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## About PMP® Sample Exams

If you are like most project managers, you view PMP® Certification as a path to more opportunity within your organization. To increase your chances of passing on the first try, Project Solutions has developed two PMP Sample Exams to help you review and remember key exam concepts.

Our students tell us that the *A-E Sample Exam* (so-called because each question has 5 answers labeled A-E) is more difficult than the real PMP® Exam. We made it hard on purpose to challenge your thinking and send you back to your references. If you can do well on this version, you will be well prepared for the real thing.

Since the real PMP® Exam offers only four choices per question, we also created the *A-D Sample Exam*. The A-D version follows the PMP® format. If you can do well on this version, you should pass with flying colors.

In addition to challenging questions that cover the *PMBOK® Guide, 3rd Edition*, material thoroughly, we thought hard about the answer section. That is why you'll find not only the right answer to each question, but a brief explanation of why the other answers are wrong. In addition, we have referenced many answers to the relevant pages of the *PMBOK® Guide* (or other sources) for further exploration.

Each Sample Exam contains the following:

- Separate question and answer sections that follow the *PMBOK® Guide* Process Areas
- Blank answer-sheet masters for repeated testing
- Separate answer keys
- Three pages of practical study tips
- Study references

The following pages include the contents and a few questions and answers from each Sample Exam. Feel free to look them over or print them out. Then order a complete set and get ready to become a PMP!

Sincerely,

Project Solutions Co., LLC.

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## *A-D Sample Exam*

### **Part I: Project Scope Management**

The Project Scope Management section consists of 20 multiple-choice questions. Select the one best answer and mark your choice on the answer sheet. Your score is based on how many questions you answer correctly.

1. Scope management is:
  - a. primarily concerned with managing the project's day-to-day activities.
  - b. a subset of configuration management.
  - c. concerned with the project boundaries.
  - d. the responsibility of the customer/client.
  
2. The scope statement provides a:
  - a. basis for future decisions about the project.
  - b. detailed description of project deliverables.
  - c. baseline to evaluate project cost.
  - d. techniques for measuring project success.
  
3. Using a work breakdown structure (WBS):
  - a. ensures that all needed project work is done.
  - b. divides the project into more manageable segments.
  - c. provides the project sponsor with a time-phased task summary.
  - d. is functionally based.
  
4. One of the most commonly used project life-cycles has the following phase names:
  - a. concept, development, implementation, and termination.
  - b. concept, execution, and reporting.
  - c. concept, planning, development, execution, and reporting.
  - d. planning, control, definition, and termination.
  
5. Documented work authorizations provide:
  - a. authority to the project team.
  - b. means to help coordinate project activities.
  - c. means for the project manager identify what work has been done.
  - d. mechanism for the project team to verify scope performance.

## *A-D Sample Exam: Answers*

### **Part I: Project Scope Management**

1. Scope management is:
  - a. primarily concerned with managing the project's day-to-day activities. [*too broad for scope management*]
  - b. a subset of configuration management. [*on a project, configuration management is a subset of scope management*]
  - c. **concerned with the project boundaries.** [*this is a key aspect of scope management – ensuring that the project does all the work required and only the work required*]
  - d. the responsibility of the customer/client. [*no – scope management is a shared responsibility*]
  
2. The scope statement provides a:
  - a. **basis for future decisions about the project.** [*yes – by documenting the purpose of or justification for the project*]
  - b. detailed description of project deliverables. [*no – a list of summary level deliverables is normally included in the scope statement detail is elsewhere*]
  - c. baseline to evaluate project cost. [*no – there is insufficient information to generate cost comparisons*]
  - d. techniques for measuring project success [*no – it should provide success criteria however, measurement techniques are separate*]
  
3. Using a work breakdown structure (WBS):
  - a. ensures that all needed project work is done. [*no – it may help but it is no guarantee*]
  - b. **divides the project into more manageable segments.** [*yes*]
  - c. provides the project sponsor with a time-phased task summary. [*no – the WBS does not include schedule-related information*]
  - d. is functionally based. [*no – the WBS is a deliverable-based structure. See PMBOK Guide, §5.3.3.1, for definition*]
  
4. One of the most commonly used project life-cycles has the following phase names:
  - a. **concept, development, implementation, and termination.** [*yes – among many other references, these are described in the PMBOK Guide, §2.1*]
  - b. concept, execution, and reporting. [*no – reporting is not a phase*]
  - c. concept, planning, development, execution, and reporting. [*no – reporting is not a phase*]
  - d. planning, control, definition, and termination. [*no – control is not a phase*]

5. Documented work authorizations provide a:
- a. authority to the project team. [*no – nonsense answer*]
  - b. **means to help coordinate project activities.** [*yes – by letting the various team members know what they are supposed to be working on*]
  - c. means for the project manager identify what work has been done. [*no – work authorization is a tool for starting work*]
  - d. mechanism for the project team to verify scope performance. [*no – authorizations are an input, performance is an output*]

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## *A-E Sample Exam*

### **Part V: Project Risk Management**

The Project Risk Management section consists of 20 multiple-choice questions. Select the one best answer and mark your choice on the answer sheet. Your score is based on how many questions you answer correctly.

1. Using risk management techniques, project managers can do all but which of the following:
  - a. significantly reduce project risks.
  - b. eliminate project risk.
  - c. provide a rational basis for better decision-making.
  - d. identify risks, risk impacts, and appropriate responses.
  - e. none of the above (they can do all of the above).
  
2. Assuming a life cycle of concept, development, implementation, and termination, which phase typically has the highest degree of uncertainty?
  - a. concept.
  - b. development.
  - c. implementation.
  - d. termination.
  - e. all of the above (uncertainty is the same in all phases).
  
3. Risks that cannot be identified or evaluated can be:
  - a. deflected via contracting.
  - b. handled via reserves.
  - c. ignored, since they cannot be identified.
  - d. ignored, since they cannot be evaluated.
  - e. a and b.
  
4. Which of the following scheduling techniques incorporates a form of risk assessment?
  - a. arrow diagramming method.
  - b. precedence diagramming method.
  - c. Monte Carlo simulation.
  - d. Critical Path Method.
  - e. Gantt/bar charts.
  
5. With a firm, fixed price contract, payment for risk is:
  - a. accomplished by paying the contractor's actual costs.
  - b. accomplished by paying the contractor's actual costs plus a fixed fee.
  - c. an undisclosed amount in the contractor's proposal.
  - d. accomplished by paying the contractor for the actual cost of identified risks.
  - e. a and c.

## *A-E Sample Exam: Answers*

### **Part V: Project Risk Management**

1. Using risk management techniques, project managers can do all but which of the following:
  - a. significantly reduce project risks. [*yes – this is the reason for risk management*]
  - b. eliminate project risk. [*no – you can never eliminate risk*]**
  - c. provide a rational basis for better decision-making. [*yes – documenting and quantifying risks improves decision making*]
  - d. identify risks, risk impacts, and appropriate responses. [*yes – these are the basic elements of project risk management*]
  - e. none of the above (they can do all of the above). [*see above*]
  
2. Assuming a life cycle of concept, development, implementation, and termination, which phase typically has the highest degree of uncertainty?
  - a. concept [*yes – the first phase always has the most uncertainty because the product of the project and the project strategy are least well-defined*]**
  - b. development [*see above*]
  - c. implementation [*see above*]
  - d. termination [*see above*]
  - e. all of the above (uncertainty is the same in all phases) [*see above*]
  
3. Risks, which cannot be identified or evaluated, can be:
  - a. deflected via contracting. [*no – contracting addresses identified risks*]
  - b. handled via reserves. [*yes – these reserves may be called management reserves, contingency reserves, or contingency allowances*]**
  - c. ignored, since they cannot be identified. [*no – see above*]
  - d. ignored, since they cannot be evaluated. [*no – see above*]
  - e. a and b. [*see above*]
  
4. Which of the following scheduling techniques incorporates a form of risk assessment?
  - a. Arrow diagramming method. [*no – diagramming does not assess risk*]
  - b. Precedence diagramming method. [*no – diagramming does not assess risk*]
  - c. Monte Carlo simulation. [*yes – by producing a probabilistic analysis of cost or schedule risk*]**
  - d. Critical Path Method. [*no – only analyzes scheduling flexibility*]
  - e. Gantt/bar charts. [*no – only displays schedule information*]

5. With a firm, fixed price contract, payment for risk is:
- a. accomplished by paying the contractor's actual costs. [*no – this is cost plus*]
  - b. accomplished by paying the contractor's actual costs plus a fixed fee. [*no – this is also a form of cost plus*]
  - c. **an undisclosed amount in the contractor's proposal.** [*yes – the contractor assesses the range of possible costs then adds a reserve or allowance to produce an acceptable (to the contractor) level of risk*]
  - d. accomplished by paying the contractor for the actual cost of identified risks. [*no – nonsense answer*]
  - e. a and c. [*see above*]