Chapter 1

Quick Review Questions
The following questions are categorized by the knowledge areas of *A Guide to the Project Management Body of Knowledge, 4th Edition (PMBOK® Guide)*. Take note that some questions came from the Appendix. There are also questions from the Project Management Institute’s (PMI) *Code of Ethics and Professional Conduct*. Before you sit for the Project Management Professional (PMP)® exam, you should be familiar with these publications and what is covered in them. The following questions are designed to test your familiarity with them, as well as your understanding and knowledge of general project management terms and concepts.


**General Knowledge of PMBOK Guide®**

1. At a minimum, you need to be familiar with at least three PMI publications before taking the PMP exam. List them in the following spaces.
   A. _______________________________
   B. _______________________________
   C. _______________________________

2. List the five process groups in the order that they appear in the PMBOK® Guide.
   A. _______________________________
   B. _______________________________
   C. _______________________________
   D. _______________________________
   E. _______________________________
3. List the nine Knowledge Areas in the order they appear in the *PMBOK® Guide*.
   A. 
   B. 
   C. 
   D. 
   E. 
   F. 
   G. 
   H. 
   I. 

4. List the three key components of a process as outlined in the *PMBOK® Guide*.
   A. 
   B. 
   C. 

5. Organizational structure is an enterprise environmental factor that influences a project. List the six common organizational structures.
   A. 
   B. 
   C. 
   D. 
   E. 
   F. 

6. List the two processes that should be performed when starting a project.
   A. 
   B. 

7. List the two processes that should be performed when closing a project.
   A. 
   B. 

8. The *PMBOK® Guide* consistently uses the verb-noun format to describe each process. If you carefully examine the verb portion of the process name, it should give you an indication that a given process belongs to a certain process group. The noun portion
of the process name should also give you a hint of the expected deliverable for that process. For example, the Develop Project Management Plan process indicates that you need to “develop” something after you have started your project—with the “Project Management Plan” as the expected deliverable. List the 10 common verbs that are used to name the processes within the Planning process group.

A. ___________________________
B. ___________________________
C. ___________________________
D. ___________________________
E. ___________________________
F. ___________________________
G. ___________________________
H. ___________________________
I. ___________________________
J. ___________________________

9. List the seven common verbs that are used to name the processes within the Initiating process group.

A. ___________________________
B. ___________________________
C. ___________________________
D. ___________________________
E. ___________________________
F. ___________________________
G. ___________________________

10. List the six common verbs that are used to name the processes within the Monitoring and Controlling process group.

A. ___________________________
B. ___________________________
C. ___________________________
D. ___________________________
E. ___________________________
F. ___________________________
Chapter 4: Project Integration Management

11. List at least 10 subsidiary plans of the project management plan.
   A. 
   B. 
   C. 
   D. 
   E. 
   F. 
   G. 
   H. 
   I. 
   J. 

Chapter 5: Project Scope Management

12. List the eight tools and techniques that a project manager can use when collecting requirements.
   A. 
   B. 
   C. 
   D. 
   E. 
   F. 
   G. 
   H. 

13. List three terms that relate to the work breakdown structure (WBS).
   A. 
   B. 
   C. 
Chapter 6: Project Time Management

14. What are the four types of activity dependencies or logical relationships?
   A. ____________________________
   B. ____________________________
   C. ____________________________
   D. ____________________________

15. List five estimating tools and techniques.
   A. ____________________________
   B. ____________________________
   C. ____________________________
   D. ____________________________
   E. ____________________________

16. What is the PERT formula for three-point estimating?
   ____________________________

Chapter 7: Project Cost Management

Define the following Earned Value Management (EVM) acronyms.

17. What is PV? ____________________________

18. What is EV? ____________________________

19. What is AC? ____________________________

20. What is SV? ____________________________

21. What is CV? ____________________________

22. What is SPI? ____________________________

23. What is CPI? ____________________________

24. What is EAC? ____________________________

25. What is ETC? ____________________________

26. What is TCPI? ____________________________
27. List the two EVM variance formulas.
   A. 
   B. 

28. List the two EVM performance index formulas.
   A. 
   B. 

29. List the four EVM forecasting formulas for EAC.
   A. 
   B. 
   C. 
   D. 

30. List the two to-complete performance index formulas.
   A. 
   B. 

Chapter 8: Project Quality Management

Define the following quality-specific acronyms.

31. What is PDCA? 

32. What is TQM?

33. What is OPM3?

34. What is CMMI?

35. What is COQ?

36. Name the two costs of quality.
   A. 
   B. 

37. What are the two categories of the cost of quality for avoiding failures?
   A. 
   B. 

38. What are the two categories of the cost of quality where money must be spent because of failures?
   A. 
   B. 
39. List Ishikawa’s seven basic tools of quality.

A. 
B. 
C. 
D. 
E. 
F. 
G. 

Chapter 9: Project Human Resource Management

40. List in order the five stages of developing a team.

A. 
B. 
C. 
D. 
E. 

41. What are the six general techniques for avoiding conflict?

A. 
B. 
C. 
D. 
F. 
G. 

Chapter 10: Project Communications Management

42. What are the five key components of a communication model?

A. 
B. 
C. 
D. 
E. 
43. List the three broad classifications of communication methods.
   A. 
   B. 
   C. 

Chapter 11: Project Risk Management

44. List four strategies for negative risks or threats.
   A. 
   B. 
   C. 
   D. 

45. List four strategies for positive risks or opportunities.
   A. 
   B. 
   C. 
   D. 

Chapter 12: Project Procurement Management

46. What are the three major types of contracts?
   A. 
   B. 
   C. 

There are six potential variations of the major types of contracts.

47. What is FFP? 
48. What is FPIF? 
49. What is FP-EPA? 
50. What is CPFF? 
51. What is CPIF? 
52. What is CPAF?
Appendix G: Interpersonal Skills

53. List at least five interpersonal skills.
   A. 
   B. 
   C. 
   D. 
   E. 

54. List at least three team member communication styles.
   A. 
   B. 
   C. 

55. What are the two categories of listening techniques?
   A. 
   B. 

56. What are the four basic decision styles?
   A. 
   B. 
   C. 
   D. 

57. What are the four major factors that affect the decision styles?
   A. 
   B. 
   C. 
   D. 

Define the following acronyms.

58. What is CCB? 
59. What is CPM? 
60. What is EMV? 
61. What is FMEA?
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62. What is IFB?

63. What is LOE?

64. What is OBS?

65. What is PDM?

66. What is QA?

67. What is QC?

68. What is RACI?

69. What is RAM?

70. What is RBS?

71. What is RFI?

72. What is RFP?

73. What is RFQ?

74. What is SOW?

75. What is SWOT?

PMI’s Code of Ethics and Professional Conduct

76. The PMI’s Code of Ethics and Professional Conduct applies to which individuals?
   A. ________________________________
   B. ________________________________
   C. ________________________________
   D. ________________________________

77. What two types of responsibility, fairness, and honesty standards were mentioned in the Code of Ethics and Professional Conduct?
   A. ________________________________
   B. ________________________________
Key Concepts and Processes

Many of these questions discuss topics and concepts presented in Sybex’s 

This section presents questions based on key project management concepts (e.g., projects, 
programs, portfolios, project management skills, etc.) and various processes from initiating 
to closing projects.

Projects

78. ____________ are temporary initiatives with defined start and end dates.

79. The concept of incrementally and continually refining the characteristics of a product, 
service, or result as the project progresses is known as ____________.

80. Unlike projects, ____________ are ongoing and repetitive.

81. ____________ are individuals or groups with a vested interest in the outcome of 
the project.

82. The ____________ is usually an executive within the organization who has 
authority over the project, from allocating resources to making key decisions.

83. The ____________ is responsible for applying the tools and techniques of project 
management, and managing the associated resources to ensure that the project objec-
tives will be met.

84. ____________ are groups of related projects.

85. ____________ include projects, programs, and other portfolios.

86. The ____________ serves as a central oversight in the management of projects and 
programs within an organization.

87. What is a key disadvantage for a project manager when working in a functional 
organization? ____________

88. ____________ are considered the opposite of functional organizations.

89. What are the three common types of matrix structures?

   A. ____________
   B. ____________
   C. ____________
Creating the Project Charter
Fill in the blanks or answer the questions below.

90. Who is not involved in project selection: project manager, project sponsor, customer, or subject matter experts? _____________

91. _____________ are also used to evaluate and choose between alternative ways of performing the project.

92. What is the discount rate when NPV equals zero? _____________

93. Which project should be chosen: low IRR or high IRR? _____________

94. The _____________ process produces the project charter.

95. Corporate procedures, policies, standards, and templates are elements of _____________.

96. Who should be the author of the project charter? _____________

97. Projects that have an NPV _____________ zero have a higher likelihood of being approved.

98. _____________ are external factors that can positively or negatively impact the outcome of the project.

99. Name at least two needs or demands that necessitate the initiation of a project.
   A. _____________
   B. _____________
   C. _____________
   D. _____________
   E. _____________
   F. _____________
   G. _____________

Developing the Project Scope Statement
Determine if each of the following statements is true or false. If the statement is false, provide the correct answer to the underlined term(s) to make the statement true.

100. The project charter defines how the project will be executed, monitored and controlled, and closed _____________
101. Requirements must be documented, analyzed, and quantified in enough detail that they can be measured once the work of the project begins.

102. Focus groups comprise cross-functional stakeholders.

103. The requirements traceability matrix enables the organization to link each requirement to business and project objective.

104. The project scope management plan documents how the project team will define the project scope, develop the work breakdown structure, and control the changes.

105. The Create WBS process enables the project team to subdivide the project into smaller and more manageable components.

106. Rolling wave planning is a process of elaborating deliverables, project phases, or sub-projects in the WBS.

107. The scope baseline includes the scope statement, the WBS, and the project schedule.

108. The scope management plan is a subsidiary plan of the project charter.

109. The lowest level of any WBS is called a work package.

Creating the Project Schedule

Match the terms below to their correct descriptions. Write the letter of the correct description in the space provided.

110. Analogous estimating

111. Define Activities process

112. Discretionary dependency

113. Finish-to-start
114. Lag
115. Lead
116. Monte Carlo
117. One standard deviation
118. PDM
119. Start-to-finish

Descriptions
A. Creates arbitrary total float values
B. Decomposes the work packages into schedule activities
C. Delays successor activities
D. Gives a probability of about 68 percent
E. Most commonly used dependency in the PDM method
F. Rarely used dependency in the PDM method
G. Shows probability of all the possible project completion dates
H. Speeds up successor activities
I. Uses expert judgment and historical information
J. Uses only one time estimate to determine duration

Developing the Project Budget
Fill in the blanks or answer the questions below.

120. The ___________________________ is established using the WBS and its associated control accounts.

121. The control account also has a unique identifier that’s linked to the organization’s accounting system, sometimes known as a ___________________________.

122. ___________________________ should be completed early in the project to help estimate the costs.

123. The following three additional tools can be used to predict the potential financial performance of the project’s product, service, or result:

124. A project’s cost performance baseline normally has a/an ___________________________ shape.

125. ___________________________ entails providing the information in the correct format to the right audience in a timely manner.
126. What is the communication channel formula?

127. The lines that connect the communication nodes are also known as

128. The ________________________________ addresses the communication needs of the project stakeholders.

129. What is a PMB? ________________________________

**Risk Planning**

Determine if each statement below is true or false. If the statement is false, provide the correct answer to the underlined term(s) to make the statement true.

130. Not all risks are bad.

131. The Plan Risk Management process serves as the foundation for subsequent risk processes.

132. RBS is an acronym for requirements budgeting system.

133. Catastrophic risks are also known as residual risks.

134. Information gathering is a type of brainstorming.

135. The fishbone diagram is also known as the Ishikawa diagram.

136. Probability is the likelihood that an event will occur.

137. Sensitivity analysis data can be displayed using a sensitivity diagram.

138. The sum of the probabilities for each node in a decision tree is 1.
139. The following strategies can be used to deal with negative risks or threats: **avoid, transfer, mitigate, and share.**

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**Planning Project Resources**

Match the terms below to their correct descriptions. Write the letter of the correct description in the space provided.

140. Collective bargaining agreements  __________
141. Firm fixed-price  __________
142. FP-EPA economic adjustment  __________
143. Make-or-buy analysis  __________
144. Organization breakdown structure  __________
145. Project calendars  __________
146. Regulation  __________
147. Source selection criteria  __________
148. Teaming agreement  __________
149. Time and materials contracts  __________

**Descriptions**

A. Crosses between fixed-price and cost-reimbursable contracts

B. Defines the contractual agreements between multiple parties

C. Defines the organization’s contractual obligations to employees

D. Facilitates the decision-making process whether to build or purchase products and services that are needed in the project

E. Helps organizations choose a vendor from among the proposals received

F. Mandates linking it to a known financial index

G. Places the bulk of the risks on the seller

H. Requires compliance and are almost always imposed by governments or institutions

I. Shows the departments, work units, etc. within an organization

J. Shows the working and nonworking days in the project
Developing the Project Team

Fill in the blanks or answer the questions below.

150. Which comes first: validated defect repair or defect repair?

151. Which comes first: norming or storming?

152. Which comes first: storming or forming?

153. To achieve co-location, the project manager may set aside a common meeting area, which is sometimes called the ____________________________.

154. Motivation can be ____________________________ or ____________________________.

155. Which one is higher in the hierarchy of needs: social needs or basic physical needs?

156. Which one is higher in the hierarchy of needs: safety and security needs, or self-actualization?

157. ____________________________ Theory: positive outcomes drive motivation.

158. Which type of power should be used as a last resort: legitimate or punishment?

159. What are the most important skills that a project manager should possess?

Coordinating Procurements and Sharing Information

Fill in the blanks or answer the questions below.

160. Which proposal evaluation technique assigns numerical weights to evaluation criteria: weighting systems or screening systems?

161. Which proposal evaluation technique uses predefined performance criteria: weighting systems or screening systems?
162. Which proposal evaluation technique relies on information about the sellers: screening systems or seller rating systems?

163. Independent estimates, sometimes conducted by the procurement department to compare the proposal costs against the vendor costs, are also known as

164. What tactic is used during contract negotiation when one party tries to discuss an issue that is no longer relevant?

165. Which contract life-cycle stage comes first: solicitation or requisition?

166. Which contract life-cycle stage comes first: requirement or award?

167. Independent reviews performed by trained auditors or third-party reviewers.

168. The helps promote communication with stakeholders.

169. Contested changes can take form of ,

Measuring and Controlling Project Performance

Fill in the blanks or answer the questions below.

170. A is a subsystem of the project management system.

171. To get paid, vendors issue

172. When a seller submits an invoice, the is used to issue payments.

173. What is ADR?

174. use historical data to predict future performance.

175. is a forecasting method that uses opinions, intuition, and estimates to predict future outcomes.
176. Who is usually the expediter of project status meeting?

177. What do you need to do to introduce modifications to the project?

178. Is the change control system a subset of the configuration management system?

179. Which one is the preferred approach for capturing change requests: written or verbal?

**Controlling Work Results**

Determine if each statement below is true or false. If the statement is false, provide the correct answer to the underlined term(s) to make the statement true.

180. Planned value is the same as **budgeted cost of work scheduled**.

181. Actual cost is the same as **actual cost of work performed**.

182. Earned value is the same as **actual cost of work performed**.

183. Given an EV of 350 and AC of 300, the CV is **650**.

184. A CPI greater than **1** is good.

185. \( \text{EAC} = AC + BAC - EV \).

186. \( \text{VAC} = BAC - EAC \).

187. \( CV = EV - PV \).

188. A **control chart** has lower and upper control limits.
189. Ishikawa is credited with the 80/20 Rule.

190. A scatter diagram’s two variables are dependent and independent variables.

Closing the Project and Applying Professional Responsibility

Match the terms below with their correct descriptions. Write the letter of the correct description in the space provided.

191. Addition, starvation, integration, and extinction

192. Aspirational and mandatory

193. Closed procurements

194. Lessons Learned

195. Organization process updates

196. PMI’s Code of Ethics and Professional Conduct

197. Procurement audit

198. Procurement early termination

199. Project management plan

200. Responsibility, respect, fairness, and honesty

Descriptions

A. Applicable to both buyer and vendor
B. Areas of professional responsibility
C. By agreement, via default or for cause
D. Captures what went well in the project and what should be avoided for the next project
E. Ethical standards for PMPs
F. Formal acceptance and closure of the procurement
G. Input of Close Procurements process
H. Output of the Close Project or Phase process
I. Standards of professional responsibility
J. Types of project endings