

PMI Certification Interview Questions And Answers Guide.



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PMI Certification Job Interview Preparation Guide.

Question # 1

Team motivation, problem resolution, and space verification occurs during _____?

- A. The initiation phase.
- B. The close-out phase.
- C. The planning phase.
- D. The execution phase.
- E. None of the above.

Answer:-

- D. The execution phase.

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Question # 2

Explain What are correspondence, contract changes, and payment requests?

- A. Tools of contract administration.
- B. Functions of contract administration.
- C. Outputs of contract administration.
- D. Results of contract administration.
- E. Inputs of contract administration.

Answer:-

- C. Outputs of contract administration.

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Question # 3

Explain Which of the following conflict resolution approaches is likely to lead to the MOST lasting solutions?

- A. Negotiating
- B. Smoothing
- C. Problem-solving
- D. Compromising
- E. Communicating

Answer:-

- C. Problem-solving

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Question # 4

Explain The authority to accept or reject a requested change in a large and complex project, should rest with _____?

- A. The sponsor.
- B. The president.
- C. The change control board.
- D. The client.
- E. The project manager.

Answer:-

- C. The change control board.

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Question # 5

An individuals willingness to take a risk can be determined by:

- A. Decision tree modeling.
- B. Monte Carlo method,



- C. Sensitivity analysis.
- D. Utility theory.
- E. Maslows hierarchy of needs.

Answer:-

- D. Utility theory.

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Question # 6

Ho to determine the staffing requirements of the project, the project mänge FIRST needs a(n);

- A. Resource breakdown schedule.
- B. Responsibility assignment matrix.
- C. Work breakdown structure.
- D. Organization chart.

Answer:-

- C. Work breakdown structure.

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Question # 7

Explain The PERT method is MOST used in situations where:

- A. It is important to know the interrelationships of activities.
- B. Little is known about the cost estimated related to the project.
- C. Little experience exists on which to base estimated of activity duration.
- D. Resource requirements are well defined.

Answer:-

- C. Little experience exists on which to base estimated of activity duration.

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Question # 8

Suppose A primary function of the change control board is to:

- A. Review the impact of change request.
- B. Issue change requests.
- C. Represent top management interests.
- D. Identify new areas of project work.
- E. Assign new team members to increase output.

Answer:-

- A. Review the impact of change request.

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Question # 9

Explain The determination of conformance with scope requirements is called ____?

- A. Quality Planning.
- B. Quality Control.
- C. Quality Management.
- D. Quality Assurance.

Answer:-

- B. Quality Control.

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Question # 10

Explain Which of the following will have the greatest impact on a product or service's reliability and maintenance characteristics?

- A. Function.
- B. Implementation
- C. Design.
- D. Cost.
- E. Fabrication.

Answer:-

- C. Design.

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Question # 11

Explain Although they have a variety of side-effects, the primary objective of incentive clauses in a contract is to:

- A. Aligning contractor and buyer goals.
- B. Reduce risk for the contractor
- C. Controlling contractor costs
- D. Reduce costs to the buyer
- E. Reducing production costs.



Answer:-

A. Aligning contractor and buyer goals.

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Question # 12

Tell me which of the following terms is used to refer to the adjustment of task schedules to result in more effective human resource deployment?

- A. Resource fast tracking.
- B. Resource planning
- C. Resource leveling.
- D. Resource crashing.
- E. Resource loading.

Answer:-

C. Resource leveling.

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Question # 13

Explain Which of the following represents the BEST way to organize project activities for scheduling?

- A. By the critical path.
- B. By the task start date.
- C. By the date of commencement of project.
- D. By work breakdown structure.
- E. By the responsible organization.

Answer:-

D. By work breakdown structure.

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Question # 14

Explain During project lose-out, the final task is to....

- A. Verify that contractual obligations were met.
- B. Transfer the deliverables to the client.
- C. Reassign team member.
- D. Complete performance/lessons-learned records.

Answer:-

B. Transfer the deliverables to the client.

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Question # 15

Explain Which of the following approaches to quality improvement is LEAST likely to produce positive results?

- A. Continuous improvement
- B. Increased inspection
- C. Statistical quality control
- D. ISO9000 certified process

Answer:-

B. Increased inspection

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Question # 16

Explain Payback period analysis identifies that point in time when:

- A. Profit maximum is realized.
- B. Unit profit is realized.
- C. Monthly revenue exceeds monthly costs.
- D. Cumulative revenue exceeds cumulative costs.

Answer:-

D. Cumulative revenue exceeds cumulative costs.

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Question # 17

Explain The senior executive of your company wants monthly schedule update of your project. Which of the following would you send to the executive?

- A. Milestone chart
- B. Time-scaled network diagram
- C. Arrow activity diagram
- D. PERT chart

Answer:-

A. Milestone chart

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Question # 18

Explain Which of the following theories are illustrated by the principle: Employees who believe that their efforts will lead to effective performance and who anticipate important rewards for their accomplishments become productive stay productive.?

- A. The X-Y theory.
- B. Maslows theory.
- C. The expectancy theory.
- D. Ouchis Theory Z
- E. Herzbergs theory.

Answer:-

- C. The expectancy theory.

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Question # 19

Explain Which of the following statements describes quality control?

- A. Monitoring specific project results to determine if they comply with relevant quality standards.
- B. Evaluating over II project performance on a regular basis.
- C. Taking action to increase the effectiveness and efficiency of they project.
- D. Identifying which quality standards are standards are relevant to the project.

Answer:-

- A. Monitoring specific project results to determine if they comply with relevant quality standards.

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Question # 20

As the project manager, which of the following techniques would you employ to control the project schedule?

- A. Pareto diagram.
- B. Statistical sampling.
- C. Performance measurement.
- D. Parametric modeling.
- E. All of the above.

Answer:-

- C. Performance measurement.

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Question # 21

Explain The communications management plan is primarily dependent on the:

- A. Length of the project.
- B. Physical location of team members.
- C. Specific needs of the project.
- D. Project deliverables.
- E. Distance between project teams.

Answer:-

- C. Specific needs of the project.

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Question # 22

Which of the following concepts are associated with the Cost of Quality in project management?

(Choose all that apply)

- A. Appraisal costs
- B. Management costs
- C. Prevention costs
- D. Failure costs
- E. Planning costs

Answer:-

- A. Appraisal costs
- C. Prevention costs
- D. Failure costs

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Question # 23

One a project, quality should generally be of:

- A. Equal priority with schedule, but higher priority than cost.
- B. Higher priority than cost and schedule.
- C. Equal priority with cost, but higher priority than schedule.
- D. Equal priority with cost and schedule.

Answer:-

- D. Equal priority with cost and schedule.



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Question # 24

Suppose A projects scope statements is developed during scope:

- A. The initiation phase.
- B. The implementation phase.
- C. The planning phase.
- D. The verification phase.
- E. The definition phase.

Answer:-

- C. The planning phase.

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Question # 25

The person responsible for obtaining funding for a new project's conceptual study is the:

- A. Project manager.
- B. President.
- C. Chief financial officer.
- D. Project sponsor.
- E. The client

Answer:-

- D. Project sponsor.

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Question # 26

Explain The MOST effective method in developing a project team within a matrix organization is to follow the:

- A. communications plan.
- B. Scope change control plan.
- C. Staffing management plan.
- D. Training development plan.

Answer:-

- C. Staffing management plan.

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Question # 27

Explain A benefit-cost ratio of 3.22 indicates a:

- A. Profit of \$3.22 per unit produced.
- B. Profit of \$3.22 for each dollar expended.
- C. Resources assigned to other tasks on the critical path.
- D. Payback of \$3.22 for each dollar expended.

Answer:-

- D. Payback of \$3.22 for each dollar expended.

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Question # 28

Explain During execution, a resource is added to the project team. What effect will this have on the project?

- A. The effect cannot be determined.
- B. The project duration will be shortened.
- C. A scope change will be required
- D. The quality of the project will be increased.

Answer:-

- A. The effect cannot be determined.

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Question # 29

What is the term that is used when referring to the adjustment of task schedules in order to deploy human resource more effectively?

- A. Crashing.
- B. Smoothing
- C. Leveling.
- D. Fast tracking.
- E. Loading.

Answer:-

- B. Smoothing

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Question # 30

Explain Conflict resolution techniques that may be used on a project include:

- A. Withdrawing, compromising, controlling, and forcing.
- B. Controlling forcing smoothing, and withdrawing.
- C. Confronting, compromising, smoothing and directing.
- D. Smoothing, confronting, forcing, and withdrawing.

Answer:-

- D. Smoothing, confronting, forcing, and withdrawing.

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Question # 31

Explain an ideal situation resource leveling should be limited to activities with___?

- A. With zero float time.
- B. With negative float time.
- C. With positive float time.
- D. With critical float time
- E. On the critical path.

Answer:-

- C. With positive float time.

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Question # 32

Explain Project Procurement Management includes all of the following EXCEPT:

- A. Administration.
- B. Planning
- C. Stakeholder analysis
- D. Work statement
- E. Solicitation

Answer:-

- C. Stakeholder analysis

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Question # 33

Work packages are described in the:

- A. Work charter.
- B. Work schedule.
- C. Work breakdown structure.
- D. Work project plan.
- E. Statement of work.

Answer:-

- C. Work breakdown structure.

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Question # 34

Explain Technical staffs tend to be particularly responsive to:

- A. Referent power.
- B. Formal power.
- C. Functional power.
- D. Expert power.
- E. Ad hoc power

Answer:-

- D. Expert power.

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Question # 35

Explain Which of the following is NOT a function of a kick-off meeting?

- A. Project cost estimation and presentation.
- B. Introducing the stakeholders.
- C. Identifying goals of the project.
- D. Obtaining commitment from all participants.

Answer:-

- A. Project cost estimation and presentation.

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