



PMI-SP Mock Exam

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Question 1

Question Type: MultipleChoice

Which option best individuals has a management role in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance?

Options:

- A- Functional manager
- B- Operations manager
- C- Project manager
- D- Seller

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Answer:

B

Explanation:

The role of operations manager is to perform various management roles in a core business area, such as research and development, design, manufacturing, provisioning, testing, or maintenance. The operations manager directly deals with constructing and maintaining the saleable products or services of the enterprise. Answer option C is incorrect. A project manager is an expert in the field of project management. He is responsible for the entire project from inception to completion. The project manager leads the team and helps negotiate the multiple relationships within any project whether with clients, team members, firm principals or any variety of partners and functions as the hub of a project. Answer option A is incorrect. The role of a functional manager is to perform various management roles within an administrative or functional area of the business, such as human resources, finance, accounting, or procurement. He is assigned his own permanent staff to carry out the ongoing work. He should have a clear directive to manage all tasks within his functional area of responsibility. Answer option D is incorrect. Seller is also known as a vendor, supplier or contractor. They are external company's elements that enter into a contractual agreement to provide components or services necessary for the project.

Question 2

Question Type: MultipleChoice

Andy is the project manager of the NHGQ project for his organization. He has elected to use a

three-

point estimate for his project. His project team, however, is complaining about participating in this

estimate type because of the time it takes to predict the duration of activities. Andy, as the project

manager, tells the project team that they must create the time estimate, as it will help this project

and future similar projects. What is a three-point estimate?

Options:

A- Each activity must be estimated for its optimistic, pessimistic, and most likely duration.

B- Each activity must be estimated for its optimistic, pessimistic, and most likely duration and then an average for the estimate is created.

C- A three-point estimate, also known as PERT, uses the formula optimistic, plus four times the most likely, plus the pessimistic. This value is then divided by six.

D- A three-point estimate, also known as GERT, uses the formula optimistic, plus four times the most likely, plus the pessimistic. This value is then divided by six.

Answer:

B

Explanation:

A three-point estimate requires that each activity be estimated for its optimistic, most

likely, and pessimistic duration. Once the three

estimates have been created, an average of the duration estimates is found and this is the recorded

duration for the project work.

Answer option A is incorrect. This is not a complete explanation of a three-point estimate.

Answer option C is incorrect. This is a definition of PERT, a similar time estimating technique.

Answer option D is incorrect. This is definition of PERT, but this answer uses the term GERT so it is

not a valid choice.

Question 3

Question Type: MultipleChoice

You are working as a project manager for BlueWell Inc. Which of the following tools and techniques of the Define Activity process will help you in identifying the typical schedule milestones?

Options:

- A- Expert Judgment
- B- Decomposition
- C- Rolling Wave Planning
- D- Templates

Answer:

D

Explanation:

Templates are used to identify the typical schedule milestones in the Define Activity process. The tools and techniques used in defining the activity process are as follows: Decomposition: It is used to further divide the project work package into a more smaller and convenient form called activities. Rolling Wave Planning: It is a form of progressive elaboration planning where the work to be accomplished in the near term is planned in detail and future work is planned at a higher level of WBS. Templates: It is an activity list or a part of the activity list taken from the previous project and used in a new project. Expert Judgement: The skilled members in a project team or other experts who develop project scope statements can help provide knowledge in defining activities.

Question 4

Question Type: MultipleChoice

You are the project manager of the NHQ Project. You are coaching Alice, a new project manager, on

the relationships in a project network diagram. Which relationship type between activities are the

most common?

Options:

A- SS

B- FS

C- FF

D- SF

Answer:

B

Explanation:

The finish-to-start relationship type is the most common in a project network diagram.

It means that the predecessor activity must finish

before its successor activity can start. For example, the carpet must be installed before the painting

activity can begin.

What is precedence diagramming method (PDM) in sequence activities?

Precedence diagramming method (PDM) is used in critical path methodology for building a project

schedule network

diagram that uses boxes or rectangles, referred to as nodes, to represent activities, and join each other with arrows that

show the logical relationship that exists between them. This technique is also known as Activity-On-

Node (AON).It includes

four types of dependencies or logical relationships:

Finish-to-start(FS): The initiation of the successor activity depends upon the completion of the predecessor activity.

Finish-to-finish(FF): The completion of the successor activity depends upon the completion of the

predecessor

activity.

Start-to-start(SS): The initiation of the successor activity depends upon the initiation of the predecessor activity.

Start-to-finish(SF): The completion of the successor activity depends upon the initiation of the predecessor activity.

Question 5

Question Type: MultipleChoice

You are the project manager for your organization. You are working with your virtual team to create activity duration estimates for your current project. This virtual team is comprised of team members from around the world. Much of this process will be completed by geographical locations though some conferences will require all the team members to participate and to coordinate the activities that will interact between the different sites. The project manager must consider all of the following when creating the activity duration estimates except for which one?

Options:

- A- Project calendar
- B- Critical path
- C- Resource calendar
- D- Time zone differences

Answer:

B

Explanation:

When it comes to creating the project's activity duration estimating, the critical path is not yet a concern. The critical path will be determined by the duration of the project activities and the sequencing of the project events.

A critical path is the sequence of project activities, which add up to the longest overall duration.

This

determines the shortest time possible to

complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on

the critical path). A project can have several, parallel, near critical paths. An additional parallel path

through the network with the total

durations shorter than the critical path is called a sub-critical or non-critical path.

These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical

path of a project by pruning critical path activities, by 'fast tracking' (i.e., performing more activities

in parallel), and/or by 'crashing the critical

path' (i.e., shortening the durations of critical path activities by adding resources).

Answer option C is incorrect. The resource calendar must be considered for the availability of the project resource.

Answer option A is incorrect. The project calendar must be considered to determine when the project work is allowed to take place in the different sites.

Answer option D is incorrect. Time zone differences must be considered for communication demands and coordination of events between the geographical sites.

Question 6

Question Type: MultipleChoice

Jim is the project manager for his project. He and his project team are creating their duration estimates for the work packages in the WBS. For each activity, Jim is adding a few hours to the duration estimate in case something goes wrong during the completion of the work activity.

Sarah, the project sponsor, does not approve of this and warns Jim of Parkinson's Law. What is Parkinson's Law?

Options:

- A- People will behave based on what their behavior brings them.
- B- As employees do repetitive tasks, duration should decrease.
- C- Work expands to fill the amount of time allotted to it.
- D- An exponential increase labor does not correlate to an exponential decrease in duration.

Answer:

C

Explanation:

Parkinson's Law states that work expands to fill the amount of time allotted to complete the work. If Jim allows 25 hours for a project team member to complete a 20-hour task, it will likely take the team member 25 hours to do the work. Answer option A is incorrect. This is a description of the Expectancy Theory. Answer option B is incorrect. This is a description of the learning curve. Answer option D is incorrect. This is a description of a portion of the Law of Diminishing Returns.

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