

# PMP Exam Sample Questions and Answers Pdf

**Question 1: As a project manager for an IT organization, you are currently in the process of selecting a vendor to develop a new e-procurement software for your company. Several vendors are interested in bidding on the contract. During a bidder conference, one of the prospective suppliers asks about ownership of the intellectual property created from the project. Which project document should have this information at this stage of the project?**

- A. Seller proposals.**
- B. Requirements documentation. Answer**
- C. Source selection criteria.**
- D. Procurement contract.**

**Question 2: During this stage of the project, the leader delegates. The team is highly creative with trust and openness. What stage of the Tuckman ladder your team has entered?**

- A. Forming**
- B. Storming.**
- C. Norming.**
- D. Performing. Answer**

**Question 3: During the planning phase of a software development project, two team members conflict in determining a risk associated with server performance. According to one, server performance is a high probability risk, and it requires further numerical analysis. According to another member, the server performance is not a risk considering modern days' architectural setup. What should the project manager do to address this situation?**

- A. Conduct Quantitative Risk analysis.**
- B. Use Why-why diagram to make a constructive decision.**
- C. Use a Probability and Impact matrix. Answer**
- D. Develop a Risk Response Plan.**

**Question 4: Project stakeholders can be internal or external to the project. Which of the following are examples of Stakeholders external to the organization?**

- A. Customer, Sponsor.**
- B. Suppliers, Regulatory bodies. Answer**
- C. Project Manager, Team members.**
- D. Competitors. PMO.**

**Question 5: In a Project review meeting, the Project Manager and the team are involved in analyzing Scope Verification and any deviation in terms of the agreed-upon scope. What should the project manager review to fetch this particular information?**

- A. Scope baseline.
- B. Requirements traceability Matrix.
- C. Requirements Documentation. **Answer**
- D. Issue Log.

**Question 6: A project team is identifying and documenting the actions necessary to be performed to produce the project deliverables. Which of the following may be created as a result of this process?**

- A. Work breakdown structure
- B. The Scope Baseline
- C. Requirement Traceability matrix
- D. A Milestone List **Answer**

**Question 7: Suseether is a Project Manager of a large IT infrastructure project that is running in multiple geographical locations. He awards a contract to a vendor for implementing 80 servers in Europe. Senior Management asks for the work status update and the vendor performance comparison report in the middle of execution. Which of the following tools should the Project Manager refer to prepare the vendor performance comparison report?**

- A. Trend Analysis.
- B. A Performance Review. **Answer**
- C. Inspection.
- D. Audit.

**Question 8: A Senior Manager of the ABC company has disapproved a change request already reviewed and approved by the CCB. What document should the project manager review to know whether the Senior Manager has the authority to do the needful?**

- A. Review of the Stakeholder Register.**
- B. Review the RACI Chart.**
- C. Review the work breakdown structure.**
- D. Examine the change Management Plan. Answer**

**Question 9: An Agile coach explains to the team in a meeting about a technique that naturally helps to minimize the scope creep as it forces the team to work on the essential features first. What technique did the Agile coach mention here?**

- A. Scope Verification**
- B. Three-point estimation**
- C. Time-boxing Answer**
- D. Value analysis**

**Question 10: In case of early contract termination, Buyer can terminate a contract when:**

- A. The buyer can't make payment**
- B. The seller failed to deliver the work promised.**
- C. The market has changed, and there is no longer a need for the project.**
- D. There are Termination clauses (Termination for Cause or Convenience) explicitly mentioned in the agreement. Answer**

**Question 11: The explicit application of Influencing skill of Project Manager is most applicable in: -**

- A. Strong Matrix organization.**
- B. Project-Oriented organization.**
- C. Weak-Matrix organization. Answer**
- D. PMO Organization.**

**Question 12: During execution, you have identified that the raw materials supplied to you are of lower grade than expected. What should the Project Manager do FIRST?**

- A. Review Quality Management Plan.**
- B. Update Project Document Answer**
- C. Create Workaround.**
- D. Review the Requirement Documentation.**

**Question 13: The following contract clause does not allow for appeals in courts of law based on performance. What type of contract is mentioned in the given scenario?**

- A. CPIF.**
- B. FP-EPA.**
- C. CPAF. Answer**
- D. FPIF.**

**Question 14: Troy's project to build a new IT solution is in execution. A Change Request was submitted and approved to apply corrective action to the new production line element.**

The implementation of the Change Request requires technical knowledge, which no one in the project team has. What should Troy do as a Project Manager to resolve the current situation?

- A. Bring a qualified technical expert **Answer**
- B. Escalate the issue to the sponsor.
- C. Defer the Change Request
- D. Document the issue to issue logs.

Question 15: A project manager has taken over a project which is under closure. The customer has accepted the deliverable, and the Project Manager is trying to determine who should sign off the project. What should the Project Manager review?

- A. Consult with Sponsor.
- B. Refer to the Project Charter. **Answer**
- C. Ask Customers to sign.
- D. The Project Manager can sign himself.

Question 16: As the project manager, Ryan identifies the possible departure of a critical team member who has the unique expertise required for the project. If that team member is promoted, this would be considered a risk

\_\_\_\_\_.

- A. Category
- B. Event
- C. Trigger **Answer**

## **D. Quantification**

**Question 17: If you want multiple experts to identify project risks and wish to receive unbiased data, what is the most appropriate technique to use? Choose the Best answer.**

- A. Interviewing. Answer**
- B. Delphi technique.**
- C. Assumption analysis.**
- D. Brainstorming.**

**Question 18: Ryan is a Project Manager of a multi-million dollar project where team members are working from multiple countries. As a project manager, for handling multiculturalism, when should he especially consider cultural differences?**

- A. When communication strategies are built based on the political environment of the organization.**
- B. When the RACI chart gets finalized for assigning work to the available resources.**
- C. When he is working in a co-located environment**
- D. When he is considering recognition and rewards during team development Answer**

**Question 19: As an experienced Project Manager, you are planning out the communications methods to use as part of the stakeholder engagement. The most effective means for communicating and resolving issues with the stakeholders are:-**

- A. Status reports.**

- B. Email.
- C. Voice OEIIS.
- D. Face-to-face meetings. **Answer**

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**Question 20: You are in the closing phase. You want to ensure you do not have any open risks. What should you review?**

- A. Risk register
- B. Risk Report **Answer**
- C. Issue log
- D. Lessons Learned Register

**Question 21: Arun is a project manager of a high-performance team. It recently came to his notice that the team uses an unofficial communication platform to communicate at the project level. What should he do immediately?**

- A. Review the Stakeholder Engagement Plan and ensure that the stakeholders are not affected by this unofficial platform.



- B. Review the Communication Management Plan and direct the team not to use this platform anymore. **Answer**
- C. Immediately arrange communication training for the team and terminate the platform.
- D. Ignore the situation as the project is running smoothly.

**Question 22: Lizan, the Project Manager, wishes to expand an existing list of sellers of her organization. Which of the following techniques should she consider?**

- A. Bidder Conference.
- B. Make or buy analysis.
- C. Analytical techniques.
- D. Advertising. **Answer**

**Question 23: You are a Project Manager of the ABC project. Your team members - Anindyo, Tridib have successfully passed the PMP exam. You are satisfied and want to make sure that the success of the team members gets recognized beyond the project level. What document the Project Manager needs to update?**

- A. Resource management plan.
- B. EEF. **Answer**
- C. CPA
- D. Team performance assessment

**Question 24: A software development project is using an adaptive development approach, which has six phases. At the end of the second phase, the project goes behind**

schedule. The Finish-to-start relationship between activities of the development and testing team is causing the delay. The testing team can only start after the development team's work gets completed. After discussion with experts, the development team decided to adopt a Test-driven development approach for some user stories, where testing and development can go in parallel. Here adoption of Test-driven development is an example of:

- A. Resource leveling.
- B. Fast tracking. **Answer**
- C. Crashing.
- D. Schedule optimization.

**Question 25: What is not true regarding the Identify Stakeholder process ?**

- A. Communication management plans may act as valid input for identifying stakeholder processes only after the first iteration of the Identify stakeholder process.
- B. Change log and Requirement documentation are valid input for identifying stakeholder processes.
- C. Stakeholder identification processes can periodically happen throughout the project on a need basis.
- D. Post the first iteration of the stakeholder engagement process, a business document acts as a source of information about the project's stakeholders. **Answer**

**Question 26: During the middle of a software development project that is using Agile-scrum methodology, the scrum**

master leaves the company. This event was documented as a risk during the initiation phase of the project. What corrective action needs to be taken care of in the situation stated above?

- A. Ask the Product owner to play a dual role.
- B. Ask the senior most team member to play the role of Scrum master.
- C. Examine the assumption log and take appropriate action.
- D. Review the project charter and work with the functional manager to resolve the issue. **Answer**

Question 27: During the mid of execution, the customer comes up with new quality requirements that involve change in project schedule. Any change in schedule baseline can only be approved through which of the following processes?

- A. Validate Scope.
- B. Control Quality.
- C. Monitor and Control Project Work.
- D. Perform Integrated Change Control. **Answer**

Question 28: During the early stage of execution, a new Project Manager has joined the project. He wants to know; how the outcomes of uncertainties are documented, maintained, and communicated throughout the project. What should the project manager review to fetch this necessary information?

- A. Communication Management Plan.

- B. Stakeholder Engagement Plan.
- C. Risk register.
- D. Risk Management Plan. **Answer**

**Question 29: A Project is in execution. The Project Manager is trying to confirm all the information needs of the project and its stakeholders are met as it is planned. What should the Project Manager review to confirm the same?**

- A. Stakeholder engagement Plan.
- B. Communication Management Plan.
- C. Both A and B. **Answer**
- D. Project Scope Statement

**Question 30: Auto-generated mail response from receivers' end in push communication states that the message is: -**

- A. Communicated.
- B. Acknowledged. **Answer**
- C. Confirmed.
- D. Clarified.

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