

Project Management Professional (PMP)

Sample Questions

- 1. As part of establishing a new project team, a project manager chooses to create an official team charter. What will the project manager likely include within the document? (Select two.)**
 - A. Team responsibilities
 - B. Team assignments
 - C. Team values
 - D. Decision-making criteria

- 2. Knowledge that can be codified using images, numbers, and words is called what?**
 - A. Explicit knowledge
 - B. Tacit knowledge
 - C. Tangible knowledge
 - D. Formal knowledge

- 3. A Scrum master brings the team together at 9 a.m. sharp every morning. He asks the team the following questions: What did you accomplish yesterday? What will you work on today? Do you have any roadblocks or issues preventing you from doing your work? What activity is the team engaged in?**
 - A. A status meeting
 - B. A daily roundup
 - C. A sprint planning meeting
 - D. A Scrum meeting

- 4. When is a project considered successful?**
 - A. When the project budget is consumed, the scope is developed, and the schedule milestones are achieved
 - B. When the project budget is consumed and the schedule milestones are achieved
 - C. When project benefits are realized and the stakeholder needs and expectations are met
 - D. When objectives are achieved and the stakeholder needs and expectations are met

- 5. A project manager facilitates a meeting with the project team to review an assessment of risks recently completed. During this meeting, they evaluate options for responding to the risks. It is decided that two risks will not receive any action and that they will deal with the consequences at the time of occurrence, should they occur. What type of risk response is this?**
 - A. Passive acceptance
 - B. Active acceptance
 - C. Mitigation
 - D. Avoidance

- 6. If earned value = 500, planned value = 700, and actual costs = 450, what is the cost variance?**
- A. -200
 - B. 200
 - C. -50
 - D. 50
- 7. A project manager has just been assigned to a newly approved project and has been tasked with developing the first draft of the project charter. To better understand the financials, the project manager decides to review the net present value and payback period calculated for the project. Which of the following can the project manager reference for this information?**
- A. Project budget
 - B. Business case
 - C. Benefits management plan
 - D. Project charter
- 8. Product owners are likely to prioritize work based on which of the following?**
- A. Urgency
 - B. Stakeholder needs
 - C. Business value
 - D. Business case
- 9. A project manager is managing a project working to produce a fitness tracking device. Using an adaptive approach to managing the schedule, the project manager works with the team to update and prepare stories for the upcoming iteration, accounting for any recent changes that may have occurred. This is an example of:**
- A. Backlog refinement
 - B. Schedule management
 - C. Project management
 - D. Sprint planning
- 10. Who is chartered with the authority to approve or deny change requests as defined by the organization?**
- A. Project manager
 - B. Project sponsor
 - C. Change control board
 - D. Executive team

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Answers

1. C, D.
The team charter is used to establish the team, clarify expectations, and create team norms. It typically highlights team values, agreements, and how the team will operate together throughout the project's life. It may also define team ground rules and other expected behaviors.
2. A.
Knowledge can be split into explicit or tacit knowledge. Explicit knowledge refers to knowledge that can be codified using pictures, numbers, or words.
3. D.
The question describes a daily stand-up, referred to as a Daily Scrum meeting. These meetings are typically held at the same time and place every day and are time-boxed to typically no more than 15 minutes. The purpose is to keep the team informed and alert the Scrum master of any obstacles in the way of completing tasks.
4. D.
A project is considered successful when it achieves its objectives and the stakeholder needs and expectations are met.
5. A. There are two types of risk acceptance in which no proactive risk response strategy is selected: passive and active acceptance. Passive acceptance means that no action will be taken other than to periodically monitor the risk.
6. D. To calculate schedule variance, subtract planned value from earned value ($CV = EV - AC$): $\$500 - \$450 = \$50$. A positive cost variance means that the project is under budget.
7. B.
The business case is an economic feasibility study used to understand the business need for the project and determine whether the investment is worthwhile. In short, it justifies the need for the project and contains information such as the project description, high-level description of scope, analysis of the problem, financial analysis, and success factors.
8. C.
The product owner is responsible for guiding the vision and direction of the product. This includes owning the product backlog and prioritizing the work reflected in the backlog based on its business value.
9. A.
Preparing stories for the next iteration refers to backlog refinement or backlog grooming. The intent is to refine stories sufficiently so that the team understands what work must be accomplished.
10. C.
The change control board is officially chartered and given the authority to approve or deny change requests as defined by the organization and as outlined within the project management plan. The authority level (including exception or emergency process) should be detailed within the project management plan.