PMI - Dallas Chapter

PMP Exam
Sample Questions

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1. A narrative description of products or services to be supplied under contract is called:

a. the project plan.
b. a statement of work.
c. an exception report.
d. Pareto analysis.

2. An example of scope verification is:

a. reviewing the performance of an installed software module.
b. managing changes to the project schedule.
c. decomposing the WBS to a work package level.
d. performing a benefit/cost analysis to determine if we should proceed with the project.

3. Which of the following is *not* an example of a source of scope change?

a. a variation in government regulations.
b. failure to include a required feature in the design of a telecommunication system.
c. a need to engage in bottom-up cost estimating.
d. introducing technology that was not available when scope was originally defined.

4. The subdivision of major project deliverables, as identified in the scope statement, into smaller, more manageable components is called:

a. parametric estimation.
b. scope definition.
c. feasibility analysis.
d. benefit-cost analysis.

5. The process of establishing clear and achievable objectives, measuring their achievement, and adjusting performance in accordance with the results of the measurement is called:

a. strategic planning.
b. alternative objectives inventory.
c. management by objectives.
d. contingency planning.

6. Configuration management is:

a. used to ensure that the description of the project product is correct and complete.
b. the creation of the work breakdown structure.
c. the set of procedures developed to assure that project design criteria are met.
d. a mechanism to track budget and schedule variances.

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7. A fundamental tenet of modern quality management holds that quality is most likely to be achieved by:

a. planning it into the project.
b. developing careful mechanisms to inspect for quality.
c. striving to do the best job possible.
d. conducting quality circle activities.

8. Your most recent project status report contains the following information: BCWP = 3,000, ACWP = 3,500, and BCWS = 4,000. The schedule variance is:

a. + 1,000.
b. + 500.
c. - 500.
d. - 1,000.

9. Learning curve theory emphasizes that in producing many goods:

a. cost decreases as production rates increase.
b. average unit cost decreases as more units are produced.
c. materials become cheaper when they are purchased in bulk.
d. laborers become more productive because of technological advances.

10. Rearranging resources so that constant resource levels are maintained is called:

a. floating.
b. leveling.
c. restructuring.
d. crashing.

11. The _____ is a time-phased budget that will be used to measure and monitor cost performance in the project.

a. work breakdown structure
b. project schedule
c. cost baseline
d. cost budget

12. To transfer most of the cost risk to the contractor, the client may use a _____ contract.

a. cost plus award fee
b. cost plus incentive fee
c. cost plus fixed fee
d. fixed price

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13. An appropriate sequence for risk management activities is:

a. risk identification, risk quantification, and risk response development and control.
b. risk identification, risk assessment, and risk planning.
c. risk identification, risk mitigation, and risk management.
d. risk identification, risk elimination, and risk mitigation.

14. Theory X holds that:

a. quality improvements lie in the hands of quality circles.
b. profits are tied to meeting schedule deadlines.
c. absenteeism is tied to poor working conditions.
d. workers are inherently unmotivated and need strong guidance.

15. All of the following are characteristics of parametric estimating *except*:

a. historical information.
b. quantifiable.
c. scalable.
d. activity lists.

16. Inputs to cost budgeting include all of the following *except:*

a. cost baseline
b. cost estimate
c. work breakdown structure
d. project schedule

17. Inputs used during scope planning include all of the following *except:*

a. constraints.
b. project charter.
c. budget/cost analysis.
d. product description.

18. Cost control outputs include all of the following *except:*

a. estimate at completion.
b. budget updates.
c. revised cost estimates.
d. cost baseline.

19. Risk identification outputs include the following *except*:

a. decision trees.
b. inputs to other processes.
c. risk symptoms.
d. potential risk events.

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20. Inputs into overall change control include all of the following *except*:

a. project plan.
b. change requests.
c. change control system.
d. performance reports

21. Activity duration estimate inputs include all of the following *except*:

a. resource requirements.
b. basis of estimates.
c. activity lists.
d. constraints.

22. All of the following are contract types *except:*

a. unit-price.
b. make-or-buy.
c. cost reimbursable.
d. lump sum.

23. Initiation inputs for a project include all of the following *except*:

a. product description.
b. strategic plan.
c. project charter.
d. selection criteria.

24. Responses to risk threats include all of the following *except*:

a. avoidance.
b. acceptance.
c. mitigation.
d. rejection.

25. The process of performance reporting includes all of the following *except*:

a. status reporting.
b. progress reporting.
c. forecasting.
d. product analysis.

26. Constrained optimization methods of project selection include:

a. scoring models.
b. benefit-cost ratios.
c. multi-objective programming algorithms.
d. subjective analyses.

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27. Which of the following statements concerning contract type is correct?

a. a fixed price contract contains the most risk for the buyer.
b. cost reimbursable contracts offer sellers the highest profit potential.
c. lump sum contracts offer sellers the greatest profit potential.
d. unit price contracts are illegal in many jurisdictions.

28. A Work Breakdown Structure (WBS) numbering system should allow project staff to:

a. identify the level at which individual WBS elements are found.
b. identify configuration management milestones.
c. estimate the costs of WBS elements.
d. provide project justification.

29. All of the following are true quality statements *except*:

a. Quality improvement depends upon better definition and increased awareness of the requirements/specifications.
b. Project quality management must address both management of the project and the product of the project.
c. Recognition of key actions required of each team member is necessary to meet quality objectives.
d. Computer-aided design systems can improve quality, but only at the expense of an increase in the cost of design.

30. All of the following are examples of tools often used in cost estimating *except*:

a. parametric modeling.
b. analogous estimating.
c. bottom-up estimating.
d. activity duration estimates.

31. At XYZ InC., the hourly wage for semi-skilled workers is $14.00. The annual audit shows that fringe benefits cost 30% of basic wages, and that overhead costs are 60% of wages plus fringe benefits. What is the "loaded" hourly wage for a semi-skilled worker at XYZ Inc.?

a. $27.14.
b. $28.96.
c. $30.03.
d. $29.12.

32. Of the following estimates, which most accurately reflect the actual cost of the project?

a. conceptual estimates.
b. order of magnitude estimates.
c. preliminary estimates.
d. bottom-up estimates.

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33. The most crucial time for project risk assessment is:

a. when a problem surfaces.
b. during the planning phase.
c. during the close-out phase.
d. after the project schedule has been published.

34. When there is uncertainty associated with one or more aspects of the project, one of the *first* steps to take is to:

a. revise project plan.
b. conduct a risk-benefit analysis.
c. conduct a needs analysis.
d. increase the estimated cost of the project.

35. Including a contingency reserve in the project budget is intended to:

a. reduce the probability of scope changes.
b. increase the probability of scope changes.
c. reduce the probability of a cost overrun.
d. increase the probability of a cost overrun.

36. Given the information in the following table, what is the expected value from this risk event?

Probability	Result
.4	-10,000
.3	-7,500
.2	-5,000
.1	+2,500

a. -10,000.
b. - 7,500.
c. + 2,500.
d. -7,000.

37. A contractor is working on a fixed price contract that calls for a single, lump sum payment upon satisfactory completion of the contract. About halfway through the contract, the contractor's project manager informs their contract administrator that financial problems are making it difficult for them to pay their employees and subcontractors. The contractor asks for a partial payment for work accomplished. Which of the following actions by the buyer is *most likely* to cause problems for the project?

a. starting partial payments for work accomplished.
b. making no payments because it would violate the conditions of the contract.
c. paying for work accomplished to date.
d. negotiating a change to the payment conditions in the contract.

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38. A precise description of a physical item, procedure, or service for implementation of an item or service is called a:

a. work package.
b. baseline.
c. product description
d. work breakdown structure (WBS) element.

39. A project should be terminated for all of the following reasons *except*:

a. lack of team synergy.
b. the project no longer meets the company's objectives.
c. the resources are not available to complete project activities.
d. project funding has been significantly reduced.

40. One common way to compute estimated at completion (EAC) is to take the project budgeted-at-completion and:

a. divide it by the schedule performance index.
b. multiply it by the schedule performance index.
c. multiply it by the cost performance.
d. divide it by the cost performance index.

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Scoring Guide for Sample Questions

Question Number	Answer
1	b
2	a
3	c
4	b
5	c
6	a
7	a
8	d
9	b
10	b
11	c
12	d
13	a
14	d
15	d
16	a
17	c
18	d
19	a
20	c
21	b
22	b
23	c
24	d
25	d
26	c
27	c
28	a
29	d
30	d
31	d
32	d
33	b
34	b
35	c
36	d
37	b
38	c
39	a
40	d

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