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**Exam : PMI-001**

**Title : Project Management Professional**

**Ver : 10-11-04**

**QUESTION 1.**

Although they have a variety of side-effects, the primary objective of incentive clauses in a contract is to:

- Align contractor and buyer goals.
- Reduce risk for the contractor
- Control contractor costs
- Reduce costs to the buyer

Answer: A

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**QUESTION 2.**

During execution, a resource is added to the project team. What effect will this have on the project?

- A. The effect cannot be determined.
- B. The project duration will be shortened.
- C. A scope change will be required
- D. The quality of the project will be increased.

Answer: A

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**QUESTION 3.**

A benefit-cost ratio of 3.22 indicates a:

- A. Profit of \$3.22 per unit produced.
- B. Profit of \$3.22 for each dollar expended.
- C. Resources assigned to other tasks on the critical path.
- D. Payback of \$3.22 for each dollar expended.

Answer: D

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**QUESTION 4.**

In order shorten project duration, resources have been added to tasks on the critical path.

The plan should then be reviewed for the:

- A. Lag time on other paths.
- B. Emergence of a new critical path.
- C. Resource assigned to other tasks on the critical path.
- D. Longest task remaining in the plan.

Answer: B

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**QUESTION 5.**

The adjustment of task schedules in order to deploy human resource more effectively is called resource:

- A) Fast tracking.
- B) Loading.
- C) Crashing.
- D) Leveling.

Answer: D

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**QUESTION 6.**

Work packages are described in the:

- A. Work breakdown structure.
- B. Work charter.
- C. Statement of work.
- D. Work project plan.

Answer: A

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**QUESTION 7.**

During project close-out, the final task is to....

- A. Verify that contractual obligations were met.
- B. Transfer the deliverables to the client.
- C. Reassign team member.
- D. Complete performance/lessons-learned records.

Answer: B

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**QUESTION 8.**

"Cost of quality" is a project management concept that includes cost of:  
Exceeding requirements.  
Changes to the requirements  
Ensuring conformance to requirements.  
The quality control requirements,

Answer: C

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**QUESTION 9.**

Ideally, resource leveling should be limited to activities:

- A. With negative float.
- B. With zero float.
- C. On the critical path.
- D. With positive float.

Answer: D

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**QUESTION 10.**

All of the following are functions of the project kick-off meeting EXCEPT:

- A. Identifying project goals.
- B. Obtaining commitment.
- C. Presenting the project cost.
- D. Introducing the stakeholders.

Answer: C

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**QUESTION 11.**

The PERT method is MOST used in situations where:

- A. It is important to know the interrelationships of activities.
- B. Little is known about the cost estimated related to the project.
- C. Little experience exists on which to base estimated of activity duration.
- D. Resource requirements are well defined.

Answer: C

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**QUESTION 12.**

Which of the following approaches to quality improvement is LEAST likely to produce positive results?

- A. Continuous improvement
- B. Increased inspection
- C. Statistical quality control
- D. ISO9000 certified process

Answer: B

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**QUESTION 13.**

During which process group does team motivation, problem resolution, and space verification occur?

- A. Initiation
- B. Planning
- C. Execution
- D. Close-out

Answer: C

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**QUESTION 14.**

You have been assigned as project manager of an existing project. You have been with your company for several years but not in the area where this project is occurring. A Project Management Plan is in place. The project has not exceeded may baseline change

thresholds. The customer is not happy with the statues of the project. Of the following, which is the BEST initial action?

- A. Verify that the change control system is operating properly.
- B. Conduct team-building with all stakeholders.
- C. Verify the customer's needs and expectations.
- D. Prepare a corrective action plan.

Answer: C

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**QUESTION 15.**

The prime construction contractor in renovation project withdrew during early construction. A new contractor was chosen and new crews reported to the job. The project manager held an introductory meeting. What is the MOST important item to communicate in this meeting?

- A. Establish authority as the manager in charge.
- B. Introduce the team members and the communications exchange.
- C. Identify the project goals and objectives.
- D. Outline the rules regarding crew behavior and performance.

Answer: C

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**QUESTION 16.**

Conflict resolution techniques that may be used on a project include:

- A. Withdrawing, compromising, controlling, and forcing.
- B. Controlling forcing smoothing, and withdrawing.
- C. Confronting, compromising, smoothing and directing.
- D. Smoothing, confronting, forcing, and withdrawing.

Answer: D

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**QUESTION 17.**

Payback period analysis identifies that point in time when:

- A. Profit maximum is realized.
- B. Un it profit is realized.
- C. Monthly revenue exceeds monthly costs.
- D. Cumulative revenue exceeds cumulative costs.

Answer: D

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**QUESTION 18.**

One a project, quality should generally be of:

- A. Equal priority with schedule, but higher priority than cost.
- B. Higher priority than cost and schedule.
- C. Equal priority with cost, but higher priority than schedule.
- D. Equal priority with cost and schedule.

Answer: D

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**QUESTION 19.**

The MOST effective method in developing a project team within a matrix organization is to follow the:

- A. communications plan.
- B. Scope change control plan.
- C. Staffing management plan.
- D. Training development plan.

Answer: C

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**QUESTION 20.**

A product or service's reliability and maintenance characteristics are MOST affected by:

- A. Function.
- B. Design.
- C. Cost.
- D. Fabrication.

Answer: B

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**QUESTION 21.**

The senior executive of your company wants monthly schedule update of your project. Which of the following would you send to the executive?

- A. Milestone chart
- B. Time-scaled network diagram
- C. Arrow activity diagram
- D. PERT chart

Answer: A

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**QUESTION 22.**

When closing a project that involved significant procurement, attention must be given to archiving:

- A. Financial records.
- B. Project specifications.
- C. Project charter.

D. Inspection reports.

Answer: A

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**QUESTION 23.**

The principle that: "Employees who believe that their efforts will lead to effective performance and who anticipate important rewards for their accomplishments become productive stay productive." Illustrates the:

- A. Expectancy theory.
- B. Maslow theory.
- D. Herzberg theory.

Answer: A

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**QUESTION 24.**

- A. They are legally required in many jurisdictions.
- B. The fee is tied to contractor performance.
- C. They establish and historical base for contractor selection.
- D. Most contracts require them.

Answer: C

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**QUESTION 25.**

Project Procurement Management includes all of the following EXCEPT:

- A. Administration.
- B. Stakeholder analysis
- C. Planning
- D. Solicitation

Answer: B

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**QUESTION 26.**

The BEST way to organize project activities for scheduling is by the:

- A. Work breakdown structure.
- B. Critical path.
- C. Task start date.
- D. Responsible organization.

Answer: A

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**QUESTION 27.**

In a large, complex project, the authority to accept or reject a requested change should rest

with the:

- A. Sponsor.
- B. Client.
- C. Project manager.
- D. Change control board.

Answer: D

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**QUESTION 28.**

Correspondence, contract changes, and payment requests are \_\_\_\_\_ of contract administration.

- A. Outputs
- B. Tools
- C. Functions
- D. Inputs

Answer: A

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**QUESTION 29.**

Quality control is:

- A. Monitoring specific project results to determine if they comply with relevant quality standards.
- B. Evaluating over ll project performance on a regular basis.
- C. Taking action to increase the effectiveness and efficiency of they project.
- D. Identifying which quality standards are standards are relevant to the project.

Answer: A

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**QUESTION 30.**

During the execution of a pipeline project, the pipeline subcontractor proposes an upgrade of certain material without a change in the schedule or cost. After the change is approved, where would this change BEST be documented?

- A. Project charter
- B. Procurement Management plan
- C. Work breakdown structure
- D. Quality assurance plan

Answer: B

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**QUESTION 31.**

During a weekly meeting, the engineering department states that they are bringing new computer-aided design (CAD) system online. They do not anticipate any problems;

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however, if problem occur they will work overtime to stay on schedule. As a project manager operating in a matrix organization, it is important that you.

- A. Assess the risk of this activity and develop a response strategy.
- B. Not this information on your conference report.
- C. Request that the engineering department's commitment to meet the schedule be in written form.
- D. Request that the engineering department delay implementation of the CAD system until your project is completed.

Answer: A

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**QUESTION 32.**

The project plan has been developed. A project end date has been established. The customer later requesters additional work to be included in the project, but will not renegotiate the end date. Cost is not a factor. The project team should immediately.

- A. Invoke the change control process.
- B. Initiate contingency plans.
- C. Modify the original project scope to include the additional work.
- D. Commit to original project scope and open a new project to handle additional work.

Answer: A

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**QUESTION 33.**

An individual's willingness to take a risk can be determined by:

- A. Decision tree modeling.
- B. Monte Carlo method,
- C. Sensitivity analysis.
- D. Utility theory.

Answer: D

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**QUESTION 34.**

To determine the staffing requirements of the project, the project manager FIRST needs a(n);

- A. Resource breakdown schedule.
- B. Responsibility assignment matrix.
- C. Work breakdown structure.
- D. Organization chart.

Answer: C

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**QUESTION 35.**

Which of the following techniques is used to control the project schedule?

- A. Pareto diagram
- B. Performance measurement
- C. Parametric modeling
- D. Statistical sampling

Answer: B

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**QUESTION 36.**

The communications management plan is primarily dependent on the:

- A. Length of the project.
- B. Physical location of team members.
- C. Specific needs of the project.
- D. Project deliverables.

Answer: C

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**QUESTION 37.**

Technical staffs tend to be particularly responsive to:

- A. Referent power.
- B. Formal power.
- C. Functional power.
- D. Expert power.

Answer: B

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**QUESTION 38.**

Determining conformance with scope requirements is called quality:

- A. Management.
- B. Assurance.
- C. Planning.
- D. Control.

Answer: D

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**QUESTION 39.**

The person responsible for obtaining funding for a new project's conceptual study is the:

- A. Project manager.
- B. President.
- C. Chief financial officer.

D. Project sponsor.

Answer: D

---

**QUESTION 40**

The adjustment of task schedules in order to deploy human resource more effectively is called resource:

- A) Fast tracking.
- B) Loading.
- C) Crashing.
- D) Leveling.

Answer: D

---

**QUESTION 41.**

Which of the following conflict resolution approaches is likely to lead to the MOST lasting solutions?

- A. Negotiating
- B. Smoothing
- C. Problem-solving
- D. Compromising

Answer: C

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**QUESTION 42.**

A primary function of the change control board is to:

- A. Review the impact of change request.
- B. Issue change requests.
- C. Represent top management interests.
- D. Identify new areas of project work.

Answer: A

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**QUESTION 43.**

A project's scope statements is developed during scope:

- A. Initiation.
- B. Verification.
- C. Planning.
- D. Definition.

Answer: C

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**QUESTION 44.**

To verify that the scope of the project is being met, it is necessary to:

- A. Ensure that changes to the project character are reflected in the definition.
- B. Conduct periodic inspections, reviews, and walk-thoughts.
- C. Verify the project schedule is on track.
- D. Define causes and symptoms of identified problem.

Answer: B

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**QUESTION 45.**

Random variance in a process, as measured by the standard deviation can be directly reduced by:

- A. Studying scatter diagrams.
- B. Increasing the number of quality inspectors.
- C. Improving the overall system of production.
- D. Identifying patterns of variance.

Answer: C

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**QUESTION 46.**

The process to change a contract clause is \_\_\_\_\_ the project change control system.

- A. Unrelated to
- B. An input to
- C. The same as
- D. Integrated within

Answer: D

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**QUESTION 47.**

If BCWP= 350: ACWP= 400, and BCWS= 325, what is the schedule variance and the schedule performance index?

- A. +25: 0.875
- B. +25: 1.077
- C. -50: 0.875
- D. -50: 1.07

Answer: B

---

**QUESTION 48.**

A customer requests a scope change in the project you are managing. In order to determine the impact of the requested change, you will need a work breakdown structure, change request, scope management plan, and:

- A. Performance reports.
- B. A responsibility matrix.
- C. A Pareto diagram
- D. A Monte Carlo simulation.

Answer: A

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**QUESTION 49.**

Of the following estimates, which MOST accurately reflects the actual cost of the project?

- A. Top-down
- B. Bottom-up
- C. Budget
- D. Appropriations

Answer: B

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**QUESTION 50.**

The cost-effective rule for shortening a project is to crash the:

- A. Critical tasks.
- B. Non-critical tasks.
- C. Tasks with lowest cost.
- D. Tasks with highest cost.

Answer: A

---

**QUESTION 51.**

A response to a risk event that was not defined in advance of its occurrence is called a:

- A. Risk mitigation response.
- B. Workaround response.
- C. Corrective action response.
- D. Contingency response.

Answer: B

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**QUESTION 52.**

A scope change requested by a client after acceptance of the design has potential impact on several components of the project.

- A. Convince the client to postpone the change.
- B. Estimate the impact to the cost and schedule and the approval before proceeding.
- C. Make the change if it is critical, regardless of its cost and impact, and in form the change control board.

D. Perform a detailed analysis of the impact on the cost and schedule, and call a project team meeting.

Answer: B

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**QUESTION 53.**

The critical path needs to be reduced by 25%. All of the following actions are relevant I accomplishing this objective EXCEPT:

- E. Adding resources.
- F. Eliminating float.
- G. Crashing time schedule.
- H. Paralleling activities.

Answer: B

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**QUESTION 54.**

What type of organizational structure usually experiences the MOST team anxiety at project close-out?

- A. Weak matrix
- B. Projectized
- C. Strong matrix
- D. Functional

Answer: B

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**QUESTION 55.**

Bar charts generally illustrate:

- A. Progress of status.
- B. The critical path.
- C. Budget relation ships.
- D. Logical relationships.

Answer: A

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**QUESTION 56.**

The development of a cohesive project team occurs:

- A. Throughout the project.
- B. During planning.
- C. During initiation.
- D. At the kick-off meeting.

Answer: A

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**QUESTION 57.**

Which of the following techniques is used to control the project schedule?

- A. Pareto diagram
- B. Performance measurement
- C. Parametric modeling
- D. Statistical sampling

Answer: B

---

**QUESTION 58.**

Communication between the project manager and the project team members should take place:

- A. Via daily status report.
- B. Through approved documented forms.
- C. By written and oral communication.
- D. Through the formal chain of command.

Answer: C

---

**QUESTION 59.**

If the level of conformance directly increases as a result of new processes, the required cost of monitoring is likely to:

- A. Stay the same.
- B. Decrease.
- C. Be more predictable.
- D. Increase.

Answer: B

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**QUESTION 60.**

All of the following are tools and techniques for source selection EXCEPT:

- A. a weighting system.
- B. Organizational policies
- C. Independent estimates.
- D. A screening system.

Answer: B

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**QUESTION 61.**

The funding for your project has been reduced. What is the BEST action to take in response to this?

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- A. Perform detailed financial analysis and renegotiate for adequate funding.
- B. Inform in customer that the project will be delayed an adjust resources accordingly.
- C. Only do as much work as the new budget permits and document actions taken.
- D. Inform the customer of impacts and negotiate a change in scope.

Answer: D

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**QUESTION 62.**

Which of the following scheduling techniques incorporates a form of risk assessment?

- A. Arrow Diagramming Method (ADM)
- B. Program evaluation and Review Technique (PERT)
- C. Precedence Diagramming Method (PDM)
- D. Critical Path Method (CPM)

Answer: B

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**QUESTION 63.**

Developing alternative activity sequences is an example of:

- A. Rolling wave.
- B. Risk aversion.
- C. Rework.
- D. Contingency planning.

Answer: D

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**QUESTION 64.**

During the course of a project, the number of team members increases form five to ten. How many ADDITIONAL lines of communication now exist?

- A. 10
- B. 35
- C. 45
- D. 55

Answer: B

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**QUESTION 65.**

Which of the following is needed to develop a detailed project cost estimate?

- A. Management plan
- B. Resource requirements
- C. Project character
- D. Cost plan

Answer: B

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**QUESTION 66.**

Resource leveling will generally:

- A. Increase total costs for the project.
- B. Push out the end date of the project.
- C. Require fewer resources.
- D. Require more resources.

Answer: B

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**QUESTION 67.**

Project management is the preferred management approach EXCEPT for:

- A. Product manufacturing environment.
- B. Cross functional tasks.
- C. Unique operations.
- D. Time-constrained deliverables.

Answer: A

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**QUESTION 68.**

Which characteristic distinguishes the network diagram from the Gant chart?

- A. Critical dependencies
- B. Few resources
- C. Critical dates
- D. Key milestones

Answer: A

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**QUESTION 69.**

Activity duration estimated include all of the following EXCEPT for:

- A. Project team knowledge.
- B. Time studies.
- C. Information form previous experience.
- D. Commercial duration databases.

Answer: B

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**QUESTION 70.**

Project progress reports are:

- A. Used to predict future status and progress.
- B. An important element of communications.
- C. Needed at least weakly.
- D. Of use mostly to the project sponsor.

Answer: B

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**QUESTION 71.**

The monthly report to the client shows zero schedule variance. However, member of the team know that a milestone has been missed which will cause an overall delay to the project. Which one of the following is being inadequately reported?

- A. Communication plan variance
- B. Resource management plan
- C. Critical path status
- D. Risk analysis

Answer: C

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**QUESTION 72.**

What is the key difference between contract close-out and administrative closure?

- A. Contract close-out formalizes project completion.
- B. Contract close-out includes updating records with final results.
- C. Administrative closure includes procurement audits.
- D. Contract close-out includes product verification.

Answer: D

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**QUESTION 73.**

Using the data in the following table, where is corrective action MOST effective using Pareto's Rule?

Origin of Problem Percent of Problems

Design 60

Development 15

Prototype 10

Testing 10

Febrication 5

- A. Prototype
- B. Design
- C. Development
- D. Februcatuib

Answer: B

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**QUESTION 74.**

After preparing a probability distribution of cost outcomes for a project, the estimate with a 15% probability of being exceeded is approximately one standard deviation:

- A. Below the mean.
- B. Above the mean.
- C. Below the median.
- D. Above the median.

Answer: B

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**QUESTION 75.**

What is the BEST way to accomplish resource planning?

- A. Identify required resources and allocate them to all project activities.
- B. Identify required resources in the project charter.
- C. Identify available resources and allocate them to all activities in the current phase of the project.
- D. Identify the resources that performed past similar projects, and allocate them to all project activities.

Answer: D

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**QUESTION 76.**

Which of the following methods is a technique used to predict project duration by analyzing which sequence of activities has the least amount of scheduling flexibility?

- A. Dependency diagramming
- B. Gantt chart
- C. Critical path
- D. PERT

Answer: C

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**QUESTION 77.**

A forward and backward pass indicated total float is equal to - 20 days. This indicated that:

- A. The critical path must be evaluated to determine actual slack time.
- B. The project is estimated to be -20 days ahead of schedule.
- C. Two branches converge on a node.
- D. Duration compression may be required to meet the original project scope.

Answer: D

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**QUESTION 78.**

Comparing actual to baseline schedules, examining the statement of work, understanding

cost overruns, and assessing risk all occur during a:

- A. Project audit.
- B. Contract negotiation.
- C. Stakeholder meeting.
- D. Resource leveling activity.

Answer: A

---

**QUESTION 79.**

If BCWP = 350, ACWP = 400, and BCWS = 325, what is the cost performance index?

- A. 0.813
- B. 0.875
- C. 1.078
- D. 1.143

Answer: B

---

**QUESTION 80.**

Fast tracking involves:

- A. Developing workarounds for previous problems.
- B. An increase in project risk.
- C. Getting people to work longer with overtime.
- D. Meeting schedule objectives by adding resources.

Answer: B

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**QUESTION 81.**

Cost control includes all of the following EXCEPT:

- A. Informing stakeholders of changes.
- B. Recording appropriate changes to the cost baseline.
- C. Monitoring cost performance.
- D. Preparing cost estimates.

Answer: D

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**QUESTION 82.**

A resource histogram shows:

- A. Expected requirements for critical path activities.
- B. Expected resource usage by time period.
- C. Resource assignments by work package.
- D. Resource assignments by activities.

Answer: B

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**QUESTION 83.**

All of the following are indirect costs EXCEPT:

- A. Payroll tax cost.
- B. Subcontract costs.
- C. Insurance costs.
- D. Accounting support costs.

Answer: B

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**QUESTION 84.**

In the arrow diagramming method, which of the following requires an expenditure of the resources?

- A. Histograms
- B. Milestone events
- C. Path activities
- D. Accounting support costs.

Answer: D

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**QUESTION 85.**

The Person primarily responsible for the quality of deliverables is the.

- A. Quality control inspector.
- B. Project manager.
- C. Design engineer.
- D. Quality manager.

Answer: B

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**QUESTION 86.**

Duration estimates indicate:

- A. How many work periods an activity is expected to last.
- B. How many hours a resource will work on an activity.
- C. When an activity is likely to finish.
- D. When an activity is likely to start.

Answer: A

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**QUESTION 87.**

At the completion of the project, the project manager MUST:

- A. Celebrate success with the team.
- B. Evaluate team member performance.
- C. Obtain a sign-off from the customer.
- D. Plan a turnover meeting.

Answer: C

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**QUESTION 88.**

The peak point of Maslow's hierarchy is called:

- A. Survival.
- B. Safety.
- C. Physiological satisfaction.
- D. Self-actualization.

Answer: D

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**QUESTION 89.**

Overall project performance is measured by the:

- A. Gantt chart.
- B. Work breakdown structure.
- C. PERT chart.
- D. Earned value chart.

Answer: D

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**QUESTION 90.**

Cost or schedule for a project is often dictated by management. In this situation, the project manager should take all of the following steps EXCEPT:

- A. Accept is with no prior action.
- B. Inform management of the consequences.
- C. Negotiate scope.
- D. Perform risk assessment.

Answer: A

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**QUESTION 91.**

Estimate At Completion (EAC) is a periodic evaluation of total:

- A. Forecasted project cost.
- B. Cost of the unfinished work.
- C. Resources projected at project complain
- D. Value of work performed to date.

Answer: A

---

**QUESTION 92.**

All of the following are tools and techniques for source selection EXCEPT:

- A. a weighting system.
- B. Organizational policies
- C. Independent estimates.
- D. A screening system.

Answer: B

---

**QUESTION 93.**

On a fixed price/lump sum contract, the change control procedure in place requires written authorization for all changes. Once of the project team members verbally instructed a supplier to perform work outside of its contracted scope of work. The change resulted in a 200% budget overrun. The project manager want to address with a project team member the apparent disregard for following directions. What conflict resolution style should be used?

- A. Compromising
- B. Forcing
- C. Smoothing
- D. Problem-solving

Answer: D

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**QUESTION 94.**

All of the following are essential for project close-out EXCEPT:

- A. Documenting formal acceptance of the product.
- B. Documenting the lessons learned.
- C. Documenting the final project scope
- D. Documenting the final risk assessment.

Answer: D

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**QUESTION 95.**

When selecting a project manager for a large project in a technical industry, the MOST important selection criterion is:

- A. Communication and integration skills.
- B. Specific technical specialization.
- C. Financial management experience.
- D. Industry and business experience.

Answer: A

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**QUESTION 96.**

Which of the following is useful in risk identification because it permits a systemic evaluation of the work?

- A. Work breakdown structure.
- B. Design specification
- C. Project slow chart
- D. Project chart

Answer: A

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**QUESTION 97.**

Which of the following outputs is a result of project plan execution?

- A. Change requests.
- B. Responsibility assignment matrix
- C. Work breakdown structure
- D. Project character

Answer: A

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**QUESTION 98.**

In project planning, which one of the following is the LEAST applicable to the resource assignment matrix?

- A. The lines of communication both with in and outside the project
- B. The compensation level of participants
- C. The assignment of responsibilities to the work breakdown structure
- D. The authority to approve at various completion stages

Answer: B

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**QUESTION 99.**

Which of the following is required for scope change control?

- A. Risk mitigation
- B. Charter update
- C. Scope verification
- D. Cost-benefit analysis

Answer: C

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**QUESTION 100.**

The quality management plan includes all of the following EXCEPT quality:

- A. Planning.
- B. Definitions.
- C. Assurance.
- D. Control.

Answer: B

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**QUESTION 101.**

Administrative closure activities are performed at:

- A. Customer acceptance.
- B. Completion of execution.
- C. Product completion.
- D. Completion of each project phase.

Answer: D

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**QUESTION 102.**

To determine the impact of a change that has occurred, which of the following should be taken?

- A. Re-evaluate the work breakdown structure.
- B. Assess the communication policy.
- C. Review the earned value
- D. Performance measurement

Answer: D

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**QUESTION 103.**

The responsibility assignment matrix is a project management tool used to:

- A. Ensure team members understand their specific roles.
- B. Develop the work breakdown structure based on available resources.
- C. Establish project members availability to work on the project.
- D. Depict the project's organizational structure.

Answer: A