

**PROJECT MANAGEMENT PROFESSIONAL SAMPLE QUESTIONS
(KEY IS BOLDED)**

Domain I

You are assigned a project that requires the manufacturing of medical equipment for one of your company's current clients. Your company has executed similar projects successfully in the past. During which phase of the project would you consider referring to previous project documents for the similar projects?

- A. Scope planning
- B. Scope verification
- C. Scope definition
- D. Initiation**

Domain II

What tools and techniques are typically used in the scope planning process?

- A. Analysis of the product, cost/benefit analysis estimates, identification of alternative approaches, and expert judgment.**
- B. Work breakdown structure templates and decomposition of deliverables into smaller, more manageable components.
- C. Review of historical information, creation of project constraints and assumptions, and cost/benefit analysis estimates
- D. Project justification, work breakdown structure templates, and identification of alternative approaches.

Domain III

You are employing Earned Value Management on your project. You wish to avoid the subjective determination of performance as reported by the work package owners in your weekly status meetings. The following table describes three of your work packages:

Work Package	Description of the Work	Estimated Duration
2.2.1	Create RFP for subcomponent parts	4 weeks
2.2.3	Purchase subcomponent parts	2 weeks
2.2.5	Assemble subcomponent	3 weeks

Which of the following methods of measuring earned value works **BEST** for work package 2.2.1?

- A. Fixed formula
- B. Weighted milestones**
- C. Percent complete
- D. Equivalent completed units

The _____ evaluation method works **BEST** for work package 2.2.3.

- A. Fixed formula**
- B. Weighted milestones
- C. Percent complete
- D. Equivalent completed units

Domain IV

Assurance that activities throughout time have conformed to the organization's requirements can be accomplished through the use of:

- A. Status reports.
- B. Project stage gates.
- C. Benchmarking.
- D. **Control charts.**

Domain V

You are the project manager on a project that has met all deliverables on schedule and on budget. What **MUST** be done to ensure all work was completed correctly and satisfactorily?

- A. Perform product verification.
- B. Perform a procurement audit.
- C. **Obtain formal acceptance from the client.**
- D. Obtain formal approval from the contracts manager.

Domain VI

- A. *Company A and Company B merge to create a new organization, Company ABC. Both companies operated strategic business units and employed full-time project managers. Although both companies were composite matrix management organizations, their corporate and project management cultures and organizational structures differed. Company A's project management organizations tailored their processes and tools to their assigned strategic business units; Company B's project management organizations centralized the development of processes and tools for corporate-wide adoption. The new organization, Company ABC, retained the strategic business units, composite matrix management organization, and full-time project managers. It has a single project organization that aligns project managers with strategic units.*

What kind of project management behavior culture would **MOST** likely have developed at Company A?

- A. **Isolated**
- B. Fragmented
- C. Non-cooperative
- D. Competitive

Company ABC has separate headquarters in the United States and the United Kingdom to oversee its North American and European regions respectively. Which cultural characteristics are **MOST** likely to be evident at the North American headquarters?

- A. Communicate formally and respect tradition.
- B. **Focus on task accomplishments and reward individualism.**
- C. Value history, hierarchy, individualism and loyalty.
- D. Communicate indirectly and emphasis hard work and success.