

# **PMP.exam.1015q**

Number: PMP  
Passing Score: 800  
Time Limit: 120 min

**PMP**

**Project Management Professional v5**

## **Sections**

1. Planning
2. Executing
3. Monitoring and Controlling
4. Closing
5. Mix Questions

## Exam A

### QUESTION 1

What is an objective of the Develop Project Team process?

- A. Feelings of trust and improved cohesiveness
- B. Ground rules for interaction
- C. Enhanced resource availability
- D. Functional managers becoming more involved

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

### QUESTION 2

When is a Saliency Model used?

- A. In a work breakdown structure (WBS)
- B. During quality assurance
- C. In stakeholder analysis
- D. During quality control (QC)

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

### QUESTION 3

Which of the following is contained within the communications management plan?

- A. An organizational chart
- B. Glossary of common terminology
- C. Organizational process assets
- D. Enterprise environmental factors

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

### QUESTION 4

Which of the following is a tool and technique for Estimate Activity Durations?

- A. Parametric estimating
- B. Monte Carlo analysis
- C. Alternatives analysis
- D. Bottom-up estimating

**Correct Answer: A**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 5**

Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

- A. Complete project phase
- B. Project life
- C. The project life cycle
- D. Project cycle

**Correct Answer: C**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 6**

Which of the following statements correctly characterizes pull communication?

- A. It includes letters, memos, reports, emails, and faxes.
- B. It requires recipients to access communication content at their own discretion.
- C. It is the most efficient way to ensure a common understanding among all participants.
- D. It is primarily used when the volume of information to be transferred is minimal.

**Correct Answer: B**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 7**

Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

- A. Project Integration Management
- B. Project Communications Management
- C. Project Information Management System (PIMS)
- D. Project Scope Management

**Correct Answer: B**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 8**

Which of the following tools or techniques is used for Estimate Activity Durations?

- A. Critical path method
- B. Rolling wave planning
- C. Precedence diagramming method
- D. Parametric estimating

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 9**

Which tool or technique of Plan Quality involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

- A. Histogram
- B. Quality audits
- C. Benchmarking
- D. Performance measurement analysis

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 10**

Taking out insurance in relation to risk management is called what?

- A. Transference
- B. Avoidance
- C. Exploring
- D. Mitigation

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 11**

During which process group is the quality policy determined?

- A. Initiating
- B. Executing
- C. Planning
- D. Controlling

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 12**

In an organization with a projectized organizational structure, who controls the project budget?

- A. Functional manager
- B. Project manager
- C. Program manager
- D. Project management office

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 13**

Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

- A. The customer and functional managers
- B. The risk owners and stakeholders
- C. The sponsors and stakeholders
- D. The project management team

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 14**

Which is an example of Administer Procurements?

- A. Negotiating the contract
- B. Authorizing contractor work
- C. Developing the statement of work
- D. Establishing evaluation criteria

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 15**

An input to the Create WBS process is a:

- A. project charter.
- B. stakeholder register.
- C. project scope statement.
- D. requirements traceability matrix.

**Correct Answer: C**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 16**

What is the total float of the critical path?

- A. Can be any number
- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

**Correct Answer: C**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 17**

Portfolio Management is management of:

- A. a project by dividing the project into more manageable sub-projects.
- B. a project by utilizing a portfolio of general management skills such as planning, organizing, staffing, executing, and controlling.
- C. all projects undertaken by a company.
- D. a collection of projects that are grouped together to facilitate effective management and meet strategic business objectives.

**Correct Answer: D**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 18**

Which action should a project manager take to ensure that the project management plan is effective and current?

- A. Conduct periodic project performance reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards.
- D. Complete the quality control checklist.

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 19**

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible

components of each deliverable are all part of which of the following?

- A. Work breakdown structure
- B. Organizational breakdown structure
- C. Resource breakdown structure
- D. Bill of materials

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 20**

What is the function of a Project Management Office (PMO)?

- A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
- B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
- C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
- D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 21**

Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

- A. Product
- B. Cost-benefit
- C. Stakeholder
- D. Research

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 22**

Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

- A. Collect Requirements
- B. Direct and Manage Project Execution
- C. Monitor and Control Project Work

D. Develop Project Management Plan

**Correct Answer:** D

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 23**

Which Project Management Process Group includes Collect Requirements, Define Activities, Sequence Activities, Perform Qualitative Risk Analysis, and Perform Quantitative Risk Analysis?

- A. Initiating
- B. Monitoring and Controlling
- C. Planning
- D. Closing

**Correct Answer:** C

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 24**

A work package has been scheduled to cost \$1,000 to complete and was to be finished today. As of today, the actual expenditure is \$1,200 and approximately half of the work has been completed. What is the cost variance?

- A. -700
- B. -200
- C. 200
- D. 500

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 25**

Which tool is used to develop technical details within the project management plan?

- A. Expert judgment
- B. Project management methodology
- C. Project management information system (PMIS)
- D. Project selection methods

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**



**QUESTION 26**

When can pre-assignment of project team members occur?

- A. When the project uses capital expenditures
- B. When the required staff can be acquired from outside sources
- C. When the project would be ignored due to travel expenses
- D. When the project is the result of specific people being promised as part of a competitive proposal

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 27**

An output of the Create WBS process is:

- A. Scope baseline.
- B. Project scope statement.
- C. Organizational process assets.
- D. Requirements traceability matrix.

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 28**

Which type of chart is a graphic representation of a process showing the relationships among process steps?

- A. Control
- B. Bar
- C. Flow
- D. Pareto

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 29**

Changes to formally controlled documentation, plans, etc. to reflect modified or additional ideas or content are known as:

- A. updates.
- B. defect repairs.
- C. preventive actions.
- D. corrective actions.

**Correct Answer: A**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 30**

Which provides the basic framework for managing a project?

- A. Project life cycle
- B. Work breakdown structure (WBS)
- C. Enterprise environmental factors
- D. Project initiation

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 31**

The milestone list is an input to which process from the Planning Process Group?

- A. Define Activities
- B. Estimate Activity Durations
- C. Estimate Activity Resources
- D. Sequence Activities

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 32**

Quality metrics are an output of which process?

- A. Plan Quality
- B. Perform Quality Control
- C. Perform Quality Assurance
- D. Perform Qualitative Risk Analysis

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 33**

Which piece of information is part of the WBS Dictionary?

- A. Responsible organization
- B. Change requests

- C. Validated deliverables
- D. Organizational process assets

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 34**

Tools and techniques used for Plan Communications include the communication:

- A. requirements analysis, communication technology, communication models, and communication methods.
- B. methods, stakeholder register, communication technology, and communication models.
- C. requirements, communication technology, communication requirements analysis, and communication methods.
- D. management plan, communication technology, communication models, and communication requirements analysis.

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 35**

Which of the following are outputs of Develop Project Team?

- A. Human resources plan changes and project staff assignment updates
- B. Project management plan updates and enterprise environmental factor updates
- C. Resource calendars and project management plan updates
- D. Team performance assessments and enterprise environmental factor updates

**Correct Answer: D**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 36**

Which tool or technique is used in Manage Stakeholder Expectations?

- A. Stakeholder management strategy
- B. Communication methods
- C. Issue log
- D. Change requests

**Correct Answer: B**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 37**

The progressive detailing of the project management plan is called:

- A. expert judgment.
- B. rolling wave planning.
- C. work performance information.
- D. specification.

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 38**

What is the responsibility of the project manager and the functional manager respectively?

- A. Oversight for an administrative area; a facet of the core business
- B. Achieving the project objectives; providing management oversight for an administrative area
- C. A facet of the core business; achieving the project objectives
- D. Both are responsible for achieving the project objectives.

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 39**

Which is used to solicit proposals from prospective sellers?

- A. Procurement statement of work
- B. Resource calendars
- C. Procurement document
- D. Independent estimates

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 40**

Which can be used to determine whether a process is stable or has predictable performance?

- A. Matrix diagram
- B. Histogram
- C. Control chart
- D. Flowchart

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 41**

Which of the following is an input to Control Scope?

- A. Project schedule
- B. Organizational process assets updates
- C. Project document updates
- D. Work performance information

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 42**

Co-location is a tool and technique of:

- A. Develop Human Resource Plan.
- B. Manage Project Team.
- C. Develop Project Team.
- D. Acquire Project Team.

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 43**

In a construction project schedule, what is the logical relationship between the delivery of the concrete materials and the pouring of concrete?

- A. Start-to-start (SS)
- B. Start-to-finish (SF)
- C. Finish-to-finish (FF)
- D. Finish-to-start (FS)

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 44**

A required input for Create WBS is a project:

- A. quality plan.
- B. schedule network.

- C. management document update.
- D. scope statement.

**Correct Answer:** D  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 45**

Which of the following is an input to Develop Human Resource Plan?

- A. Team performance assessment
- B. Roles and responsibilities
- C. Staffing management plan
- D. Enterprise environmental factors

**Correct Answer:** D  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 46**

The process of identifying the stakeholders' information needs is completed during:

- A. Plan Communications.
- B. Manage Stakeholder Expectations.
- C. Stakeholder Analysis.
- D. Identify Stakeholders.

**Correct Answer:** A  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 47**

"Tailoring" is defined as the:

- A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigor.
- B. act of creating a project team with the specialized skills required to produce a required product or service.
- C. action taken to bring a defective or nonconforming component into compliance with requirements or specifications.
- D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scope.

**Correct Answer:** A  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 48**

Which is an input to the Verify Scope process?

- A. Performance report
- B. Work breakdown structure (WBS)
- C. Requested changes
- D. Project management plan

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 49**

Which is an output from Distribute Information?

- A. Earned value analysis
- B. Trend analysis
- C. Project records
- D. Performance reviews

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 50**

What are the identified risks for doing excessive decomposition in a WBS?

- A. Insufficient project funding and disqualification of sellers
- B. Insufficient project funding and ineffective use of resources
- C. Disqualification of sellers and non-productive management efforts
- D. Non-productive management effort and inefficient use of resources

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 51**

Activity cost estimates are quantitative assessments of the probable costs required to:

- A. Create WBS.
- B. complete project work.
- C. calculate costs.
- D. Develop Project Management Plan.

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 52**

The item that provides more detailed descriptions of the components in the work breakdown structure (WBS) is called a WBS:

- A. dictionary.
- B. chart.
- C. report.
- D. register.

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 53**

How should a stakeholder who is classified as high power and low interest be grouped in a power/interest grid during stakeholder analysis?

- A. Keep satisfied
- B. Keep informed
- C. Manage closely
- D. Monitor

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 54**

In the basic communication model, which term refers to the method that is used to convey the message?

- A. Decode
- B. Encode
- C. Medium
- D. Noise

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 55**

During project selection, which factor is most important?

- A. Types of constraints
- B. Internal business needs



- C. Budget
- D. Schedule

**Correct Answer: B**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 56**

The staffing management plan is part of the:

- A. organizational process assets.
- B. resource calendar.
- C. human resource plan.
- D. Develop Project Team process.

**Correct Answer: C**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 57**

The processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project has been undertaken to achieve are grouped within which Process Group?

- A. Initiating
- B. Planning
- C. Executing
- D. Monitoring and Controlling

**Correct Answer: B**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 58**

Which input will be used when tasked with developing the human resource plan?

- A. Project management plan
- B. Activity resource requirements
- C. Resource calendar
- D. Project staff assignments

**Correct Answer: B**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 59**

Which of the following are three inputs to the risk register?

- A. Risk register updates, stakeholder register, and quality management plan
- B. Communication management plan, enterprise environmental factors, and activity duration estimates
- C. Risk management plan, activity cost estimates, and project documents
- D. Project scope statement, organizational process assets, and scope baseline

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 60**

An input of the Create WBS process is:

- A. requirements documentation.
- B. scope baseline.
- C. project charter.
- D. validated deliverables.

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 61**

In Plan Risk Management, which of the management plans determines who will be available to share information on various risks and responses at different times and locations?

- A. Schedule
- B. Quality
- C. Communications
- D. Cost

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 62**

Inputs to the Plan Risk Management process include the:

- A. cost management plan.
- B. risk management plan.
- C. activity list.
- D. risk register.

**Correct Answer: A**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 63**

Which of the following is an output of Define Scope?

- A. Project scope statement
- B. Project charter
- C. Project plan
- D. Project schedule

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 64**

While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e-mail. In which part of the plan will this type of information be included?

- A. Communications management plan
- B. Human resource plan
- C. Quality management plan
- D. Procurement management plan

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 65**

Which tool or technique can a project manager use to select in advance a team member who will be crucial to the task?

- A. Acquisition
- B. Negotiation
- C. Virtual team
- D. Pre-assignment

**Correct Answer: D**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 66**

Which of the following is a group decision-making technique?

- A. Brainstorming
- B. Focus groups
- C. Affinity diagram
- D. Plurality

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 67**

Which tool is used to develop technical details within the project management plan?

- A. Expert Judgment
- B. Project Management Methodology
- C. Project Management Information
- D. Project Selection Methods

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 68**

During what process is the quality policy determined?

- A. Initiating
- B. Executing
- C. Planning
- D. Controlling

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 69**

You are assigned to implement the project control plan. What should you do to ensure the plan is effective and current?

- A. Perform periodic project performance reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards.
- D. Complete the quality control checklist.

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**