

Chapter

1

Quick Review Questions

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The following questions are categorized by the knowledge areas of *A Guide to the Project Management Body of Knowledge, 4th Edition (PMBOK® Guide)*. Take note that some questions came from the Appendix. There are also questions from the Project Management Institute's (PMI) *Code of Ethics and Professional Conduct*. Before you sit for the Project Management Professional (PMP)® exam, you should be familiar with these publications and what is covered in them. The following questions are designed to test your familiarity with them, as well as your understanding and knowledge of general project management terms and concepts.

A Guide to the Project Management Body of Knowledge, 4th Edition

General Knowledge of *PMBOK Guide*®

1. At a minimum, you need to be familiar with at least three PMI publications before taking the PMP exam. List them in the following spaces.
 - A. _____
 - B. _____
 - C. _____

2. List the five process groups in the order that they appear in the *PMBOK® Guide*.
 - A. _____
 - B. _____
 - C. _____
 - D. _____
 - E. _____

3. List the nine Knowledge Areas in the order they appear in the *PMBOK® Guide*.
- A. _____
 - B. _____
 - C. _____
 - D. _____
 - E. _____
 - F. _____
 - G. _____
 - H. _____
 - I. _____
4. List the three key components of a process as outlined in the *PMBOK® Guide*.
- A. _____
 - B. _____
 - C. _____
5. Organizational structure is an enterprise environmental factor that influences a project. List the six common organizational structures.
- A. _____
 - B. _____
 - C. _____
 - D. _____
 - E. _____
 - F. _____
6. List the two processes that should be performed when starting a project.
- A. _____
 - B. _____
7. List the two processes that should be performed when closing a project.
- A. _____
 - B. _____
8. The *PMBOK® Guide* consistently uses the verb-noun format to describe each process. If you carefully examine the verb portion of the process name, it should give you an indication that a given process belongs to a certain process group. The noun portion

of the process name should also give you a hint of the expected deliverable for that process. For example, the Develop Project Management Plan process indicates that you need to “develop” something after you have started your project—with the “Project Management Plan” as the expected deliverable. List the 10 common verbs that are used to name the processes within the Planning process group.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____
- H. _____
- I. _____
- J. _____

9. List the seven common verbs that are used to name the processes within the Initiating process group.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____

10. List the six common verbs that are used to name the processes within the Monitoring and Controlling process group.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____

Chapter 4: Project Integration Management

11. List at least 10 subsidiary plans of the project management plan.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____
- H. _____
- I. _____
- J. _____

Chapter 5: Project Scope Management

12. List the eight tools and techniques that a project manager can use when collecting requirements.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____
- H. _____

13. List three terms that relate to the work breakdown structure (WBS).

- A. _____
- B. _____
- C. _____

Chapter 6: Project Time Management

14. What are the four types of activity dependencies or logical relationships?
- A. _____
 - B. _____
 - C. _____
 - D. _____
15. List five estimating tools and techniques.
- A. _____
 - B. _____
 - C. _____
 - D. _____
 - E. _____
16. What is the PERT formula for three-point estimating?
- _____

Chapter 7: Project Cost Management

Define the following Earned Value Management (EVM) acronyms.

17. What is PV? _____
18. What is EV? _____
19. What is AC? _____
20. What is SV? _____
21. What is CV? _____
22. What is SPI? _____
23. What is CPI? _____
24. What is EAC? _____
25. What is ETC? _____
26. What is TCPI? _____

27. List the two EVM variance formulas.
- A. _____
- B. _____
28. List the two EVM performance index formulas.
- A. _____
- B. _____
29. List the four EVM forecasting formulas for EAC.
- A. _____
- B. _____
- C. _____
- D. _____
30. List the two to-complete performance index formulas.
- A. _____
- B. _____

Chapter 8: Project Quality Management

Define the following quality-specific acronyms.

31. What is PDCA? _____
32. What is TQM? _____
33. What is OPM3? _____
34. What is CMMI? _____
35. What is COQ? _____
36. Name the two costs of quality.
- A. _____
- B. _____
37. What are the two categories of the cost of quality for avoiding failures?
- A. _____
- B. _____
38. What are the two categories of the cost of quality where money must be spent because of failures?
- A. _____
- B. _____

39. List Ishikawa's seven basic tools of quality.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____

Chapter 9: Project Human Resource Management

40. List in order the five stages of developing a team.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____

41. What are the six general techniques for avoiding conflict?

- A. _____
- B. _____
- C. _____
- D. _____
- F. _____
- G. _____

Chapter 10: Project Communications Management

42. What are the five key components of a communication model?

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____

43. List the three broad classifications of communication methods.

- A. _____
- B. _____
- C. _____

Chapter 11: Project Risk Management

44. List four strategies for negative risks or threats.

- A. _____
- B. _____
- C. _____
- D. _____

45. List four strategies for positive risks or opportunities.

- A. _____
- B. _____
- C. _____
- D. _____

Chapter 12: Project Procurement Management

46. What are the three major types of contracts?

- A. _____
- B. _____
- C. _____

There are six potential variations of the major types of contracts.

- 47. What is FFP? _____
- 48. What is FPIF? _____
- 49. What is FP-EPA? _____
- 50. What is CPFF? _____
- 51. What is CPIF? _____
- 52. What is CPAF? _____

Appendix G: Interpersonal Skills

53. List at least five interpersonal skills.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____

54. List at least three team member communication styles.

- A. _____
- B. _____
- C. _____

55. What are the two categories of listening techniques?

- A. _____
- B. _____

56. What are the four basic decision styles?

- A. _____
- B. _____
- C. _____
- D. _____

57. What are the four major factors that affect the decision styles?

- A. _____
- B. _____
- C. _____
- D. _____

Define the following acronyms.

58. What is CCB? _____

59. What is CPM? _____

60. What is EMV? _____

61. What is FMEA? _____

62. What is IFB? _____
63. What is LOE? _____
64. What is OBS? _____
65. What is PDM? _____
66. What is QA? _____
67. What is QC? _____
68. What is RACI? _____
69. What is RAM? _____
70. What is RBS? _____
71. What is RFI? _____
72. What is RFP? _____
73. What is RFQ? _____
74. What is SOW? _____
75. What is SWOT? _____

PMI's *Code of Ethics and Professional Conduct*

76. The PMI's *Code of Ethics and Professional Conduct* applies to which individuals?
- A. _____
- B. _____
- C. _____
- D. _____
77. What two types of responsibility, fairness, and honesty standards were mentioned in the *Code of Ethics and Professional Conduct*?
- A. _____
- B. _____

Key Concepts and Processes



Many of these questions discuss topics and concepts presented in Sybex's *PMP: Project Management Professional Exam Study Guide, 6th Edition* (ISBN: 978-1118083215).

This section presents questions based on key project management concepts (e.g., projects, programs, portfolios, project management skills, etc.) and various processes from initiating to closing projects.

Projects

78. _____ are temporary initiatives with defined start and end dates.
79. The concept of incrementally and continually refining the characteristics of a product, service, or result as the project progresses is known as _____.
80. Unlike projects, _____ are ongoing and repetitive.
81. _____ are individuals or groups with a vested interest in the outcome of the project.
82. The _____ is usually an executive within the organization who has authority over the project, from allocating resources to making key decisions.
83. The _____ is responsible for applying the tools and techniques of project management, and managing the associated resources to ensure that the project objectives will be met.
84. _____ are groups of related projects.
85. _____ include projects, programs, and other portfolios.
86. The _____ serves as a central oversight in the management of projects and programs within an organization.
87. What is a key disadvantage for a project manager when working in a functional organization? _____
88. _____ are considered the opposite of functional organizations.
89. What are the three common types of matrix structures?
 - A. _____
 - B. _____
 - C. _____

Creating the Project Charter

Fill in the blanks or answer the questions below.

90. Who is not involved in project selection: project manager, project sponsor, customer, or subject matter experts? _____
91. _____ are also used to evaluate and choose between alternative ways of performing the project.
92. What is the discount rate when NPV equals zero? _____
93. Which project should be chosen: low IRR or high IRR?

94. The _____ process produces the project charter.
95. Corporate procedures, policies, standards, and templates are elements of _____.
96. Who should be the author of the project charter?

97. Projects that have an NPV _____ zero have a higher likelihood of being approved.
98. _____ are external factors that can positively or negatively impact the outcome of the project.
99. Name at least two needs or demands that necessitate the initiation of a project.
 - A. _____
 - B. _____
 - C. _____
 - D. _____
 - E. _____
 - F. _____
 - G. _____

Developing the Project Scope Statement

Determine if each of the following statements is true or false. If the statement is false, provide the correct answer to the underlined term(s) to make the statement true.

100. The project charter defines how the project will be executed, monitored and controlled, and closed

101. Requirements must be documented, analyzed, and quantified in enough detail that they can be measured once the work of the project begins.

102. Focus groups comprise cross-functional stakeholders.

103. The requirements traceability matrix enables the organization to link each requirement to business and project objective.

104. The project scope management plan documents how the project team will define the project scope, develop the work breakdown structure, and control the changes.

105. The Create WBS process enables the project team to subdivide the project into smaller and more manageable components.

106. Rolling wave planning is a process of elaborating deliverables, project phases, or sub-projects in the WBS.

107. The scope baseline includes the scope statement, the WBS, and the project schedule.

108. The scope management plan is a subsidiary plan of the project charter.

109. The lowest level of any WBS is called a work package.

Creating the Project Schedule

Match the terms below to their correct descriptions. Write the letter of the correct description in the space provided.

110. Analogous estimating _____
111. Define Activities process _____
112. Discretionary dependency _____
113. Finish-to-start _____

114. Lag _____
115. Lead _____
116. Monte Carlo _____
117. One standard deviation _____
118. PDM _____
119. Start-to-finish _____

Descriptions

- A. Creates arbitrary total float values
- B. Decomposes the work packages into schedule activities
- C. Delays successor activities
- D. Gives a probability of about 68 percent
- E. Most commonly used dependency in the PDM method
- F. Rarely used dependency in the PDM method
- G. Shows probability of all the possible project completion dates
- H. Speeds up successor activities
 - I. Uses expert judgment and historical information
 - J. Uses only one time estimate to determine duration

Developing the Project Budget

Fill in the blanks or answer the questions below.

120. The _____ is established using the WBS and its associated control accounts.
121. The control account also has a unique identifier that's linked to the organization's accounting system, sometimes known as a _____.
122. _____ should be completed early in the project to help estimate the costs.
123. The following three additional tools can be used to predict the potential financial performance of the project's product, service, or result:
_____.
124. A project's cost performance baseline normally has a/an _____ shape.
125. _____ entails providing the information in the correct format to the right audience in a timely manner.

126. What is the communication channel formula?

127. The lines that connect the communication nodes are also known as
_____.
128. The _____ addresses the communication needs of the project stakeholders.
129. What is a PMB? _____

Risk Planning

Determine if each statement below is true or false. If the statement is false, provide the correct answer to the underlined term(s) to make the statement true.

130. Not all risks are bad.

131. The Plan Risk Management process serves as the foundation for subsequent risk processes.

132. RBS is an acronym for requirements budgeting system.

133. Catastrophic risks are also known as residual risks.

134. Information gathering is a type of brainstorming.

135. The fishbone diagram is also known as the Ishikawa diagram.

136. Probability is the likelihood that an event will occur.

137. Sensitivity analysis data can be displayed using a sensitivity diagram.

138. The sum of the probabilities for each node in a decision tree is 1.

139. The following strategies can be used to deal with negative risks or threats: avoid, transfer, mitigate, and share.
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Planning Project Resources

Match the terms below to their correct descriptions. Write the letter of the correct description in the space provided.

140. Collective bargaining agreements _____
141. Firm fixed-price _____
142. FP-EPA economic adjustment _____
143. Make-or-buy analysis _____
144. Organization breakdown structure _____
145. Project calendars _____
146. Regulation _____
147. Source selection criteria _____
148. Teaming agreement _____
149. Time and materials contracts _____

Descriptions

- A. Crosses between fixed-price and cost-reimbursable contracts
- B. Defines the contractual agreements between multiple parties
- C. Defines the organization's contractual obligations to employees
- D. Facilitates the decision-making process whether to build or purchase products and services that are needed in the project
- E. Helps organizations choose a vendor from among the proposals received
- F. Mandates linking it to a known financial index
- G. Places the bulk of the risks on the seller
- H. Requires compliance and are almost always imposed by governments or institutions
- I. Shows the departments, work units, etc. within an organization
- J. Shows the working and nonworking days in the project

Developing the Project Team

Fill in the blanks or answer the questions below.

150. Which comes first: validated defect repair or defect repair?

151. Which comes first: norming or storming?

152. Which comes first: storming or forming?

153. To achieve co-location, the project manager may set aside a common meeting area, which is sometimes called the _____.
154. Motivation can be _____ or _____.
155. Which one is higher in the hierarchy of needs: social needs or basic physical needs?

156. Which one is higher in the hierarchy of needs: safety and security needs, or self-actualization?

157. _____ Theory: positive outcomes drive motivation.

158. Which type of power should be used as a last resort: legitimate or punishment?

159. What are the most important skills that a project manager should possess?

Coordinating Procurements and Sharing Information

Fill in the blanks or answer the questions below.

160. Which proposal evaluation technique assigns numerical weights to evaluation criteria: weighting systems or screening systems?

161. Which proposal evaluation technique uses predefined performance criteria: weighting systems or screening systems?

162. Which proposal evaluation technique relies on information about the sellers: screening systems or seller rating systems?

163. Independent estimates, sometimes conducted by the procurement department to compare the proposal costs against the vendor costs, are also known as _____.
164. What tactic is used during contract negotiation when one party tries to discuss an issue that is no longer relevant?

165. Which contract life-cycle stage comes first: solicitation or requisition?

166. Which contract life-cycle stage comes first: requirement or award?

167. _____ are independent reviews performed by trained auditors or third-party reviewers.
168. The _____ helps promote communication with stakeholders.
169. Contested changes can take form of _____,
_____, or
_____.

Measuring and Controlling Project Performance

Fill in the blanks or answer the questions below.

170. A _____ is a subsystem of the project management system.
171. To get paid, vendors issue _____.
172. When a seller submits an invoice, the _____ is used to issue payments.
173. What is ADR? _____
174. _____ use historical data to predict future performance.
175. _____ is a forecasting method that uses opinions, intuition, and estimates to predict future outcomes.

176. Who is usually the expediter of project status meeting?

177. What do you need to do to introduce modifications to the project?

178. Is the change control system a subset of the configuration management system?

179. Which one is the preferred approach for capturing change requests: written or verbal?

Controlling Work Results

Determine if each statement below is true or false. If the statement is false, provide the correct answer to the underlined term(s) to make the statement true.

180. Planned value is the same as budgeted cost of work scheduled.

181. Actual cost is the same as actual cost of work performed.

182. Earned value is the same as actual cost of work performed.

183. Given an EV of 350 and AC of 300, the CV is 650.

184. A CPI greater than 1 is good.

185. $EAC = AC + BAC - EV$.

186. $VAC = BAC - EAC$.

187. $CV = EV - PV$.

188. A control chart has lower and upper control limits.

189. Ishikawa is credited with the 80/20 Rule.

190. A scatter diagram's two variables are dependent and independent variables.

Closing the Project and Applying Professional Responsibility

Match the terms below with their correct descriptions. Write the letter of the correct description in the space provided.

191. Addition, starvation, integration, and extinction _____
192. Aspirational and mandatory _____
193. Closed procurements _____
194. Lessons Learned _____
195. Organization process updates _____
196. PMI's *Code of Ethics and Professional Conduct* _____
197. Procurement audit _____
198. Procurement early termination _____
199. Project management plan _____
200. Responsibility, respect, fairness, and honesty _____

Descriptions

- A. Applicable to both buyer and vendor
- B. Areas of professional responsibility
- C. By agreement, via default or for cause
- D. Captures what went well in the project and what should be avoided for the next project
- E. Ethical standards for PMPs
- F. Formal acceptance and closure of the procurement
- G. Input of Close Procurements process
- H. Output of the Close Project or Phase process
- I. Standards of professional responsibility
- J. Types of project endings

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