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**1-If a project manager believes that a particular subcontract needs to be terminated, which of the following can provide guidance on the contract termination procedure?**

- A. The contract termination procedures in the organizational process assets
- B. The termination clause of the specific subcontract
- C. The change control procedures in the project management plan
- D. The contract termination procedures in the project procurements management plan

**Correct Answer:**

- B. The termination clause of the specific subcontract

**Feedback:**

Each contract is unique and so are its obligations, provisions, and clauses. Any contract that needs to be terminated must be terminated in accordance with the termination clause of that contract. These contract termination provisions are agreed and signed off by both parties at the time of the contract award. [PMBOK 6th edition, Page 489] [Project Procurement Management]

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**2-The Create WBS process identifies the deliverables at the \_\_\_\_\_ level in the Work Breakdown Structure (WBS).**

- A. Lowest
- B. Any
- C. Tenth
- D. Highest

**Correct answer:**

- A. Lowest

**Feedback:**

The Create WBS process identifies the deliverables at the lowest level in the WBS, the work package. Project work packages are typically decomposed into smaller components called activities, which represent the work that is necessary to complete the work package. [PMBOK 6th edition, Page 157] [Project Schedule Management]

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**3-Few project managers collect lessons-learned information throughout the project's life. Most tackle this in the final days of the project or, worse after the project is complete. What is the negative consequence of this approach?**

- A. It makes compiling and obtaining project information difficult.
- B. It might result in further expenses on the project.
- C. The project's NPV becomes zero.
- D. It requires hiring a specialist to do the job.

**Correct answer:**

- A. It makes compiling and obtaining project information difficult.

**Feedback:**

When lessons-learned gathering and documentation is postponed until the very end, the project manager must scramble for bits and pieces of project history to compile into a lessons-learned document. Often, because the project is in closeout, the project manager has only a few team members remaining, which makes compiling and obtaining project information from the remaining few resources difficult. [PMBOK 6th edition, Pages 98, 100] [Project Integration Management]

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**4-Which of the following statements most accurately describes a project scenario?**

- A. Changes in project scope during the initial phases of the project are very expensive.
- B. The influence of the stakeholders is the same all through the project.
- C. Staffing peaks during the execution phase of a project.
- D. The next phase of a project should never start until the deliverables for the previous phase are completely reviewed and approved.

**Correct answer:**

- C. Staffing peaks during the execution phase of a project.

**Feedback:**

Staffing is typically highest during the execution phase of the project. The other three responses may not hold true. Projects can move forward into subsequent phases without the deliverables of the prior phase being completely approved; this is known as fast-tracking. Changes during the initial phases of the project are the least expensive. The influence of the stakeholders is highest during the start of the project and declines as the project moves to completion. [PMBOK 6th edition, Page 549]  
[Introduction]

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**5-During the Manage Stakeholder Engagement process, a number of project documents might get updated. Which of the following project documents get updated the most during this process?**

- A. Stakeholder register
- B. Risk register
- C. Project reports
- D. Project presentations

**Correct answer:**

- A. Stakeholder register

**Feedback:**

Project reports and presentation distributed to the stakeholders get archived in the organizational process assets during this process. Stakeholder register is the project document that gets updated the most during this process. [PMBOK 6th edition, Page 529] [Project Stakeholder Management]

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**6-As you create the Activity List, which technique is recommended for subdividing the project into smaller components called activities?**

- A. Decomposition
- B. Rolling Wave Planning
- C. Expert Judgment
- D. Deconstruction

**Correct answer:**

- A. Decomposition

**Feedback:**

The decomposition technique allows the project manager to create smaller and more manageable pieces of work from the larger work packages. [PMBOK 6th edition, Page 185] [Project Schedule Management]

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**7-Which of the following components of a project scope statement is useful in reducing scope creep?**

- A. Acceptance criteria
- B. Deliverables
- C. Scope description
- D. Project exclusions

**Correct answer:**

- D. Project exclusions

**Feedback:**

Project exclusions identify what is excluded from the project. Explicitly stating what is out of scope for the project helps manage stakeholders' expectation and can reduce scope creep. Other choices cannot help more in this regard. [PMBOK 6th edition, Page 154] [Project Scope Management]

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**8-During the development of the project stakeholder engagement plan, the project manager is usually dependent on the expert judgment of senior stakeholders to identify and plan effective stakeholder management strategies. Which of the following stakeholders cannot guide the project manager in developing effective strategies for internal stakeholders?**

- A. Project Management Office (PMO)
- B. Identified key stakeholders
- C. Customers
- D. Project team members

**Correct answer:**

- C. Customers

**Feedback:**

Only internal stakeholders can provide expert judgment on effective management strategies for internal stakeholders. Project customers are important stakeholders but usually, they lack the knowledge of internal stakeholders, and hence cannot provide accurate feedback. [PMBOK 6th edition, Page 550] [Project Stakeholder Management]

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**9-Which of the following is not an organizational process asset used during the Plan Resource Management process?**

- A. Template for the resource management plan
- B. Resource management policies and procedures
- C. Historical information about previous projects
- D. Standardized stakeholder list

**Correct Answer:**

- D. Standardized stakeholder list

**Feedback:**

Standardized stakeholder list is not a valid organizational process asset used in the Plan Resource Management process. The other choices are valid assets. Other assets include historical information on organizational structures that have worked in previous projects and organizational processes and policies. [PMBOK 6th edition, Page 315] [Project Resource Management]

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**10-Various tools and techniques determine project requirements during the Collect Requirements process. These requirements form the basis for defining the project scope. One of the responsibilities of a project manager is to identify key project deliverables during this exercise. Where are the key project deliverables documented?**

- A. Scope Management Plan
- B. Requirements Management Plan
- C. Project Scope Statement
- D. Accepted Deliverables

**Correct answer:**

- C. Project Scope Statement

**Feedback:**

The project scope statement provides the product description, acceptance criteria, key deliverables, project boundaries, assumptions, and constraints about the project. The scope management plan and the requirements management plan are the subsidiary plans of the overall project management plan and they detail how the project team needs to manage the project scope and requirements

respectively. These plans do not document the actual scope of the project. Accepted Deliverables is the wrong answer since deliverables are accepted post-completion and validation, the identification of the key deliverable is done early during the planning phase of the project. [PMBOK 6th edition, Page 154] [Project Scope Management]

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**11-After brainstorming potential project risks, what is the recommended method for prioritizing these risks and their mitigation plans?**

- A. RACI chart
- B. Control chart
- C. Fishbone diagram
- D. Probability and impact matrix

**Correct Answer:**

- D. Probability and impact matrix

**Feedback:**

A probability and impact matrix will help filter the high-risk items and high-impact items from the others so that you can focus your attention on these riskier items. [PMBOK 6th edition, Page 425] [Project Risk Management]

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**12-What is the primary risk when including reserves, or contingency allowances, in your cost estimate?**

- A. Canceling your project
- B. Understating the cost estimate
- C. Overstating the cost estimate
- D. Tracking the funds

**Correct answer:**

- C. Overstating the cost estimate

**Feedback:**

Contingency funds are used to handle cost uncertainty due to unforeseen events during a project. These funds are generally used for items that are likely to occur but are not certain to occur. [PMBOK 6th edition, Page 245] [Project Cost Management]

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**13-If you are managing changes to the project's cost baseline, which process are you using?**

- A. Negotiate Costs
- B. Estimate Costs
- C. Control Costs
- D. Determine Budget

**Correct Answer:**

- C. Control Costs

**Feedback:**

Control Costs is the process of managing the project's costs and the changes that threaten the bottom line. [PMBOK 6th edition, Page 257] [Project Cost Management]

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**14-During the Control Procurements process, a number of documents might get updated due to various reasons. Which of the following components of the project -management plan is least likely to get updated during this process?**

- A. Quality management plan
- B. Procurement management plan
- C. Schedule baseline
- D. Cost baseline

**Correct answer:**

A. Quality management plan

**Feedback:**

The procurement management plan, schedule baseline, and the cost baseline typically get updated as a result of a significant change in procurement contracts or strategy. However, the quality management plan is least likely to get updated during this process since quality requirements always need to be met by all contractors. The contractors can be allowed more money or time to complete the works but cannot be allowed to compromise the quality of the works. [PMBOK 6th edition, Page 500] [Project Procurement Management]

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**15-The most detailed level of the WBS is the \_\_\_\_\_ \***

A. Control Account

B. Work package

C. Scope statement

D. Accepted Deliverable

**Correct answer:**

B. Work package

**Feedback:**

The work package is the lowest and most detailed level of the WBS and can be scheduled, cost estimated, monitored, and controlled. [PMBOK 6th edition, Page 157] [Project Scope Management]

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**16-Which of the following is a hierarchical representation of project risks?**

A. Risk Register

B. Risk Mitigation

C. Risk Categories

D. Risk Breakdown Structure

**Correct Answer:**

D. Risk Breakdown Structure

**Feedback:**

The Risk Breakdown Structure (RBS) is a hierarchical presentation of the project risks sorted by risk categories. [PMBOK 6th edition, Page 405] [Project Risk Management]

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**17-During the development of the project stakeholder engagement plan, a project manager is usually dependent on the voice of the project stakeholders to obtain an expert opinion. Which of the following is an important tool available to the project manager for gathering and organizing stakeholders' information?**

A. Fishbone diagrams

B. Control charts

C. Histograms

D. Focus groups

**Correct answer:**

D. Focus groups

**Feedback:**

Fishbone diagrams, control charts, and histograms are quality management tools. The question is asking for a tool that helps the project manager collect stakeholder information and focus group is one of the effective tools available to the project manager. [PMBOK 6th edition, Page 511] [Project Stakeholder Management]

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**18-In order to facilitate project configuration and change management on complex projects, a project manager relies on configuration and change management tools. Such tools:**

A. Can be manual or automatic; the selection depends on the project's environment and

requirements.

- B. Must be manual; a complex project requires all change requests to be manually signed.
- C. Must be automatic; a complex project requires complex change control procedures.
- D. Change control must be manual, but the configuration control may be automatic.

**Correct answer:**

A. Can be manual or automatic; the selection depends on the project's environment and requirements.

**Feedback:**

In order to facilitate configuration and change management, manual or automated tools may be used. Tool selection should be based on the needs of the project. [PMBOK 6th edition, Page 118] [Project Stakeholder Management]

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**19-If an investment in a project returns 15 percent annually, how much should you invest to get \$5 million by the end of the fifth year?**

- A. 2485884
- B. 2857143
- C. 2501376
- D. 2685292

**Correct answer:**

A. 2485884

**Feedback:**

Present Value = Future Value / (1 + interest rate)<sup>(Period)</sup> = 5,000,000 / (1 + 15%)<sup>5</sup> = 2,485,884  
[PMBOK 6th edition, Page 34, [Project Integration Management]]

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**20-A business is considering more than a dozen infrastructure upgrade projects. These projects, once delivered, will add to the organization's overall performance but will not contribute to any of the revenue streams. Prior to initiating any project, the value of the project to the organization must be determined. Which of the following is the most important factor to consider in such a scenario?**

- A. Net Present Value (NPV) of the projects
- B. Internal Rate of Return (IRR) of the projects
- C. Alignment with the strategic goals
- D. Investment requirement

**Correct answer:**

C. Alignment with the strategic goals

**Feedback:**

Projects help in achieving organizational goals when they are aligned with the organization's strategy. If the projects are misaligned with the organizational strategic goals, they are most likely to produce undesirable results either in the short-term or the long-term. NPV and IRR calculations are great measures, however, these are not applicable since these projects will not contribute to any of the

revenue streams. The investment requirement is important but is useless on the projects that are not aligned with the strategic goals of the organization. [PMBOK 6th edition, Pages 34, 35] [Project Integration Management]

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### **Project Integration**

**21-The Close Project or Phase process is not performed when:**

- A. Canceling projects
- B. Closing projects
- C. Closing project phases
- D. Reactivating projects

**Correct answer:**

- D. Reactivating projects

**Feedback:**

The Close Project or Phase process allows the project manager to close or finish a specific phase of the project. [PMBOK 6th edition, Page 121] [Project Integration Management]

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**22-Which of these tools and techniques is common to all seven Project Integration Management processes?**

- A. Meetings
- B. Data analysis
- C. Data gathering
- D. Expert Judgment

**Correct answer:**

- D. Expert Judgment

**Feedback:**

All seven processes of Project Integration Management use Expert Judgment as a tool and technique. [PMBOK 6th edition, Page 71] [Project Integration Management]

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**23-You are beginning a new project. When should you use the Perform Integrated Change Control process?**

- A. Throughout the entire project
  - B. Only when closing out the project
  - C. Only after the project is completely funded
  - D. Only after the project scope is clearly defined
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**24-The project management team has determined that there are some changes to the scope of the project. According to the PMBOK, who is responsible for reviewing, evaluating, and approving documented changes to the project?**

- A. Change Control Board (CCB)
  - B. Change Configuration Board (CCB)
  - C. Scope Control Board (SCB)
  - D. Configuration Control Board (CCB)
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**25-Which of the following would not be considered an Enterprise Environmental Factor during the Develop Project Charter process?**

- A. Scope Statement
  - B. Organizational infrastructure
  - C. Governmental standards
  - D. Marketplace conditions
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**26- Which process is concerned with providing forecasts to update current cost information?**



- A. Monitor and Control Project Work
  - B. Project Management Information System
  - C. Close Project or Phase
  - D. Direct and Manage Project Work
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**27-A project manager calls you in as a consultant to provide input on developing the Project Charter. According to the PMBOK, your contribution to the project could best be termed as:**

- A. Professional Consultant
- B. Expert Judgment
- C. Charter Consultant
- D. Expert Consultancy

**Correct answer:**

- B. Expert Judgment

**Feedback:**

Expert Judgment is judgment provided, based on expertise in an application area, a knowledge area, a discipline, an industry, etc. Expert Judgment is available from many sources including consultants. [PMBOK 6th edition, Page 79] [Project Integration Management]

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**28-What is the difference between the Monitor and Control Project Work process and the Direct and Manage Project Work process?**

- A. The Monitor and Control Project Work and the Direct and Manage Project Work processes are the same.
- B. The Monitor and Control Project Work process monitors the Project performance while the Direct and Manage Project Work process is concerned with performing the activities to accomplish Project requirements.
- C. The Monitor and Control Project Work process is a sub-process of the Direct and Manage Project Work process.
- D. There is no such thing as the Monitor and Control Project Work process.

**Correct answer:**

- B. The Monitor and Control Project Work process monitors the Project performance while the Direct and Manage Project Work process is concerned with performing the activities to accomplish Project requirements.

**Feedback:**

The Monitor and Control Project Work process monitors the other project processes including the Direct and Manage Project Work process, while the Direct and Manage Project Work Process completes the project scope. [PMBOK 6th edition, Pages 70] [Project Integration Management]

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**29-You are a consulting project manager and an investment bank has a contract with you to run a large information technology project that is expected to last 15 months. During the Direct and Manage Project Work process, you discover that several regulatory requirements were addressed in the project management plan but missed from the scope statement. Failure to meet these requirements could result in legal action against the company. However, implementing the technology to comply with these regulations could exceed the budget and scope of the project and result in the cancellation of the project. What should you do?**

- A. Do not do anything as these requirements are not a part of the scope baseline.

- B. Request additional funds to implement these requirements.
- C. Submit a change request to incorporate the missed requirements in the project's scope.
- D. This is a classic example of scope creep and such requirements must be ignored.

**Correct answer:**

- C. Submit a change request to incorporate the missed requirements in the project's scope.

**Feedback:**

All regulatory requirements must be met. Doing nothing or considering this a scope creep are not valid options. You would have to request additional funds, but first, you need to submit a change request for approval. A change request can be submitted as a part of the Direct and Manage Project Work process. [PMBOK 6th edition, Page 96] [Project Integration Management]

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**30-What is a recommended method for controlling change within a project?**

- A. Have only the project manager able to initiate change.
- B. Have each change approved or rejected through a formal change control process.
- C. Allow each project member ultimate control of changes within their realm of the project without a review process.
- D. Freeze scope and allow absolutely no changes.

**Correct answer:**

- B. Have each change approved or rejected through a formal change control process.

**Feedback:**

The change control procedure varies from project to project. However, every change request must be processed through a formal change control process. [PMBOK 6th edition, Page 113] [Project Integration Management]

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**31-All of the following are characteristics of the project charter EXCEPT:**

- A. It formally authorizes the existence of a project.
  - B. Projects are initiated by an entity external to the project. The project initiator or sponsor should be at the level that is appropriate to procure funding and commit resources to the project.
  - C. It is used primarily to request bids for a project or a specific phase of a project.
  - D. It provides the project manager with the authority to apply organizational resources to project activities.
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**32-All of the following are characteristics of the Project Management Information System (PMIS) EXCEPT:**

- A. Automated gathering and reporting on key performance indicators (KPIs) can be part of this system.
- B. It provides access to information technology (IT) software tools, such as scheduling software tools, work authorization systems, and configuration management systems.
- C. It is used as part of the Direct and Manage Project Work.
- D. It is used by the project manager and the project management team primarily to generate presentations to key stakeholders.

**Correct answer:**

- D. It is used by the project manager and the project management team primarily to generate presentations to key stakeholders.

**Feedback:**

The PMIS provides access to information technology (IT) software tools, such as scheduling software tools, work authorization systems, configuration management systems, information collection and distribution systems, as well as interfaces to other online automated systems such as corporate knowledge base repositories. Automated gathering and reporting on key performance indicators (KPIs) can be part of this system. However, generate presentations is not covered by PMIS [PMBOK 6th edition, Page 95] [Project Integration Management]

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**33-Which of the following is NOT true about tools and techniques of Perform Integrated Change Control?**

- A. They include expert judgment.
- B. They include change control meetings.
- C. A change control board (CCB) is responsible for meeting and reviewing the change requests and approving, rejecting, or other disposition of those changes.
- D. They include project plan updates.

**Correct answer:**

- D. They include project plan updates.

**Feedback:**

Tools and techniques in Perform Integrated Change Control are;

- Expert judgment
- Change control tools
- Data analysis
- Decision making
- Meetings

[PMBOK 6th edition, Page 113] [Project Integration Management]

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**34-You are managing a \$10 million project. Which of the following is an acceptable cause for “re-baselining” this project?**

- A. The client has approved an addition to the scope of the project with a \$150,000 budget increase and a two-week extension of the scheduled completion.
  - B. The contractor's company has instituted a quality assurance program in which it has pledged to spend \$1 million during the next year.
  - C. The productivity in the design department is lower than estimated, which has resulted in 1,000 additional hours over what was budgeted and a forecasted two-week delay of the scheduled completion.
  - D. The engineering department of the performing organization has converted to a new \$250,000 CAD system.
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**35-Which of the following processes is included in Project Integration Management?**

- A. Develop project management plan.
- B. Control scope definition.
- C. Review scope validation.
- D. Conduct procurement surveillance.

**Correct answer:**

- A. Develop project management plan.

**Feedback:**

The Project Integration Management processes are as follows:

- 4.1 Develop Project Charter—The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.
- 4.2 Develop Project Management Plan—The process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.
- 4.3 Direct and Manage Project Work—The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.
- 4.4 Manage Project Knowledge—The process of using existing knowledge and creating new knowledge to achieve the project's objectives and contribute to organizational learning.
- 4.5 Monitor and Control Project Work—The process of tracking, reviewing, and reporting overall progress to meet the performance objectives defined in the project management plan.
- 4.6 Perform Integrated Change Control—The process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents,

and the project management plan; and communicating the decisions.

4.7 Close Project or Phase—The process of finalizing all activities for the project, phase, or contract.

The Project Integration Management processes are presented as discrete processes with defined interfaces while, in practice, they overlap and interact in ways that cannot be completely detailed in the PMBOK® Guide.

[PMBOK 6th edition, Page 70] [Project Integration Management]

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**36-A change control board (CCB) is:**

A- formal or an informal group of stakeholders that has oversight of project execution.

B- formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions.

C- A dashboard that provides integrated information to help control changes to cost, schedule, and specifications throughout the life of the project.

D- formally chartered group of stakeholders responsible for ensuring that only a minimal amount of changes occurs on the project.

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**37-Some of the configuration management activities included in the Perform Integrated Change Control process includes all of the following activities EXCEPT:**

A. Identification and selection of a configuration item to provide the basis for which the product configuration is defined and verified, products and documents are labeled, changes are managed, and accountability is maintained.

B. Monitoring changes in resource-leveling heuristics to ensure efficient resource utilization throughout the life cycle of the project.

C. Configuration status accounting, in which information is recorded and reported as to when appropriate data about the configuration item should be provided.

D. Configuration verification and configuration audits that ensure that the composition of a project's configuration items is correct and that corresponding changes are registered, assessed, approved, tracked, and correctly implemented.

**Correct answer:**

B. Monitoring changes in resource-leveling heuristics to ensure efficient resource utilization throughout the life cycle of the project.

**Feedback:**

Configuration management activities included in this process are;

- Identify the configuration item. Identification and selection of a configuration item to provide the basis for which the product configuration is defined and verified, products and documents are labeled, changes are managed, and accountability is maintained.

- Record and report configuration item status. An information recording and reporting about each configuration item.

- Perform configuration item verification and audit. Configuration verification and configuration audit ensures that the composition of a project's configuration items is correct and that corresponding changes are registered, assessed, approved, tracked, and correctly implemented. This ensures that the functional requirements defined in the configuration documentation are met.

[PMBOK 6th edition, Page 118] [Project Integration Management]

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**38-Actions and activities necessary to transfer the project's products, services, or results to the next phase or to production and/or operations are addressed:**

A. As part of the Close Project or Phase process.

B. Following the plan outlined in the Quality Management process.

C. As requested by senior executives.

D. As the last step in project management.

**Correct answer:**

A. As part of the Close Project or Phase process.

**Feedback:**

Close Project or Phase is the process of finalizing all activities for the project, phase, or contract. The key benefits of this process are: the project or phase information is archived, the planned work is completed, and organizational team resources are released to pursue new endeavors. [PMBOK 6th edition, Page 121] [Project Integration Management]

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**39-Configuration management is focused on:**

- A.The identification and correction of problems arising in functional areas of project implementation.
- B. The specification of both the deliverables and the processes, while change control is focused on identifying, documenting, and approving or rejecting changes to the project documents, deliverables, or baselines.
- C. Testing new systems.
- D. Identifying, documenting, and controlling changes to the project and the product baselines, while change control is focused on the specifications of both the deliverables and the processes.

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**40-Outputs of the Monitor and Control Project Work process include all of the following EXCEPT:**

- A. Change requests.
- B.Project management plan updates.
- C.Work performance reports.
- D.Final product, service, or result transition

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**41-All of the following are inputs to Manage Project Knowledge EXCEPT:**

- A.Deliverables.
- B.Knowledge management.
- C. Lessons learned register.
- D.Project management plan.

**Correct answer:**

- B.Knowledge management.

**Feedback:**

Manage Project Knowledge: Inputs

- .1 Project management plan
- .2 Project documents

Project documents that can be considered as inputs for this process include, but are not limited to:

- Lessons learned register
- Project team assignments
- Resource breakdown structure
- Stakeholder register

- .3 Deliverables
- .4 Enterprise environmental factors
- .5 Organizational process assets

[PMBOK 6th edition, Page 100] [Project Integration Management]

**Source: [www.OpenPM.org](https://www.openpm.org/) (<https://www.openpm.org/>) (OpenPM contains a free resources for PMP preparation)**