



PMP SAMPLE QUESTIONS

IKOMPASS

The PMP exam consists of mostly situational questions that tests knowledge of project management best practices. Questions tend to be of varying levels of difficulty. These sample questions are from the [PMP certification training classes in Singapore](#) conducted by iKOMPASS.

PMP SAMPLE QUESTIONS

IKOMPASS

1. Enterprise environmental factors include the following items, except:
 - A. Marketplace conditions
 - B. Government standards
 - C. Organizational infrastructure
 - D. Historical information
2. The optimal organization structure for the project manager who wants a high level of independent authority is:
 - A. Functional
 - B. Weak matrix
 - C. Projectized
 - D. Strong matrix
3. If a project is terminated prior to completion, _____ indicates why the project was terminated and formalizes the procedures for the transfer of deliverables to others.
 - A. Project manager
 - B. Project closure documents
 - C. Project sponsor
 - D. Quality reporting
4. Which system consists of the tools and techniques used to gather, integrate and disseminate the outputs of project management processes?
 - A. Project management planning system
 - B. Project controls system
 - C. Project communication system
 - D. Project management information system
5. Michael works for a car manufacturing company and he is responsible for building a new car. Building the new car has a lifecycle which finally results with the car being rolled out into the market. In addition to the car building lifecycle, Michael decides to use phases within the project. Which of the below is the best reason for phases in this case:
 - A. Extra control is needed to manage the completion of the major deliverable
 - B. Phases are mandatory in all projects
 - C. Justify the approval of the budget
 - D. Justify the approval of the scope

EXAM TIPS

Read each answer choice carefully looking for keywords and key phrases.

Use process of elimination on lengthy answer choices. Rule out the obviously wrong answers and critically evaluate the remaining options

Do not spend more than 1-4 minutes on a single question

Answers:

1. D
2. C
3. B
4. D
5. A

PMP SAMPLE QUESTIONS

IKOMPASS

6. All of the below are likely criterion for making phase gate decisions except

- A. Project Status
- B. Alignment to strategic objectives
- C. Interpersonal issues between project team members
- D. Risks

7. You have joined a new company as a Project Manager. In the new company, a feasibility study is treated as routine pre-project work. In your previous company, this was treated as a standalone project. Your team members in the new company recommend that this work be treated as the first phase of a project. Which of the below statements regarding project phases in your new company are false

- A. Phases could depend on the nature of the specific project and the style of the organization
- B. Phases could depend on the nature of the specific project and the style of the project team
- C. The project could be divided into two phases where a different project team might choose to manage all the work as a single phase
- D. It is always better to standardize all projects instead of allowing the project management team to choose the most appropriate for their individual project

8. Which of the below can achieve the combined goal of obtaining authorization to close current phase and start the subsequent one

- A. Planning Phase
- B. Phase end review
- C. Phase start review
- D. Activity Audit

9. Your customer has called for an emergency meeting to voice his concern over the status of the project. The project is near the end and deliverables are being transitioned. The customer now wants the manual to be available in 17 languages wherein the original agreement was to have the manual only in English. This situation is a BEST reflection of which of the below phase characteristics:

- A. Phases are marked by completion of a deliverable
- B. Phase end decisions are typically made by the sponsor
- C. Cost of making changes increases from the early phases to the later phases
- D. Staffing is generally low at the early phases

EXAM TIPS

Questions wherein you are unclear about the answer can be tagged for review later

Take short breaks after attempting every 50 questions

Get a good night sleep before your exam

Answers:

- 6. C
- 7. D
- 8. B
- 9. C

PMP SAMPLE QUESTIONS

IKOMPASS

10. Which of the below statement regarding project stakeholders is false

- A. All stakeholders have to be treated in the same manner
- B. Project Manager must manage the influence of the stakeholders in relation to the project requirements
- C. Stakeholders may exert influence over project team members
- D. Project Manager is a key stakeholder

11. Cookie Inc is considering launching a new phone product that is expected to change the way people communicate. Senior management is not sure about the profitability of this initiative. To get more details and do a thorough analysis, a project is being conceived. When a project is first conceived, who generally champions the project and acts as a spokesperson to higher level management and promotes the benefits that the project will bring:

- A. Project Manager
- B. CEO
- C. PMO
- D. Sponsor

12. Tiara works in a company that has staff members grouped by specialty, mainly, production, marketing, engineering and accounting. Which of the below statements is likely to be true in Tiara's company

- A. The accounting department will do its project work independent of other departments
- B. Engineering department cannot further be divided in mechanical and civil engineering
- C. A Marketing staff has to report to both the production as well as accounting department
- D. Role of the project manager in the production team is full time

13. Athena Inc is an aircraft design company. It has organizational units such as HR, Training, and Procurement. These units are called departments and all these departments provide support services to the various projects. These groups also report directly to the project manager. All of the following statements regarding Athena is likely to be false except

- A. Team member are disbanded after the project is completed
- B. Team members are disbanded and the resource managers allocate them to other projects
- C. Team members are not collocated
- D. Team members report to two managers

EXAM TIPS

Read the last sentence of the question carefully to determine whether a true statement or a false statement is expected in the answer choice

Always answer questions from a best practice perspective and not based on how you implement a projects.

Answers:

10. A

11. D

12. A

13. B

PMP SAMPLE QUESTIONS

IKOMPASS

14. Sarah is responsible for a project involving ship building. Sarah is determining the duration of building the berths, the smoke tower, kitchen and anchor. Sarah is likely to be performing processes in which knowledge area and process group

- A. Scope Management, Planning
- B. Time Management, Executing
- C. Scope Management, Initiating
- D. Time Management, Planning

15. Ann is responsible for a project involving setting up a data center. Ann has completed the design phase of her project and is now ready for the build phase. She is waiting for a Go Decision from her project sponsor. The Go decision is used to formally initiate the next phase of the project. The processes that are applied are likely to be done in the below sequence of process groups before detailed planning can start?

- A. Closing Process, Initiating Process
- B. Initiating Process, Planning Process
- C. Initiating Process, Executing Process
- D. Feasibility Study, Initiating Process

16. Lessons learned are documented during:

- A. Each Phase end of the Project
- B. Throughout the project lifecycle
- C. End of the Project
- D. Beginning of each phase

17. Processes that identify any areas in which changes to the plan are required; and initiate the corresponding changes fall under which process group

- A. Executing Process Group
- B. Planning Process Group
- C. Integrated Change Control
- D. Monitoring and Controlling Process Group

18. The project charter is signed off by:

- A. Project Manager
- B. Program Manager
- C. Customer
- D. Project Sponsor

EXAM TIPS

Make sure you understand the difference between process groups and phases

Questions in the exam are not organized in any particular order

25 Questions in the exam are not graded. They are experimental questions.

Answers:

14. D

15. A

16. D

17. D

18. D

PMP SAMPLE QUESTIONS

IKOMPASS

19. Outputs from many of the planning processes are integrated to create the _____.

- A. Project Management Plan
- B. Organizational policies
- C. Organizational procedures
- D. Configuration management

20. You are meeting with a new project manager who has taken over a project that is in the middle of executing. The previous project manager has left the company and the new project manager is upset that change requests are streaming in from numerous sources including his boss, the customer, and various stakeholders. The project manager is not even aware of how to process all of these incoming change requests. Where would you refer him?

- A. Project scope statement
- B. Project management plan
- C. The previous project manager
- D. Project charter

21. Work performance information is used for all of the following reasons EXCEPT:

- A. It provides information on resource utilization
- B. It provides information on which activities have started
- C. It shows what costs have been incurred
- D. It is used to help identify defects

22. You are a project manager, and your team is executing the work to produce a medical records archive and retrieval system. Two of the project's customers have just asked for changes that each says should be the number one priority. What would be the BEST thing to do?

- A. Have the project team meet with the customers to decide which would be easiest and prioritize that one first
- B. Assign someone from the team to prioritize the changes.
- C. Prioritize the changes
- D. Deny both changes since you are in project execution

EXAM TIPS

Questions do not have equal points

Questions will be from all knowledge areas and process groups

Do not try to memorize the inputs and outputs.

Try to understand the essence of the process and then

determine the inputs and outputs.

Answers:

19. A

20. B

21. D

22. C

PMP SAMPLE QUESTIONS

IKOMPASS

23. Your organization has a policy that any project changes that increase the project's budget by more than 1.5% must be signed off by the project office. You have a change that was requested by the customer that will increase the budget by 3%; however, the customer has offered to pay for all of this change and does not want to slow it down. Which option represents the BEST choice?

- A. Approve the change yourself and take it to the project office after the work is underway
- B. Ask the customer to take the change to the project office and explain the situation
- C. Do not allow the change since it increases the budget by over 1.5%
- D. Take the change to the project office

24. Which of the following statements is NOT true regarding the project charter?

- A. The project charter justifies why the project is being undertaken
- B. The project charter assigns the project manager
- C. The project charter specifies any high-level schedule milestones
- D. The project charter specifies what type of contract will be used

25. Mark is a Project Manager in a construction firm. Mark is in the process of preparing the scope of his work with his team members. One of the deliverables in his project is a 10 meter hole. During the discussion of how to complete this deliverable, one of his team members says that 5 people digging the hole will complete the task in 2 days. Another member says that if we add another 5 more people, the task could be completed in 1 day. To this, Mark responds by saying that adding 5 more people may not work and tells his team members to think outside the box. Mark's response is aims to get his team members to apply:

- A. Halo effect
- B. Lateral Thinking
- C. Brainstorming
- D. Interviewing

26. The Project Manager for a Software Project has prepared a document containing the deliverables, acceptance criterion and project objectives. The project manager has invited his team to help create a graphical representation of the deliverables. The document that helped Mark create the document capturing the key deliverables and acceptance criterion is:

- A. Project Scope Statement
- B. WBS
- C. Requirements documentation
- D. Statement of Work

EXAM TIPS

While there are many things you would do to handle a particular situation, focus on the first thing you would do

Know the content of the project charter, project management plan and project scope statement well

Answers:

23. D

24. D

25. B

26. C

PMP SAMPLE QUESTIONS

IKOMPASS

27. Primary reason for a Project Manager to include his team members when creating a graphical representation of the work decomposed in a hierarchical manner is:

- A. To establish the level 1 of a WBS
- B. To determine the duration of the activities
- C. To determine duration and costs of the activities
- D. To capture 100% of all the work that needs to be done

28. A WBS for a R&D Project has 16 levels. Some of the team members voice concern about the vagueness of the 16th level stating that it needs to be further broken down. The project manager feels that the number of levels is already detailed and any more decomposition will not justify the effort. Which of the following statements regarding decomposition is false?

- A. Excessive decomposition can lead to non-productive management effort
- B. Excessive decomposition can lead to inefficient use of resources
- C. Excessive decomposition can result in better sequencing of activities in the WBS
- D. Excessive decomposition in the WBS could decrease efficiency in performing the work

29. Nicole has completed documenting the components and work packages for her WBS for her new phone project. Each descending level in her WBS represents an increasingly detailed definition of the project work. Which of the below is most likely to finalize the WBS before moving to time related activities:

- A. Creating activities for each of the work packages
- B. Creating a scope statement with detailed deliverables
- C. Collecting requirements that fulfill the stakeholder expectations
- D. Establishing the control accounts for the work packages

30. The purpose of the review of deliverables and project performance at the conclusion of a project phase is to:

- A. Determine how many resources are required to complete the project according to the project baseline
- B. Adjust the schedule and cost baselines based on past performance
- C. Obtain customer acceptance of project deliverables
- D. Determine whether the project should continue to the next phase

EXAM TIPS

Its not how much time you spend in preparing for the exam. Rather, it is about how you are spending that time. You can spend hours, and achieve only a fraction of how much you hope to. On the other hand, even if you spend 45 minutes in 'the zone', you can achieve far more. The key is to set a realistic objective, and also determine the time frame you can achieve that result in

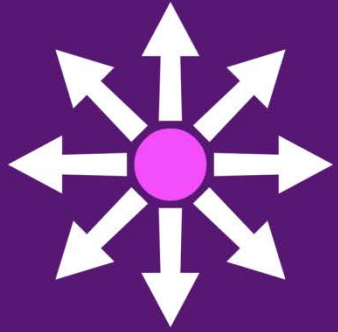
Answers

27. D

28. C

29. D

30. D



iKompass

About iKompass

iKompass is a Project Management consulting and training company dedicated to enhancing skills for anyone involved in project activities. iKompass has the highest recorded independently audited pass rate for the [PMP certification training in Singapore](#). With its main Asia office in Singapore, iKompass runs PMP certification classes in Malaysia, Philippines, Indonesia and Singapore. iKompass is a registered Global Education Provider for the Project Management Institute USA.

<http://www.ikompass.edu.sg>