PMP Exam Prep Baseline Exam

1. During project execution, the project manager determines that a change is needed to the material purchased for the project. The project manager calls a team meeting to plan how to make the change. This is an example of:
    A. Management by objectives
    B. Lack of a change management plan
    C. Good team relations
    D. Lack of a clear work breakdown structure

2. Rearranging resources so that a constant number of resources is used each month is called: A. Crashing
    B. Floating
    C. Leveling
    D. Fast tracking

3. Since a template for team meetings does not appear to be available, you are creating one. You think it could also be used for future projects. You want to generalize the agenda template to include topics all project managers would use. Which of the following must be included as an agenda item at all team meetings?
    A. Discussion of project risks
    B. Status of current activities
    C. Identification of new activities
    D. Review of all project problems and issues

4. Which of the following is an example of the project manager displaying emotional intelligence?
    A. “Carrying water” for the team
    B. Making sure activity assignments match the capacity of the team members
    C. Sharing empathy in interacting with stakeholders
    D. Effectively conducting the daily standup

5. You provide a project cost estimate to the project sponsor. He is unhappy with the estimate because he thinks the price should be lower. He asks you to cut 15 percent off the project estimate. What should you do?
    A. Start the project and constantly look for cost savings
    B. Tell all the team members to cut 15 percent from their estimates
    C. Inform the sponsor of the activities that should be cut
    D. Add additional resources with low hourly rates

6. Which of the following explains why quality is planned in and not inspected in?
    A. It reduces quality and is less expensive
    B. It improves quality and is more expensive
    C. It reduces quality and is more expensive
    D. It improves quality and is less expensive

7. The best way to deal with virtual team members is:
    A. Use technology to foster collaboration with the team
    B. Don’t allow co-location of the team
    C. Encourage periodic emails with the team
    D. Arrange for frequent travel

8. Many work packages have been completed successfully on the project, and the sponsor has made some recommendations for improvements. The project is on schedule to meet an aggressive deadline when the successor activity to a critical path activity suffers a major setback. The activity has 14 days of float and is being completed by four people. Two other team members have the skill set to assist the troubled activity if needed. The project manager receives a call that three other team members want to be removed from the project because they don't believe the project can succeed. When the project manager investigates, she discovers that those team members have unaddressed issues. Which of the following is the BEST thing to do to improve the project?
    A. Have the team members immediately assist with the troubled activity
    B. Investigate why the project schedule is aggressive
    C. See who can replace the three team members D. Create an issue log

9. A company is making an effort to improve its project performance and create historical records of past projects. What is the BEST way to accomplish this? A. Create project management plans
    B. Create lessons learned
    C. Create network diagrams
    D. Create status reports

10. For a project network diagram using the precedence diagram format, if an activity has an Early Start of 10, an Early Finish of 15, and a Late Start of 12, the Slack (Total Slack) for this activity is:
    A. Cannot determine with the information given
    B. 2
    C. 3
    D. 5

PM Certification Exam Prep Baseline – Answer Key

Answers:

1. B
2. C
3. A
4. C
5. C
6. D
7. A
8. D
9. B
10. B