix organizations maintain many of the characteristics of a functional organization, and the role of the project manager is more of a coordinator or expediter. PMBOK®Guide Sixth Edition Page # 128, Section 4.7.3.4

**Question No. 130**

To verify whether deliverables meet requirements and product acceptance criteria, which of the following would you as a PM rely on?
**Choice 1** Observations

**Choice 2** Expert judgment

**Choice 3** Inspection

**Choice 4** Focus groups

Correct Choice: 3

Process Group: Monitoring & Controlling

**Justification:** Inspection includes activities such as measuring, examining, and validating to determine whether work and deliverables meet requirements and product acceptance criteria. PMBOK® Guide Sixth Edition Page # 166, Section 5.5.2.1

**Question No. 131**

When your project is nearing completion, the customer requests you to include an additional feature in the project’s final product. The BEST course of action that you can take in this regard is to:

**Choice 1** Include the feature, as it will improve customer satisfaction

**Choice 2** Take the requirement through the change control process

**Choice 3** Talk with the customer and explain that the new feature does not make business sense

**Choice 4** Include the feature - otherwise the product will not be accepted by the customer

Correct Choice: 2

Process Group: Monitoring & Controlling

**Justification:** PMBOK® Guide Sixth Edition Page # 119, Section 4.6.2.2

**Question No. 132**

You have been assigned the task of determining the probable cause for the variations that have recently occurred in your project. Which tool would you use?

**Choice 1** Control Chart

**Choice 2** Inspection

**Choice 3** Pareto Diagrams

**Choice 4** Ishikawa Diagrams

Correct Choice: 4
Process Group: Monitoring & Controlling

Justification: Ishikawa diagrams is also known as Cause-and-effect diagrams or fishbone diagrams. PMBOK® Guide Sixth Edition Page # 304 Section 8.3.2.5

Question No. 133

Quality management complements project management, as both recognize the importance of:

**Choice 1** Exceeding customer expectations using additional features

**Choice 2** Decreasing risks associated with outsourcing

**Choice 3** Decreasing total scope of ownership of the project

**Choice 4** Providing customer satisfaction

Correct Choice: 4

Process Group: Planning

Justification: Modern quality management complements project management, as both disciplines recognize the importance of customer satisfaction, prevention over inspection, continuous improvement, management responsibility, and cost of quality (COQ). PMBOK® Guide - Fifth Edition, pages 229

PMBOK® Guide Sixth Edition Page # 275

Question No. 134

What is the most important characteristic you would like to see in a project manager?

**Choice 1** Technical knowledge of the business

**Choice 2** Negotiation and convincing skill

**Choice 3** Industry experience

**Choice 4** Communication skill

Correct Choice: 4

Process Group: Planning

Justification: Communication skills are the most important trait in a project manager. PMBOK® Guide Sixth Edition Page # 362

Question No. 135

The cost of poor quality can also be referred to as:
Choice 1 Cost of conformance

Choice 2 Opportunity cost

Choice 3 Rework cost

Choice 4 Failure cost
Correct Choice: 4

Process Group : Monitoring & Controlling

Justification: Failure costs are often categorized into internal (found by the project) and external (found by the customer). Failure costs are also called cost of poor quality. PMBOK® Guide Sixth Edition Page # 283, Section 8.1.2.3

Question No. 136
Which of the following is a mandatory feature of a contract?

Choice 1 Complicated

Choice 2 Mutually binding

Choice 3 Very detailed statement of work

Choice 4 Signatures of senior leadership of the buyer
Correct Choice: 2

Process Group: Executing

Justification: A contract is a mutually binding agreement that obligates the seller to provide the specified product, or service or product and obligates the buyer to pay for it. PMBOK® Guide Sixth Edition Page # 494 Section 12.3

Question No. 137
All of the following are functions of PMO except,

Choice 1 Monitoring compliance with project management standards, policies, procedures and templates via project audits

Choice 2 Coaching, mentoring, training and oversight

Choice 3 Managing shared resources across all projects administered by PMO

Choice 4 Identifying and developing the organization's methodology, administrative practices, and rules
Correct Choice: 4

Process Group: Initiating

**Justification:** Identifying and developing the organization's methodology, administrative practices, and rules. The PMO's role is to identify and develop the project management methodology, best practices, and standards. PMBOK® Guide Sixth Edition Page # 49, Section 2.4.4.3

**Question No. 138**

You are working as a PM in your organization and your recent project is in the planning phase. You have created a document to record the code of account identifier, description of work, responsible organization, and schedule milestones. This document can be referred to as:

**Choice 1** WBS dictionary

**Choice 2** WBS

**Choice 3** PERT/CPM charts

**Choice 4** Roles and responsibilities matrix

Correct Choice: 1

Process Group: Planning

**Justification:** Information in the WBS dictionary may include, but is not limited to, code of account identifier, description of work, assumptions and constraints, responsible organization, schedule milestones, associated schedule activities, resources required, cost estimates, quality requirements, acceptance criteria, technical references, and agreement information. PMBOK® Guide Sixth Edition Page # 162 Section 5.4.3.1

**Question No. 139**

Which of the following is NOT a characteristic of a project?

**Choice 1** Constrained by limited resources

**Choice 2** Planned, executed, and controlled

**Choice 3** Creates a unique product or service

**Choice 4** Ongoing and repetitive

Correct Choice: 4

Process Group: Initiating

**Justification:** A project is a temporary endeavor undertaken to create a unique product, service, or result. PMBOK® Guide Sixth Edition Page # 4 Section 1.2.1
**Question No. 140**

You are involved in manufacturing ball bearings using lathe machines. The ball bearings should have a diameter of 5.0 cms - allowable control limits are 4.85 cms to 5.15 cms. Measurements made after the end of the process for the bearings produced are: 4.96, 4.98, 5.01, 5.02, 5.01, 5.03, 5.04, 5.02, 4.96, 4.98, 5.00. What is your conclusion about the process?

**Choice 1** Process is out of control and needs to be investigated

**Choice 2** Process is in control and adjustments are not required

**Choice 3** The tool needs to be changed or re-calibrated

**Choice 4** Process should be further measured using a run chart

Correct Choice: 1

Process Group : Monitoring & Controlling

**Justification:** A process is considered out of control when a data point exceeds a control limit or if seven consecutive points are above or below the mean. PMBOK®Guide Sixth Edition Page # 304, Section 8.3.2.5

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**Question No. 141**

In your current project where you are the PM, you are assembling passenger flights to develop a complete aeroplane. You have outsourced the ball-bearing manufacturing part of the project to one of your prime vendors. The allowable standard deviation for the ball-bearings to be delivered by your contractor is less than 0.003 inches. However, product testing has revealed that the actual deviation is slightly more than 0.003 inches. In this case, you must:

**Choice 1** Allow the product, since deviation from the company standards is small.

**Choice 2** Document the low quality level of the product, ask the contractor for an explanation, and find a solution.

**Choice 3** Reject the product outright.

**Choice 4** Allow the product this time, but mentor the contractor to be more quality conscious henceforth.

Correct Choice: 2

Process Group : Monitoring & Controlling

**Justification:** Any decrease in quality level in the product should be documented and discussed with the contractor. If there is a slight decrease in the required quality level, rejecting the product outright (option 3) will be an extreme step. Similarly, approving a product of a lower quality (option 1 and option 4) is also not advisable. PMBOK®Guide Sixth Edition Page # 498 Section 12.3.2.3

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**Question No. 142**
In your current project, your team members ask for some corrective action and preventive actions for errors. You also know that some defects should also be handled through defect repair. You will include all this as part of:

**Choice 1** Work Performance Information

**Choice 2** Work Performance Measurements

**Choice 3** Organizational Process Assets

**Choice 4** Change Requests

Correct Choice: 4

**Justification:** Change requests may include corrective action, preventive action, and defect repairs. PMBOK®Guide Sixth Edition Page # 613

**Question No. 143**

Selecting the right project for the organization is very viral. Which of the following projects described below will you select when given an option to do so?

**Choice 1** Project A with opportunity cost of $600,000 and investment of $1,100,000.

**Choice 2** Project B with opportunity cost of $200,000 and investment of $600,000.

**Choice 3** Project C with opportunity cost of $400,000 and investment of $3,700,000.

**Choice 4** Cannot be determined from the above options.

Correct Choice: 4

Process Group: Initiating

**Justification:** Opportunity cost and investment are not project selection criteria. PMBOK®Guide Sixth Edition Page # 34, Section 1.2.6.4

**Question No. 144**

Analytical techniques which are most useful during the "Plan Cost Management" process include:

**Choice 1** Sunk cost, NPV, ROI

**Choice 2** IRR, Opportunity cost, Discount rate

**Choice 3** Depreciation, Cost of goods, ROI

**Choice 4** ROI, Payback period, NPV, IRR
Correct Choice: 4

Process Group: Initiating

Justification: Some of the Analytical techniques include payback period, return on investment (ROI), internal rate of return (IRR), discounted cash flow, and net present value (NPV). PMBOK® Guide Sixth Edition Page # 34, Section 1.2.6.4

Question No. 145

You have entered into a fixed-price contract which is for a specified item to be delivered by a specific date for a specified price. In the contract, the profit is:

Choice 1 Determined by the buyer during contract sign-off

Choice 2 Determined by the seller during contract sign-off

Choice 3 Not known at the time of the contract sign-off

Choice 4 Provided by the buyer to the seller at the end of the project if defined performance criteria are met

Correct Choice: 3

Process Group: Executing

Justification: Fixed-price contracts involve setting a fixed total price for a defined product or service or result to be provided. PMBOK® Guide Sixth Edition Page # 409 Section 11.2

Question No. 146

Which of the following is a characteristic of project phases?

Choice 1 Formal phase completion necessarily includes authorization for the subsequent phase.

Choice 2 A project phase should not be divided into sub-phases even in complex projects, because it will be difficult to manage.

Choice 3 The closure of a phase is required to be approved in some form before it can be considered closed.

Choice 4 All deliverables in the project phase should correspond to the project management process.

Correct Choice: 3

Process Group: Initiating
Question No. 147
Cumulative CPI and SPI of your project are 1.09 and 0.95, respectively. Your sponsor comes by your office and you are shocked to hear from her that the buyer has decided to terminate the contract per the terminations clause and move the work to another seller. The buyer asks you to work for the new seller. Your next step is to:

**Choice 1** Accept the new position and bring the project documents with you

**Choice 2** Transfer the effort to the new seller

**Choice 3** Execute contract closing procedures

**Choice 4** Close the contract and contact the new seller to see if the buyer has already spoken to them about you coming on board

Correct Choice: 3

Process Group: Closing

Justification: The buyer has a right to terminate the contract if a termination clause is specified in the contract. PMBOK®Guide Sixth Edition Page # 123, Section 4.7

Question No. 148
Your project is in the build phase of a Build-Operate-Transfer (BOT) project, which has run into several unanticipated problems. Several risks have surfaced which you had not anticipated earlier. The project is over-budget and significantly behind schedule. What should you do?

**Choice 1** Create updates to risk response plan

**Choice 2** Create a revised project plan

**Choice 3** Perform updated risk identification and analysis

**Choice 4** Perform risk audits

Correct Choice: 3

Process Group: Planning

Justification: When a project deviates significantly from the baseline, updated risk identification and analysis should be performed. PMBOK®Guide Sixth Edition Page # 411, Section 11.2

Question No. 149
You have a reputation for being effective and communicating well, two traits project sponsors value for any successful project manager. What type of power do you have at the organization?

**Choice 1** Situational power
**Choice 2** Referent power

**Choice 3** Personal power

**Choice 4** Expert power

Correct Choice: 2

Process Group: Initiating

**Justification:** The project manager is respected or admired because of past experiences with the project manager. This is about the project manager's credibility in the organization. PMBOKGUIDE Sixth Edition Page 63, section 3.4.4.3

**Question No. 150**

Tiu Youn is a project manager in charge of developing a new fuel efficient rail engine and has decided to procure the multi-point fuel injection system from an external vendor. He is now evaluating proposals from prospective sellers. During which of the following project management processes does this activity take place?

**Choice 1** Conduct Procurements

**Choice 2** Control Procurements

**Choice 3** Close Procurements

**Choice 4** Plan Procurements

Correct Choice: 1

Process Group: Executing

**Justification:**

Conduct Procurements is the process of obtaining seller responses, selecting a seller, and awarding a contract. PMBOK®Guide Sixth Edition Page # 482, Section 12.2

**Question No. 151**

Which of the following statements best describes the difference between leadership and management in the context of a project?

**Choice 1** Successful Management is the ability to get the results that are expected by the project. Leadership is the ability to motivate and inspire individuals to achieve those results.

**Choice 2** Successful Management is the ability to get the results that are expected by project stakeholders. Leadership is the ability to motivate and inspire individuals to work towards those expected results.
Choice 3 True leaders are able to create in others a sense of excitement to be managed by others.

Choice 4 Leadership is about getting the project team excited to create results that are expected by project stakeholders. Management is mostly the ability to keep track of the project progress and communicate the results.

Correct Choice: 2
Process Group: Initiating

Justification: Management is the process of getting the results that are expected by project stakeholders. Leadership is the ability to motivate and inspire individuals to work toward those expected results. PMBOK Guide 6th Edition Page 64. Table 3-1

Question No. 152
Which of the following statements about project risk is not accurate?

Choice 1 Risk is an uncertain event or condition.

Choice 2 Risks have to be identified and properly managed.

Choice 3 Risk management should be done throughout the project.

Choice 4 Risk have a negative impact on the project objective.

Correct Choice: 4
Process Group: Planning

Justification: The objectives of Project Risk Management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project. PMBOK®Guide Sixth Edition Page # 395 to 400

Question No. 153
This graphical representations of situations showing causal influences, time ordering of events, and other relationships among variables and outcomes. This is also known to as:

Choice 1 Cause-and-effect diagrams

Choice 2 Influence diagrams

Choice 3 System flow charts

Choice 4 Simulation diagrams

Correct Choice: 2
Process Group: Planning
Question No. 154
Jessica is a project manager. She has received a request from the stakeholders to provide more features to the end product. Which tools and techniques will Jessica use to process the request through "Perform Integrated Change Control" process?

Choice 1 Expert judgment and risk identification
Choice 2 Expert judgment, meetings, and stakeholder analysis
Choice 3 Expert judgment, meetings, and change control tools
Choice 4 Change control tools and project document updates

Correct Choice: 3

Process Group: Monitoring & Controlling

Justification: Expert judgment, meetings, and change control tools are the tools and techniques for Perform Integrated Change Control process. PMBOK®Guide Sixth Edition Page # 113 Figure 4-12

Question No. 155
Which of the following statements about stakeholders is INCORRECT?

Choice 1 Stakeholders may exert influence over the project.
Choice 2 Stakeholders’ responsibilities remain stable throughout the project life cycle.
Choice 3 Some stakeholders benefit from a successful project.
Choice 4 Identifying stakeholders can be difficult.

Correct Choice: 2

Process Group: Initiating

Justification: Stakeholders have varying levels of responsibility and authority when participating on a project. This level can change over the course of the project’s life cycle. PMBOK®Guide Sixth Edition Page # 503-506

Question No. 156
When your company buys processors from the preferred supplier, it also pays extra for a three-year warranty which ensures that any manufacturing defects will be taken care by the supplier. The risk response strategy used in this scenario is:

**Choice 1** Exploit

**Choice 2** Avoid

**Choice 3** Mitigate

**Choice 4** Transfer

Correct Choice: 4

Process Group: Planning

**Justification:** Risk transference is a risk response strategy whereby the project team shifts the impact of a threat to a third party PMBOK® Guide Sixth Edition Page # 442, Section 11.5.2.4

**Question No. 157**

Which of the following aspects of a project is NOT the responsibility of a project manager?

**Choice 1** Keep the project on track in terms of schedule and budget

**Choice 2** Ensure integrity of project team members

**Choice 3** Provide accurate and timely report of project metrics

**Choice 4** Identify, monitor, and respond to risk

Correct Choice: 2

Process Group: Initiating

**Justification:** Although the project manager is responsible for the integrity of the overall project, she is not responsible for the integrity of individual team members. PMBOK® Guide Sixth Edition Page # 51, Section 3.1

**Question No. 158**

You have been asked to create documents that can help you apply technical and administrative direction to audit the outputs. This document should also aim to ensure that the outputs conform to requirements. You should use:

**Choice 1** Product scope description

**Choice 2** Statement of work
Choice 3 Configuration management system

Choice 4 Project management plan

Correct Choice: 3

Process Group: Monitoring & Controlling

Justification: Configuration management system, is a collection of formal documented procedures used to apply technical and administrative direction and surveillance, to verify conformance to requirements.

PMBOK® Guide Sixth Edition Page # 115 and 118, Section 4.6 & 4.6.2.2

Question No. 159

You are considering whether to buy or lease a machine for your heavy engineering plant. Your finance department has provided you the following data: The cost of buying the machine (‘If you buy’) is $30,000 and the one-time cost of procurement and integration is $1200. The cost of leasing the machine (‘If you lease’) involves $11,200 as down payment and $4,000 per month as license fee. What is the break even duration after which the buying of the machine is preferable to leasing it?

Choice 1 5 months

Choice 2 4 months

Choice 3 3 months

Choice 4 Cannot be determined from the available data

Correct Choice: 1

Process Group: Planning

Justification: If you buy, the cost is $30,000 + $1,200 = $31,200. Assuming that the lease is for M months, the cost is $11,200 + ($4,000 x M). The breakeven point is reached when the cost of buying becomes equal to the cost of leasing, i.e., $31,200 = $11,200 + ($4,000 x M). Hence, M = 20,000/4,000 = 4 months.

PMBOK® Guide Sixth Edition Page # 473, Section 12.1.2.3

Question No. 160

You have allotted two weeks for travel delays within your project although you have no proof that travel delays will happen at all in reality. This is an example of what?

Choice 1 Change control

Choice 2 Constraint

Choice 3 Ineffective project management

Choice 4 Assumption
Correct Choice: 4

Process Group: Planning

Justification: Assumptions must be tested for their correctness. An assumption that proves false can become a risk for the project success. PMBOK®Guide Sixth Edition Page # 405 Section 11.1.3.1

Question No. 161
Which of the following would NOT be considered a useful Organizational Process Asset when identifying stakeholders?

Choice 1 Lessons learned from previous phases
Choice 2 Organizational culture for identifying stakeholders
Choice 3 Stakeholder registers from previous projects
Choice 4 Stakeholder register templates
Correct Choice: 2

Process Group: Initiating

Justification: Organizational culture is an Enterprise Environmental Factor to be considered, not an Organizational Process Asset. PMBOK®Guide Sixth Edition Page # 510, Section 13.1.1.7

Question No. 162
After reviewing the prototype developed by your project, client CEO advises that he is not happy with the design and the size of the logos. The Head of Quality, the Marketing Director and some other stakeholders are happy with the prototype and feel that all their requirements were met. What could be the most likely cause of this situation?

Choice 1 The CEO changed his requirements after seeing the prototype.
Choice 2 The team rushed through collecting the requirements and developing the prototype, since the timeline was tight, so they missed some key requirements.
Choice 3 The CEO was not identified as a key project stakeholder.
Choice 4 All of the requirements approved for the prototype were not implemented.
Correct Choice: 3

Process Group: Initiating

Justification: It is important that all relevant stakeholders are identified during the Identify Stakeholders process. If key stakeholders, such as the company CEO in this case are missed, it is likely that change requests will need to be processed later in the project to accommodate requirements that were not
captured during the Collect Requirements process. PMBOK®Guide Sixth Edition Page # 512, Section 13.1.2.3

**Question No. 163**
Most of the formats to document team member roles and responsibilities fall into__________

**Choice 1** Matrix

**Choice 2** Text-oriented

**Choice 3** Hierarchical

**Choice 4** All the above
Correct Choice: 4

**Process Group:** Planning

**Justification:** PMBOK®Guide Sixth Edition Page # 316 Section 9.1.2.2

**Question No. 164**
Since government approval and involvement are essential, you hire a lobbying firm to get government support to prevent unnecessary changes in your project. Which process is this an example of?

**Choice 1** Risk Management

**Choice 2** Perform Integrated Change Control

**Choice 3** Cost Management Plan

**Choice 4** Develop Project Management Plan
Correct Choice: 2

**Process Group:** Monitoring & Controlling

**Justification:** The Perform Integrated Change Control process includes influencing the factors that circumvent integrated change control so that only approved changes are implemented. PMBOK®Guide Sixth Edition Page # 113, Section 4.6

**Question No. 165**
According to McClelland’s theory, managers are not motivated by:

**Choice 1** Need for achievement

**Choice 2** Need for recognition
Choice 3 Need for affiliation

Choice 4 Need for power
Correct Choice: 2

Process Group: Planning

Justification: According to David McClelland’s theory (also called Achievement Motivation Theory), managers are motivated by: - Need for achievement, Need for power and Need for affiliation
https://en.wikipedia.org/wiki/Need_theory

Question No. 166
Project management plan, risk registers and other registers, project calendars and change management documentation should be stored in:

Choice 1 Historical information
Choice 2 Project Document
Choice 3 Project or phase closure documents
Choice 4 Configuration management system
Correct Choice: 2

Process Group: Initiating

Justification: Project files - Documentation resulting from the project’s activities, for example, project management plan; scope, cost, schedule, and project calendars; risk registers and other registers; change management documentation; planned risk response actions; and risk impact. PMBOK®Guide Sixth Edition Page # 128, Section 4.7.3.4

Question No. 167
You are a PM and other than working with you on the project, the team members love to go out with you for lunch or play an occasional game of golf. The power that you have over the team members is:

Choice 1 Referent power
Choice 2 Expert power
Choice 3 Legitimate power
Choice 4 Penalty power
Correct Choice: 1

Process Group: Executing
**Justification:** The five interpersonal influences are: Legitimate Power, Reward Power, Penalty Power, Expert Power, Referent Power, PMBOK® Guide Sixth Edition Page # 63 Section 3.4.4.3

**Question No. 168**

Using a work breakdown structure numbering system helps the PM to:

**Choice 1** Determine the complexity of the project

**Choice 2** Determine the level at which individual WBS elements are found

**Choice 3** Help in automating the WBS using appropriate software

**Choice 4** Present justification for the project

Correct Choice: 2

**Process Group:** Planning

**Justification:** The WBS is finalized by assigning each work package to a control account and establishing a unique identifier for that work package from a code of accounts. These identifiers provide a structure for hierarchical summation of costs, schedule, and resource information. PMBOK® Guide Sixth Edition Page # 161 Section 5.4.3.1

**Question No. 169**

Which of the following statements best describes a skill you would need to use as a project manager?

**Choice 1** As a project manager one way to ensure the project team stays on task is to focus on the next project achievements and milestones so that the team is aware of what is expected of them and how they will achieve success.

**Choice 2** As a project manager one way to achieve success is to build relationships with the team members so that they see you as more than just a task administrator but also as an integral part of a cohesive team.

**Choice 3** As a project manager one way you can ensure the success of the project is to support the project team. This will inspire them to keep motivated and continue to give 100% effort.

**Choice 4** As a project manager one way you can ensure the success of your project is to challenge the status quo. Shaking things up from time to time keeps the team fresh and engaged.

Correct Choice: 1

**Process Group:** Initiating

**Justification:** Management focuses on the next project achievements. PMBOK Guide 6th Edition Page 64. Table 3-1
Question No. 170

You had conducted an independent estimate to find out the cost of sub-contracting the manufacturing of 1,100,000 ball-bearings for your automobile company. You estimated the cost to be $450 per bearing. However, when you asked for bids and proposals from prospective sellers, the minimum price quoted was $700 per bearing. Which of the following can be a reason for the variance in the estimate? A. The procurement statement of work was not clear. B. The prospective sellers misunderstood the procurement statement of work. C. The procurement statement of work was not sufficient. D. There have not been major changes in the cost of material and labor since last year."

Choice 1 B, C and D
Choice 2 Only B and C
Choice 3 All of the Above
Choice 4 A, B and C
Correct Choice:4

Process Group: Executing

Justification: Significant differences in cost estimates can be an indication that the procurement statement of work was deficient, ambiguous, and/or that the prospective sellers either misunderstood or failed to respond fully to the procurement statement of work. PMBOK®Guide Sixth Edition Page # 487, Section 12.2.2.4

Question No. 171

You have been able to negotiate with functional managers in your organization to quickly acquire two more resources as substitutes of 2 outgoing team members. From a stakeholder management point of view, this can be referred to as:

Choice 1 Pre-assignment
Choice 2 Resolved issue
Choice 3 Approved change request
Choice 4 Corrective action
Correct Choice:2

Process Group: Executing

Justification: Unavailability of resources is an issue, and by getting two appropriate resources quickly, you were able to resolve the issue quickly. PMBOK®Guide Sixth Edition Page # 345, Section 9.5

Question No. 172
You are a project manager overseeing the construction of a Baseball Stadium. The activity of laying the Grass Sod has an optimistic estimate of 15 days, pessimistic estimate of 21 days, and most likely estimate of 9 days. If your company has a quality requirement of Six Sigma, what is the duration within which this task must be completed?

Choice 1 3 days to 27 days
Choice 2 5 days to 25 days
Choice 3 21 days to 9 days
Choice 4 6 days to 30 days
Correct Choice:1

Process Group :Planning

Justification: In a normal distribution, the PERT duration (also called mean) = (Pessimistic + (4* Most Likely) + Optimistic)/6 = (21 + (4 * 15) + 9)/6 = 15. 1 Standard Deviation (1) = (Pessimistic - Optimistic) / 6 = (21 - 9) / 6 = 12/6 = 2. If the company has Six Sigma quality requirements, Mean – 6 Sigma = 15 – 6*2 = 3 and Mean + 6 Sigma = 15 + 6 * 2 = 27. The task can be completed within 3 days to 27 days. PMBOK®Guide Sixth Edition Page # 201, Section 6.4.2.4

Question No. 173

The final product of a project has been transitioned into production and post-implementation support requirements have been completed. As part of project closure, what would be done NEXT?

Choice 1 Validate Scope
Choice 2 Release project team
Choice 3 Update Organizational Process Assets
Choice 4 Create project closure documents
Correct Choice:4

Process Group :Closing

Justification: Project closure documents would be completed next, before the project team is released, and before other Organizational Process Assets are updated. PMBOK®Guide Sixth Edition Page # 128, Section 4.7.3.4

Question No. 174

Which of the following is NOT an output from Manage Communications process?

Choice 1 Project records
Choice 2 Project reports and presentations

Choice 3 Stakeholder notifications

Choice 4 Performance reports
Correct Choice: 4
Process Group : Executing

Justification: Performance reports is a tool and technique of Manage communication process not an output. PMBOK® Guide Sixth Edition Page # 387, Section 10.2.3

Question No. 175
In your project, you implemented a risk response. However, you are now worried that the technical resources may leave - this new risk can also be called:

Choice 1 Workaround

Choice 2 Acceptance risk

Choice 3 Fallback Plan

Choice 4 Secondary risk
Correct Choice: 4
Process Group : Planning

Justification: Secondary Risk - a risk that arises as a direct result of implementing a risk response. PMBOK® Guide Sixth Edition Page # 439, Section 11.5

Question No. 176
Sangram Singh is the project manager of a home construction project. He is interviewing the homeowners to determine their wants and needs for the home construction. He is discussing, room by room, what they would like in their home. This long process of discussing the needs of each of the project stakeholders is called?

Choice 1 Risk analysis

Choice 2 Quality determination

Choice 3 Scope creation

Choice 4 Stakeholder analysis
Correct Choice: 4
Process Group : Initiating

**Justification:** Interviewing the project stakeholders is a common stakeholder analysis activity to promote stakeholder engagement. PMBOK® Guide Sixth Edition Page # 511, Section 13.1.2.2

**Question No. 177**

You are monitoring and recording project results of performance assessment to recommending necessary changes. What do you get from this exercise?

**Choice 1** Quality metrics

**Choice 2** Quality management plan

**Choice 3** Quality control measurements

**Choice 4** Quality checklists

Correct Choice: 3

Process Group : Monitoring & Controlling

**Justification:** You are in the Control Quality process. Quality management plan, Quality metrics and Quality checklists are outputs from Plan Quality Management process. PMBOK® Guide Sixth Edition Page # 305, Section 8.3.3.1

**Question No. 178**

In your project, you are preparing procurement documents to seek proposals from prospective sellers. Which of the following statements about procurement documents are accurate: A. The buyer structures the procurement documents to facilitate an accurate and complete response from prospective sellers. B. Requests to potential sellers to submit a proposal or bid is formally issued in accordance with the policies of the buyer’s organization. C. With government contracting, some or all of the content and structure of procurement documents can be defined by regulation. D. The term ‘proposal’ is usually used when the seller selection decision will be based on price."

**Choice 1** A, B and C

**Choice 2** Only B and C

**Choice 3** All of the Above

**Choice 4** B, C and D

Correct Choice: 1

Process Group : Planning

**Justification:**
Terms such as bid, tender, or quotation are generally used when the seller selection decision will be based on price (as when buying commercial or standard items), while a term such as proposal is generally used when other considerations such as technical capability or technical approach are paramount. PMBOK® Guide Sixth Edition Page # 477, Section 12.1.3.3

**Question No. 179**

Which of the following is important to consider when creating the Requirements Management Plan due to its influence on how requirements will be managed throughout the project life cycle?

**Choice 1** Project team members

**Choice 2** Scope Management Plan

**Choice 3** Project manager

**Choice 4** Phase-to-phase relationship of the project

Correct Choice: 4

Process Group: Planning

**Justification:** The phase-to-phase relationship (i.e., sequential or overlapping) is an important consideration when creating the Requirements Management Plan since it influences how requirements will be managed throughout the project life cycle. PMBOK® Guide Sixth Edition Page # 133

**Question No. 180**

Thomas Joshua is managing a project to build a multi-story complex in Laos. He is waiting for the clearance to start construction of a building. This is an example of which kind of dependency?

**Choice 1** External Dependency

**Choice 2** Mandatory Dependency

**Choice 3** Discretionary Dependency

**Choice 4** Internal Dependency

Correct Choice: 1

Process Group: Planning

**Justification:** PMBOK® Guide Sixth Edition Page # 262, Section 7.4.2.2

**Question No. 181**

The management decision to untimely terminate a project due to a high risk, is an example of:
**Choice 1** Avoid risk

**Choice 2** Terminate risk

**Choice 3** Mitigate risk

**Choice 4** Close Project

Correct Choice: 1

Process Group: Planning

**Justification:** Avoid. Risk avoidance involves changing the project management plan to eliminate the threat entirely. PMBOK® Guide Sixth Edition Page # 442, Section 11.5.2.4

**Question No. 182**

Evaluation of potential sellers on the basis of Technical knowledge, is an example of:

**Choice 1** Objective evaluation criteria

**Choice 2** Statement of work

**Choice 3** Source Selection Analysis

**Choice 4** Work breakdown structure

Correct Choice: 3

Process Group: Planning

**Justification:** Selection criteria are developed and used to rate or score seller proposals, and can be objective or subjective. PMBOK® Guide Sixth Edition Page # 473, Section 12.1.2.4

**Question No. 183**

You work in CureAll Pharmaceutical Ltd. You are managing the release of a new drug in the market. This role is that of a:

**Choice 1** Functional Manager, because you have good functional knowledge of the pharmaceutical industry

**Choice 2** Operations Manager, because you have to do several repetitive tasks

**Choice 3** Project Manager, because you are creating a unique product within specific time schedules

**Choice 4** Program Manager, because you have to manage several projects to do your job effectively

Correct Choice: 3
Process Group :Initiating

**Justification:** Every project creates a unique product, service, or result. A project can create a service or a capability to perform a service (e.g., a business function that supports production or distribution). PMBOK®Guide Sixth Edition Page # 75 Table 4-2

**Question No. 184**

The customer accepted your project`s product two weeks ago, but recently complained that some of the product features are not as desired and that the product is not functioning properly. What should you do FIRST?

**Choice 1** Ignore the customer, since he already accepted the product.

**Choice 2** Review the Validate Scope process.

**Choice 3** Review the customer`s test results.

**Choice 4** Start working on rectifying the errors as reported by the customer

Correct Choice: 2

Process Group :Monitoring & Controlling

**Justification:** The verified deliverables obtained from the Control Quality process are reviewed with the customer or sponsor to ensure that they are completed satisfactorily and have received formal acceptance of the deliverables by the customer or sponsor. PMBOK®Guide Sixth Edition Page # 164, Section 5.5

**Question No. 185**

What should be implemented when determining how detailed the decomposition of the deliverables in the WBS should be?

**Choice 1** The 8/80 Rule

**Choice 2** The Law of Diminishing Returns

**Choice 3** The priority of the project

**Choice 4** The timetable to create the WBS

Correct Choice: 1

Process Group :Planning

**Justification:** The 8/80 Rule states that the work package should not equate to less than eight hours of labor to create and no more than 80 hours of labor to create. https://project-management.com/wbs-is-the-basic-building-block-for-a-project-plan/
Question No. 186
Which of the following is NOT a type for request of change (RFC)?

Choice 1 Formal or informal
Choice 2 Externally or internally initiated
Choice 3 Optional or legally mandated
Choice 4 Direct or indirect

Correct Choice: 1
Process Group : Monitoring & Controlling

Justification: Requests for change can be direct or indirect, externally or internally initiated, and can be optional or legally/contractually mandated. PMBOK® Guide Sixth Edition Page # 115 Section 4.6

Question No. 187
Which of the following statements related to precision and accuracy is correct?

Choice 1 High precision measurements have little scatter
Choice 2 Accurate measurements are always precise
Choice 3 Precise measurements are always accurate
Choice 4 Accuracy means that measurements are clustered

Correct Choice: 1
Process Group : Planning

Justification: Precision is a measure of exactness. Accuracy is an assessment of correctness. https://en.wikipedia.org/wiki/Accuracy_and_precision"

Question No. 188
There are two projects:

Investment in project A is $2,000,000 and its NPV is $200,000

Investment in project B is $1,500,000, its net cash inflows are $2,100,000, and net cash outflows are $1,900,000

Which project should be selected if net present value (NPV) criterion is used for selection?

Choice 1 Project A
Choice 2 Project B

Choice 3 The information in the question is inadequate

Choice 4 Either project A or project B
Correct Choice: 4

Process Group: Initiating

Justification: NPV of project A = $100,000 NPV of project B = $2,100,000 - $1,900,000 = $100,000. Both projects have the same NPV; therefore, either project may be selected, if NPV criterion is used. PMBOK® Guide Sixth Edition Page # 34, Section 1.2.6.4 & https://en.wikipedia.org/wiki/Net_present_value

Question No. 189
According to PMI, which of the below are project management process groups?

Choice 1 Conceptualizing, Initiating, Executing, Monitoring and Controlling, and Closing

Choice 2 Initiating, Planning, Executing, Controlling, and Administrative Closure

Choice 3 Initiating, Verifying, Executing, Monitoring and Controlling, and Closing

Choice 4 Initiating, Planning, Executing, Monitoring and Controlling, and Closing
Correct Choice: 4

Process Group: Planning

Justification: The five Process Groups are Initiating, Planning, Executing, Monitoring and Controlling, and Closing. PMBOK® Guide Sixth Edition Page # 23 Section 1.2.4.5

Question No. 190
"In your project, there have been several changes in the cost and schedule estimates, and the original estimating assumptions are no longer valid. Calculate the estimate at completion (EAC) for your project based on the following data? BAC = $400,000 AC = $200,000 EV = $250,000 CPI = 1.2 ETC = $130,000"

Choice 1 $350,000

Choice 2 $250,000

Choice 3 $380,000

Choice 4 $280,000
Correct Choice: 1
Process Group : Monitoring & Controlling

Justification: Since original estimating assumptions are no longer valid, EAC = AC + ETC = $200,000 + $130,000 = $350,000 PMBOK®Guide Sixth Edition Page # 262, Section 7.4.2.2

Question No. 191
In which document will you find the code of account identifier, description of work, responsible organization, and list of schedule milestones?

Choice 1 WBS
Choice 2 PERT/CPM Charts
Choice 3 WBS Dictionary
Choice 4 Roles and Responsibilities Matrix
Correct Choice: 3

Process Group : Planning

Justification: Information in the WBS dictionary may include, but is not limited to: code of account identifier, description of work, assumptions and constraints, responsible organization, schedule milestones, associated schedule activities, resources required, cost estimates, quality requirements, acceptance criteria, technical references, and agreement information. PMBOK®Guide Sixth Edition Page # 162 Section 5.4.3.1

Question No. 192
Payback period is defined as the:

Choice 1 Duration in which the project gets completed
Choice 2 Discount rate on an investment that makes present value of all cash inflows equal to present value of all cash outflows
Choice 3 Number of years a company takes to get back the invested amount
Choice 4 Number of years a company takes to make profits equal to the amount invested

Correct Choice: 3

Process Group : Planning

Justification: Payback Period - Number of years required for an organization to recapture an initial investment. PMBOK®Guide Sixth Edition Page # 34, Section 1.2.6.4 & https://en.wikipedia.org/wiki/Payback_period
**Question No. 193**

It is useful to identify stakeholder relationships that might enhance the project’s success. This information is documented in the:

**Choice 1** Stakeholder Register

**Choice 2** Stakeholder Analysis Matrix

**Choice 3** Stakeholder Directory

**Choice 4** Stakeholder Management Plan

Correct Choice: 1

**Process Group:** Initiating

**Justification:** The Stakeholder Register is a project document which includes all the details related to the identified project stakeholders, such as identification, assessment, and classification information. PMBOK®Guide Sixth Edition Page # 443, Section 11.5.2.4

**Question No. 194**

Which of the following could be a valid constraint when you are doing human resource planning for your project?

**Choice 1** Weak matrix organization structure

**Choice 2** Unlimited budget, since the project is very critical to meet compliance needs

**Choice 3** Oil price increasing to more than $60 a barrel

**Choice 4** Oil price decreasing below $40 per barrel

Correct Choice: 1

**Process Group:** Initiating

**Justification:** In a weak matrix organization structure, the project manager’s role is more of a coordinator or expediter than that of a true project manager. PMBOK®Guide Sixth Edition Page # 47, Table- 2-1

**Question No. 195**

Which of the below statements on project stakeholders is NOT correct?

**Choice 1**

Stakeholder expectations may be difficult to manage, because stakeholders often have very different or conflicting objectives.
Choice 2 Stakeholders have varying levels of responsibility and authority when participating on a project and these can change over the course of the project life cycle.

Choice 3 Some key stakeholders include project manager, operations management, project team, customers, and sponsor.

Choice 4 Negative stakeholders must be ignored if the project has to be successfully completed.
Correct Choice: 4

Process Group: Initiating

Justification: The interests of negatively affected stakeholders are served by impeding the project’s progress. Overlooking negative stakeholders interest can result in an increased likelihood of failures, delays, or other negative consequences to the project. PMBOK® Guide Sixth Edition Page # 550, Section 1.6

Question No. 196
Which of the following processes occurs in the Planning Process Group?

Choice 1 Identify Stakeholders

Choice 2 Manage Stakeholders Engagement

Choice 3 Acquire Project Team

Choice 4 Identify Risks
Correct Choice: 4

Process Group: Planning

Justification: Identify Risks happens during Planning Process Group. PMBOK® Guide Sixth Edition Page # 25, Table-1-4

Question No. 197
A project activity has the following values for the earliest and latest it can start and earliest and latest it can be completed. An activity’s Late Start (LS) is 6 day and Late Finish is (LF) 9 day. Similar Early Start (ES) is 4 day and Early finish (EF) is 7 day. What is the float of this activity?

Choice 1 0 days

Choice 2 4 days

Choice 3 2 days
Choice 4 -3 days
Correct Choice: 3
Process Group : Planning

Justification: Float for an activity can be calculated using any of the two formula (ie Float = LS-ES or LF-EF). In this case, float = 6-4 or 9-7 or 2 days. PMBOK® Guide Sixth Edition Page # 210, Section 6.5.2.2

Question No. 198
In her project, Eunji is monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met. The information typically provides status and progress information on the project at the level of detail required by the various stakeholders. This is done through:

Choice 1 Plan Communications Management process
Choice 2 Earned Value management
Choice 3 Manage Communications process

Choice 4 Monitor Communications process
Correct Choice: 4
Process Group : Monitoring & Controlling

Justification: Monitor Communications is the process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met. PMBOK® Guide Sixth Edition Page # 388, 389, Section 10.3

Question No. 199
Formalizing the acceptance of the project deliverables and keeping the project focused on the business need for which it was undertaken, should be done:

Choice 1 At the beginning of the project
Choice 2 At the end of the project
Choice 3 When required by the project sponsor
Choice 4 After getting verified deliverables from the Control Quality process

Correct Choice: 4
Process Group : Monitoring & Controlling
Justification: Verified deliverables are project deliverables that are completed and checked for correctness through the Control Quality process. PMBOK®Guide Sixth Edition Page # 164, Section 5.5