PMP Prep Test Bank - Intermediate Level Questions - Test #2

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

___ 1. In a _____________ matrix organizational structure, the project manager controls the project budget and has moderate to high authority.
   a. strong
   b. balanced
   c. functional
   d. weak

___ 2. In a(n) _____________ relationship, the "from" activity cannot start until the "to" activity is started.
   a. finish-to-finish
   b. start-to-start
   c. finish-to-start
   d. start-to-finish

___ 3. The _____ is the ratio of earned value to planned value and can be used to estimate the projected time to complete the project.
   a. SV
   b. SPI
   c. CPI
   d. CV

___ 4. ___________ is the amount of time an activity can be delayed without delaying the early start date of any immediately following activities.
   a. Total float
   b. Free slack
   c. Free time
   d. Total slack

___ 5. A(n) ___________ is a document used to develop and confirm a common understanding of the project scope.
   a. business case
   b. contract
   c. statement of work
   d. scope statement

___ 6. The __________ is a network diagramming technique in which boxes represent activities.
   a. ADA
   b. PDM
   c. POA
   d. ADM

___ 7. The ultimate goal of _____________ is to create a realistic project schedule that provides a basis for monitoring project progress for the time dimension of the project.
   a. activity duration estimating
   b. activity sequencing
   c. activity definition
   d. schedule development
8. With the ____________, project managers use a give-and-take approach to resolving conflicts.
   a. confrontation mode
   b. forcing mode
   c. smoothing mode
   d. compromise mode

9. In any normal distribution, ______ percent of the population is within three standard deviations of the mean.
   a. 99.7
   b. 95.5
   c. 99.9
   d. 99.0

10. ________________ might provide an estimate of $50 per line of code for a software development project
    based on the programming language the project is using, the level of expertise of the programmers, the size
    and complexity of the data involved, and so on.
    a. Analogous cost estimating
    b. Reserve analysis
    c. Bottom-up estimating
    d. Parametric modeling

11. ___________ is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule
    compression for the least incremental cost.
    a. Crushing
    b. Expediting
    c. Fast tracking
    d. Crashing

12. ___________ involves working with stakeholders to create the document that formally authorizes a project.
    a. Directing and managing project execution
    b. Developing the project management plan
    c. Developing the project charter
    d. Developing the project scope statement

13. The majority of time on a project is usually spent on ______________ , as is most of the project's budget.
    a. execution
    b. planning
    c. monitoring and controlling
    d. closing

14. _______________ involves managing the relationship with the selected seller.
    a. Closing the contract
    b. Administering the contract
    c. Selecting sellers
    d. Requesting seller responses

15. In a(n) ______________ relationship, the "from" activity must finish before the "to" activity can start.
    a. start-to-finish
    b. finish-to-start
    c. start-to-start
    d. finish-to-finish
16. A(n) ________ person achieves a balance between risk and payoff
   a. risk-averse
   b. risk-neutral
   c. risk-fearing
   d. risk-seeking

17. ___________ provide(s) a standard format for displaying project schedule information by listing
   project activities and their corresponding start and finish dates in a calendar format.
   a. PERT analysis
   b. Critical path analysis
   c. Critical chain scheduling
   d. Gantt charts

18. A(n) ________ is a formal, documented process that describes when and how official project documents may
   be changed.
   a. integrated change control
   b. change control system
   c. change request
   d. performance report

19. The _____ is an estimate of the value of the physical work actually completed.
   a. RP
   b. AC
   c. EV
   d. PV

20. The ___________ planning approach is best suited to project managers who have vast technical insight and
    a big-picture perspective.
   a. mind mapping
   b. analogy
   c. bottom-up
   d. top-down

21. ____________ dependencies are sometimes referred to as soft logic and should be used with care since
    they may limit later scheduling options.
   a. Discretionary
   b. External
   c. Mandatory
   d. Internal

22. _____________ allow for future situations that may be partially planned for.
   a. Contingency reserves
   b. Unknown unknowns
   c. Direct reserves
   d. Management reserves

23. From the supplier's perspective, there is the least risk with a(n) ________ contract and the most risk with the
    ________ contract.
   a. FFP, CPPC
   b. CPFF, FPI
   c. CPFF, FFP
   d. CPPC, FFP

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24. The project's ___________ is a starting point for identifying internal stakeholders.
   a. communications management plan
   b. WBS
   c. organizational chart
   d. business case

25. ___________ results in supporting detail to document important product information as well as assumptions and constraints related to specific activities.
   a. Activity sequencing
   b. Activity definition
   c. Activity duration estimating
   d. Activity resource estimating

26. The goal of the ___________ process is to ensure that the project team has complete understanding of all the work they must do as part of the project scope so they can start scheduling the work.
   a. activity duration estimating
   b. activity definition
   c. activity resource estimating
   d. activity sequencing

27. ___________ involves identifying the specific activities that the project team members and stakeholders must perform to produce the project deliverables.
   a. Activity duration estimating
   b. Activity definition
   c. Activity sequencing
   d. Activity resource estimating

28. The _____ is that portion of the approved total cost estimate scheduled to be spent on an activity during a given period.
   a. EV
   b. PV
   c. RP
   d. AC

29. ___________ is a method of scheduling that considers limited resources when creating a project schedule and includes buffers to protect the project completion date.
   a. Critical path analysis
   b. Gantt charts
   c. Critical chain scheduling
   d. PERT analysis

30. ___________ involves estimating the number of work periods that are needed to complete individual activities.
   a. Activity resource estimating
   b. Activity definition
   c. Activity duration estimating
   d. Activity sequencing

31. ___________ determine(s) if the products or services produced as part of the project will be accepted or rejected.
   a. Rework
   b. Process adjustments
   c. Auditing
   d. Acceptance decisions
32. ____________ involves changing the size of the opportunity by identifying and maximizing key drivers of the positive risk.
   a. Risk acceptance
   b. Risk enhancement
   c. Risk exploitation
   d. Risk sharing

33. ____________ involves eliminating a specific threat, usually by eliminating its causes.
   a. Risk transference
   b. Risk acceptance
   c. Risk mitigation
   d. Risk avoidance

34. ____________ involves formalizing acceptance of the project scope. Key project stakeholders, such as the customer and sponsor for the project, inspect and then formally accept the deliverables of the project during this process.
   a. Scope planning
   b. Scope definition
   c. Scope verification
   d. Scope control

35. ____________ is best known for developing Theory X and Theory Y.
   a. Abraham Maslow
   b. David McClelland
   c. Frederick Herzberg
   d. Douglas McGregor

36. Project ____________ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.
   a. cost
   b. time
   c. scope
   d. quality

37. ____________ allow for future situations that are unpredictable.
   a. Contingency reserves
   b. Known unknowns
   c. Indirect reserves
   d. Management reserves

38. ____________ states that work expands to fill the time allowed.
   a. Moore's Law
   b. Parkinson's Law
   c. Murphy's Law
   d. Newton's Law

39. When using the ____________, the project manager de-emphasizes or avoids areas of differences and emphasizes areas of agreement.
   a. confrontation mode
   b. withdrawal mode
   c. forcing mode
   d. smoothing mode
40. The _____ is an estimate of what it will cost to complete the project based on performance to date.
   a. SPI
   b. SV
   c. CPI
   d. EAC

41. The _______ ultimately decides if quality is acceptable.
   a. project manager
   b. project team
   c. customer
   d. CEO

42. As the number of people involved in a project ___________, the complexity of communications ____________.
   a. increases, increases
   b. increases, stays constant
   c. decreases, increases
   d. increases, decreases

43. People with a high need for ____________ desire harmonious relationships with other people and need to feel accepted by others.
   a. affiliation
   b. achievement
   c. power
   d. money

44. The ____________ process is often associated with the technical tools and techniques of quality management, such as Pareto charts, quality control charts, and statistical sampling.
   a. quality certification
   b. quality planning
   c. quality assurance
   d. quality control

45. ______________ involves coordinating all planning efforts to create a consistent, coherent document.
   a. Directing and managing project execution
   b. Developing the project scope statement
   c. Developing the project charter
   d. Developing the project management plan

46. ______________ involves identifying and documenting project roles, responsibilities, and reporting relationships.
   a. Managing the project team
   b. Human resource planning
   c. Developing the project team
   d. Acquiring the project team

47. ______________ involves reducing the impact of a risk event by reducing the probability of its occurrence.
   a. Risk mitigation
   b. Risk acceptance
   c. Risk transference
   d. Risk avoidance
48. Four people have _____ communications channel(s).
   a. 1
   b. 6
   c. 4
   d. 8

49. _______________ involves numerically estimating the effects of risks on project objectives.
   a. Risk management planning
   b. Qualitative risk analysis
   c. Risk response planning
   d. Quantitative risk analysis

50. The critical path is the ______ path through a network diagram, and it represents the ______ time it takes to complete a project.
   a. shortest; longest
   b. longest; shortest
   c. longest; longest
   d. shortest; shortest

51. ____________ risks are a direct result of implementing a risk response.
   a. Primary
   b. Tertiary
   c. Secondary
   d. Residual

52. The bottom four needs in Maslow's structure are referred to as ______ needs.
   a. growth
   b. safety
   c. deficiency
   d. self-actualization

53. ____________ involves evaluating the reasons for dependencies and the different types of dependencies.
   a. Activity resource estimating
   b. Activity duration estimating
   c. Activity definition
   d. Activity sequencing

54. Project ____________ management is an overarching function that affects and is affected by all of the other knowledge areas.
   a. integration
   b. cost
   c. time
   d. quality

55. Two people have ____ communications channel(s).
   a. 2
   b. 3
   c. 0
   d. 1
56. The ________________ provide(s) 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. activity attributes  
   b. milestones  
   c. activity list  
   d. activity descriptions

57. The __________ for an activity is the latest possible time an activity might begin without delaying the project finish date.
   a. early finish date  
   b. early start date  
   c. late start date  
   d. late finish date

58. The highest level of needs in Maslow's structure is referred to as a __________ need.
   a. deficiency  
   b. physiological  
   c. safety  
   d. growth

59. __________ involves monitoring specific project results to ensure that they comply with the relevant quality standards while identifying ways to improve overall quality.
   a. Quality planning  
   b. Quality control  
   c. Quality checking  
   d. Quality assurance

60. People who believe in __________ assume that the average worker wants to be directed and prefers to avoid responsibility.
   a. Theory X  
   b. Theory W  
   c. Theory Y  
   d. Theory Z

61. __________ describe where the project stands at a specific point in time.
   a. Progress reports  
   b. Status reports  
   c. Forecasts  
   d. Updates

62. A(n) _______ is any instance where the product or service fails to meet customer requirements.
   a. error  
   b. recall  
   c. defect  
   d. failure

63. __________ involves periodically evaluating overall project performance to ensure that the project will satisfy the relevant quality standards.
   a. Quality control  
   b. Quality assurance  
   c. Quality planning  
   d. Quality checking
64. The term __________ describes a product produced as part of a project.
   a. outcome  
   b. end-product  
   c. scope  
   d. deliverable

65. A(n) __________ is a document used to coordinate all project planning documents and help guide a project's execution and control.
   a. statement of work  
   b. contact  
   c. project management plan  
   d. scope statement

66. People who need personal __________ want to direct others and can be seen as bossy.
   a. power  
   b. achievement  
   c. money  
   d. affiliation

67. __________ involves getting the needed personnel assigned to and working on the project.
   a. Acquiring the project team  
   b. Managing the project team  
   c. Developing the project team  
   d. Human resource planning

68. __________ is best known for developing a hierarchy of needs.
   a. Frederick Herzberg  
   b. Douglas McGregor  
   c. Abraham Maslow  
   d. David McClelland

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

70. __________ use the actual cost of a previous, similar project as the basis for estimating the cost of the current project.
   a. Bottom-up estimates  
   b. Actual estimates  
   c. Analogous estimates  
   d. Parametric estimates

71. __________ involves doing whatever you can to make sure the positive risk happens.
   a. Risk enhancement  
   b. Risk exploitation  
   c. Risk sharing  
   d. Risk acceptance

72. __________ involves doing activities in parallel that you would normally do in sequence.
   a. Fast tracking  
   b. Crashing  
   c. Crushing  
   d. Expediting
73. ______ includes identifying which quality standards are relevant to the project and how to satisfy those standards.
   a. Quality planning
   b. Quality control
   c. Quality checking
   d. Quality assurance

74. With a(n) ______ contract, the buyer pays the supplier for allowable performance costs plus a fixed fee payment usually based on a percentage of estimated costs.
   a. CPPC
   b. CPPF
   c. CPFF
   d. CPIF

75. The output of the __________ process is a communications management plan.
   a. Managing stakeholders
   b. Performance reporting
   c. Information distribution
   d. Communications planning

76. __________ dependencies involve relationships between project and non-project activities.
   a. External
   b. Mandatory
   c. Internal
   d. Discretionary

77. __________ dependencies are inherent in the nature of the work being performed on a project.
   a. Discretionary
   b. Internal
   c. External
   d. Mandatory

78. A(n) __________ is a hierarchical structure that identifies the project's resources by category and type.
   a. work breakdown structure
   b. resource breakdown structure
   c. critical path analysis
   d. network diagram

79. It is helpful to document project success criteria in the __________.
   a. decomposition
   b. scope management plan
   c. WBS
   d. project scope statement

80. When using the __________, project managers retreat from an actual or potential disagreement.
   a. smoothing mode
   b. withdrawal mode
   c. forcing mode
   d. confrontation mode

81. __________ involves allocating ownership of the risk to another party.
   a. Risk acceptance
   b. Risk enhancement
   c. Risk exploitation
   d. Risk sharing
82. ______ describe what the project team has accomplished during a certain period.
   a. Status reports
   b. Forecasts
   c. Progress reports
   d. Updates

83. Project ______ management is concerned with making effective use of the people involved with the project.
   a. procurement
   b. communications
   c. risk
   d. human resource

84. ______ is a technique for resolving resource conflicts by delaying tasks.
   a. Resource loading
   b. Resource leveling
   c. Resource allocation
   d. Resource requesting

85. A Work Breakdown Structure (WBS) numbering system should allow project staff to:
   a. estimate the costs of WBS elements.
   b. identify configuration management milestones.
   c. identify the level at which individual WBS elements are found.
   d. provide project justification.

86. ______ generates ideas for quality improvements by comparing specific project practices or product characteristics to those of other projects or products within or outside the performing organization.
   a. Quality auditing
   b. Benchmarking
   c. Design of experiments
   d. Testing

87. Project ______ management involves generating, collecting, disseminating, and storing project information.
   a. risk
   b. procurement
   c. communications
   d. resource

88. ______ includes the processes required to ensure that a project team completes a project within an approved budget.
   a. Cost budgeting
   b. Cost estimating
   c. Project cost management
   d. Cost control

89. ______ involves monitoring identified and residual risks, identifying new risks, carrying out risk response plans, and evaluating the effectiveness of risk strategies throughout the life of the project.
   a. Risk response planning
   b. Qualitative risk analysis
   c. Quantitative risk analysis
   d. Risk monitoring and control
90. ______________ involves shifting the consequence of a risk and responsibility for its management to a third party.
   a. Risk avoidance
   b. Risk acceptance
   c. Risk mitigation
   d. Risk transference

91. The ______________ should list and describe all of the deliverables required for the project.
   a. Gantt chart
   b. project charter
   c. WBS
   d. scope statement

92. ______________ applies to positive risks when the project team cannot or chooses not to take any actions toward a risk.
   a. Risk acceptance
   b. Risk exploitation
   c. Risk enhancement
   d. Risk sharing

93. The limitations of scope, time, and cost goals are sometimes referred to as the ________.
   a. triple constraint
   b. double bind
   c. double obstacle
   d. double constraint

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

95. Project __________ management involves defining and managing all the work required to complete the project successfully.
   a. scope
   b. quality
   c. cost
   d. time

96. Those who are ______________ have a higher tolerance for risk, and their satisfaction increases when more payoff is at stake.
   a. risk-averse
   b. risk-neutral
   c. risk-indifferent
   d. risk-seeking

97. ____________ involve estimating individual work items or activities and summing them to get a project total.
   a. Parametric estimates
   b. Bottom-up estimates
   c. Analogous estimates
   d. Actual estimates
98. ______________ correct(s) or prevent(s) further quality problems based on quality control measurements.
   a. Rework
   b. Process adjustments
   c. Acceptance decisions
   d. Auditing

99. ______________ involves controlling changes to project scope, which is a challenge on many information technology projects.
   a. Scope planning
   b. Scope definition
   c. Scope control
   d. Scope verification

100. The goal of ____________ is to know the status of the schedule, influence the factors that cause schedule changes, determine that the schedule has changed, and manage changes when they occur.
    a. activity resource estimating
    b. activity duration estimating
    c. schedule control
    d. schedule development

101. ______________ involves determining the information and communications needs of the stakeholders.
    a. Performance reporting
    b. Information distribution
    c. Communications planning
    d. Managing stakeholders

102. All of the following are examples of tools often used in cost estimating except:
    a. parametric modeling
    b. activity duration estimates.
    c. bottom-up estimating.
    d. analogous estimating.

103. A ____________ is a time-phased budget that project managers use to measure and monitor cost performance.
    a. budget baseline
    b. cost baseline
    c. cost line
    d. ledger

104. Many users prefer __________ to learn how to use a new system.
    a. e-mail conversations
    b. phone conversations
    c. reading user guides
    d. face-to-face meetings

105. ___________ are a complete set of organized project records that provide an accurate history of the project.
    a. Project archives
    b. Project notes
    c. Project databases
    d. Project backups
106. Unenforceable conditions, unenforceable contract clauses, and adversarial relations are risk conditions associated with which project management knowledge area?
   a. Integration
   b. Human Resources
   c. Procurement
   d. Quality

107. ________________ is a cost that relates to all errors not detected and not corrected before delivery to the customer.
   a. Prevention cost
   b. Appraisal cost
   c. Internal failure cost
   d. External failure cost

108. ________________ involves developing an approximation or estimate of the costs of the resources needed to complete a project.
   a. Cost estimating
   b. Cost budgeting
   c. Cost consolidation
   d. Cost control

109. A(n) ________________ is a document that describes the products or services to be created by the project team.
   a. contract
   b. project charter
   c. statement of work
   d. business case

110. ________________ is best known for distinguishing between motivational factors and hygiene factors when considering motivation in work settings.
   a. Frederick Herzberg
   b. Abraham Maslow
   c. Douglas McGregor
   d. David McClelland
PMP Prep Test Bank - Intermediate Level Questions - Test #2
Answer Section

MULTIPLE CHOICE

1. ANS: A
2. ANS: B
3. ANS: B
4. ANS: B
5. ANS: D
6. ANS: B
7. ANS: D
8. ANS: D
9. ANS: A
10. ANS: D
11. ANS: D
12. ANS: C
13. ANS: A
14. ANS: B
15. ANS: B
16. ANS: B
17. ANS: D
18. ANS: B
19. ANS: C
20. ANS: D
21. ANS: A
22. ANS: A
23. ANS: D
24. ANS: C
25. ANS: B
26. ANS: B
27. ANS: B
28. ANS: B
29. ANS: C
30. ANS: C
31. ANS: D
32. ANS: B
33. ANS: D
34. ANS: C
35. ANS: D
36. ANS: D
37. ANS: D
38. ANS: B
39. ANS: D
40. ANS: D
41. ANS: C
42. ANS: A
43. ANS: A
44. ANS: D
45. ANS: D
46. ANS: B
47. ANS: A
48. ANS: B
49. ANS: D
50. ANS: B
51. ANS: C
52. ANS: C
53. ANS: D
54. ANS: A
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92. ANS: A
93. ANS: A
94. ANS: C
95. ANS: A
96. ANS: D
97. ANS: B
98. ANS: B
99. ANS: C
100. ANS: C
101. ANS: C
102. ANS: A
103. ANS: B
104. ANS: D
105. ANS: A
106. ANS: C
107. ANS: D
108. ANS: A
109. ANS: C
110. ANS: A