PMP Prep Test Bank - Intermediate Level Questions - Test #1

Multiple Choice
Identify the letter of the choice that best completes the statement or answers the question.

____ 1. There are ________ important dimensions of risk events.
   a. three  
   b. two  
   c. four  
   d. five  

____ 2. Scope statements should include, at a minimum, a description of the project, including its overall objectives and justification; detailed descriptions of all project __________; characteristics and requirements of products and services produced as part of the project; and project success criteria.
   a. stakeholders  
   b. meetings  
   c. deliverables  
   d. volunteers  

____ 3. __________ development uses the results of all the preceding project time management processes to determine the start and end dates of project activities and of the entire project.
   a. Activity  
   b. Schedule  
   c. Work Package  
   d. Task  

____ 4. Projects involve five project management process groups: initiating, planning, __________, monitoring and controlling, and closing.
   a. maintaining  
   b. designing  
   c. executing  
   d. delivering  

____ 5. The project team begins to develop a _______ by first clearly defining all the activities it needs to perform.
   a. charter  
   b. scope  
   c. work flow diagram  
   d. schedule  

____ 6. A(n) _______ path for a project is the series of activities that determine the earliest time by which the project can be completed.
   a. vital  
   b. critical  
   c. incidental  
   d. integral  

____ 7. Two important concepts that help projects meet enterprise goals are the use of programs and project __________ management.
   a. promotion  
   b. waste  
   c. portfolio  
   d. means
8. The main planning tasks performed as part of project scope management include scope planning, scope definition, and __________.
   a. creating the WBS
   b. scope evaluation
   c. scope expansion
   d. scope reduction

9. Project __________ management involves coordinating all the project management knowledge areas throughout a project's life span.
   a. unification
   b. integration
   c. synthesis
   d. union

10. The _______ management plan is a document that includes descriptions of how the team will prepare the scope statement, create the WBS, verify completion of the project deliverables, and control requests for changes to the project scope.
    a. project
    b. program
    c. scope
    d. portfolio

11. Slack or _______ is the amount of time an activity may be delayed without delaying a succeeding activity or the project finish date.
    a. redundancy
    b. leeway
    c. space
    d. float

12. Examples of common ________ used by organizations include failure rates of products produced, availability of goods and services, and customer satisfaction ratings.
    a. guidelines
    b. analytics
    c. requirements
    d. metrics

13. Key elements of the project management framework include the project stakeholders, project management __________, project management tools and techniques, project success, and contribution of a portfolio of projects to the success of the entire enterprise.
    a. vision
    b. scope
    c. knowledge areas
    d. domain

14. The acronym CPPC stands for:
    a. Cost Plus Percentage of Contract
    b. Cost Plus Percentage of Cost
    c. Cost Plus Percentage of Control
    d. Cost Plus - Plus Cost
15. After a project is approved, senior managers should meet to determine the ________, time, and cost constraints for the project.
   a. vision
   b. range
   c. scope
   d. boundary

16. A project ________ chart is a graphic representation of how authority and responsibility is distributed within the project.
   a. management
   b. stakeholder
   c. organizational
   d. planning

17. Project ________ management includes the processes required to ensure that a project team completes a project within an approved budget.
   a. outlays
   b. cost
   c. delivery
   d. control

18. Some popular ________ management tools and techniques include Gantt charts, project network diagrams, and critical-path analysis
   a. quality
   b. scope
   c. cost
   d. time

19. A three-point estimate is an estimate that includes a(n) ________, most likely, and pessimistic estimate, such as three weeks, four weeks, and five weeks, respectively.
   a. unusual
   b. optimistic
   c. remote
   d. conditional

20. A project's ________ addresses questions concerning what unique product, service or result should be delivered to a customer or sponsor.
   a. time-frame
   b. schedule
   c. cost
   d. scope

21. Duration estimates are provided as a ________ number, such as four weeks; as a range, such as three to five weeks; or as a three-point estimate.
   a. continuous
   b. discrete
   c. fractional
   d. random

22. A program ________ provides leadership and direction for the project managers heading the projects within the program.
   a. organizer
   b. facilitator
   c. director
   d. manager
23. A(n) _______ management plan describes when and how people will be added to and removed from a project.
   a. staffing
   b. labor
   c. exchange
   d. human resource

24. _______ dependencies involve relationships between project and nonproject activities.
   a. Ancillary
   b. Internal
   c. Miscellaneous
   d. External

25. A Request for _______ is a document used to solicit quotes or bids from prospective suppliers.
   a. Quote
   b. Cost
   c. Proposal
   d. Price

26. Which of the following topics could you expect to find in a procurement management plan?
   a. budget and schedule estimates for risk-related activities
   b. guidelines on types of contracts to be used in different situations
   c. risk categories
   d. methodology for risk management

27. Cost _______ involves allocating the overall cost estimate to individual tasks over time to establish a baseline for measuring performance.
   a. estimating
   b. budgeting
   c. account
   d. allowance

28. The project _______ usually provides the direction and funding for the project.
   a. planner
   b. auditor
   c. sponsor
   d. coordinator

29. Project _______ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.
   a. integration
   b. portfolio
   c. quality
   d. performance

30. Project _______ management involves generating, collecting, disseminating, and storing project information.
   a. communications
   b. data
   c. media
   d. information

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31. During a project Earned Value Analysis is performed and gives the following results: EV: 523,000; PV: 623,000; AC: 643,000. Which results are correct?
   a. CV: -100,000; SV: -120,000
   b. CV: +120,000; SV: +100,000
   c. CV:+100,000; SV:+120,000
   d. CV:-120,000; SV:-100,000

32. _______ estimates involve estimating individual activities and summing them to get a project total.
   a. Provisional
   b. Temporary
   c. Bottom-up
   d. Ad hoc

33. A __________ contract has the least amount of risk for the buyer.
   a. soft-fixed-price
   b. contingent-fixed
   c. fixed-price incentive
   d. firm-fixed price

34. An organization should consider only projects with a ________ NPV if financial value is a key criterion for project selection.
   a. well-defined
   b. positive
   c. negative
   d. zero

35. PMI defines a project ________ as an uncertainty that can have a negative or positive effect on meeting project objectives.
   a. risk
   b. hazard
   c. challenge
   d. danger

36. _______ estimates, also called top-down estimates, use the actual cost of a previous, similar project as the basis for estimating the cost of the current project.
   a. Sequential
   b. Homologous
   c. Parallel
   d. Analogous

37. The main purpose of project planning is to guide project ________.
   a. execution
   b. evaluation
   c. review
   d. initiation

38. Project _______ work with the project sponsors, the project team, and the other people involved in a project to meet project goals.
   a. designers
   b. managers
   c. organizers
   d. handlers
39. ______ contracts reduce the risk of incurring higher costs than expected.
   a. Oral  
   b. Fixed-price  
   c. Bid  
   d. Variable-price

40. Which of the following is another name for an Ishikawa diagram?
   a. Pareto Diagram  
   b. Bell Curve  
   c. Accountability  
   d. Cause and Effect Diagram

41. If a project's stakeholders are not satisfied with the quality of the project management or the resulting products, the project team will need to adjust ______, time, and cost to satisfy stakeholder needs and expectations.
   a. range  
   b. scope  
   c. breadth  
   d. vision

42. Project management ______ facilitate communication among stakeholders and provide a baseline for progress measurement and project control.
   a. contracts  
   b. compacts  
   c. charters  
   d. plans

43. The PMBOK Guide® is a ______ that describes better practices for what should be done to manage a project.
   a. secondary authority  
   b. rule book  
   c. standard  
   d. protocol

44. Performance in meeting project scope goals is based on the scope _________.
   a. baseline  
   b. statement  
   c. revision  
   d. definition

45. ______ to requirements means that the project's processes and products meet written specifications.
   a. Voluntary adherence  
   b. Management  
   c. Conformance  
   d. Fidelity

46. The main disadvantage of ______ is that it can end up lengthening the project schedule, because starting some tasks too soon often increases project risk and results in rework.
   a. crashing  
   b. fast tracking  
   c. reviewing  
   d. extending
47. ______ are indicators or symptoms of actual risk events.
   a. Flags
   b. Signals
   c. Triggers
   d. Monitors

48. One of the main tasks normally involved in project initiation is to identify and understand project.
   a. critics
   b. shareholders
   c. analysts
   d. stakeholders

49. To define the ______ of the project accurately, it is very important to ensure consistency between the project charter, scope statement, WBS, Gantt chart, and related documents.
   a. charter
   b. vision
   c. parameters
   d. scope

50. Suppose that the purchase price for a piece of equipment is $10,000, and incurs operational costs of $300 per day. If the same equipment can be leased for $500 per day and you need the equipment for ______ days, it would be more economical to lease the equipment.
   a. 60
   b. 30
   c. 80
   d. 100

51. __________ is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.
   a. Crashing
   b. Deflating
   c. Compacting
   d. Minimizing

52. __________ includes the actual amount of time spent working on an activity plus elapsed time.
   a. Length
   b. Period
   c. Duration
   d. Extension

53. Individual projects often address __________ goals, whereas project portfolio management addresses strategic goals
   a. minor
   b. long-term
   c. program
   d. tactical

54. A cost baseline is a(n) ______ budget that project managers use to measure and monitor cost performance.
   a. time-phased
   b. basic
   c. incremental
   d. incidental
55. Suppose that the purchase price for a piece of equipment is $16,000, and incurs operational costs of $800 per day. If the same equipment can be leased for $1000 per day and you need the equipment for _____ days, it would be more economical to purchase the equipment.
   a. 100
   b. 40
   c. 60
   d. 30

56. By grouping projects into _____________, organizations can better tie their projects to meeting strategic goals
   a. suites
   b. collections
   c. portfolios
   d. applications

57. _______ processes include devising and maintaining a workable scheme to ensure that the project meets its scope, time, and cost goals as well as organizational needs.
   a. Securing
   b. Planning
   c. Protecting
   d. Initiating

58. ____________ management is a soft skill required to achieve high performance on projects.
   a. Cost
   b. Conflict
   c. Time
   d. Scope

59. Project _____________ may be defined as a test of whether a project has met scope, time, and cost goals
   a. clarity
   b. vision
   c. depth
   d. success

60. A(n) _______ is a document in which sellers describe what they will do to meet the requirements of a buyer.
   a. draft
   b. proposal
   c. charter
   d. schedule

61. Most time and money is normally spent on _______ because that is where the project's products and/or services (for example, the buildings for a construction project, the training courses for a training project, and so on) are produced.
   a. monitoring
   b. controlling
   c. executing
   d. planning

62. After defining project activities, the next step in project time management is activity _______.
   a. ordering
   b. organization
   c. segmenting
   d. sequencing
63. Which of the following is the logical flow of any project?
   a. Initiating, Planning, Monitoring and Controlling, Executing, Closing
   b. Planning, Initiating, Executing, Monitoring and Controlling, Closing
   c. Initiating, Planning, Executing, Monitoring and Controlling, Closing
   d. Planning, Initiating, Executing, Monitoring and Controlling, Closing

64. What is the PERT weighted average based on an optimistic estimate of 6 days, a most likely estimate of 8 days, and a pessimistic time of 12 days?
   a. 6
   b. 8
   c. 12
   d. 11

65. In the context of a network diagram, a ________ is simply the starting and ending point of an activity.
   a. cell
   b. node
   c. source
   d. vertex

66. Three broad categories of contracts are fixed price, or lump sum; ______; and time and material.
   a. cost averse
   b. cost intensive
   c. cost reimbursable
   d. cost reducing

67. It often makes sense to break large projects down into two or more smaller ________
   a. enterprises
   b. projects
   c. programs
   d. portfolios

68. __________ dependencies are inherent in the nature of the work being performed on a project.
   a. Embedded
   b. Compulsory
   c. Absolute
   d. Mandatory

69. The project manager should work with his or her team and ________ to determine the level of detail needed in the WBS dictionary.
   a. client
   b. auditor
   c. sponsor
   d. customer

70. Project ________ management includes acquiring or procuring goods and services for a project from outside the organization.
   a. acquisition
   b. logistics
   c. supply
   d. procurement
71. Project managers and their teams must develop knowledge and skills in all _________ project management knowledge areas.
   a. five
   b. fifteen
   c. eleven
   d. nine

72. Activity _________ provide schedule-related information about each activity, such as predecessors, successors, logical relationships, leads and lags, resource requirements, constraints, imposed dates, and assumptions related to the activity.
   a. characteristics
   b. attributes
   c. properties
   d. features

73. Project ____________ management is an overarching function that affects and is affected by all of the other knowledge areas.
   a. quality
   b. integration
   c. human resource
   d. procurement

74. Project __________ management involves defining and managing all the work required to complete the project successfully.
   a. time
   b. risk
   c. communications
   d. scope

75. A _________ is a product or service produced or provided as part of a project.
   a. result
   b. deliverable
   c. process
   d. requirement
PMP Prep Test Bank - Intermediate Level Questions - Test #1
Answer Section

MULTIPLE CHOICE

1. ANS: B
2. ANS: C
3. ANS: B
4. ANS: C
5. ANS: D
6. ANS: B
7. ANS: C
8. ANS: A
9. ANS: B
10. ANS: C
11. ANS: D
12. ANS: D
13. ANS: C
14. ANS: B
15. ANS: C
16. ANS: C
17. ANS: B
18. ANS: D
19. ANS: B
20. ANS: D
21. ANS: B
22. ANS: D
23. ANS: A
24. ANS: D
25. ANS: A
26. ANS: B
27. ANS: B
28. ANS: C
29. ANS: C
30. ANS: A
31. ANS: D
32. ANS: C
33. ANS: D
34. ANS: B
35. ANS: A
36. ANS: D
37. ANS: A
38. ANS: B
39. ANS: B
40. ANS: D 
41. ANS: B 
42. ANS: D 
43. ANS: C 
44. ANS: A 
45. ANS: C 
46. ANS: B 
47. ANS: C 
48. ANS: D 
49. ANS: D 
50. ANS: B 
51. ANS: A 
52. ANS: C 
53. ANS: D 
54. ANS: A 
55. ANS: A 
56. ANS: C 
57. ANS: B 
58. ANS: B 
59. ANS: D 
60. ANS: B 
61. ANS: C 
62. ANS: D 
63. ANS: C 
64. ANS: B 
65. ANS: B 
66. ANS: C 
67. ANS: B 
68. ANS: D 
69. ANS: C 
70. ANS: D 
71. ANS: D 
72. ANS: B 
73. ANS: B 
74. ANS: D 
75. ANS: B