

PMP Exam Preparation Answer Key

Reference the *Fast Forward MBA in Project Management, 6th edition*
Chapter 24, By Tony Johnson

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Some answers include references to the *Guide to the Project Management Body of Knowledge, 6th edition* (PMBOK® Guide).

Chapter 3 Answers

1. c) Increasing rose bouquet production in anticipation of Mother’s Day demand
Accommodating high demand still falls under the realm of operations. Anticipating and scheduling daily, monthly, seasonal, or cyclical fluctuations are common duties for “operational” individuals. All other answers involve a project impacting the day-to-day operations in some significant way. [PMBOK® Guide 1.5.1]
2. b) Optimization for a single focus on the project
Explanation: Optimization for a single focus on the project means that the team can focus on what the work of the project is and usually only that. The other answers are associated with functional organizations.
3. c) An initiative that has a specific purpose, creates specific results, has a definite start and end date, and is temporary
Explanation: A project is an initiative that has a specific purpose, creates specific results, has a definite start and end date, and is temporary. [PMBOK® Guide 3.1]

Chapter 4 Answers

1. c) Hybrid
Explanation: This type of structure is hybrid because it combines a waterfall schedule with Agile elements (timeboxes and prioritizing). Virtual doesn’t necessarily apply as there isn’t enough information to identify it as an option. [PMBOK® Guide Table 1-3]
2. b) An iteration
Explanation: A sprint, a timeboxed duration of project work, is the equivalent of an iteration. A phase is a term associated with a traditional project. A release consists of an organized group of sprints/iterations. A burn-down chart is the visual representation of the rate at which work is being completed.
3. c) A release
Explanation: A release consists of an organized group of sprints/iterations. A sprint, a timeboxed duration of project work, is the Scrum equivalent of an iteration. A phase is a term associated with a traditional project. A burn-down chart is the visual representation of the rate at which work is being completed.

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Chapter 24, By Tony Johnson

Chapter 5 Answers

1. c) Portfolio management focuses on doing the right work, project management focuses on doing the work right
Explanation: Portfolio management focuses on doing the right work to align with company strategy. Project management focuses on doing the work of the project correctly. Multiple projects (and programs) can make up a portfolio. [PMBOK® Guide 1.2.3.3]
2. b) A change in the market for which the work of the project is intended
Explanation: The highest impact is a change in the market for which the work of the project is intended. A negative change could result in a radically altered or eliminated market. A positive change could result in a totally reinvented market.
3. b) Project B
Explanation: Project B is the most attractive project because it has the highest dollar amount. The years listed with the NPV are distracters because they are already factored into the dollar amount of the project. Project A and C are of less value than Project B.

Chapter 6 Answers

1. a) Conflicting goals of the Sponsors
If there were conflicting goals of the Sponsors this could significantly impact the project as the attempt to build what would work for all involved could radically alter the plan. The creation of the WBS would be a challenge as well, but not as big as the best answer. The other two answers are noise.
2. a) Stakeholder management
Stakeholder management involves determining the needs and expectations of the Stakeholders and management of those needs and expectations Stakeholder identification involves determining the impacted Stakeholders. The other two answers are noise.
3. c) High power/high interest
Explanation: The positions of CIO and CFO imply a high degree of power. Their involvement in ensuring regulatory compliance and the alignment of requirements imply a very high degree of interest. [PMBOK® Guide 13.1.2.4]

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Chapter 24, By Tony Johnson

Chapter 7 Answers

1. a) Defines the scope statement
Explanation: The scope statement is a document that describes what is and what is not included in the project. It typically includes acceptance criteria, a detailed description of the product scope. The charter only addresses scope at a high level. It is an output from the Collect Requirements process. The other answers are included in the charter. [PMBOK® Guide 5.3]
2. b) Confusion about who is responsible for doing what
The Responsibility Assignment Matrix shows who is responsible for what areas on the project. The Network diagram would provide guidance on what order the tasks occur. The organizational structure would confirm who is on the team, and what the reporting structure is. The Gantt chart or schedule will show how long the tasks are.
3. c) Assumptions
Assumptions are created when there is an absence of certain information on a project. It's an educated guess. As the project evolves, the assumptions should be fewer. Constraints are items that limit a project environment. Team development and staff acquisition are noise.

Chapter 8 Answers

1. b) External, internal, technology, personnel
Explanation: Categorization of risk groups risks together by defining categories where they can fit. The correct answer fits this description. The other answers are noise because they relate to project management Process Groups or interpretations of the triple constraint. [PMBOK® Guide 11.1.3.1]
2. d) Risk transference, which avoids negative risk by transferring or reassigning responsibilities
Explanation: Risk transference assigns or transfers the risk to an external party. Risk mitigation attempts to minimize bad risk or maximize good risk. Risk acceptance deals with the risk if it occurs. Risk avoidance involves doing what can be done to eliminate the risk.
3. d) Risk is a positive or negative event that may or may not occur
Explanation: Risk is a positive or negative event that may or may not occur. Risk always carries a degree of uncertainty and has not yet occurred. [PMBOK® Guide Chapter 11 Intro]

PMP Exam Preparation Answer Key

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Chapter 24, By Tony Johnson

Chapter 9 Answers

1. d) Buy-in from the team doing the work
Explanation: Having the project team assist in the creation of the WBS has a number of positive benefits. The most positive benefit is obtaining buy-in from the people doing the work. Though the WBS is reviewed later in the planning process group to create the budget and schedule, it is the team's buy-in (and experience) that drives the accuracy of all future documents. As a minor point, schedule and budget are equally important, and thus neither answer by itself could be the "best" answer. Authority comes from the project charter. [PMBOK® Guide 5.4.3.1]
2. d) All the answers
Explanation: The WBS serves as a primary input for determining what types of resources are needed on a project, how long those resources will be needed, the estimated high level costs of the project, and the shape of the schedule. [PMBOK® Guide 5.4.3.1]
3. d) Identifies special work packages that can be created outside the WBS, but within the project
Explanation: If the work is not in the WBS, it is not part of the project. All other answers represent benefits of using a WBS. [PMBOK® Guide 5.4]
4. a) It has a duration of zero (0)
Explanation: The milestone has a duration of zero. The milestone is typically used to define the start or completion of a series of activities. The other answers are noise. [PMBOK® Guide Glossary]

Chapter 10 Answers

1. d) BDG
Explanation: The critical path is the longest path in the diagram. Of the four paths, BDG is the longest at 22 days. ACE is 15 days long. BDE is 21 days. BFG is 21 days. [PMBOK® Guide 6.6.2.2]
2. b) One day
Explanation: The longest path with Activity F on it is path BFG with a duration of 21 days. The critical path of BDG is 22 days. Subtracting the length of BFG from the critical path (22-21) shows a difference of one day. This is the slack of Activity F. [PMBOK® Guide 6.6.2.2]
3. d) BDG, 23 days
Explanation: By increasing Activity D from four days to five days the path BDG increases to 23 days. This is the longest of the paths on the network diagram. [PMBOK® Guide 6.6.2.2]

PMP Exam Preparation Answer Key

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Chapter 24, By Tony Johnson

Chapter 11 Answers

1. c) Removing obstacles encountered by the team
Explanation: While all of the answers represent the responsibilities of the ScrumMaster, the responsibility that cannot be shared with or delegated to any other role is removing obstacles encountered by the team (based on servant leader mantra of putting others before themselves).
2. d) Burndown chart
Explanation: The burndown chart shows the points still remaining to do, and done points in a sprint so far. The sprint backlog lists all items in the current sprint that the team commits to doing. The product backlog lists all current items that the product owner potentially wants the team to complete. The burnup chart shows points total done across all sprints.
3. c) Product Owner
Explanation: The product owner is the role that initially populates the product backlog and prioritizes the items the scrum team will do within a sprint. The ScrumMaster supports the team and scrum framework. The business owner is represented by the product owner. The developer does the work within the sprint.
4. a) The product owner shouldn't be trying to force the team to add items to the sprint
Explanation: Once the work of the scrum is committed to, the product owner should NOT try to force extra work on the team. This creates distrust between the team and product owner. The scrum master is not out of line seeing a problem with this situation. The team should be sensitive to the attempt to force work on them. Updating the communication management plan is irrelevant in this case.

Chapter 12 Answers

1. a) Parametric
Explanation: The parametric estimate involves using a parameter of an amount per unit. In this case, \$100 per square foot is the parameter. The analogous estimate is a top-down type of estimate. The bottom-up estimate is the detail that is created by the team. Gut-feel is a distracter. [PMBOK® Guide 6.5]
2. b) Bottom-up estimating
Explanation: Bottom-up estimating involves creating a very detailed and accurate estimate based on estimating the lowest levels of work and rolling them up into a total estimate. Parametric estimating involves using a parameter such as \$5.00 a square yard for material. Fast tracking involves re-sequencing already defined tasks to compress the overall duration of the schedule. Analogous estimating involves creating a relatively quick, high-level estimate. [PMBOK® Guide 7.2.2.2]

PMP Exam Preparation Answer Key

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Chapter 24, By Tony Johnson

3. a) The less known, the wider the range
Explanation: The less known, the wider the range is the key principle in any environment. This occurs early in the project. As the progresses, the range narrows. -25% to +75% is the range of a rough order of magnitude (ROM) estimate. The other answers are incorrect. [PMBOK® Guide 7.2]
4. b) The estimate takes a great amount of time to create
Explanation: Taking a great amount of time to create is not an advantage. All the other answers represent the advantages of creating a bottom-up estimate. [PMBOK® Guide 7.2.2.2, 7.2.2.3]

Chapter 13 Answers

1. c) Sunk cost
Explanation: Sunk cost is the cost that has been spent on the project. It shouldn't be taken into consideration when determining whether to continue with the project. Opportunity cost doesn't apply here. The budgeted cost of work performed is the earned value (EV). There is nothing in the situation about phasing the project.
2. b) Crashing
Explanation: Crashing is the process of putting more resources on critical path items. Fast tracking is re-sequencing the critical path activities to achieve schedule compression. Staff acquisition and re-planning are distracters. [PMBOK® Guide 6.6.2.7]
3. d) Proposals that use fixed-price
Explanation: Proposals that use fixed-price contain the least amount of risk for the buyer; the seller assumes all the risk. In cost-plus-fixed-fee, the buyer pays all the cost, but the fee is fixed at a specific amount. In cost-plus-incentive-fee, the buyer pays all the cost, but the fee is paid if the incentive was met. For time and materials, the buyer pays the cost on a per hour basis plus any material. [PMBOK® Guide 12.1.1.9]

Chapter 15 Answers

1. c) An agenda should be created and published and the meeting leader established
Explanation: Creating and publishing an agenda and knowing who is in charge of a meeting are two ways to have a highly organized effective meeting. Though the project manager may organize a meeting, he or she may not necessarily be in charge of the meeting. [PMBOK® Guide 10.1.2.5]
2. a) Problem solving
Explanation: Problem solving is the most proactive and lasting solution. Reward is a type of power. Compromise waters down the solution. Withdrawing is professionally irresponsible. [PMBOK® Guide 9.4.2.3]

PMP Exam Preparation Answer Key

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Chapter 24, By Tony Johnson

3. d) Group norms, ground rules, and project management practices
Explanation: The common set of tools the project manager can utilize to minimize conflict are group norms, ground rules, and project management practices. [PMBOK® Guide 9.4.2.3]
4. Correct Answer: (B) Directing, coaching, facilitation, and support
Explanation: The evolution of leadership and managerial style starts with directing. As the project gains momentum, coaching is applied. When significant work is completed facilitation comes into play. Support is applied as the project is closing.

Chapter 16 Answers

1. b) Minimizing conflict
Explanation: Interpersonal or soft skills applicable to managing stakeholder engagement are building trust, resolving conflict, active listening, and overcoming resistance to change. While resolving conflict and minimizing conflict might appear to be similar, resolving eliminates the conflict and minimizing conflict merely makes the conflict less acute. [PMBOK® Guide 13.3]
2. d) Approximately 90%
Explanation: Approximately 90% of a project manager's time is spent communicating. This could be via email, meetings, listening, speaking, Web conference, etc.
3. c) Work status and new information the team should know
Explanation: During the daily stand-up, each team member is expected to provide work status information and any new information the team should know. The other answers are incomplete.
4. c) Communications management plan
Explanation: The communications management plan helps determine the stakeholders' communication needs. The other answers are noise. [PMBOK® Guide 10.1.3.1]

PMP Exam Preparation Answer Key

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Chapter 24, By Tony Johnson

Chapter 18 Answers

1. b) To control unnecessary change
Explanation: The main job of a project manager, other than managing the project itself, is to control unnecessary changes that can derail the project. Delaying changes and protecting the change control board from changes are both unprofessional. Expediting changes to the CCB is not a bad answer but not the best because it doesn't help in controlling unnecessary change.
2. c) Issue log
Explanation: The issue log is used to track issues that arise and provide key information about the issue. The stakeholder register is used to identify stakeholders and provide key information about them. The stakeholder management plan is used to provide direction for managing stakeholder engagement. [PMBOK® Guide 13.3]
3. a) Procedures used to document and control product or service characteristics
Explanation: Configuration management ensures that the project is building what it should build. It utilizes a very thorough and detailed change control process to ensure that project results conform to requirements and exhibit Fitness for Use. [PMBOK® Guide 4.7]
4. a) Network diagram
Explanation: The network diagram shows the sequencing and length of the diagram. The responsibility assignment matrix shows who is responsible for what, and doesn't include time. The WBS shows what work is in the project but doesn't focus on how long it should take. The budget deals with the costs of the project, not time. [PMBOK® Guide 6.3.3.1]

Chapter 19 Answers

1. a) \$950.00
Explanation: The planned value as of day 3 is \$950.00. Obtain this value by adding the planned value of Activities A, B, and C, which should have been done as of day 3 on the project. [PMBOK® Guide 7.4.2.1, 7.4.2.2, 7.4.2.3, 7.4.2.4]
2. d) 0.84
Explanation: To calculate this value, calculate earned value (EV) and actual cost (AC) first. Multiply the percent complete of each activity by its planned value (PV) to obtain the earned value (EV) for each activity. Sum the earned value (EV) \$1670.00 of each activity to determine the total earned value. Sum the actual cost of each activity to determine the total actual cost (AC) \$1980.00. Divide the earned value of \$1670.00 by the actual cost of \$1980.00 to produce a CPI of 0.84. This value means that the project is getting \$0.84 cents value for every dollar it is spending. [PMBOK® Guide 7.4.2.1, 7.4.2.2, 7.4.2.3, 7.4.2.4]

PMP Exam Preparation Answer Key

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Chapter 24, By Tony Johnson

3. b) Schedule performance index
Explanation: The schedule performance index (SPI) shows the rate at which the schedule is progressing. The SPI is established by showing the ratio between work done, also known as earned value (EV) and work scheduled, also known as planned value (PV). The schedule variance (SV) is the difference between work done, also known as earned value (EV) and work scheduled, also known as planned value (PV). The Gantt chart shows the schedule of the project. A variance report shows the difference between two items being measured. [PMBOK® Guide 7.4.2.1, 7.4.2.2, 7.4.2.3, 7.4.2.4]
4. b) To check for variances from the plan and make appropriate adjustments when variances are encountered
Explanation: Monitoring and controlling consists of monitoring for variances from the plan and making appropriate adjustments when variances are encountered [PMBOK® Guide 2.4]

Chapter 21 Answers

1. b) Portfolio management
Explanation: Portfolio management focuses on aligning project by business unit or product line where there is some common overlap and subject matter expertise in the area of the projects. Project management involves creating products via projects. Operations management involves the day-to-day repetitive tasks of a business. Management by objectives is a goal setting technique. [PMBOK® Guide 1.4.2]
2. d) Project management office
Explanation: The project management office (PMO) can define standards, audit projects, and help mentor project managers or perform any other activity needed, within reason, for the management of projects within an organization. [PMBOK® Guide 1.4.4]
3. b) A PMO typically controls project policies, project documentation, and project managers
Explanation: The project management office (PMO) can control project managers, documentation and policies or anything else needed within reason for the management of projects within an organization. [PMBOK® Guide 1.4.4]

Chapter 22 Answers

1. a) Requirements traceability matrix
Explanation: In setting up testing, especially when it's a complex situation, a requirements traceability matrix helps align stakeholders, requirements, and test cases. The project scope statement describes what the project should create. The work breakdown structure shows a decomposition of the entire project work. The work breakdown structure dictionary contains the various attributes of each piece of the work breakdown structure. [PMBOK® Guide 5.2.3]

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Chapter 24, By Tony Johnson

2. c) Business requirements, stakeholder requirements, solution requirements, transition requirements

Explanation: The order in which requirements are created is: business requirements, stakeholder requirements, solution requirements, and then transition requirements. Business requirements define business needs; stakeholder requirements align with specific stakeholder needs; solution requirements are created from the stakeholder requirements; and transition requirements are established to move to the new product, service, or result from the project to a business environment. [PMBOK® Guide 5.2.3.1]

3. b) Solution requirements

Explanation: Solution requirements can be both functional and non-functional. The other requirements (business, stakeholder, and transition) do not differentiate between functional and nonfunctional. [10.2.1; PMBOK® Guide 5.2.3.1]

Chapter 23 Answers

1. b) Making a greater use of checklists

Explanation: When followed, checklists help the employee attain consistent process execution. Assuming the checklist is sufficient and that the employee follows it, the process should possess a greater degree of stability. Fishbone diagrams work with problem isolation. Increasing the quality level makes a process more consistent, but it takes tools to do that. The checklist is a good quick fix that can have standard long-term benefits, especially if the sigma level is increased and higher quality expectations are put in place. [PMBOK® Guide 8.3.2.1]

2. b) Decreased warranty support

Explanation: Typically, the result of implementing more proactive quality standards decreases the need for warranty support. The other answers are distracters.

3. b) TQM and W. Edwards Deming, Fitness for Use and Joseph Juran, Zero Defects and Philip Crosby

Explanation: TQM was conceived by W. Edwards Deming, Fitness for Use was conceived by Joseph Juran, and Zero Defects was conceived by Philip Crosby. [PMBOK® Guide Chapter 8 Introduction]