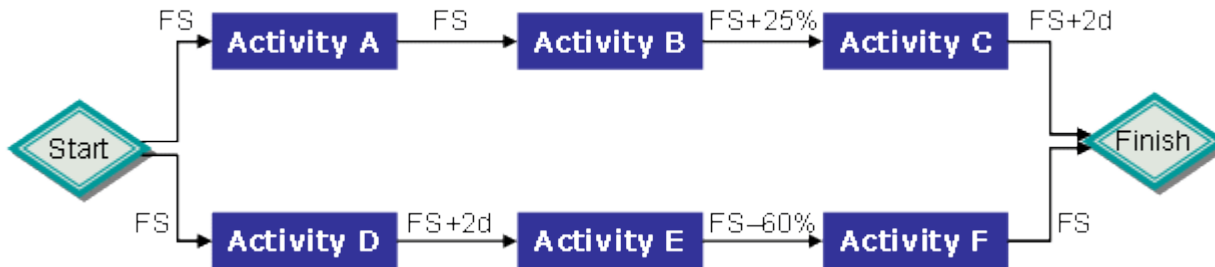


NEW PMP QUESTIONS PMBOK® Guide 4th Edition

QUESTION 1

You just created the following network logic diagram to describe the planned flow of activities for your project which will start tomorrow:

Which potential inconsistency in the diagram should you solve right now?

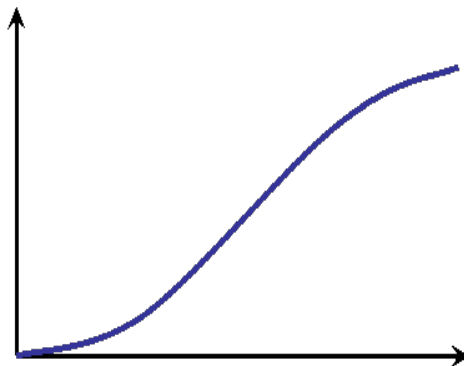


ANSWER CHOICES

- Activity E is a logical dangle in relation to the sink before the finish milestone.
 - Activity F is a logical dangle in relation to the burst point after the start milestone.
 - You cannot calculate a critical path when lags and/or leads are calculated in percent.
 - Activities E to F need another task drawn as a hammock to calculate Level Of Effort.
- (Answer on last page.)

QUESTION 2

What is the S-curve in project management?



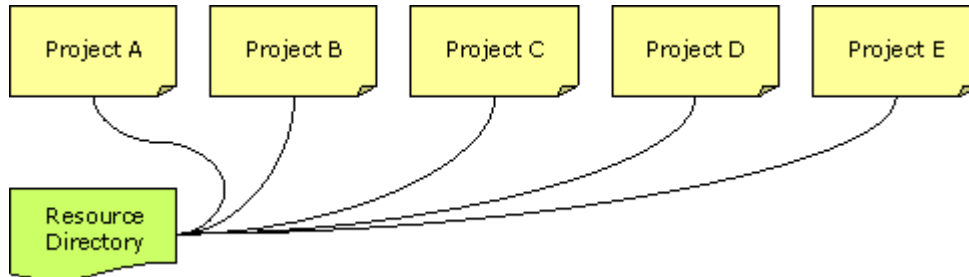
ANSWER CHOICES

- A graph that is generated if a normal curve is integrated.
 - A graph that is to be integrated to generate a normal curve.
 - A metaphoric description of the short term uncertainties that is present in every project.
 - The graph that describes the typical growth of earned value during the course of the project.
- (Answer on last page.)

QUESTION 3

In a software company a large number of simultaneously performed projects utilize the same groups of human and other resources.

What is the term commonly used for this situation?



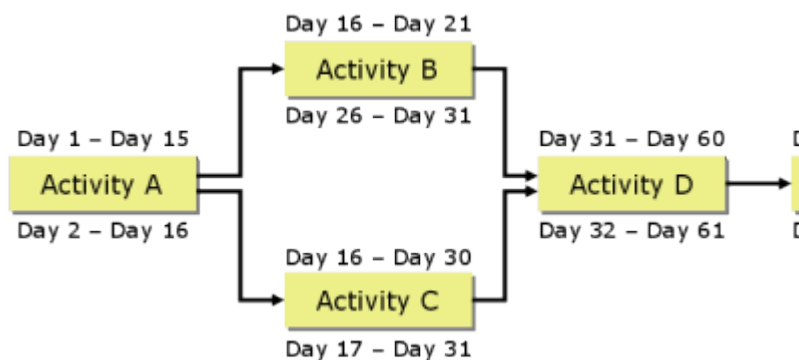
ANSWER CHOICES

- Concurrent engineering
 - Resource over-allocation
 - Resource pooling
 - Program management
- (Answer on last page.)

QUESTION 4

In the following network logic diagram start dates are defined as early morning, finish dates are evening.

If tasks are scheduled to begin at early start date, what is true?



ANSWER CHOICES

- Activity B has a free float of 10 d.
 - Activity B has a total float of 10 d.
 - Activity A has a free float of 10 d.
 - Activity A has a total float of 10 d.
- (Answer on last page.)

QUESTION 5

A project manager made 3-point estimates on a critical path and found the following results:

Assuming ± 3 Sigma precision level for each estimate, what is the standard deviation of the all over path?

	Optimistic	Most likely	Pessimistic	PERT weighted average
Act. A	12	15	24	16.0
Act. B	8	9	14	9.7
Act. C	15	19	27	19.7
Act. D	10	14	28	15.7
Act. E	17	20	35	22.0
Estimate for the critical path:				83.1

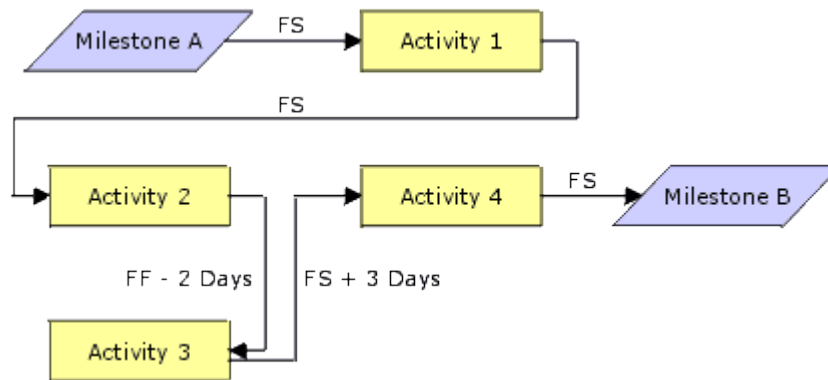
ANSWER CHOICES

- App. 4.2 days
- App. 5.2 days
- App. 6.2 days
- You cannot derive the path standard deviation from the information given. (Answer on last page.)

QUESTION 6

Activity 1 has a duration of 20 days, Activity 2 of 10 days, Activity 3 of 5 days and Activity 4 of 6 days.

What is the minimum total duration between the Milestones A and B?



ANSWER CHOICES

- 36 days
 - 37 days
 - 39 days
 - 42 days
- (Answer on last page.)

ANSWERS

QUESTION 1

ANSWER: Activity E is a logical dangle in relation to the sink before the finish milestone.

QUESTION 2

ANSWER: The graph that describes the typical growth of earned value during the course of the project.

QUESTION 3

ANSWER: Resource pooling

QUESTION 4

ANSWER: Activity B has a total float of 10 d.

QUESTION 5

ANSWER: App. 5.2 days

QUESTION 6

ANSWER: 37 days

References

Lehmann, Oliver F. (n.a.). Self Assessment Test. Retrieved on September 18, 2009 from, <http://www.oliverlehmann.com/pmp-self-test/75-free-questions.htm>

12 New PMP Questions for May 2009

QUESTION

Which performance measurement tells us how much more of the budget is required to finish the project?

- a.) ETC
- b.) EV
- c.) AC
- d.) EAC

Answer: a.) ETC

QUESTION

What is configuration management?

Answer: *It is making sure everyone knows what version of the scope, schedule, and other components of the plan are the latest versions.*

QUESTION

What are key outputs of Scope Verification?

Answer: *Client formal acceptance or project deliverables, and requested changes.*

QUESTION

"Product Analysis" is part of what scope management process?

Answer: *It occurs during the process of Scope Definition.*

QUESTION

Which of the following compression techniques increases risk?

- a.) Crashing
- b.) Resource Leveling
- c.) Fast tracking
- d.) Lead and Lag

Answer: c.) Fast tracking

QUESTION

What is one of the most important skills a project manager can have?

- a.) Negotiation skills
- b.) Influencing skills
- c.) Communication skills
- d.) Problem-solving skills

Answer: c.) Communication skills

QUESTION

What is Control Limits?

Answer: *Acceptable Range of variation on a Control Chart.*

QUESTION

Which of the following project-schedule techniques allows for conditional and probabilistic treatment?

- a.) GERT
- b.) CPM
- c.) PERT
- d.) CPM & PERT

Answer: a.) GERT

QUESTION

How much of "Communication" is nonverbal?

Answer: *55%*

QUESTION

What is the key output of Activity Sequencing?

Answer: *Network Diagram*

QUESTION

The project manager has the greatest influence over quality during which process?

- a.) Quality Planning
- b.) Quality Assurance
- c.) Quality Control
- d.) Quality Change Control

Answer: b.) Quality Assurance

Reference:

IT World. (n.a.). PMP Certification Sample Questions. Retrieved on May 1, 2009 from, <http://www.itworld2.com/pmpq1.aspx>

12 PMP Questions & Resources for March 2009

QUESTION

All of the following are examples of the cost of nonconformance EXCEPT?

- A. Rework
- B. Quality training
- C. Scrap
- D. Warranty costs

ANSWER B

QUESTION

Who is ultimately responsible for quality management on the project?

- A. Project engineer
- B. Project manager
- C. Quality manager
- D. Team member

ANSWER B

QUESTION

Risk tolerances are determined in order to help:

- A. the team rank the project risks.
- B. the project manager estimate the project.
- C. the team schedule the project.
- D. management know how other managers will act on the project.

ANSWER A

QUESTION

The "halo effect" refers to the tendency to:

- A. promote from within.
- B. hire the best.
- C. move people into project management because they are good in their technical fields.
- D. move people into project management because they have had project management training.

ANSWER C

QUESTION

Quality is:

- A. meeting and exceeding the customer's expectations.
- B. adding extras to make the customer happy.
- C. the degree to which the project meets requirements.
- D. conformance to management's objectives.

ANSWER C

Reference

Tutorials Point. (n.a.). PMP Sample Questions. Retrieved on March 9, 2009 from, http://www.tutorialspoint.com/pmp-exams/pmp_sample_questions.htm

QUESTION

What should a project manager do or follow to ensure clear boundaries for project completion?

- A. Scope verification
- B. Complete a scope statement
- C. Scope definition
- D. Risk management plan

ANSWER B

QUESTION

What should be done by the project manager to ensure that all work in the project is included?

- A. Create a contingency plan
- B. Create a risk management plan
- C. Create a WBS
- D. Create a scope statement

ANSWER C

Reference

About.com. (2009). 20 PMP Practice Questions by Whizlabs. Retrieved on March 9, 2009 from,

http://certification.about.com/od/projectmanagement/a/pmp_test_whiz.htm

QUESTION

With respect to the **cost of quality**, which of the following individuals was responsible for developing the "**zero-defects**" approach?

- A. Crosby
- B. Juran
- C. Deming
- D. Ishikawa

ANSWER A

Reference

Certgear Systems, Incorporated. (2009). Free PMP Certification Questions. Retrieved on March 9, 2009 from,

http://www.certgear.com/products/preview/pmp_certification/pmp5.html

QUESTION

You are using the **Three-Points Estimating technique** to estimate the duration of a scheduled activity. Which of the following statements are true given the following data?

pessimistic = 200 days
optimistic = 100 days
most likely = 120 days
average = 140 days
variance = 466.66

- A. The calculations were performed assuming a triangular distribution
- B. The calculations were performed assuming a beta distribution
- C. The calculations were performed assuming a uniform distribution
- D. The calculations were performed assuming a exponential distribution
- E. Not enough information is provided

ANSWER A

Three Point Estimates is a technique for estimating and planning large projects. One of its advantages is the ability to manage probabilities associated with the project. It utilizes simple statistical mathematics in order to construct a probability distribution for the completion dates of the project milestones, based on three types of estimates: **most likely, pessimistic, optimistic.**

For a **triangular distribution**, the mean and variance are calculated as follows:

Mean = (pessimistic + optimistic + most likely) / 3

Variance = [(optimistic - pessimistic)² + (most likely - pessimistic) * (most likely - optimistic)] / 18

For a **beta distribution**, the mean and variance are calculated as follows:

Mean = (pessimistic + 4*(most likely) + optimistic) / 6

Variance = ((optimistic - pessimistic)/6)²

In this example, the calculations were performed assuming a **triangular distribution.**

Mean = (most likely + optimistic + pessimistic) / 3

= (120 + 100 + 200) / 3

= **140 days**

Variance = [(optimistic - pessimistic)² + (most likely - pessimistic) * (most likely - optimistic)] / 18

= ((100-200)² + (120-200)*(120-100)) / 18

= (10000 - 1600) / 18

= **466.66**

Reference

Certgear Systems, Incorporated. (2009). Free PMP Certification Questions. Retrieved on March 9, 2009 from,

http://www.certgear.com/products/preview/pmp_certification/pmp2.html

QUESTION

Which relationship model is most commonly used in the Precedence diagrams?

- A. start-to-start
- B. start-to-finish
- C. finish-to-start
- D. finish-to-finish

ANSWER C Finish-to-start is the most commonly used relationship.

QUESTION

Most common cause of conflicts in a project is

- A. Schedules
- B. Technical opinions
- C. Personal Issues
- D. Project priorities

ANSWER A Schedules are most common cause of conflicts.

QUESTION

Which of the following is not a tool for Perform Quality Control process.

- A. Inspection
- B. Benchmarking
- C. Flow charting
- D. Histogram

ANSWER B Benchmarking is not a tool for Quality Control process

Reference

Prepare PM. (n.a.). Mock Exam One. Retrieved on March 9, 2009 from,
<http://www.preparepm.com/mock1.html>