



PMP®

Exam Cram Test Bank



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PREFACE

Dear Reader -

www.pmptools is excited to have published PMP®: Exam Cram Test Bank, what we believe is the first of its kind in the field of project management.

Just as the project Management Institute is committed to establishing measurable standards for certifying project management professionals with the PMP® Exam, www.pmptools.com is happy to help assist professionals with the knowledge needed to meet those standards.

This test bank assumes you have at least read the Guide to the Project Management Body of Knowledge (PMBOK®) and the PMP Exam Cram and have some general project management skills. While this book will assist you in preparing for the PMP® Exam, it will not act as a substitute for the PMBOK® only a complement. We highly recommend that you obtain the PMBOK® if you do not currently have a copy.



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SAMPLE TEST 1

1

1. Project risk is characterized by three factors: _____.
 - A. Severity of impact, duration of impact and cost of impact
 - B. Identification, type of risk category and probability of impact
 - C. Risk event, risk probability and the amount at stake
 - D. Occurrence, frequency and cost

2. Contingency planning is a means to _____ risks to the project through a formal process and provides the resources to meet the risk events.
 - A. Address
 - B. Classify
 - C. Assign
 - D. Resolve

3. Which of the following situations describes a violation of the PMP® Professional Code of Conduct?
 - A. Accepting a gift that is within the customary guidelines of the country or province you are currently working in.
 - B. Use of confidential information to advance your position or influence a critical decision.
 - C. Complying with laws and regulations of the state or province in which project management services are provided
 - D. Disclosing information to a customer about a situation that may have an appearance of impropriety.

4. Which of the following is a tool or technique used in integrated change control?
 - A. Organizational procedures
 - B. Performance reports
 - C. Project plan updates
 - D. Performance measurement

5. _____ involves using statistical relationship between historical data and other variables .
 - A. Analogous estimating
 - B. Life-cycle costing
 - C. Parametric estimating
 - D. Bottom up estimating

6. One of your employees is up for promotion. If the promotion is granted, the employee will be reassigned elsewhere causing a problem for you on your project. You can delay the promotion until your project is completed. You should:
- A. Support the promotion but work with the employee and the employee's new management to develop a good transition plan
 - B. Ask the employee to refuse the promotion until your project is completed.
 - C. Arrange to delay the promotion until the project is completed
 - D. Tell the employee that it is his responsibility to find a suitable replacement so that the project will not suffer
7. The primary characteristic that distinguishes between external and internal risk areas is the _____.
- A. Magnitude of the impact on the project
 - B. Project manager's perception of risk
 - C. Project manager's ability to influence the risk
 - D. Use of more or less contractors
8. Which is an input to resource planning?
- A. Historical information
 - B. Cost baseline
 - C. Cost management plan
 - D. Chart of accounts
9. _____ involves allocating the overall costs to individual work items in order to establish a cost baseline for measuring project performance.
- A. Resource planning
 - B. Cost estimating
 - C. Cost budgeting
 - D. Cost control
10. Your project is running out of cash and significant work remains. You are directed by senior management to instruct your people to use another project's charge numbers while working on your project. You should:
- A. Follow instructions
 - B. Inform the corporate auditors
 - C. Understand the background of management's instructions before taking any action
 - D. Try to close down the project

11. Risk event is the precise description of what might happen to the _____ of the project.
 - A. Manager
 - B. Detriment
 - C. Schedule
 - D. Budget

12. _____ /top-down estimating is generally the least accurate.
 - A. Using stakeholders to predict cost
 - B. Parametric modeling
 - C. Analogous estimating
 - D. Computerized estimating

13. Using a contractor to perform a high risk task is which form of risk response?
 - A. Mitigation
 - B. Acceptance
 - C. Transference
 - D. Avoidance

14. _____ is developing an approximation of the costs of the resources needed to complete project activities.
 - A. Resource planning
 - B. Cost estimating
 - C. Cost budgeting
 - D. Cost control

15. The integrity of the project manager is often challenged by stakeholders who attempt to use personal power or influence to change the scope of an agreed upon deliverable. In these situations the project manager's most appropriate response would be:
 - A. Refer the stakeholder to the process for change documented in the approved contract.
 - B. Agree to the change because customer satisfaction is the goal regardless of cost.
 - C. Contact the legal department and suspend all further project work
 - D. Determine the risks and rewards for implementing the change before taking any action.

16. During project implementation the client interprets a clause in the contract to mean the he is entitled to a substantial refund for work recently completed. You review the clause and disagree with the client's conclusion. As the project manager which of the following actions should be taken?
- A. Disregard the customer's conclusion and continue to process invoices
 - B. Document the dispute and refer to the provisions of the contract that address interpretations and disputes
 - C. Advise the customer that ambiguous information in contracts is always interpreted in favor of the contractor
 - D. Immediately correct the clause to remove any possible misinterpretation by the customer
17. The most rapid cost estimating technique is:
- A. Square foot estimating
 - B. Template estimating
 - C. Computerized estimating
 - D. Analogous estimating
18. In order to balance the needs of the many stakeholders involved in your project the most desirable method to achieve resolution of conflicts would be:
- A. Compromise
 - B. Forcing
 - C. Controlling
 - D. Confrontation
19. As the leader of a project team, the project manager may be required to assess the competencies of his or her team members. Occasionally, some weaknesses or areas for improvement will be identified. The project manager should:
- A. Remove any team members who have demonstrated weaknesses in critical knowledge areas
 - B. Communicate those weaknesses and establish a performance improvement program
 - C. Hire additional resources to compensate for weak areas
 - D. Wait for the team members to fail in an assignment to justify termination

20. An example of a conflict of interest would be:
- A. As a public official you make a decision about a contract award that will benefit you personally
 - B. You and a functional manager disagree with a task cost estimate
 - C. Your sponsor decides to cancel your project because it no longer supports the company strategy
 - D. Your personality conflicts with that of a key member of your project team.
21. Tools and techniques for Risk Response Planning include of the following except?
- A. Avoidance
 - B. Expert judgment
 - C. Transference
 - D. Acceptance
22. Company "A," which is highly profitable, is willing to spend \$250,000 to develop a proposal for a \$1 billion contract; Company "B," which is operating at break-even, is not. This is defined as:
- A. Sources of risk
 - B. Potential risk events
 - C. Stakeholder risk tolerances
 - D. Expected monetary value
23. You are working in a country where it is customary to exchange gifts between contractor and customer. Your company code of conduct clearly states that you cannot accept gifts from any client. Failure to accept the gift from this client may result in termination of the contract. The action to take in this case would be:
- A. Provide the customer with a copy of your company code of conduct and refuse the gifts.
 - B. Exchange gifts with the customer and keep the exchange confidential
 - C. Contact your project sponsor and /or your legal office for assistance.
 - D. Ask the project sponsor or project executive to exchange gifts.
24. _____ is the most accurate cost estimating technique.
- A. Computerized
 - B. Bottom up estimating
 - C. Analogous estimating
 - D. Square foot

25. Tool and techniques for Risk Identification include all but:
- A. Checklists
 - B. Delphi technique
 - C. Triggers
 - D. Interviewing
26. What are the inputs to Project Plan Execution?
- A. Project plan, work breakdown structure, organizational policies, preventive action and corrective action.
 - B. Project plan, supporting detail, organizational policies, preventive action and corrective action.
 - C. Project plan, work results, change requests, preventive action and corrective action.
 - D. Project skills, supporting detail, organizational policies, preventive action and lessons learned.
27. Change control requests:
- A. Must be relayed in writing
 - B. Provide the baseline against which changes will be controlled
 - C. Are always initiated externally
 - D. Are inputs to integrated change control
28. Cost control is concerned with:
- A. Managing changes when they occur
 - B. Resource rates
 - C. Chart of accounts
 - D. Organizational policies
29. _____ is another term for top down estimating.
- A. Analogous estimating
 - B. Life-cycle costing
 - C. Parametric modeling
 - D. Bottom up estimating

30. You receive a contract to perform testing for an external client. After contract award, the customer provides you with the test matrix to use for your 16 tests. The vice president for engineering says that the customer's test matrix is wrong, and she will use a different test matrix, which should give better results. This is a violation to the SOW. Suppose your sponsor is also the vice president for engineering. You should:
- A. Use the customer's test matrix.
 - B. Use the engineering test matrix without telling the customer.
 - C. Use the engineering test matrix and inform the customer.
 - D. Tell your sponsor that you want to set up a meeting with the customer to resolve the conflict.
31. Project risk is defined as the cumulative effect of chances of _____ which will adversely affect project objectives.
- A. Likely events
 - B. Complex activities
 - C. Complex schedules
 - D. Uncertain occurrences
32. A person who is attempting to fulfill the need for safety has already satisfied which needs?
- A. Esteem
 - B. Self-Actualization
 - C. Physiological
 - D. Social
33. Which of the following choices would indicate that your project was 10% under budget?
- A. The BCWS was 110, and the BCWP was 100
 - B. The ACWP was 100, and the BCWP was 110
 - C. The BCWS was 100, and the ACWP was 110
 - D. The ACWP was 110, and the BCWP was 100
34. Meeting with prospective sellers prior to preparation of a proposal is
- A. Bidder Negotiations
 - B. Bidder Auction
 - C. Bidder Conference
 - D. Bidder Selection

35. Risk response planning is one of the _____ processes
- A. Planning core processes
 - B. Planning facilitating processes
 - C. Controlling core processes
 - D. Controlling facilitating processes
36. Which of the following is not one of the Risk Management processes?
- A. Risk identification
 - B. Risk quantification
 - C. Risk assessment
 - D. Risk response planning
37. The project plan:
- A. Is a management control that will change only intermittently and only in response to an approved scope change
 - B. Usually includes the work break down structure but not major milestones
 - C. Is used to manage project execution
 - D. Includes open issues, but not pending decisions
38. Assigning values of risk for a project is best accomplished through structured methodologies that ensure all project elements are evaluated. This is done as a tool and technique during?
- A. Qualitative risk analysis
 - B. Risk identification
 - C. Risk management planning
 - D. Risk monitoring and control
39. _____ involves estimating the cost of individual work items:
- A. Computerized
 - B. Bottom up estimating
 - C. Analogous estimating
 - D. Square foot
40. The contract type that represents the greatest risk to the buyer is:
- A. CPPC
 - B. FPI
 - C. CPIF
 - D. CPFF

41. While reviewing the estimates from the functional managers assigned to your project you discover that one cost estimate is clearly higher than those submitted for previous projects. You should:
- A. Reject the estimate and remove the functional manager from the project
 - B. Request the supporting details for the estimate to ensure it has been properly prepared.
 - C. Accept the estimate and plan to use the additional funding as a reserve.
 - D. Question each functional manager for information about this estimate.
42. For project "B," with a triangular distribution, what is the project mean?

Project "B" Activities	LOW	MOST LIKELY	HIGH
Gather requirements	40	45	80
Write specifications	35	50	100
Review specifications	10	15	30
Build model	18	25	50
Inspect model	10	20	40
Prepare defects/issues list	10	25	60
Resolve defects/issues	15	20	40

- A. 216
 - B. 225
 - C. 246
 - D. 400
43. Name the ethical code you'll be required to adhere to as a PMP.
- A. Project Management Policy of Ethics
 - B. Project Management Professional Standards
 - C. Project Management Code of Professional Ethics & Standards
 - D. Project Management Professional Code of Professional Conduct

44. The communication management plan is a document that provides:
- A. A collection of filing structures with detailed methods to store information
 - B. A description of the information to be distributed, including format, content, and conventions/definitions to be used
 - C. A method for updating and refining the communications management plan as the project progresses and develops
 - D. All of the above
45. _____ involves determining what quantities are to be used to perform project activities.
- A. Resource planning
 - B. Cost estimating
 - C. Cost budgeting
 - D. Cost control
46. What document outlines the action steps to be taken if an identified risk event should occur?
- A. Risk management plan
 - B. Project plan
 - C. Corrective action plan
 - D. Contingency plan
47. _____ involves determining the information and communication of stakeholders.
- A. Communications planning
 - B. Process control
 - C. project status reports
 - D. Information distribution planning
48. What are the tools and techniques for project plan development?
- A. Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and the work breakdown structure
 - B. Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and historical information
 - C. Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and the project plan
 - D. Project planning methodology, stakeholder skills and knowledge, project management information system (PMIS) and earned value management (EVM)

49. The objective with which the project team will measure the effectiveness of its execution of the risk response plan is based on the?
- A. Overall risk ranking for the project
 - B. Probability rating
 - C. Risk assessment score
 - D. Acceptable threshold for risk
50. Project risk should be identified and assessed during the planning phase. Once the implementation phase starts, it may be too late to objectively assess risk and select the more attractive alternatives. During the implementation phase, some indications of riskiness (i.e., failure to meet the project's objectives) may be:
- A. Instability of project progress information
 - B. Loss of focus on the work by line supervisors
 - C. Conflict between project manager and customer
 - D. All of the above
51. Parametric cost estimating involves:
- A. Using the work breakdown structure as the basis for estimating
 - B. Defining the parameters of the project life cycle
 - C. Calculating individual cost estimates for each work package
 - D. Using rates and other factors based on lesson learned/historical data to estimate costs
52. _____ includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information.
- A. Project communication management
 - B. Quality standards
 - C. Process control
 - D. Project quality control
53. Simulation uses a representation or model of a system to analyze the behavior or performance of the system. The results of a schedule simulation will not quantify the risk of:
- A. Risk management plan
 - B. Different project strategies
 - C. Different network paths
 - D. Individual activities

54. What is the Delphi forecasting technique?
- A. Regression analysis on historical information
 - B. Intuitive expert opinion
 - C. Simulation models
 - D. Probabilistic sensitivity analysis
55. Which of the following are inputs to Project Plan Development?
- A. Assumptions, constraints, organizational policies, project plan and stakeholder skills
 - B. Assumptions, constraints, organizational policies, historical information and other planning outputs
 - C. Assumptions, constraints, supporting detail, project plan and change requests
 - D. Assumptions, constraints, project planning methodology, project plan, supporting detail
56. Project Integration Management
- A. Describes the processes required to ensure that the project includes all the work required to complete the project successfully
 - B. Describes the processes required to ensure timely completion of the project
 - C. Describes the processes required to ensure that the project will satisfy the needs for which it was undertaken
 - D. Describes the processes required to ensure that the various elements of the project are properly coordinated
57. To maintain the customer's schedule, massive overtime will be required between Christmas and New Years. Many of your team members have put in for vacation during this time. You should:
- A. Let the schedule slip and inform the customer
 - B. First give the employees the choice of working overtime
 - C. Make the employees cancel their vacation plans and work overtime
 - D. Hire temporary employees for the overtime
58. There may be implied warranties associated with a contract which are not specifically detailed. These represent future costs for failure to meet the contract requirements, and are a risk to the contractor. Implied warranties are usually those associated with _____, as required in common law and legislation.
- A. Operability and durability
 - B. Lawful use of the product and safety of use
 - C. Regulatory agency requirements and environmental pollution
 - D. Merchantability and fitness for purpose

59. Your executives, in appreciation for the success of your project, have given you a \$10,000 bonus to be disbursed among your five-team members. One of the five, who is a substandard worker and accomplished very little on your project, is in your car pool. You should:
- A. Provide everyone with an equal share
 - B. Provide everyone a share based upon their performance
 - C. Ask the workers to decide among themselves how the bonus should be subdivided
 - D. Ask the sponsor to make the decision
60. Inputs to risk quantification include which of the following?
- A. Stakeholder risk tolerance
 - B. Sources of risk
 - C. Potential risk events
 - D. Historical data
61. In which organizational structure is the project manager likely to have the most authority?
- A. Functional
 - B. Weak Matrix
 - C. Projectized
 - D. Strong Matrix
62. In order for the project manager to fully and effectively understand a stake holder's personal concerns or grievances it may necessary to:
- A. Ask for a written description of the problem and submit it through the project office
 - B. Schedule a project review session with the entire project team
 - C. Attempt to empathize with the stakeholder
 - D. Involve the project sponsor as an arbitrator
63. The contract type that represents the lowest risk to the buyer is:
- A. CPIF
 - B. FPI
 - C. FFP
 - D. CPFF
64. Which is a document is not used to solicit proposals from potential buyers?
- A. IFQ
 - B. IFB
 - C. RFP
 - D. RFQ

65. With triangular distribution, the low, likely and high values are 15, 20 and 40, respectively. The mean is _____.
- A. 20.0
 - B. 22.5
 - C. 25.0
 - D. 27.5
66. Risk of property loss may be transferred to an insurance company. The project manager can calculate the ratio of insurance premium to the Expected value of a loss, to make an informed decision about buying insurance. For example, if the insurance premium is \$10,000, value of the property is \$200,000 and probability of loss is 4%, the insurance:
- A. Is desirable because it will cost less than the probable losses
 - B. Is undesirable because it costs more than the probable losses
 - C. Depends upon the project's attitude toward risk
 - D. Is indeterminable because of insufficient data
67. Project Managers can contribute to their organization's knowledge base and to the profession of project management most effectively by:
- A. Developing and implementing a project review and lessons learned process
 - B. Establishing strict guidelines for protecting intellectual property
 - C. Promote the use of ad hoc project management
 - D. Ensuring that all project plans are developed before the project team is formed
68. The output from resource planning includes:
- A. Salary options
 - B. Job descriptions and responsibilities
 - C. Resources required
 - D. Current job openings
69. _____ is controlling changes to the budget.
- A. Resource planning
 - B. Cost estimating
 - C. Cost budgeting
 - D. Cost control

70. A major assumption of all network scheduling methods is that activity durations must be _____.
A. Statistically dependent
B. Variance distributed
C. Statistically independent
D. Deterministic
71. Your schedule has shown that your project has a high likelihood of experiencing a schedule overrun. You know this because the BCWP is much:
A. High than the ACWP
B. Higher than the BCWS
C. Lower than the ACWP
D. Lower than the BCWS
72. Project cost management includes all of the following functions except:
A. Resource planning
B. Resource leveling
C. Cost estimating
D. Cost budgeting
73. Which is not a process included in Project Risk Management:
A. Risk identification
B. Qualitative risk analysis
C. Quantitative risk analysis
D. Risk control management
74. As part of your project plan you must develop an effective method of communication for your multinational team of stakeholders. You have several choices of media available. The appropriate action to take in the development of the communication plans would be to:
A. Discuss the available options with the stakeholders and obtain their input
B. Use the standard media that has been in effect for your previous projects
C. Use multiple forms of media to ensure that everyone receives the information
D. Obtain additional funding from the project sponsor and develop a project specific communications infrastructure.

75. The project is one with many hazards that could easily injure one or more persons and there is no method of avoiding potential for damages. The project manager should consider _____ as a means of deflecting the risk.
- A. Abandoning the project
 - B. Buying insurance for personal bodily injury
 - C. Establishing a contingency fund
 - D. Establishing a management reserve
76. Which is a phased budget used to measure and monitor cost performance on the project?
- A. Cost baseline
 - B. Project schedule
 - C. Cost management plan
 - D. EAC
77. _____ is the formal procedure for sanctioning project work to ensure it is done at the right time.
- A. Work-authorization system
 - B. Organizational procedures
 - C. Status review
 - D. Project planning
78. Tools and techniques used in Quantitative Risk analysis include all of the following except?
- A. Interviewing
 - B. Sensitivity analysis
 - C. Decision tree analysis
 - D. Avoidance
79. In risk analysis, expected value can be used as a means of determining the weighted outcome of alternatives. The formula for this weighted outcome is:
- A. Probability of outcome divided by the outcome in dollars
 - B. Probability of outcome multiplied by the outcome in dollars
 - C. Desired outcome multiplied by the outcome in dollars
 - D. Desired outcome divided by the outcome in dollars

80. You are negotiating with a contractor to provide the installation and integration of a computer system with data links. The data links must access three different computer protocols and provide a common data communication. The integration of data protocols has never been accomplished before. Attempting to avoid risk, you would like to award a _____ contract and the contractor will sign only a _____ contract.
- A. Letter, formal
 - B. Fixed price, cost plus
 - C. Cost plus, fixed price
 - D. No-fault, no obligation
81. Project risk through liability comes in two forms: breach of contract and tort. Breach of contract is essentially a failure to perform the service or provide the required product. A tort is a personal wrong and includes _____.
- A. An automobile accident
 - B. An accident on commercial premises
 - C. Slander or libel
 - D. All of the above
82. For Christmas, you give your government client a leather brief case. You are in violation of the responsibility to:
- A. Comply with the law.
 - B. Comply with regulations.
 - C. Provide accurate information.
 - D. Protect conflict of interest.
83. Earned value can be described as:
- A. The value of the equipment that has been installed as of the current date
 - B. The sum of the labor costs that have been incurred on the project date
 - C. A method of measuring project performance
 - D. A method of measuring the amount of money that has been spent to date
84. You have just changed jobs and discovered that your new employer routinely violates OSHA/EPA and affirmative action requirements on projects. You should:
- A. Do nothing; it's not your problem
 - B. Start by asking management if they are aware that regulations are being violated
 - C. Talk to the corporate legal department
 - D. Inform the appropriate government agencies about the violations

85. Which describes how cost variances will be managed?
- A. Cost management plan
 - B. Cost baseline
 - C. Cost estimate
 - D. Chart of accounts
86. To decrease the total project duration for the least cost is called?
- A. Duration compression
 - B. Crashing
 - C. Program evaluation and review technique
 - D. Perform either a forward and backward pass to determine the critical path
87. Which of the following is an input to the team development process?
- A. General management skills
 - B. Inputs to performance appraisals
 - C. Staffing pool description
 - D. External feedback
88. Risk management is defined as the art and science of _____ risk factors throughout the life cycle of a project.
- A. Researching, reviewing and acting on
 - B. Identifying, analyzing and responding to
 - C. Reviewing, monitoring and managing
 - D. Identifying, reviewing and avoiding
89. Which is not another term for contract?
- A. Agreement
 - B. Purchase Order
 - C. Proposal
 - D. Memorandum of Understanding
90. Intellectual property rights assigned to an individual by means of a patent or copyright have value to the owner. Any infringement on those rights during the implementation of a project can have the following affect:
- A. Cause a lawsuit to be initiated for damages
 - B. Cause the project to be halted pending a legal determination of property rights
 - C. Cause damages to be awarded to the holder of a patent
 - D. All of the above

91. The project manager must be an effective communicator to ensure that project stakeholders receive and understand project related information and status. Prior to delivering information to the stakeholders the project manager should attempt to:
- A. Research and understand the region of experience of the stakeholder before transmitting information
 - B. Identify only those stakeholders that have a the same background experience as the project manager
 - C. Filter the information to remove any details
 - D. Restrict information to specific technical details
92. During your assignment as project manager you add a new member to your project team. This new team member was recently hired from a competitor and offers to share a substantial amount of proprietary information from his previous company. This information could put you and your team in a very strong position for future business. You are aware of a non-compete clause in the new hire's condition of employment. You should:
- A. Accept the information and agree to keep it confidential between you and the new hire.
 - B. Review the condition of employment with the new hire and advise her to reconsider the offer.
 - C. Review the information and only accept only what may have a direct impact on the project's financial status.
 - D. Ignore the offer to share and move forward with the project
93. Before reporting a perceived violation of an established rule or policy the project manager should:
- A. Determine the risks associated with the violation
 - B. Ensure there is a reasonably clear and factual basis for reporting the violation
 - C. Ignore the violation until it actually affects the project results
 - D. Convene a committee to review the violation and determine the appropriate response
94. Communication technology factors that may affect the project include:
- A. Learning upgrades of new system
 - B. The immediacy of the need for information
 - C. The availability of technology
 - D. All of the above

95. Project "A" has experienced difficulties in the deliveries of one of its key suppliers. It has been estimated by the project team that, if the supplier is one week late for the next scheduled delivery, it will cost \$10,000. The probability of the supplier being late is 50 %, based on the fact that this has happened before on the project. What is the expected monetary value of this risk event occurring:
- A. \$3,500
 - B. \$4,000
 - C. \$5,000
 - D. \$7,500
96. Outputs to Risk Response Planning include all of the following except?
- A. Risk response plan
 - B. Corrective action plan
 - C. Contractual agreements
 - D. Residual risks
97. _____ generates, gathers, and disseminates information to formalize phase or project completion.
- A. Project plan completion model
 - B. Performance reporting
 - C. Administrative closure
 - D. Process control
98. The contingency allowances established to cover unforeseen costs on your project have been set at 8% of total project cost. The total dollars in the contingency allowances are _____ as the project nears completion.
- A. Retained at the remaining dollar level
 - B. Reduced to reflect a percentage of the remaining work
 - C. Decreased to reduce the accounting work
 - D. Spent to ensure there is no extra money shown in the budget
99. _____ is the cost estimating technique used most frequently in the early stages of a project.
- A. Analogous estimating
 - B. Life-cycle costing
 - C. Parametric modeling
 - D. Bottom up estimating

100. Project "A," a fast-track design-build, has a probability of scope change of 85 %, and the probability of the project being terminated is less than 15 %. What is the probability the project will have scope changes and not be terminated?
- A. 13 %
 - B. 6 %
 - C. 100 %
 - D. 72%

ANSWERS

1. C. PMBOK 2000, page 134
2. A. PMBOK 2000, page 143
3. B. PMP® Professional Code of Conduct
4. D. PMBOK 2000, page 48
5. C. PMBOK 2000, page 204
6. A.
7. C.
8. A. PMBOK 2000, page 84
9. C. PMBOK 2000, page 89
10. C. PMP® Professional Code of Conduct
11. B. PMBOK 2000, page 207
12. C. PMBOK 2000, page 72
13. C. PMBOK 2000, page 207
14. B. PMBOK 2000, page 86
15. A. PMBOK 2000, page 48
16. B.
17. C. PMBOK 2000, page 88
18. D. PMP Exam Cram, page 7-162
19. B.
20. A. PMP® Professional Code of Conduct
21. B. PMBOK 2000, page 128
22. C.
23. C. PMP® Professional Code of Conduct
24. B. PMBOK 2000, page 88

25. C. PMBOK 2000, page 132
26. B. PMBOK 2000, page 42
27. D. PMBOK 2000, page 48
28. A. PMBOK 2000, page 90
29. A. PMBOK 2000, page 88
30. D.
31. D. PMBOK 2000, page 127
32. C. PMP Exam Cram, page 7-165
33. B. PMBOK 2000, page 123
34. C. PMBOK 2000, page 154
35. B. PMBOK 2000, page 33
36. C. PMBOK 2000, page 128
37. C. PMBOK 2000, page 42
38. A. PMBOK 2000, page 134
39. B. PMBOK 2000, page 88
40. A. PMP Exam Cram, page 10-228
41. B. PMBOK 2000, page 89
42. C. Triangular distribution mean = low + most likely + high /3 = 138 + 200 + 400 /3 = 246
43. D. PMP® Professional Code of Conduct
44. D. PMBOK 2000, page 117
45. A. PMBOK 2000, page 85
46. D. PMBOK 2000, page 199
47. A. PMP Exam Cram, page 8-181
48. D. PMBOK 2000, page 42
49. A. PMBOK 2000, page 139
50. D. PMP Exam Cram, page 3-58
51. D. PMP Exam Cram, page 5-101
52. A. PMP Exam Cram, page 5-181
53. A. PMP Exam Cram, page 9-211
54. B. PMP Exam Cram, page 9-205
55. B. PMBOK 2000, page 42
56. C. PMBOK 2000, page 41
57. B.
58. D. PMP Exam Cram, page 10-236
59. C.
60. D. PMBOK 2000, page 128
61. C. PMBOK 2000, page 19
62. C.

63. C. PMP Exam Cram, page 10-228
64. A. PMBOK 2000, page 153
65. C. Triangular distribution mean = low + most likely + high /3
66. C. PMBOK 2000, page 142
67. A. PMP® Professional Code of Conduct
68. C. PMBOK 2000, page 84
69. D. PMBOK 2000, page 90
70. C.
71. D. PMP Exam Cram, page 5-110
72. B. PMBOK 2000, page 84
73. C. PMBOK 2000, page 127
74. A. PMP Exam Cram, page 8-182
75. B. PMP Exam Cram, page 9-202
76. A. PMP Exam Cram, page 5-106
77. A. PMBOK 2000, page 47
78. D. PMBOK 2000, page 128
79. B. PMP Exam Cram, page 9-211
80. B. PMP Exam Cram, page 10-228
81. D. A tort is defined as damage, injury, or a wrongful act done willfully, negligently, or in circumstances involving strict liability, but not involving breach of contract, for which a civil suit can be brought.
82. B. PMP® Professional Code of Conduct
83. C. PMP Exam Cram, page 5-107
84. B. PMP® Professional Code of Conduct
85. A. PMP Exam Cram, page 5-105
86. B. PMP Exam Cram, page 4-82
87. D. PMBOK 2000, page 115
88. B. PMBOK 2000, page 127
89. C. PMBOK 2000, page 156
90. D. PMBOK 2000, page 183
91. A. PMP Exam Cram, page 5-181
92. B. PMP® Professional Code of Conduct
93. B. PMP® Professional Code of Conduct
94. D. PMP Exam Cram, 8-184
95. C. PMP Exam Cram, page 9-210
96. B. PMBOK 2000, page 128
97. C. PMP Exam Cram, page 8-191
98. B. PMBOK 2000, page 73

99. A. PMBOK 2000, page 88

100. D. 85% scope change, 85% project not being terminated = $.85 * .85 = .72$ or 72%