PMP / CAPM project Management Professional FREE Sample
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Dear Candidate,

Thank you for downloading our sample material with 10 questions. This test is offered for free on our Certify @ PM Wizards platform where you find many options to prepare for PMI's Project Management certifications, PMP and CAPM. All questions are based on the PMBOK 6ed. Read the questions carefully, preferably twice, because details are very important. In the real PMP/CAPM exam you have to answer 200/150 questions in 4/3 hours (a little more than 1 minute per question) so it is important to have the content fresh in your mind and remain calm to understand the question. Final tip: don't leave unanswered questions, there are no penalties for wrong answers.

Happy preparation !

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Q1:Beyond providing support to the project, Auality Assurance also provides the ground for:

A. Plan-do-check-act.
B. Continuous process improvement.
C. Project management maturity.
D. Work performance information.

Q2: You are asked about your current expectation of the total job to cost. If you adopted Earned Value Analysis, you should calculate the:

A. To-complete performance index
B. Estimate to complete
C. EAC
D. BAC

Q3:In any company with a heavy engineering culture and deep technical roots, although the Project Charter states the project manager's authority and responsibility on the project, the project manager further requires which type of power in order to be an effective leader?

A. Legitimate
B. Expert
C. Position
D. Referent

Q4:You recently took over a project expected to last another seven years. You realize that the WBS work packages expected to occur in the next year are planned in detail, but the work packages for later in the future are not planned at all. You decide that

A. It is a major problem. The WBS is incomplete and you need to redefine the project scope to complete the project schedule.

B. It is a problem that must be resolved quickly. The previous project manager did not complete the WBS so you must stop the project to complete the WBS in sufficient detail.
C. It is not a problem at this time. The previous project manager was using the rolling wave planning technique, so you are able to continue defining the activities, as needed.
D. It is not a problem at this time. You can only plan what you know. You communicate to the project sponsor that the WBS is not sufficient to manage the whole project but it his problem.

Q5:In the initial stage of a project done inside a matrix organization, the project's objectives are not clear. A major reason of conflict at this stage of the project is

A. the difference of opinions among users over priorities and quality standards.
B. the high uncertainty over technical issues.
C. the difficulty to define a detailed schedule for the project.
D. the power struggle between the project manager and the line manager.

Q6:Managing a project to construct a new buidling, you are selecting vendors for the various parts of the project. You have conducted all make-or-buy analysis and issued some RFPs (Requests For Proposals). You believe it is important to examine past performance of potential vendors because you are using...

A. Proposal evaluation techniques.
B. Quantitative and analytical techniques.
C. Multi-disciplinary review teams.
D. Independent estimates.

Q7:Requirements can typically be classified into product and project requirements. Capturing and managing both types is important for project success, so you decided to follow this classification system to modernize some equipments in your company. During such project, all the following are examples of product requirements except

A. Level of Service requirements.
B. Action planning requirements.
C. Non Functional Requirements, such as security requirements.
D. Performance requirements,

Q8:Change Control procedures, the Configuration Management knowledge base and other tools to control the baseline versions used to handle the project management plan process are:

A. Enterprise environmental factors.
B. Organizational process assets and tools.
C. Part of the project's configuration management plan.
D. Part of the organization's management practices.

Q9: The performance measurement baseline consists of all the following except:

A. Scope baseline
B. Requirements baseline
C. Schedule baseline
D. Cost baseline

Q10:As the project manager on a project to improve overall ease of use of a new product, you decide to invite an ergonomics subject matter expert to join the team. He participates as an observer while the team defines requirements for the new system. This method is also known as...

A. Mentoring
B. Coaching
C. Job shadowing
D.User experimentation

Comments:

Q1:B. Quality Assurance is an ongoing activity that requires a Continuous Improvement (Kaizen) mindset. Learn more at https://en.wikipedia.org/wiki/Kaizen

Q2:C. EAC (Estimate at completion) represents the forecasted final project budget at the moment of analysis based on current assumptions of future project performance. It is usually confused with BAC (Budget at completion) that corresponds to the original project budget (as done in the past).

Q3:B.A project manager with a solid technical background is prefered by the project team in a company culture that values technical expertise. The Project Charter may award her/him Legitimate power with the autority to hire and fire. Position power depends on the title/position inside the company structure. Hers/his personal traits as honesty and trustworthiness may provide Referent power (to serve as a role model) but Expert power is required to match the culture.

Q4:C.The rolling wave approach to project management requires detailed planning of the foreseeable future and, as the project evolves, periodically reevaluates the completion dates and costs. https://www.pmi.org/learning/library/rolling-wave-approach-project-management-10514

Q5:D.In a Matrix organization the project manager and the line manager usually have no direct hierarchy and some power/political disputes may happen that impact the definition of objectives. Note that projct objectives must be defined before other decisions are made, such as quality standards, technical issues and work scheduling.

Q6:B.When reviewing past performance of a group of vendors, the project manager has to identify the mean performance in terms of average and standard deviation in time and cost of these vendors. These require statistical and analytical techniques to tabulate the differences.

Q7:B.Action planning requirements are associated the project requirements or procedures. All the other options might apply to products such as NFR (Non Functional Requirements) that are features that are required but not apparent to the product user.

Q8:B.These are all elements (procedures and tools) that the permanent organization (the company) offers to the temporary organisation (the project) to improve project governance.

Q9:B. Requirements are set externally to the project while Scope, Schedule and Cost depent on good project management performance.

Q10.C: Job shadowing is usually used to train new team members but it can also be used to understand how a task is executed so it can be improved. Coaching could happen in a second stage, after the shadowing showed the knowledge gaps.

(Update: 10 Feb 2021)

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