

Stay on Track for the PMP® Exam with

# 175 Prep Questions



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Questions are based on:

- *PMBOK® Guide* 5<sup>th</sup> Edition
- *PMP® Examination Content Outline*

Language aids:

- PMI offers language aids to the real exam in ten languages.
- A German language aid for this prep test is available for free download [here](#).
- If you wish to develop a language aid in your own language, don't hesitate to contact us and ask for support.
- Language aid development is a great exercise if you want to get prepared for the PMP exam.



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# Preface

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This document is intended to help you prepare yourself for the PMP® (Project Management Professional) exam, offered by PMI® (the Project Management Institute). In order to pass this preparation test, you should correctly answer 131 out of 175 questions in 3:30 hours.<sup>1</sup>

This document includes 175 PMP<sup>2</sup> prep test items (questions & answers). Each question has one best answer.

The process of item generation and review for this prep test followed tightly the description in the PMP Credential Handbook<sup>3</sup>, page 8, published by PMI.

Try to answer all 175 questions in 3:30 hours.

Start time:	:	+ 3:30 hours = finish time:	:
Required result:	<b>131</b>	Your test result	

Answers to the questions can be found from page 87 onwards.

<sup>1</sup> The actual test comprises of 200 questions in 4 hours. 25 questions are not scoring, instead they are in a pre-test phase to examine their appropriateness for future use.

PMI made a decision in 2006 to no more publish passing scores for its exams. In 2007, PMI also removed all quantitative elements from the post-exam review for test candidates.

The actual score is estimated inside a range between 70% and 75%. I recommend targeting  $\geq 75\%$  results in this and other prep tests. Some published tests are simpler, you should try to achieve 82% in those.

<sup>2</sup> PMP, PMI and PMBOK are marks of the Project Management Institute, Newtown Square, PA, USA, which are registered in the USA and in other nations. PMI has not reviewed this document for appropriateness.

<sup>3</sup> Download at [www.pmi.org/PDF/pdc\\_pmphandbook.pdf](http://www.pmi.org/PDF/pdc_pmphandbook.pdf).

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## Questions

1. Being assigned as a project manager, you noticed during project execution that conflicts arise in the team on both technical and interpersonal levels. What is an appropriate way of handling conflicts?
  - Conflicts distract the team and disrupt the work rhythm. You should always smooth them when they surface.
  - A conflict should be handled in a meeting so that the entire team can participate in finding a solution.
  - Conflicts should be addressed early and usually in private, using a direct, collaborative approach.
  - You should use your coercive power to quickly resolve conflicts and then focus on goal achievement.

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2. What is the purpose of a *project charter*?
  - To formally authorize a project or a phase and document initial requirements which satisfy the stakeholder's needs and expectations.
  - To document how the project will be planned, executed, monitored/controlled, and closed.
  - To link the project, which is going to be planned, executed, and monitored/controlled to the ongoing work of the organization.
  - To describe the process of performing the work defined in the project management plan in order to achieve the project's objectives.

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3. The concept of (the) \_\_\_\_\_ states that changes related to one requirement—scope, time, or cost—will at least influence one other element.
- Three-point estimation
  - Triple constraint
  - Three wise men
  - Three needs theory
- 

4. Your organization is considering to run a project which will entail an investment of \$1,000,000. The product from the project is forecasted to create revenues of \$250,000 in the first year after the end of the project and of \$420,000 in each of the two following years.

What is true for the *net present value* of the project over the three years cycle at a *discount rate* of 10%?

- The net present value is positive, which makes the project attractive.
  - The net present value is positive, which makes the project unattractive.
  - The net present value is negative, which makes the project attractive.
  - The net present value is negative, which makes the project unattractive.
- 

5. What does the term *best practice* often refer to?
- A standardized set of deliverables, like plans, reports, and checklists.
  - A set of *tools and techniques* that a project manager should master.
  - The concept of *state of the art* applied to project management.
  - A specific sequence of work, described in terms of *soft logic*.

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6. The *communications management plan* is a document which includes descriptions of
- Project level performance reports
  - Activity level status reports
  - Stakeholder communication requirements
  - Responsibility assignments
- 
7. \_\_\_\_\_ are usually not a manifestation of unique organizational cultures and styles.
- Shared visions, values, norms, beliefs, and expectations
  - Individual traits and attitudes of co-workers
  - Views of authority relationships
  - Policies, methods, and procedures
- 
8. Which of the following is generally not regarded as an element of active listening?
- Making eye contact
  - Paraphrasing
  - Interpreting the information
  - Interrupting when appropriate

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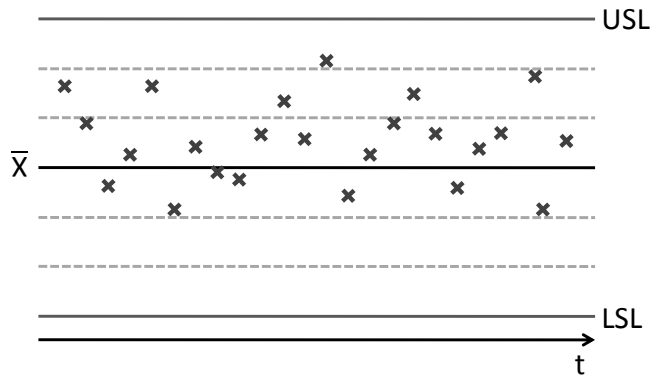
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9. You were able to obtain measuring equipment with very high accuracy and precision. You used it to make a sequence of measurements directly at a production process output and depicted the results on the following *control chart*.



Which statement is the best conclusion from these results?

- The process has high precision but low accuracy. It should be adjusted.
- The process has high precision but low accuracy. It should be improved.
- The process has high accuracy but low precision. It should be adjusted.
- The process has high accuracy but low precision. It should be improved.

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10. As the project manager, you decided to arrange a team meeting to identify and analyze lessons learned from quality control with stakeholders. What should you do with them?
- Document them and make them part of the historical database for the project and the performing organization.
  - Discuss them with management and make sure that they remain otherwise confidential
  - Publish them in the corporate newsletter.
  - Follow your strategic decisions, independent from lessons learned. These decisions have been made and should be implemented whatever the outcomes are.

- 
11. Which of the following documents is not used as input for the *validate scope* process?
- The *project management plan*, containing the scope baseline consisting of the project scope statement and its associated WBS and WBS dictionary.
  - The *validated deliverables*, completed and checked for correctness by the *Perform quality control* process.
  - The *requirements traceability matrix*, linking requirements to their origin and tracing them throughout the project lifecycle.
  - The *RACI matrix*, describing accountabilities in case of product rejection.

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12. How should change management be planned for?
- Changes are generally not predictable, therefore planning for change management cannot be reasonable.
  - Planning for change management should be done while the various change control processes are being applied.
  - Change management can be planned in a set of management plans or a specific change management plan.
  - Changes are a sign of bad planning. One should avoid changes during a project, thus eliminating the need to manage them.
- 

13. According to Bruce Tuckman, which are the stages of team development?
- Honeymoon, rejection, regression, acceptance, re-entry
  - Forming, storming, norming, performing
  - Tell, sell, consult, join
  - Direct, support, coach, delegate

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14. What is not a reason for companies to organize *lessons learned*?
- Lessons learned databases are an essential element of the organizational process assets.
  - Lessons learned should focus on identifying those accountable for errors and failures.
  - Lessons learned sessions should bring about recommendations to improve future performance on projects.
  - Phase-end lessons learned sessions provide a good team building exercise for project staff members.
- 

15. How does a project management team stay in touch with the work and the attitudes of project team members?
- By observation and communication
  - Using closed questions during team meetings
  - Through third-party assessments
  - Through the team members' functional managers
- 

16. Which document is developed along the risk management processes from *identify risks* through *perform qualitative risk analysis* to *control risks*?
- List of risk triggers
  - Risk register
  - Risk mitigation
  - Decision tree

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17. A customer is requiring a minor scope change and expects you to do this without delays and additional costs. You believe that you have adequate authorization to make the decision by yourself, but you are not quite sure.

What should be your next steps?

- A requested change is always an opportunity to get more money paid by the customer and to secretly solve schedule and quality problems. You should make some reasonable estimates on time, costs, risks etc. and then add a nice margin on top of that to calculate the new price.
- Customer satisfaction is your top priority. The customer gives you an opportunity to increase their satisfaction, which you should use to the maximum benefit. Most project managers have contingencies to cover risks; these can be used to pay the additional costs.
- Before making a decision you should have a look at the customer's parking lot. If you find there many expensive, new models, it is likely that you can use the requested change to increase the profit from the contract. Otherwise you should reject the request.
- Handle the request according to the integrated change control processes described in your management plans. Then make a decision together with the appropriate change control body, whether the increased customer satisfaction will be worth the extra costs, work, risks etc.

- 
18. A facilitator should...

- ...be in full control of the discussion and its outcomes.
- ...always take notes by herself.
- ...avoid a flip chart *parking lot*.
- ...give guidance as required without interfering.

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19. As the project manager in a software project which is currently initiated, you want to assess high-level risks. What should you do?
- Develop the *project charter* and a *risk management plan* to start identifying risks based on those and other documents.
  - Identify and analyze risk events using qualitative and quantitative techniques.
  - Develop contingency plans and fallback plans in case the original plan proves wrong.
  - Discuss the risks documented in your *Risk register* with the project key stakeholders.
- 

20. In most jurisdictions, a legally required order of formal statements establishing a contract is:
- Invitation to treat, offer, PO
  - Inquiry, bid, order
  - Offer, acceptance
  - MoU, LoI, final agreement
- 

21. What should managers consider before conducting a performance-evaluation interview with a project team member?
- Which management fallacies can most easily be delegated to the worker?
  - How can discussion of the manager's leadership style be avoided?
  - Has the employee been provided with sufficient instructions and work tools?
  - How can dispute related to unsatisfactory performance be avoided?

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22. Which statement describes best handling of assumptions during the initiating processes?
- It is the responsibility of the sales person in charge to identify all risks related to a customer project.
  - Managing and organizing assumptions means avoiding risks right from the start of the project.
  - Organizational, environmental and external assumptions should be addressed by the project charter.
  - Risks are a sign of uncertainty. Avoiding all uncertainties means that a project should have no risks at all.
- 

23. A WBS dictionary is a document which...
- ... describes technical terms used for scope management.
  - ... describes the details for each component in the WBS.
  - ... translates essential WBS terms for global project teams.
  - ... helps translate functional into technical requirements.

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24. You are in the process of contacting sellers to obtain bids and proposals. You found out that it might become a time-consuming procedure to ensure that the sellers get a clear and common understanding of the procurement process and of the needs of your project. Which technique may help you save time?
- Bidder conferences
  - Advertising
  - Qualified sellers list
  - Four-eyes meetings
- 
25. As a project manager, when should you especially consider cultural differences?
- When you break down scope to create a *work breakdown structure (WBS)*.
  - When you assign a human resources to do the work in a *schedule activity*.
  - When you develop acceptance criteria for work results to be achieved by the team members.
  - When you decide upon recognition and awards during *team development*.

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26. At the beginning of project execution, you notice different opinions between team members relating to project work and deliverables and to the level of overall complexity. What should you do right now?
- Give your team members some time to develop a common understanding of the project scope and product scope. Upcoming interface problems may be resolved later.
  - Use the *risk management* processes to identify and assess risks caused by misunderstandings and develop a plan with measures in order to respond to them.
  - Organize meetings to identify and resolve misunderstandings between team members in order to avoid interface problems, disintegration and costly rework early in the project.
  - Use interviews in private with each individual team member to inform them of your expectations and your requirements in an atmosphere of confidence.

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27. You have just taken over as manager of a project that will create many benefits for the performing organization, but you sense a high level of resistance in various stakeholders right from the start. What is the most appropriate action to resolve the problem?
- Develop a *responsibility assignment matrix (RAM)* which clearly shows the responsibility of each stakeholder for the various project activities and who needs to be consulted and informed.
  - Develop an organization diagram, which places each of the stakeholders at an appropriate position inside the project and allows for certain lines of communication while disallowing others.
  - Schedule a meeting with these stakeholders to present the project, discuss and establish ground rules, ensure their involvement and identify initial personal and organizational issues.
  - Do not talk to these stakeholders too much at this time, instead create *faits accomplis*, which will later force the stakeholders to support the project due to a lack of alternatives for them.
- 

28. You are in the process of planning a project and found that stakeholders often have varying objectives and requirements. This makes it hard to come up with a plan with which all objectives will be met. What is probably most helpful to ensure common understanding?
- Ask the project stakeholders to build focus groups in order to discuss and remedy conflicting interests.
  - Create an exhaustive document describing your point of view and ask stakeholders to review it.
  - Let each stakeholder write a statement of work, merge the documents to a project scope statement.
  - Use your authorization as the project manager to clearly prioritize the different objectives.

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29. Projects frequently do not meet customer expectations for which of the following reasons?
- Poor risk management by the contractor running the project
  - Poor technical ability of the contractor running the project for the customer
  - Technical inability and poor risk management by the contractor
  - Unclear *scope definition* by the customer for whom the project is performed
- 
30. What is typical for *critical chain* project management?
- Management of buffers
  - Management of total floats and free floats
  - Management of leads and lags
  - Management of resource over-allocations
- 
31. You are the project manager for the development of a new type of power plant. Your project is making fast progress, and it is getting nearer to the day of product acceptance. Which technique will be most important for product acceptance?
- Inspection
  - Quality audit
  - Impact analysis
  - Team review

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32. What are the cost types in modern quality management?
- Costs of good quality – costs of bad quality
  - Planning costs – assurance costs – control costs
  - Planning costs – doing costs – checking costs – acting costs
  - Prevention costs – appraisal costs – failure costs
- 

33. During the execution of a project to build a complex defense system, your team has run into a deep crisis.

The project's goal and objectives have been challenging right from the start, but now you have discovered that your team members have become increasingly unaware of them. Being busy solving detail problems, they often fail to understand the overall requirements. Then they develop solutions which resolve issues in their area of limited responsibility, while causing new problems at the interfaces with other system components.

Meanwhile, the team members show signs of growing frustration, and time is running away. How can you help your team in this situation?

- Accompany your team members along a sequence of maturity levels from dependence through independence to interdependence.
- Ignore the low-level issues and focus on achieving the overall requirements, details can be sorted out during test and handover.
- If everybody simply does their jobs, then there should be no problem. Make sure that team members are fully aware of their accountability.
- Problems of this dimension have their origin in fundamental personal incompatibilities between team members. You should replace them all.

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34. For a project, the following *earned value* data have been assessed:

AC:     \$     4,000,000  
CV:     \$     -500,000  
SPI:     1.12  
BaC:    \$     9,650,000

What is the *earned value* of the project?

- \$3,000,000
  - \$3,500,000
  - \$4,480,000
  - \$5,650,000
- 

35. During execution in a project to build a major road bridge, your team found a major flaw in the technical drawings. On an ad-hoc base, they had to find and implement a workaround to avoid delays and mitigate technical problems. What should you do next?

- Meticulously document the problem and the workaround to create a requested change to the project management plan, which will then be passed to the body responsible for the change control decision.
- The workaround was performed on a technical level only. As long as it does not influence the function of the bridge or the organizational configuration of the project, a change request will not be necessary.
- A retroactive formal change request side is not reasonable. Create some additional documents describing the workaround and sign them by yourself, you can present them during the next regular CCB meeting.
- It is normal in projects that during project execution inconsistencies arise between planning documents and actual implementation. This is no problem as long as the functional status of the product is maintained.

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36. You recently took over the assignment for a project. The project charter has been developed. What is an appropriate next step for you?
- Develop the risk register.
  - Develop the project milestone schedule.
  - Develop management plans.
  - Get approval for the project management plan.
- 

37. You scheduled a kick-off meeting in order to announce the start of your project, present the plan and develop consensus on it. Another topic will be explanation of each team member's role. In addition, you planned some time for discussions.

You published the agenda of the kick-off meeting some weeks ago to all invited attendees.

Now, short term before the event, you receive various cancellations by team members, who say that they cannot join the meeting. But they will be with you when project work will start.

- The kick-off meeting is secondary, you are happy if the team members will do their jobs.
- You should insist on the presence of the team members to the appointed date.
- If you force team members' presence, they would anyway be distracted by their current problems.
- It is probably a good idea to reschedule the meeting to a day, when all team members can attend.

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38. During a meeting, a discussion came up: To which degree does your project have to be compliant to the processes enumerated in the *PMBOK® Guide*? What should be the guiding principle to answer this question?
- The processes are meant as rough guidelines to which a team should only adhere if there is enough consensus.
  - The more processes the project team follows, the better the project's performance will be.
  - The project manager must follow all 42 processes for project management without alterations.
  - The project team must select appropriate processes required to meet the project requirements.
- 

39. Product acceptance criteria should be laid down in which document?
- Project scope statement
  - Work breakdown structure
  - Resource assignments
  - Project scope management plan
- 

40. The *cost baseline* is developed during which process?
- Perform integrated change control
  - Estimate costs
  - Develop schedule
  - Determine budget

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41. During project execution you found out that work is often not performed at the right time and in the right order. Deliverables are made by one team member that cannot be processed by another one. This already leads to timely rework and bad morale among team members.

Which project management tool is most appropriate to deal with problems like this?

- Organization chart
  - RACI matrix
  - Communications management plan
  - Work authorization system
- 

42. Your management is applying the *10 percent solution*: It has requested that you reduce the budget for the project which you are currently initiating by 10%. What will this probably mean for your project?

- If the budget is cut by 10%, then the project will have an accompanying degradation of quality by 10%.
- If the project budget is an honest one, then a reduction in budget must be accompanied by a trade-off in either time or performance.
- A 10% reduction in budget will be accompanied by a loss of performance much less than the target reduction in cost.
- Most projects have "padded" estimates, and the budgetary reduction will force out the padding from the project.

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43. While applying procurement management processes in your project, you identified the need to gain a more objective understanding of sellers' capabilities in order to rank proposals and develop a negotiating sequence.

Which technique may help avoid bias and subjective decisions best?

- Bidder conference
- Weighting system
- Oral contract
- Letter of intent

- 
44. During code inspection in a major software development project, a project management team identified frequent occurrences of critical programming errors. These errors are scattered across the code and occur without a discernible pattern.

Which tool is most likely to help the team identify areas of error concentration in order to develop a prioritized response strategy?

- Checksheet
- Influence diagram
- Decision tree
- Process decision program chart

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45. The term *baseline* is used in both disciplines *project management* and *configuration management*. Which statement is not true?
- Baselines in system configurations are often also referred to as *deltas*.
  - In configuration management, baselines are used to control change.
  - Project management baselines are used for performance measurement.
  - In project management, baselines help assess variance and trends.
- 
46. In a project, a *cost incentive* contract has been awarded to a contractor with the following parameters:
- |                             |             |
|-----------------------------|-------------|
| Target cost:                | \$1,000,000 |
| Target contractor fee:      | \$100,000   |
| Cost benefit sharing ratio: | 80%/20%     |
| Price ceiling:              | \$1,200,000 |
- What is the *point of total assumption (PTA, breakpoint)* of the project?
- \$1,000,000
  - \$1,100,000
  - \$1,125,000
  - \$1,200,000

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47. The *scope baseline* includes\_\_\_\_\_.
- The various management plans of the project
  - Schedule baseline and cost baseline
  - Product configuration ID and statement of work
  - WBS dictionary, WBS, scope statement
- 
48. During *human resource planning* you identified that your team members are not sufficiently qualified for their tasks. Which may be an appropriate solution to this problem?
- Reduce level of effort
  - Develop a training plan
  - Plan quality audits
  - Plan quality inspections
- 
49. What is typical for high-context cultures?
- Technical means for communications can focus on transfer of spoken and written language.
  - Communication is preferred which avoids passing over a great deal of additional information.
  - A message has little meaning without an understanding of the surrounding context.
  - To understand a message, no information on history or personal opinions is needed.

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50. In general, processes of *configuration management* do not include...
- ...identification and documentation of system or item characteristics.
  - ...controlling changes to these characteristics in an integrative fashion.
  - ...documenting and auditing changes and the implementation status.
  - ...assigning responsibilities for change control and documentation.
- 
51. The \_\_\_\_\_ is a document which describes how the project management team will implement the performing organization's quality policy.
- Quality assurance plan
  - Quality management plan
  - Quality commitment
  - Quality audit
- 
52. What do you expect when you are submitting an *invitation for bid* to sellers?
- Offers which will differ significantly in solution approach and price.
  - Offers which are similar enough to allow a selection based on price.
  - Offers which are not primarily written to win against competition.
  - General information on a seller's ability to provide the goods or services.

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53. What is important for *quality auditors*?
- They must be in-house personnel.
  - They must be third-party staff.
  - They must be mandated by the auditee.
  - They must be properly trained.
- 
54. What is best used to calculate the *profit* from an internal project?
- Discounted net revenues from the product over n years minus project costs for internal charges
  - Discounted net savings from the product over n years minus project costs for internal charges
  - The *economic value added (EVA)* to the organization taking into account taxes and capital costs
  - The reduction in *total cost of ownership (TCO)* of the current product compared with its predecessor product

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55. You are running a major project with four sub-projects. Each of the sub-project managers has developed a risk management plan, identified many risks, analyzed them and planned for risk response.

It is now two months later. What should you not do?

- Ensure that they handle all risks to save you from project level risk control.
  - Make sure that the sub project managers monitor their project work for new and changing risks.
  - Make sure that the sub project managers keep track of the identified risks and those on the watch list.
  - Make sure that the sub-project managers monitor trigger conditions for contingency plans.
- 

56. What is true for *statistical sampling*?

- Statistical sampling can be used to verify for each individual item in a lot, whether it can be accepted or must be rejected.
- Attribute sampling means collection of quantitative data showing the level of conformity for each item of a sample.
- Variables sampling includes collection of quantitative data on the degree of conformity for each item of a sample.
- Statistical sampling is commonly used in *quality assurance* to examine if items of a lot conform to quality standards.

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57. Geert Hofstede's cultural dimension of *individualism* refers to...
- ...the degree of dependence relationships between individuals.
  - ...the significance of the person versus that of the group.
  - ...the identification with the gender role of an individual.
  - ...the tolerance for ambiguity or uncertainty in the workplace.
- 
58. What is not true for *change requests*?
- Change requests should always be handled in a controlled and integrative fashion.
  - Change requests surpassing the formal change control processes can lead to *scope creep*.
  - Professionally managed, change requests can help improving a project and resolving emerging problems.
  - Change requests are always a sign of bad planning and should be avoided therefore.

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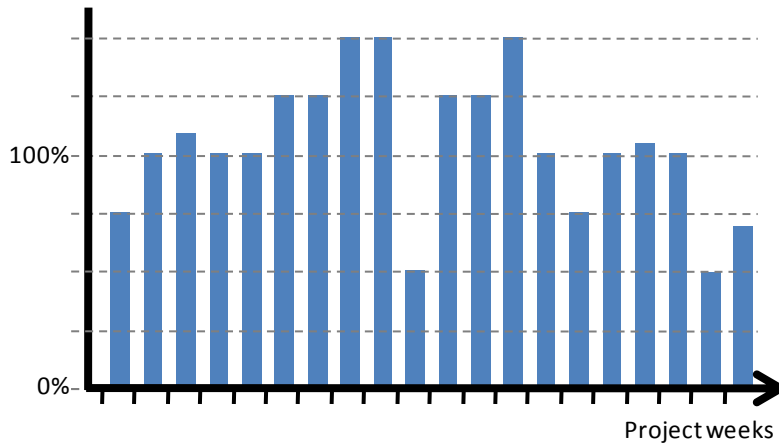
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59. You recently assigned staff members to activities, estimated work and scheduled your project. You then created the following resource histogram for your staff:



What does this diagram tell you?

- The project can probably not be finished as scheduled.
- You may be able to finish the project early by reassigning work.
- You should avoid network logic diagramming for scheduling.
- You may run into problems with dual reporting relationships.

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60. A project manager's PDM network schedule gets audited by a scheduling expert. The expert tells the project manager to focus more on nodes with "path convergence", also known as "sinks". What is he referring to?
- Nodes in a *WBS*, where several branches are brought back together.
  - Nodes in a *conditional network diagram*, at which it becomes deterministic.
  - Nodes in a *decision tree*, showing various branches with the same chance.
  - Nodes in a *network logic diagram* which have multiple predecessors.
- 

61. The members of your project team have been assigned to your project with general availability levels of 50%.

Yesterday, they reported to you that significant variances occurred during project execution. You have noted that the team members have been spending less than 50% of their time working on your project. Your project schedule is about to become heavily delayed, and deadlines are in jeopardy. What should you do?

- Talk to your sponsor and try to get more resources assigned on similar conditions as the existing ones.
- Talk with functional managers. Negotiate clear and written assignments with reliable scheduling priorities.
- Ignore the difficulties, adjust your schedule and negotiate new deadlines according to the slower progress.
- Focus on internal charges. Make sure that your project is not getting charged for more than the actual work.

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62. What is the meaning of the acronym CSOW?
- A *statement of work* that is part of a *contingency plan*; it is commonly linked with *Contingency reserves*.
  - A *statement of work* that has been formally agreed upon by both parties and is therefore part of a *contract*.
  - A *statement of work* that is currently valid; this contrasts with the scope baseline, a formerly valid SOW.
  - A *statement of work* on project level that cumulates statements of work on *cost account* level

63. You monitored figures on cost and planned/earned value for each individual project week until the data date at the end of the sixth week. What is the status of this project at this date?

Project week	Actual costs	Earned value	Planned value
1	\$65,000	\$61,000	\$67,000
2	\$85,000	\$79,000	\$89,000
3	\$100,000	\$102,000	\$110,000
4	\$125,000	\$124,000	\$121,000
5	\$135,000	\$133,000	\$139,000
6	\$125,000	\$120,000	\$131,000

- The project is ahead of schedule and over budget.
- The project is ahead of schedule and under budget.
- The project is behind schedule and over budget.
- The project is behind schedule and under budget.

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64. *Crashing* describes a technique to speed up a project by...
- ...reallocating existing resources or assigning additional resources to the project.
  - ...overlapping activities which were originally planned to be done in sequence.
  - ...reducing the number of features of the product in order to reduce development work.
  - ...reducing the duration estimates for activities to increase the pressure applied to the staff.
- 

65. During *risk identification* sessions, you and your team identified more than 150 risks for your project. You are afraid that evaluating each of these risks quantitatively will cost you an enormous amount of time, while not all of them are really relevant and important enough to justify such a measure. What should you do next?
- Identify *risk triggers* where possible. Analyze only those risks quantitatively for which no trigger could be found.
  - Use *qualitative risk analysis* in order to prioritize risks for further action, such as *quantitative risk analysis*.
  - Assess the probability of each risk qualitatively and further analyze only those risks with high probability.
  - Assess the potential impact of each risk qualitatively and further analyze only those risks with high impact.

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66. During execution of a project, you observe that the performance of some of your team members is dropping, while others are doing a consistently good job. What should you try first to bring the team as a whole back to performance?
- Organize a team meeting and discuss openly the bad performance of the weak team members. Try to find a joint solution during the meeting.
  - Introduce a competitive incentive system with a bonus for the 20% of your team which is performing better than the other 80%.
  - Do not interfere, but give the team some time to organize, and sort the problem out by low-level conflict management.
  - Introduce a system of formal and informal performance appraisals, research causes for bad performance and solicit mutual feedback.
- 

67. Your management announced that they want to put you on a *stretch assignment*. In this situation, you should consider that...
- ...a stretch assignment is going beyond your qualifications right from the start. Whatever your education, knowledge and skills are, you cannot fail personally. Congratulations.
  - ...key stakeholders must have timely and complete information regarding your qualifications to make decisions regarding your suitability for the assignment.
  - ...stretch assignments bear an increased risk of failure, and this is rarely outweighed by the learning and development experience expected to come with the assignment.
  - ...you should avoid the increased hassle coming with the assignment. It will not be enough for you to simply satisfy requirements and achieve objectives. You will have to learn a lot.

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68. Following the cultural approach of the corporation for which you are starting to manage a project, you are guiding your project team through the first life-cycle phase of *conceptualization*. Your next step is to call for a team meeting to let ideas emerge in an unrestricted creative process. What exactly should that look like?
- You write down the ideas of team members and structure them into categories of strengths, weaknesses, opportunities and threats during the session.
  - You creatively gather thoughts and ideas without any discussion or frowning. These ideas are only filtered and structured after the end of the brainstorming session.
  - Your team members wear hats with different colors, each of which stands for a way of thinking. Each member discusses topics from the viewpoint of their thinking.
  - You try to eradicate deviating ideas and concepts of team members during the meeting, so that the entire project team follows your principles.
- 
69. In *configuration management*, which of the following is necessary to maintain the integrity of *baselines*?
- Analyzing variances by comparing baseline information with actual project data.
  - Releasing only approved changes for incorporation into products or services.
  - Ensuring that team members adhere to a code of ethical conduct and behavior.
  - Ensuring transparency across all project management processes and activities.

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70. Which statement describes best the purpose of the *communications management plan*?

- The project management plan is a subsidiary document of the overall communications management plan.
  - The communications management plan describes rules of behavior and respect for communications in cross-cultural teams.
  - The communications management plan describes the information delivery needs including format and level of detail.
  - The communications management plan focuses on the use of communications technologies by the project management team
- 

71. Which is not a point used for *three-point estimation*?

- Optimistic estimate
  - Most likely estimate
  - Budget estimate
  - Pessimistic estimate
- 

72. Which of the following are not common *barriers to project team building*?

- Differing outlooks, priorities, and interests
- Role conflicts
- Excessive team member commitment
- Unclear project objectives/outcomes

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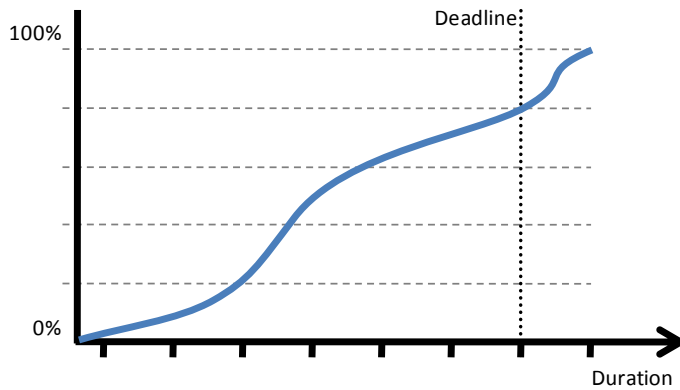
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73. During project planning, you are presented with the following diagram that depicts a cumulative likelihood distribution for the duration of a project:



What kind of conclusion can you draw from the information depicted in it?

- The likeliness that the project will finish exactly at the date marked with "Deadline" is 80%.
- The likeliness that the project team will exceed the date marked with "Deadline" is at 80%.
- If the project team will meet the deadline, project costs will be 80% of the budgeted costs.
- The likeliness that the project team will meet the deadline or will finish earlier is at 80%.

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74. While executing a project, you sense a slightly negative attitude in your team. Which type of document do you now need, among others, to better understand and then be able to improve the situation?

- Project charter
- Team performance assessments
- Cost baseline
- Statement of work

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75. The sales representative of your company recently contacted you. You made some estimates on direct costs for an offer on a firm fixed-price contract. According to company policies, indirect costs (overheads) are to be calculated as a percentage of the direct costs, the sum of both cost types caused him to calculate a far too high price. How should you not react?

- You reduce your direct cost estimates by reducing the amount of work and the rates allocated to them. This allows a reduction of the overhead costs and a lower price.
- Calculating overheads as a percentage of direct costs is just a model to simplify calculations. A more specific analysis of these costs may lead to a more realistic project price.
- Cost estimates are quantitative assessments of the probable costs required to complete project work. These are made by the project team. It is the sales person's job to make the price.
- You make the sales person aware that a reduction of direct costs may reduce the numbers for overhead cost allocation, but will not influence the actual overheads.

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76. A *project charter* is a document that...
- ...describes both the project scope and the product scope at detail level.
  - ...authorizes the project and the use of organizational resources to meet project requirements.
  - ...breaks down the project scope over several steps to describe the project on work package level.
  - ...describes all activities which are necessary to create the project deliverables.
- 

77. You identified a technical risk in your project and assigned a *contingency* for that. Planning contingency reserves is part of which risk response strategy?
- Active risk mitigation
  - Passive risk avoidance
  - Passive risk acceptance
  - Active risk acceptance
- 

78. Which concept of locating team members can help them best to enhance their performance as a team?
- Co-location
  - Cross-functional dispersion
  - Virtual e-teams
  - Global team dispersion

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79. Which statement on *constructive changes* is false?
- Constructive changes are contract changes which are construed from actions taken by either party, not from a change document.
  - Changes in projects under contract are called *constructive changes* if they yield benefits for both parties.
  - Constructive changes are a frequent cause of disputes and claims of one contract party against the other.
  - Field changes* should be meticulously documented to avoid an interpretation as constructive change.
- 
80. You are assigned as a project manager for an internal project. During cost planning and budgeting you discovered that there are peak times of costs during the project and other times when costs are fairly low. What could this mean for the project?
- The fiscal budget mechanism which is used by the performing organization may not allow for cost peaks in your project, and you may have to level out expenditures over time.
  - You can silently create budget contingencies during low-cost periods and re-use them later during those periods when you have to cover peak levels in project costs.
  - You may find another project manager with a project that has a different rhythm of high and low costs. Then, you may be able to move budget during one project's low cost periods to the other project.
  - You are a project manager and work with a lifecycle budget for your project. Fiscal budgets are a matter of the functional organization, and you have generally not to care about them.

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81. You are going to take over a new project as the project manager in an enterprise unknown to you. What should you investigate during the chartering process?
- Enterprise environmental factors
  - Project management plan
  - Project risk register
  - Team performance reports

- 
82. A project was budgeted at \$1,000,000. Meanwhile, the project is executed, and the following current figures have been assessed:

PV: \$500,000  
EV: \$450,000  
AC: \$550,000

Assuming that the *cost variance* was caused by one-time cost drivers, which are no more effective, what *estimate at completion (EaC)* can you derive from these figures?

- \$900,000
- \$1,000,000
- \$1,100,000
- \$1,222,222

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83. An organization is considering various contract types in order to motivate sellers and to ensure preferential treatment. What should they consider before deciding to use an award fee contract?
- Payment of an award fee would be linked to the achievement of objective performance criteria.
  - Any unresolved dispute over the payment of an award fee would be subject to remedy in court.
  - Payment of an award fee would be agreed upon by both the customer and the contractor.
  - Payment of an award fee is decided upon by the customer based on the degree of satisfaction.
- 

84. What is least important when it comes to archiving project records?
- A well-designed records management system
  - Integration of the archive with business software
  - Updated records reflecting final results
  - Easy availability of information for future use
- 

85. \_\_\_\_\_ are not necessarily used to establish the *cost baseline* of a project.
- Schedule activity* or *work package* cost estimates
  - The *work breakdown structure* and *WBS dictionary*
  - The *project schedule* and *resource calendars*
  - The *risk breakdown structure* and the *risk register*

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86. You took over a customer project for your company. From the inputs available, including *contract*, *statement of work* and *project charter*, you have developed a *project management plan*.

You already presented that plan in a meeting with key stakeholders including your project sponsor and some representatives from the customer organization. During the meeting you sensed a high level of dissatisfaction by the customer executives, who signaled that the project might not produce the results that their company had expected. In your understanding, all necessary actions have been planned to meet the customer's requirements.

What should you do next?

- Request a written statement from the customer detailing the requirements which they believe are not addressed by your plan. Use this statement to update the project plan.
- Arrange meetings with the customer to identify their needs, wants and expectations for the project. Then create a narrative *Scope statement* from this information to document the agreed upon project scope.
- Request a formal meeting on top executive level to get the misunderstandings sorted out, then arrange a change request, re-plan your project where necessary and go ahead with the project work.
- Do not over-react. Performed according to your plan, the project will produce a convincing product for the customer. As soon as the executives will see it, they will probably change their opinion and accept it.

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87. A project was assessed and the following *earned value* data have been found:

PV: \$750,000  
EV: \$750,000  
AC: \$900,000

What is the *burn rate* of the project?

- 1.20
- 1.10
- 1.00
- 0.83

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88. What is not true for project deliverables?

- Project deliverables should be identified, described and agreed upon as early in the project as possible.
- Project deliverables may be products, capabilities for services or other kinds of results.
- Once project deliverables have been identified, their description should not be changed any more.
- The acceptance process for deliverables and how rejection will be addressed should be described in the contract.

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89. Your project, run for a customer, is coming to an end. The customer has been contractually granted a three years warranty period for the product of the project. What should you do first?
- Hand all relevant documentation over to the organizational unit responsible for handling the warranty.
  - There is no additional work to be done. The contract should describe all processes in sufficient detail.
  - Changes on the product can affect warranty clauses. Ensure that these clauses are aligned with the final specifications.
  - According to many legislations, you cannot formally close a project before the end of the warranty period.
- 

90. Being the project manager in a high-risk electronics project with a lot of new technologies, you developed a *risk management plan* and identified risks which you documented in a *risk register*. Then, the risks were analyzed and response was planned.

During *risk control* meetings, it gets obvious that the documents you created are not very helpful. What have you probably done wrong?

- You failed to use an *RBS*.
- You did the first processes alone.
- You did not identify *Triggers*.
- You did not calculate *EMVs*.

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91. Which is generally not regarded as one of the three categories of culture that managers should master?
- National culture
  - Organizational culture
  - Project culture
  - Functional culture
- 
92. Post-mortem analysis after scheduled finish date of a project shows a CPI of 0.8 and an SPI of 1.25. What is a plausible explanation for that?
- The project was terminated early. At that time, it was over budget and ahead of schedule.
  - The project has produced additional deliverables which were originally not required.
  - The project has evidently been finished under budget and behind of schedule.
  - The project has evidently been finished over budget and ahead of schedule.

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93. Some colleagues told you that they are planning, executing, monitoring and controlling a project by use of milestones only with durations between 1 and 4 weeks. What do you think?
- The approach is erroneous. A milestone is a significant point with zero duration to highlight achievements.
  - It is a good approach as long as the milestones reflect fixed or imposed dates during the project lifecycle only.
  - It is a good approach if the milestones are used for reviews between consecutive project phases only.
  - It is a good approach because it saves from progress measurement on activities and work packages.
- 

94. Together with your team, you applied three-point estimation on a *critical path* which consists of two activities.

The following duration uncertainties are all calculated assuming a  $\pm 3\sigma$  confidence interval.

The duration uncertainty—defined as pessimistic minus optimistic estimate—of the first activity is 18 days; the second estimate has an uncertainty of 24 days. Applying the *PERT* formula for paths, what is the duration uncertainty of the entire path?

- 21 days
- 30 days
- 42 days
- No statement is possible from the information given.

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95. You are just leaving a meeting during which you have been assigned as the manager of a project to build a sub-station that is part of a major electric power distribution system. The decision to run the project has been made before your assignment and without your involvement. Some basic decisions on deliverables, staffing, budgeting and on the completion date have already been made as well. What should you do first?
- Obtain a *project charter* which links the project to the strategy and ongoing work of the organization and documents the initial decisions.
  - Create a *project schedule* for your project which shows all major milestones and deadlines linked with them. Then try to obtain approval for the schedule.
  - Start developing a detailed *risk register* which includes identified risks with their qualitative and quantitative assessments and a response plan.
  - Start the *quality assurance* process by developing test procedures for the final deliverable and defining metrics against which the tests will be performed.

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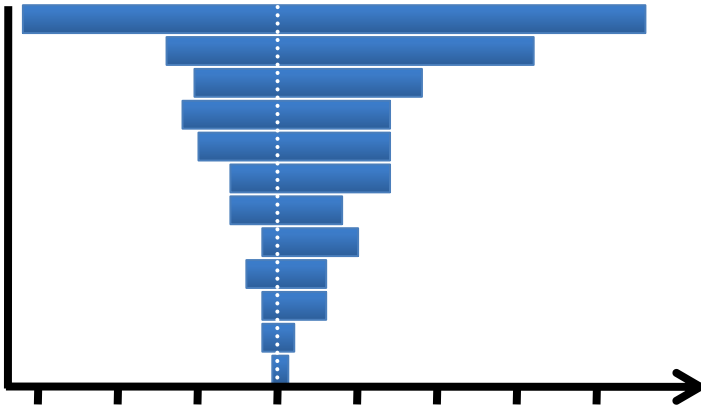
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96. What is the purpose of the following diagram?



- Describing the influence of extreme weather conditions on progress and on the achievement of project objectives.
- Comparing the relative importance of variables that have a high degree of uncertainty with those that are more stable.
- Evaluating team performance and identifying team members with low productivity and work effectiveness.
- Evaluating the degree to which project work and deliverables conform to the expectations of key stakeholders.

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97. Which is not a goal in both *project management* and *quality management*?

- Prevention over inspection
- Customer satisfaction
- Management responsibility
- Triple constraint

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98. You created a *baseline* of your *system configuration* and added several changes to that as amendments. Meanwhile you are afraid that the big number of *Deltas* may cause inconsistencies and make you unable to understand the current system configuration. What should you do?

- Proclaim a *design freeze*.
  - Go on with amendments.
  - Revise the baseline.
  - Create an entirely new configuration.
- 

99. A request, demand or assertion of a contract partner for consideration, compensation or payment under a legally binding contract, such as a disputed change, is often referred to as a\_\_\_\_\_.

- Claim
  - Trial
  - Refinement
  - Audit
- 

100. Projects may be initiated by all of the following except\_\_\_\_\_.

- the project team
- a sponsor
- a PMO
- a portfolio review board

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101. During *planning* processes, you used *Monte Carlo simulation* to quantitatively assess cost and schedule risks of your project. During *risk control*, you repeat the technique, and it leads to different results. What should not be the reason for that?
- Some assumptions during planning have meanwhile become fact-based knowledge, so that the risks related to them have vanished or have become certain problems.
  - New risks may have been identified. These influence the input data used for Monte Carlo simulation in a way which was not predictable at the time when the simulation was run.
  - Some constraints have been identified originally, but their influence on the project was unclear when the simulation was run for the first time. By now, the team understands these constraints much better and has been able to adjust the simulation.
  - Some dummy activities in the network logic have an element of uncertainty, which gets bigger over time. While the project proceeds, it gets even harder to predict how the team members assigned to them will perform.
- 

102. As a project manager you can assign any one of two team members to a highly coveted task. Both are equally capable, but one of them is a member of your in-group. To the other one, you have far more distance.

How should you behave?

- You disclose the situation to stakeholders and solicit a joint decision.
- You take the person not in your in-group to avoid misunderstandings.
- Chose the in-group person. The trustful relation will benefit the project.
- You delegate the decision to a third team member to avoid the conflict.

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103. You need a batch of 100 identical valves which will be custom made for your project to build a food processing plant. There is a risk of deterioration of victuals during processing; therefore you placed requirements on the quality of the raw materials for the valves, which will make production very costly.

Unfortunately, in order to test the valves against these requirements, you would have to destroy them. And you have no experience with the vendors at all. What should you do?

- Do 0% inspection. You have to trust the selected supplier that they will use the materials according to your specification.
- Negotiate a contract over more than 100 items and perform acceptance sampling for the surplus of the batch on delivery.
- Require the seller to supply the valves together with appropriate certificates from their raw materials suppliers.
- Do 100% inspection on delivery to your premises, then order another batch of 100 valves.

---

104. Which statement is false? Progressive elaboration of project scope...

- ...is a characteristic of projects that accompanies the concepts of temporary and unique.
- ... means developing in steps. It not should be confused with scope creep.
- ...signals a weak spot in the scope definition process, caused by incomplete contracts and specifications.
- ...when properly managed, integrates elaboration of project and deliverable specifications.

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105. You are managing an internationally dispersed project team. The members of your team have different cultural backgrounds and primary languages, but all are educated and able to communicate eloquently in English. You should nevertheless bear in mind that...

- ...there are cultural differences. You should write one *code of conduct* for each nationality. You should then limit access to these codes.
- ...you may have to accept that team members from one country may not be prepared to work with colleagues from certain other countries.
- ...spoken communications can cause misunderstandings you may not find in written communications. These may be hard to identify.
- ...certain groups will be happy to stay awake over night to join telephone and video conferences during other members' working time.

---

106. When finishing a project, which factors that influence customer satisfaction the most should you be aware of?

- Attractive price of the project and low running costs of the product
- Friendly project manager and effective after-project service
- Efficiency of the project and skills of the project manager
- Conformance to requirements of the project and fitness for use of the deliverables

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107. When identifying the basis of the business need for a project all of the following can be considered except\_\_\_\_,
- regular plant maintenance
  - market demands
  - technological advances
  - legal requirements
- 

108. Your project exceeded costs in the past caused by an underestimation of resource costs in the cost baseline:

PV: \$1,200,000, EV: \$1,000,000, AC: \$1,200,000

You expect the underestimation to influence the future as much as it did in the past.

If the value of the remaining work ( $BAC - EV$ ) is at \$1,000,000, what should be your new *EAC* (*estimate at completion*)?

- \$1,800,000
- \$2,000,000
- \$2,200,000
- \$2,400,000

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109. What is true for the process of *scope validation*?

- Insufficient documentation is not a reason to reject deliverables, as long as in all other respects they are built according to specifications agreed upon.
- The project team members must achieve acceptance of the deliverables. This process is coordinated and documented by the project management team.
- It is the project management team's responsibility to obtain stakeholder's formal acceptance of the completed project scope and deliverables.
- Formal acceptance will finally reconcile all inconsistencies among deliverables and documents that were caused by bad change control and scope creep.

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110. You finished your project for a customer to implement a business software solution. All deliverables have been handed over and are already in use by the company. There is a minor last payment to be made by the customer on contract closure. You believe that it is now getting time to finally close the contract with the customer and then administratively close down the project.

You approached the customer this morning and found that they are reluctant to finally close the contract. But you do not exactly understand why. What should you not do?

- Update all documents related to the project and the product so that they reflect the final specifications and the status of both the project and the product. Organize them in a fashion for easy access.
- Focus on your next project and leave the customer the time to get familiar with the software. They will come back to you anyway after some weeks to terminate the contract and make the last payment.
- Based on the contract and all documents which are relevant for the formal relationship with the customer, write a close-out report describing what was contractually required and what was obtained.
- Make sure that there are no active purchase orders against the contract or any other pending obligations, requests or claims from either party which need to be resolved. Then insist on formal contract closure.

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111. At the end of an internal project, you find several key stakeholders including the sponsor reluctant to finally accept all deliverables and then close the project. What should not be your next step in this situation?

- Identify any open issues and get them solved. Then be firm on formal closure.
  - Formally close the project. Stakeholders will find a way by themselves to sort things out.
  - Identify and openly discuss personal rationales underlying the reluctance.
  - Invite earnest feedback from all sides and try to identify misunderstandings.
- 

112. A project manager reported the following *earned value* data:

PV: \$12,400,000  
EV: \$14,500,000  
AC: \$14,500,000

What does this mean?

- The project is over budget and on schedule.
- The project is under budget and on schedule.
- The project is on budget, but behind schedule.
- The project is on budget and ahead of schedule.

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113. Your project had a cost overrun in the past and you tried to obtain funding on top of the original *budget at completion (BAC)*. Management has told you that they cannot make additional funding available. You have to increase cost performance so that the project will be finished with costs not exceeding the original BAC. Which metric describes the future performance to meet this objective?

- TCPI calculated as  $BAC / CPI$
  - TCPI calculated as  $(BAC - EV) / (EAC - AC)$
  - TCPI calculated as  $(BAC - EV) / (BAC - AC)$
  - TCPI cannot be calculated in this situation.
- 

114. When running a project as a project manager, what should you focus on during the *executing processes*?

- Doing project work
  - Coordinating people and resources
  - Ensuring accountability for errors
  - Avoid third-party influence
- 

115. A review of your project team member's most recent performance reports shows a major drop in output. Which is the best approach to raise team productivity in a project?

- Increase the frequency of team review meetings and status reports.
- Increase the pressure on each team member to adhere to deadlines.
- Post a special reward for the best performing team member.
- Improve feelings of trust and cohesiveness among team members.

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116. A project customer and a contractor agreed on regular *quality audits* during execution by a third party audit team, which is working on an assignment for the customer.

What should the contractor have prepared for the audits?

- Work results
  - Measurements and test results
  - Quality documentation
  - Contract-related correspondence
- 

117. While planning a project, you are defining activities. Which of the following is not a result of that process?

- Activity list
  - Work breakdown structure
  - Activity attributes
  - Milestone list
- 

118. What should you focus on when managing the stakeholders of your project?

- Ensure the order of phases.
- Address issues.
- Identify the stakeholders.
- Ensure stakeholder value.

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119. What should not be your thoughts when you are organizing documents as *lessons learned*?

- Devise the lessons learned documentation in a wording which is easy to understand for a reader who is not familiar with the project.
  - Lessons learned must detail how certain groups or persons caused failures and delays, especially if they are inside the own organization.
  - Writing lessons learned should be an exercise enhancing your personal learning experience. Make sure you grasp what you are writing down.
  - Keep lessons learned documents at a place where they are easy to access and to retrieve for those who may later need the information.
- 

120. You are identifying key stakeholders for your project. Which of the following is not included in any case?

- Project manager and project team
  - Customer and users
  - Sponsor
  - Media representatives
- 

121. \_\_\_\_\_ is normally not a method of *RoI* (*return on investment*) analysis.

- Net present value projection
- Sunk cost analysis
- Simple payback calculation
- Internal rate of return

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122. What is the most important benefit of a *360 degree review*?

- The reviewed person will regard the assessment process as fair and developmental.
  - Assessments from different perspectives leave no weak spot of a person unaddressed.
  - Managers will be assessed by their subordinates, enforcing a more participative style.
  - One can use a simple standard questionnaire to gather data from the reviewers.
- 

123. You are using a *phase gate* approach for your project. What do you need to consider?

- The order of phases must be strictly consecutive without overlapping in order to allow for gates.
- Gates are often called kill points, when they are used to eliminate weak team members.
- Phase gates are often used to verify entry criteria of a previous phase and exit criteria of the next one.
- Approaching phase gates early is a common signal that project planning has been poor.

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124. *Post mortem earned value analysis* of a project showed the following data:

SPI: 0.78

CPI: 1.00

What is this telling you?

- The entire work of the project has been finished behind schedule and on budget.
- The entire work of the project has been finished ahead of schedule and on budget.
- The project has been terminated before completion. At that time it was behind schedule and on budget
- The project has been terminated before completion. At that time it was ahead of schedule and on budget.

---

125. A project has undergone a major *scope change*, which increased cost and work levels. What does this mean for *earned value* data?

- The cost baseline will be updated and the new baseline will be the basis for future earned value analysis.
- As baselines should generally not be adjusted, the project is due to exceed its budget from now on.
- There are several reasons to change a baseline, but not scope changes. The project will exceed its budget.
- Earned value analysis becomes useless after a scope change, the technique should not be used any more.

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126. Which statement describes best the meaning of *leadership*?
- Ensuring predictability in an uncertain environment
  - Sustaining an ongoing business over a long period of time
  - Adhering to publicized standards and procedures
  - Developing a vision and strategy and motivating people
- 

127. As a project manager, you must demonstrate transparency regarding...
- ...confidential information.
  - ...proprietary information.
  - ...distribution of unproven information and gossip.
  - ...your decision-making processes.
- 

128. Who should always issue the *project charter*?
- A person internal to the project organization
  - A project initiator or sponsor
  - A low-level manager of the performing organization
  - A high-level manager of the performing organization

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129. You are performing quality control on your project. How can a *process flow chart* help you?

- It may help identify outliers.
  - It may help understand the COQ in a process.
  - It may help spot accountable staff.
  - It may help react later.
- 

130. A difference between a *statement of work* and a *scope statement* is:

- The statement of work is prepared by the customer while the scope statement is developed by the project management team.
  - The statement of work focuses on physical or technical matters, while the project scope statement focuses on a functional view.
  - The project scope statement is in most projects developed before the statement of work is written.
  - A project scope statement can become a contract document; a statement of work cannot.
- 

131. You are the manager of a project for a company that is known to make heavy use of *extrinsic motivators* in order to boost morale and team performance. What does that mean? The motivators used...

- ...are tailored to the needs of individual team members.
- ...are incentives such as rewards, gifts, or money.
- ...are derived from within individual team members.
- ...include the improvement of hygiene factors of the work environment.

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132. You are currently finishing a project under contract to develop and build some machining equipment for a customer. Your organization took over the obligation to solve certain problems if they come up during a contractual *warranty period* of one year after *start of production*.

What do you not have to consider during the warranty period?

- Parts which were marked as-is must be held available for free replacement in case of failure.
- Incoming problems reported to the team must be handled immediately and with high priority.
- Some team members must be held available during the warranty period in case that they have to solve problems.
- At the end of the warranty period, the responsibility for the equipment will be turned over to the customer

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133. When should a *time and material contract* with a contractor be chosen instead of a *fixed price contract*?

- When cost risks for the customer should be limited but not schedule risks.
- When project scope includes the progressive elaboration of the scope of deliverables.
- When subcontractors are being used and the customer will reimburse their invoices.
- When only a limited amount of money can be made available to fund the project.

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134. You are the manager of a major project to develop a system of barriers to prevent a seaside city from flooding. Together with your team you created a *code of conduct* stating that the *change control board* must be immediately notified of gifts when the value exceeds \$90. The same applies to invitations when the value exceeds \$150.

Today, a contractor executive sent you an invitation for a night at an opera with a value of \$95. It is a one-time event and you tried to obtain tickets by yourself without success. The person told you that he would so much wish to join you, but he will not be available on that day, and he could get hold of only one ticket anyway.

What do you have to do?

- You are allowed to accept invitations with a value of up to \$150, so there should be no problem.
- One may regard the ticket as a gift, but it is just at the limit: You do not have to notify the CCB.
- The ticket is a gift and over of the limit. You have to notify the CCB who will make the decision.
- You are the project manager. The rules are in place to strengthen your position. They do not apply to you.

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135. What is not a major benefit of co-locating team members from different cultures in one place instead of having a team dispersed over many countries?

- Short distance to the customer markets
- Reduced burden from travelling and international meetings
- Enhanced communications and a sense of community
- Identical working hours without time zone difference

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136. You are running a project to develop the production process for a future electronic component. Evaluating some first test batches, you found out that the precision is generally very good, but that you have some irregular outliers in a completely unpredictable pattern. What should you do?

- Ignore the outliers; they are not relevant as long as the yield from the production is sufficiently high.
- Try to increase the accuracy of the process by adjustments, thus reducing the number of outliers.
- Inform the designated production manager of your observations and ask him to take care after handover.
- Research outliers, they may give you important insights into problems which may trouble later production.

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137. As a leader, how should you deem *ethical conduct*?

- You should ensure ethical conduct throughout the team by use of means including recognition and awards and in tight cooperation with the team members' line managers.
- Ethical conduct is all right as long as it does not impact the achievement of objectives and does not damage the performing organization's immediate options for profits.
- You are the role model for the team. Your personal integrity demonstrates the desired skills, behavior, and attitudes whose adoption may benefit team members.
- There are often dilemma situations in business. Then you may have to suspend your integrity and do what is appropriate. There may be long term negative effects, but these are not your responsibility

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138. You have recently been named as the manager of a new project under contract. The sponsor of the project gave you the contract signed by the customer and a *statement of work*. He asked you to go on with initiation. Which document should you develop next?

- Project management plan
  - Milestone schedule
  - Project charter
  - Scope statement
- 

139. You are defining evaluation criteria for your project. The procurement item is readily available from a number of acceptable sellers. Which criterion can you focus on in such a situation?

- Seller's management approach
  - Price offered by the seller
  - Seller's financial capacity
  - Understanding of your need
- 

140. When is *passive risk acceptance* an appropriate approach?

- When the likeliness of risk occurrence is very low.
- When the risk occurrence is hard to identify.
- When it is best to deal with a risk as it occurs.
- When the risk cannot be assessed or analyzed.

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141. You are running a project to engineer and implement a set of business processes and a software solution for *customer relationship management*. The project involves a big number of performing organizations—a major corporation and many suppliers of different sizes.

During the project you observed a restraining effect of differences between the companies' corporate cultures. This leads to different expectations on how such a project should be handled and to frequent misunderstandings between stakeholders. Another effect is a growing degree of distrust and skepticism.

What should you try first to integrate the diverse stakeholder groups?

- Focus on project work. As a project manager you should not get distracted by big egos.
- Let the problems grow further until they are obvious for all. Then escalate them.
- Develop a joint quality policy for the project and seek commitment by all organizations.
- Analyze probability and impact of the risks linked with the situation and plan how to respond to them.

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142. During execution of your project you have observed that a team member is getting isolated by other team members. Which is a wrong approach in such a situation?
- The interpersonal relationships between team members are their private issue. You should not interfere.
  - You should apply team building measures to improve the team's effectiveness.
  - You should try to get feedback from the isolated team member to understand the situation.
  - You should try to get feedback from the other team members to understand the situation.
- 

143. In an organization, project managers report directly to the head of a *project management office (PMO)*. In this case, which statement is probably not true?
- The head of the project management office can strengthen the matrix as a manager of project managers.
  - The project management office will actually be responsible for direct management of the projects.
  - Projects will be run by the functional organization and project managers expedite change control.
  - It will be easier for the PMO to ensure that the organizational process assets provided are used.

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144. What is the *five whys* method used for?

- Root cause analysis
  - Identification of random causes
  - Identification of special causes
  - Identification of causes of conflicts
- 

145. The use of scarce resources must be decided upon with functional managers before it causes delays in your project. Which is probably your most important skill right now?

- Planning
  - Negotiating
  - Facilitating
  - Documenting
- 

146. Which question is not appropriate for a weighting system to evaluate seller's performance according to weighted criteria?

- What is the yearly investment in development of personnel per year and employee?
- How many reference customers have been verified by the seller in the specific field?
- What financial status and reputation in the market place could be assessed?
- Has a CV of the prospective project manager been sent with the proposal?

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Which is not an example of a correctly handled *contract closure procedure*?

- Early termination of a contract because of a repudiatory breach
  - Settling and finally closing the contract agreement
  - Product verification by stakeholders and administrative closure
  - Early termination of a contract because of an immaterial breach
- 

148. You gathered a lot of knowledge on project management in your business life. What is an appropriate use for that?

- Share your knowledge with the professional community in form of books, articles, lectures, seminars etc.
  - It is your knowledge, and it has a high market value. You may consider it your intellectual property, which you keep secret.
  - There are better project managers somewhere in this world. They should help developing the professional community.
  - Your job is managing projects for your customers. You should not worry about other project managers.
- 

149. Respect is...

- ...a duty to show a high regard for oneself, others, and the resources entrusted.
- ...a limitation to trust, confidence and performance excellence through cooperation.
- ...accepting a level of information which may lead to disrespectful behavior.
- ...limited to respecting the physical and intellectual property rights of others.

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150. During a post-mortem meeting, discussion arises about who has to take responsibility for some major failures. It has become obvious that the attendees of the meeting will not come to a jointly accepted conclusion.

What is not an appropriate strategy for such a situation?

- Separate the people from the problem
  - Focus on interests, not positions
  - Insist on objective criteria and standards
  - Suspend the discussion and schedule another meeting
- 

151. Understanding cultural key similarities and differences is especially important for...

- ...globally dispersed, cross-cultural and virtual teams.
- ...culturally homogeneous, co-located teams.
- ...project sub-teams and work cells.
- ...teams under high budget and schedule pressure.

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152. Your project team is on its way to finish work on the project, while you have the impression that a staff member is already negotiating the next assignment in another project. You are afraid that the person may come under pressure to start working on the other job before she has finished her work for your project. Her task is very complex, and it would be hard for someone else to take up the partial results and finish them.

What action is most likely to resolve the situation?

- Have a private meeting with the person and discuss your observations. Make the person aware of the contract and of the legal consequences of unfinished work.
- Have a meeting with the entire team and discuss the person's expected early leave. Use team dynamics to buy in the commitment from the person to finish work orderly.
- Use your network of project managers to find another assignment for the person which allows for smooth transition and does not conflict with your needs.
- Ignore your observations and let the team member do her job. It is quite uncommon that staff drops work for a project before it is completely finished.

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153. When control charts are used, *outliers* are...

- ...singular measurements outside the bandwidth between an upper and lower control limit.
- ...a typical result of a rare random cause which is difficult to replicate and to verify.
- ...insignificant results, often measurement errors, the causes of which should not be further investigated.
- ...measurements inconsistent with a run of 7 results over or under a mean value.

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154. You are running a project which was budgeted based on some *rough order of magnitude (ROM)* estimates with a precision of -50% /+100%. Meanwhile, with new estimates made on detail level and some work already finished, you found out that these estimates were consistently too low and the budget will not be sufficient to successfully run and finish the project. What should you do?
- You shouldn't worry too much, It is quite normal that early estimates are too optimistic, later estimates are too pessimistic and the project costs will finally settle somewhere in between. So relax!
  - Bring the issue to your sponsor and discuss how this should be handled. Together with the sponsor adhere to the guidelines which describe how budgets will be reviewed and refined.
  - Try to reduce scope or quality in areas where it cannot create difficulties for you and the team. Finally, it is not your responsibility that an insufficient budget has been created for the project.
  - Find a contractor who can run the project for you. Set the budget as a price limit during the bidding process and accept only *firm fixed price (FFP)* offers which do not exceed this price.
- 

155. Which is typically not specified in a document referred to as *activity attributes*?
- The person executing the work in a schedule activity
  - Schedule activity identifiers, codes and descriptions
  - Schedule activity predecessors and successors
  - The cost baseline assigned to the schedule activity

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156. In a country with high level of violence in public, a local police officer requires a private money transfer to ensure the safety of your team. How do you react?
- You regard this as bribery or at least as palm greasing and do not pay.
  - You do not pay, but follow the chain of command and solicit a decision.
  - You regard it as a facilitation payment and pay the person.
  - You regard the situation as a gray area and pay through an agent.
- 

157. Which is not a type of project review meeting?

- Team review meetings
  - Project status meetings
  - Executive management review meetings
  - Customer review meetings
- 

158. You are performing *integrated change control*. Which of the following will not be part of what you do?

- Reviewing and approving *change requests*
- Maintaining the integrity of *baselines*
- Performing *milestone trend analysis (MTA)*
- Documenting the allover impact of *requested changes*

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159. You are project manager for a strategic project with a multi-million dollars value assigned by a company that is listed at a US stock exchange.

Recent *Earned Value Analysis* after app. 25% completion told you that your project has a CPI of 0.76. What should you do right now?

- The variance is a signal of a sound project which is well under budget. There is no need for action.
- A project that much under budget may be a problem for negotiating future budgets. Try to spend money somewhere else.
- You should immediately inform your management, which should then assess whether this CPI constitutes a material financial issue.
- It is still early in the project and data are yet inaccurate. Wait a while and allow numbers from the project to stabilize.

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160. A management point in a *work breakdown structure (WBS)* used to consolidate and process work package data and forward the results to the project manager is called

- Control account
- Chart of accounts
- Control limit
- Account limit

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161. In project management, *work authorization* is normally not...

- ...a permission written by the project manager to begin work on a specific activity.
  - ...a permission written by the project manager to begin work on a specific work package.
  - ...a written direction used by a project manager to ensure work is done properly and correctly.
  - ...a document issued by a sponsor authorizing the project manager to apply resources to project activities.
- 

162. When you *perform quality assurance* in your project, which technique could you typically use?

- Code review
  - Quality audit
  - Inspection
  - Scope verification
- 

163. The \_\_\_\_\_ can be used to assess outlays and funding requirements.

- Cost assignment matrix
- Cost baseline
- Cost variance analysis
- Control account plan

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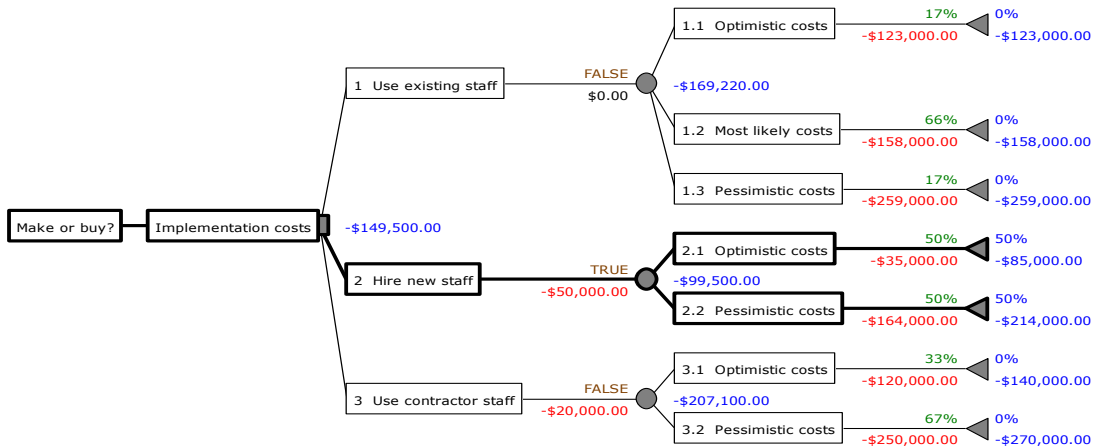
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164. Which technique has been applied to develop the following diagram?



- Decision tree
- P/I matrix
- Strategic scoring
- Risk breakdown structure

165. Your organization has the choice between several internal projects it could run. In order to select projects, the organization assessed their strategic importance, investment requirements, and expected cash inflow from the projects' products, services and results. What should the organization assess in addition?

- The probability of changes to strategic goals.
- The frequency of changes to strategic goals.
- The assessments done should be sufficient.
- The probability of the expected cash inflows.

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166. Which of the following is not a forecasting method?

- Scenario building
  - Simulation
  - Time series method
  - Variance analysis
- 

167. Processes of configuration management commonly include all of the following except:

- Configuration identification
  - Configuration status accounting
  - Configuration chartering
  - Configuration audit
- 

168. A project manager tracks the work of team members using a network logic diagram. Which effect will the presence of an actual finish date have on the calculation of float for the finished activity?

- Finished activities have only float left when they have been completed on schedule.
- Calculating free float and total float is generally not reasonable for finished activities.
- When an activity has been finished, total float gets often converted to become free float.
- When an activity has been finished, float gets often converted to become slack.

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169. Your project work has generally been finished and you want to commence a solid closing process for the project. What must have been attained to begin this process?
- The deliverables of the project must have been accepted.
  - The *organizational process assets* must have been updated.
  - The final product, service or result transition must have been finished.
  - Lessons learned* must have been organized into a data base.
- 

170. The *situational leadership model* as defined by Paul Hersey and Ken Blanchard consists of the stages\_\_\_\_\_.
- Must-be requirements, one-dimensional requirements, attractive requirements
  - Telling, selling, participating, delegating
  - Direct style, instrumental style, relational style
  - Acquisition stage, learning stage, performance stage, exhaustion stage
- 

171. A *Pareto chart* helps focusing on...
- ...causes which create a repeating and often seasonal pattern of problems.
  - ...the minority of causes, which create the majority of problems and defects.
  - ...special causes of process variations which should be investigated to avoid type 1 errors.
  - ...the standard deviation of process variation which should not be investigated.

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172. When should the *project schedule* be developed?

- As early into the project as possible. A committed schedule should be there before any initiating or planning processes are applied for the project.
- During initiating. The definite project schedule should be developed concurrently with the *project contract* (if applicable) and the *project charter*.
- Scheduling should be avoided. Agile approaches with a backlog and a weekly to 4-weekly meeting cycle are sufficient for modern project management.
- When most planning processes from time, scope, and procurement management have been finished. These will then be iterated when necessary.

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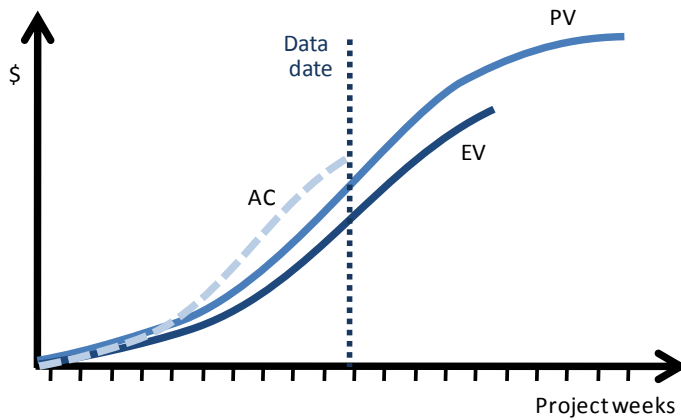
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173. What is wrong in this diagram?



- The data date must be accurately between weeks.
- AC cannot be higher than PV when EV is lower.
- EV cannot be assessed beyond the data date.
- PV cannot be assessed beyond the data date.

174. What is the purpose of *control limits*?

- Identifying "rule of seven" patterns in control charts.
- Increasing process quality from  $3\sigma$  to  $6\sigma$ .
- Specifying the range of acceptable results.
- Identifying whether the process is in control or not.

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175. What is not the main purpose of a final *project report*?

- Preparing acceptance of the final product, service or result.
- Making stakeholders aware that the project has been closed out.
- Acknowledging what has been done and achieved by all contributors.
- If a project has been cancelled before completion: Explaining the causes.

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## Answers and References

- Notes:
1. The real PMP® exam has one or more references to verify the correctness for each item<sup>4</sup>. This prep document follows this approach.
  2. *PMBOK® Guide* page numbers given on the following pages refer to the *PMBOK® Guide* pagination at the bottom of the page.

They may differ from the *Acrobat* pagination in the PDF versions of the document.

3. There are two *PMBOK® Guide* 4<sup>th</sup> Edition versions distributed by PMI with different paginations.

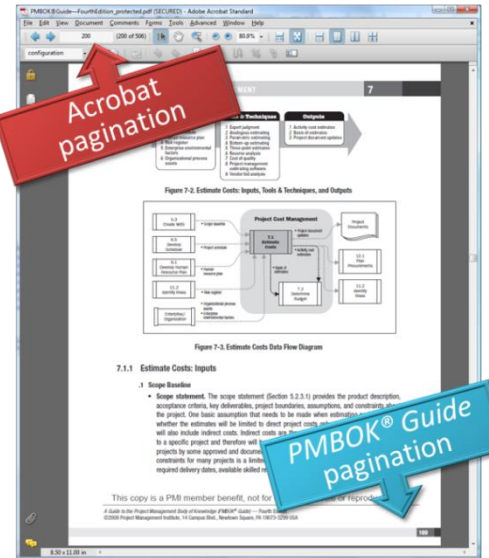
If your copy has page 381 titled "Appendix C", please deduct "8" from all page references beyond 381, e.g. go to page 400, when the reference says 408.

This document references to the version with page 381 titled "*PMBOK® Guide* – Third Edition Project leadership team".

4. References given on the following pages to <http://pmi.books24x7.com> and <http://www.pmi.org/PDF/Members/Standards> are accessible for PMI® members only. Access is free.

To check these references, non-members would have to buy these books, which are available in most book stores.

Or obtain membership.




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<sup>4</sup> Item: Question with 4 answering options

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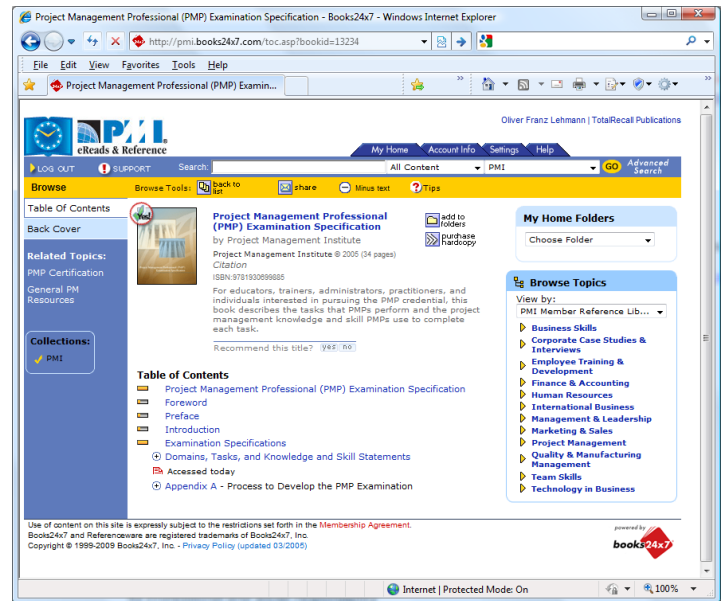
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5. The “Performance Domains” (Initiating, Planning etc.) for each item on the following pages refer to the *PMP® Examination Content Outline* ([http://www.pmi.org/~media/PDF/Certifications/PMP%20Examination%20Content%20Outline\\_2010.ashx](http://www.pmi.org/~media/PDF/Certifications/PMP%20Examination%20Content%20Outline_2010.ashx)).

The position of certain topics may be different from their place in the *PMBOK® Guide*.

Example: *Forecasting* is found in

- *PMP® Examination Content Outline:*  
Planning
- *PMBOK® Guide:*  
Monitoring and controlling



1 *Executing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 518.

2 *Initiating*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 66.

3 *Executing*

**Answer: 2**

Reference: *Sponsoring a Project* by Paula K. Martin,  
[pmi.books24x7.com/viewer.asp?bookid=12615&chunkid=514195683](http://pmi.books24x7.com/viewer.asp?bookid=12615&chunkid=514195683).

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4 Initiating

**Answer: 4**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 616,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=978#978](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=978#978):

Discount rate: 10%

	Year	Cash inflow, present values	Cash inflow, future values
Investment	0	-1,000,000	-1,000,000
Revenues	1	250,000	227,273
	2	420,000	347,107
	3	420,000	315,552
Revenues (3y)		1,090,000	889,932
Net revenues (3y)		90,000	<b>-110,068</b>

*Net present value*

5 Executing

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 158.

6 Planning

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 296.

7 Project life cycle and organization

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 20.

8 Planning

**Answer: 4**

Reference: *Project Management JumpStart* by Kim Heldman, page 47,  
[pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=0419956291&rowid=113](http://pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=0419956291&rowid=113).

9 Monitoring and controlling

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 228 (second paragraph).

10 Executing

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 214.

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11 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 134-135.

12 *Planning*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 94.

13 *Executing*

**Answer: 2**

Reference: *Project Management JumpStart* by Kim Heldman, page 214,  
[pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=0166859180&rowid=508](http://pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=0166859180&rowid=508).

14 *Initiating*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 544.

15 *Executing*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 282.

16 *Planning*

**Answer: 2**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, page 327, 333, and 354.

17 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 94.

18 *Planning*

**Answer: 4**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10<sup>th</sup> edition, page 240, 3<sup>rd</sup> bullet in the list of communication styles,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=368#368](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=368#368).

19 *Initiating*

**Answer: 1**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 321 and 426.

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20 Executing

**Answer: 3**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 850,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=1360#1360](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=1360#1360).

21 Monitoring and controlling

**Answer: 3**

References: *PMBOK® Guide 5th Edition*, page 417;  
Diane Arthur, *Successful Interviewing*, page 154,  
[pmi.books24x7.com/viewer.asp?bookid=1874&chunkid=0719493349&rowid=322](http://pmi.books24x7.com/viewer.asp?bookid=1874&chunkid=0719493349&rowid=322).

22 Initiating

**Answer: 3**

Reference: *PMBOK® Guide 5th Edition*, pages 71 and 72 (outputs of process *Develop project charter*).

23 Planning

**Answer: 2**

Reference: *PMBOK® Guide 5th Edition*, page 132.

24 Executing

**Answer: 1**

Reference: *PMBOK® Guide 5th Edition*, page 375

25 Professional and social responsibility

**Answer: 4**

Reference: *PMBOK® Guide 5th Edition*, page 277.

26 Executing

**Answer: 3**

Reference: *PMBOK® Guide 5th Edition*, page 276.

27 Initiating

**Answer: 3**

References: *PMBOK® Guide 5th Edition*, pages 255 and 277 (9.2.3.4).

28 Planning

**Answer: 1**

Reference: *PMBOK® Guide 5th Edition*, page 31.

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29 *Initiating*

**Answer: 3**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 65,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=118#118](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=118#118).

30 *Planning*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 178.

31 *Monitoring and controlling*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 252.

32 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 235 (figure 8-5).

33 *Executing*

**Answer: 1**

Reference: *The Human Aspects of Project Management: Managing the Project Team* by Vijay K. Verma, Volume Three, page 70,  
[pmi.books24x7.com/viewer.asp?bookid=3028&chunkid=489211702](http://pmi.books24x7.com/viewer.asp?bookid=3028&chunkid=489211702).

34 *Monitoring and controlling*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 216-219.

35 *Executing*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 312 (11.6.3.2).

36 *Planning*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 72.

37 *Planning*

**Answer: 2**

Reference: *Management JumpStart* by Kim Heldman, page 78,  
[pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=113181901](http://pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=113181901).

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38 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 47.

39 *Planning*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 123.

40 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 212-213.

41 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 567.

42 *Initiating*

**Answer: 2**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 603,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=958#958](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=958#958).

43 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 373.

44 *Monitoring and controlling*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 237.

45 *Monitoring and controlling*

**Answer: 1**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 57, 96.

46 *Executing*

**Answer: 3**

Reference: *Quantitative Methods in Project Management* by John Goodpasture, pages 250-251,  
[pmi.books24x7.com/viewer.asp?bkid=8442&destid=670&term=Point+of+total+assumption+\(PTA\)#670](http://pmi.books24x7.com/viewer.asp?bkid=8442&destid=670&term=Point+of+total+assumption+(PTA)#670).

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Breakpoint costs:	\$1,125,000
Variance:	\$125,000
80% customer share:	\$100,000
Customer price:	
Target price	\$1,100,000
Share on variance	\$100,000
Breakpoint price	\$1,200,000

47 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 131-132, 134, 360.

48 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 266 (“Training needs”).

49 *Professional and social responsibility*

**Answer: 3**

Reference: *Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed* by Deborah L. Duarte and Nancy Tennant Snyder, Second Edition, page 56,  
[pmi.books24x7.com/viewer.asp?bookid=8104&chunkid=761438925](http://pmi.books24x7.com/viewer.asp?bookid=8104&chunkid=761438925).

50 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 532.

51 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 556.

52 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 368.

53 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 247.

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54 *Closing*

**Answer: 3**

Reference: *The Project Manager's MBA: How to Translate Project Decisions into Business Success* by Dennis J. Cohen and Robert J. Graham, page 160,  
[pmi.books24x7.com/viewer.asp?bookid=2934&chunkid=344323066](http://pmi.books24x7.com/viewer.asp?bookid=2934&chunkid=344323066).

55 *Monitoring and controlling*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 349.

56 *Executing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 260.

57 *Professional and social responsibility*

**Answer: 2**

Reference: Vijay K. Verma, *The Human Aspects of Project Management: Managing the Project Team*, Volume Three, page 94,  
[pmi.books24x7.com/viewer.asp?bookid=3030&chunkid=418979454](http://pmi.books24x7.com/viewer.asp?bookid=3030&chunkid=418979454).

58 *Executing*

**Answer: 4**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 94, 136 (5.6).

59 *Planning*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 266.

60 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 548.

61 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 282-283.

62 *Executing*

**Answer: 2**

Reference: *Delivering Project Excellence with the Statement of Work* by Michael G. Martin, page 37,  
[pmi.books24x7.com/viewer.asp?bookid=6197&destid=98&term=definition#98](http://pmi.books24x7.com/viewer.asp?bookid=6197&destid=98&term=definition#98).

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63 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 215-225.

Project week	Actual costs	Earned value	Planned value
1	\$65,000	\$61,000	\$67,000
2	\$85,000	\$79,000	\$89,000
3	\$100,000	\$102,000	\$110,000
4	\$125,000	\$124,000	\$121,000
5	\$135,000	\$133,000	\$139,000
6	\$125,000	\$120,000	\$131,000
At data date	\$635,000	\$619,000	\$657,000

SV = EV - PV = -\$38,000 (behind schedule)

CV = EV - AC = -\$16,000 (over budget)

64 *Planning*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 535.

65 *Planning*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 328.

66 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 282.

67 *Professional and social responsibility*

**Answer: 2**

Reference: *PMI Code of Ethics and Professional Conduct*, page 2

([http://www.pmi.org/About-Us/Ethics/~media/PDF/Ethics/ap\\_pmicodeofethics.ashx](http://www.pmi.org/About-Us/Ethics/~/media/PDF/Ethics/ap_pmicodeofethics.ashx)).

68 *Initiating*

**Answer: 2**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 418,

[pmi.books24x7.com/viewer.asp?bkid=32027&destid=635#635](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=635#635).

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69 *Monitoring and controlling*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 96.

70 *Executing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 532.

71 *Planning*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 150.

72 *Monitoring and controlling*

**Answer: 3**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 206,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=335#335](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=335#335).

73 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 341.

74 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 279.

75 *Monitoring and controlling*

**Answer: 1**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 202, 207-208.

76 *Initiating*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 442.

77 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 344 (“accept”).

78 *Executing*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 277.

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79 *Monitoring and controlling*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 385.

80 *Monitoring and controlling*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 212 (7.3.2.5).

81 *Initiating*

**Answer: 1**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 29 and 70.

82 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 220 ("EAC forecast for ETC work performed at the budgeted rate").

83 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 364.

84 *Closing*

**Answer: 2**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 104, 383, 387.

85 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 209.

86 *Planning*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 209.

87 *Monitoring and controlling*

**Answer: 1**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 647,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=1032#1032](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=1032#1032).

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88 *Planning*

**Answer: 3**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 84, 117.

89 *Closing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 385 (12.3.3.4).

90 *Monitoring and controlling*

**Answer: 2**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, page 315, 319.

91 *Professional and social responsibility*

**Answer: 3**

Reference: *Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed* by Deborah L. Duarte and Nancy Tennant Snyder, Second Edition, page 55,  
[pmi.books24x7.com/viewer.asp?bookid=8104&chunkid=761438925](http://pmi.books24x7.com/viewer.asp?bookid=8104&chunkid=761438925).

92 *Closing*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 218-219.

93 *Initiating*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 153, 546.

94 *Monitoring and controlling*

**Answer: 2**

References: *Project Management JumpStart* by Kim Heldman, page 171,  
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*Project Management: A Systems Approach to Planning, Scheduling, and Controlling* by H. Kerzner, 10th Edition, page 513,  
[pmi.books24x7.com/viewer.asp?bkid=32027&destid=788#788](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=788#788).

95 *Initiating*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 67-71.

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96 *Planning*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 338 (“Sensitivity analysis”, passage about the purpose of a tornado diagram)

97 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 228-229.

98 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 94.

99 *Executing*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 531.

100 *Initiating*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 67.

101 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 349.

102 *Professional and social responsibility*

**Answer: 1**

Reference: *PMI Code of Ethics and Professional Conduct*, page 4 ([www.pmi.org/About-Us/Ethics/~media/PDF/Ethics/ap\\_pmicodeofethics.ashx](http://www.pmi.org/About-Us/Ethics/~media/PDF/Ethics/ap_pmicodeofethics.ashx)).

103 *Monitoring and controlling*

**Answer: 2**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10<sup>th</sup> edition, page 912, [pmi.books24x7.com/viewer.asp?bkid=32027&destid=1479#1479](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=1479#1479).

104 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 6.

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105 *Professional and social responsibility*

**Answer: 3**

Reference: The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right by Tom Kendrick, page 51,  
[pmi.books24x7.com/viewer.asp?bookid=4546&chunkid=987509635](http://pmi.books24x7.com/viewer.asp?bookid=4546&chunkid=987509635).

106 *Closing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 229.

107 *Initiating*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 75.

108 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 220 ("EAC forecast for ETC work considering both SPI and CPI factors").

109 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 133-134.

110 *Closing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 101-104.

111 *Closing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 101.

112 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 217-218.

113 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 221-222.

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114 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 56.

115 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 273-274.

116 *Executing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 247.

117 *Planning*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 149.

118 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 404-405.

119 *Closing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 253.

120 *Initiating*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 32-33.

121 *Initiating*

**Answer: 2**

Reference: *The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right* by Tom Kendrick, pages 164-165,

[pmi.books24x7.com/viewer.asp?bkid=4546&destid=582&destid=583&term=Return+on+investment+analysis#582](http://pmi.books24x7.com/viewer.asp?bkid=4546&destid=582&destid=583&term=Return+on+investment+analysis#582).

122 *Closing*

**Answer: 1**

Reference: *Managing Project Quality* by Timothy J. Kloppenborg and Joseph A. Petrick, page 66,

[pmi.books24x7.com/viewer.asp?bkid=6206&destid=171&destid=166&destid=166&term=project+quality+assurance#170](http://pmi.books24x7.com/viewer.asp?bkid=6206&destid=171&destid=166&destid=166&term=project+quality+assurance#170).

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123 *Planning*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 42 (Sequential relationship).

124 *Closing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 219.

125 *Monitoring and controlling*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 226.

126 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 284.

127 *Professional and social responsibility*

**Answer: 4**

Reference: *PMI Code of Ethics and Professional Conduct*, page 4 ([pmi.org/About-Us/Ethics/~media/PDF/Ethics/ap\\_pmicodeofethics.ashx](http://pmi.org/About-Us/Ethics/~media/PDF/Ethics/ap_pmicodeofethics.ashx)).

128 *Initiating*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 68.

129 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 236.

130 *Executing*

**Answer: 1**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 68, 123.

131 *Executing*

**Answer: 2**

Reference: *Project Management JumpStart* by Kim Heldman, page 222, [pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=404199992](http://pmi.books24x7.com/viewer.asp?bookid=10556&chunkid=404199992).

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132 *Closing*

**Answer: 1**

Reference: *Project Management JumpStart* by Kim Heldman, page 268,  
[pmi.books24x7.com/viewer.asp?bkid=10556&destid=611&term=in+Closing+process#611](http://pmi.books24x7.com/viewer.asp?bkid=10556&destid=611&term=in+Closing+process#611).

133 *Executing*

**Answer: 2**

Reference: *Program Management: A Comprehensive Overview of the Discipline* by Mitchell L. Springer, page 34,  
[pmi.books24x7.com/viewer.asp?bookid=3584&chunkid=533168870](http://pmi.books24x7.com/viewer.asp?bookid=3584&chunkid=533168870).

134 *Professional and social responsibility*

**Answer: 3**

Reference: *PMI Code of Ethics and Professional Conduct*, page 5, 5.3.1 and 5.3.2,  
[pmi.org/About-Us/Ethics/~/\\_media/PDF/Ethics/ap\\_pmicodeofethics.ashx](http://pmi.org/About-Us/Ethics/~/_media/PDF/Ethics/ap_pmicodeofethics.ashx).

135 *Professional and social responsibility*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 277.

136 *Monitoring and controlling*

**Answer: 4**

Reference: *Managing Project Quality* by Timothy J. Kloppenborg and Joseph A. Petrick, page 70,  
[pmi.books24x7.com/viewer.asp?bkid=6206&destid=185&destid=182&term=statistical+quality+control+charts#184](http://pmi.books24x7.com/viewer.asp?bkid=6206&destid=185&destid=182&term=statistical+quality+control+charts#184).

137 *Professional and social responsibility*

**Answer: 3**

Reference: *Leadership Skills for Managers, Fourth Edition* by Charles M. Cadwell, page 11,  
[pmi.books24x7.com/assetviewer.aspx?bkid=11513&destid=58&term=}as+challenge+of+leadership#58](http://pmi.books24x7.com/assetviewer.aspx?bkid=11513&destid=58&term=}as+challenge+of+leadership#58).

138 *Initiating*

**Answer: 3**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 66, 74.

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139 *Planning*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 327.

140 *Executing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 346.

141 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 194 (last paragraph).

142 *Executing*

**Answer: 1**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 211,  
[pmi.books24x7.com/viewer.asp?bookid=32027&chunkid=485616045](http://pmi.books24x7.com/viewer.asp?bookid=32027&chunkid=485616045).

143 *Executing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 10-11.

144 *Monitoring and controlling*

**Answer: 1**

Reference: *Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success* by Forrest W. Breyfogle III, James M. Cupello and Becki Meadows, page 112,  
[pmi.books24x7.com/viewer.asp?bkid=7255&destid=276&term=%22Five+whys+%22#276](http://pmi.books24x7.com/viewer.asp?bkid=7255&destid=276&term=%22Five+whys+%22#276).

145 *Planning*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 270, 405, 517.

146 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 375-377.

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147 *Closing*

**Answer: 4**

Reference: *Project Manager Street Smarts: A Real World Guide to PMP Skills*, by Linda Kretz Zaval and Terri A. Wagner, page 669,  
<http://pmi.books24x7.com/assetviewer.aspx?bkid=41101&destid=669#669>.

148 *Professional and social responsibility*

**Answer: 1**

Reference: *PMP Handbook*, pages 27-29, chapter: Professional Development Units (PDUs), categories 2-5  
([pmi.org/Certification/~media/PDF/Certifications/pdc\\_pmphandbook.ashx](http://pmi.org/Certification/~media/PDF/Certifications/pdc_pmphandbook.ashx)).

149 *Professional and social responsibility*

**Answer: 1**

Reference: *PMI Code of Ethics and Professional Conduct*, page 3 ([pmi.org/About-Us/Ethics/~media/PDF/Ethics/ap\\_pmicodeofethics.ashx](http://pmi.org/About-Us/Ethics/~media/PDF/Ethics/ap_pmicodeofethics.ashx)).

150 *Closing*

**Answer: 4**

Reference: *The Human Aspects of Project Management: Human Resources Skills for the Project Manager* by Vijay K. Verma, Volume Two, page 152,  
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151 *Professional and social responsibility*

**Answer: 1**

Reference: *Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed* by Deborah L. Duarte and Nancy Tennant Snyder, Second Edition, page 68,  
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152 *Closing*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 226 (Staff release plan).

153 *Executing*

**Answer: 1**

Reference: *Managing Project Quality* by Timothy J. Kloppenborg and Joseph A. Petrick, page 70,  
[pmi.books24x7.com/viewer.asp?bookid=6206&chunkid=0324731767&rowid=185](http://pmi.books24x7.com/viewer.asp?bookid=6206&chunkid=0324731767&rowid=185).

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154 *Monitoring and controlling*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 201.

155 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 153.

156 *Professional and social responsibility*

**Answer: 2**

Reference: *Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed* by Deborah L. Duarte and Nancy Tennant Snyder, Second Edition, page 70.

157 *Executing*

**Answer: 2**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 243,  
[pmi.books24x7.com/viewer.asp?bookid=32027&chunkid=0771148236](http://pmi.books24x7.com/viewer.asp?bookid=32027&chunkid=0771148236).

158 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 94.

159 *Monitoring and controlling*

**Answer: 3**

Reference: *Earned Value Project Management* by Quentin W. Fleming and Joel M. Koppelman, Fourth Edition, page 152,  
<http://pmi.books24x7.com/assetviewer.aspx?bookid=35843&chunkid=645393097>.

160 *Planning*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 132.

161 *Executing*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 567.

162 *Executing*

**Answer: 2**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 247, 549.

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163 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 212.

164 *Planning*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 339.

N.B.: Diagram created with [Insight Tree by Visionary Tools](#)

165 *Planning*

**Answer: 4**

Reference: *Project Management, A Systems Approach to Planning, Scheduling and Controlling* by H. Kerzner, 10th edition, page 618,

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166 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 92.

167 *Monitoring and controlling*

**Answer: 3**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 96-97, Practice Standard for Project Configuration Management

([https://drm.pmi.org/Default.aspx?doc=Practice\\_Standard\\_Project\\_Configuration\\_Management.pdf&r=http://www.pmi.org/PMBOK-Guide-and-Standards/Standards-Library-of-PMI-Global-Standards.aspx](https://drm.pmi.org/Default.aspx?doc=Practice_Standard_Project_Configuration_Management.pdf&r=http://www.pmi.org/PMBOK-Guide-and-Standards/Standards-Library-of-PMI-Global-Standards.aspx))

168 *Executing*

**Answer: 2**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 177, 541.

169 *Closing*

**Answer: 1**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, pages 102-103.

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170 *Executing*

**Answer: 2**

References: Deborah S. Kezsbom and Katherine A. Edward , The New Dynamic Project Management: Winning Through the Competitive Advantage, Second Edition, pages 266-275,

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H. Kerzner, Project Management, A Systems Approach to Planning, Scheduling and Controlling, 10th edition, page 221,

[pmi.books24x7.com/viewer.asp?bkid=32027&destid=349#349](http://pmi.books24x7.com/viewer.asp?bkid=32027&destid=349#349).

171 *Executing*

**Answer: 2**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 237.

172 *Planning*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 174.

173 *Monitoring and controlling*

**Answer: 3**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 219.

174 *Monitoring and controlling*

**Answer: 4**

Reference: *PMBOK® Guide* 5<sup>th</sup> Edition, page 250.

175 *Closing*

**Answer: 1**

References: *PMBOK® Guide* 5<sup>th</sup> Edition, page 103; Tom Kendrick, Identifying and Managing Project Risk: Essential Tools for Failure-Proofing Your Project, Second Edition, page 323,

<http://pmi.books24x7.com/assetviewer.aspx?bkid=28421&destid=598#598>.

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