

## PMP Examination Format:-

- 180 questions (the previous exam was 200) but the same number of questions will be scored
- 230 minutes to complete the exam
- One additional break for a total of two 10-minute breaks for computer-based tests. No scheduled breaks for paper-based exams.
- Questions will be a combination of multiple-choice, multiple responses, matching, hotspot and limited fill-in-the-blank. Click [here](#)

## Sample:

### **Multiple Choice Question**

Four project managers are having lunch together and discussing their projects. Most of the time they are just complaining about how hard projects are to manage in their company. Some complain about stakeholders and the number of changes they cause. Others talk about how hard it is to get people to cooperate and perform. One project manager wants to focus on the advantages of the matrix-type organization they all work in for their projects. Which of the following would he mention?

- A) Reporting is easier
- B) Communications are easier
- C) Improved project manager control over resources**
- D) More than one boss for project teams

## Multiple Responses

You are in the process of leading and performing the work as outlined in the project management plan. As part of this process, you have successfully inspired and motivated your scrum team through servant leadership to produce project deliverables at a rapid pace. As a result, the project is trending to meet and exceed the performance measurement baseline

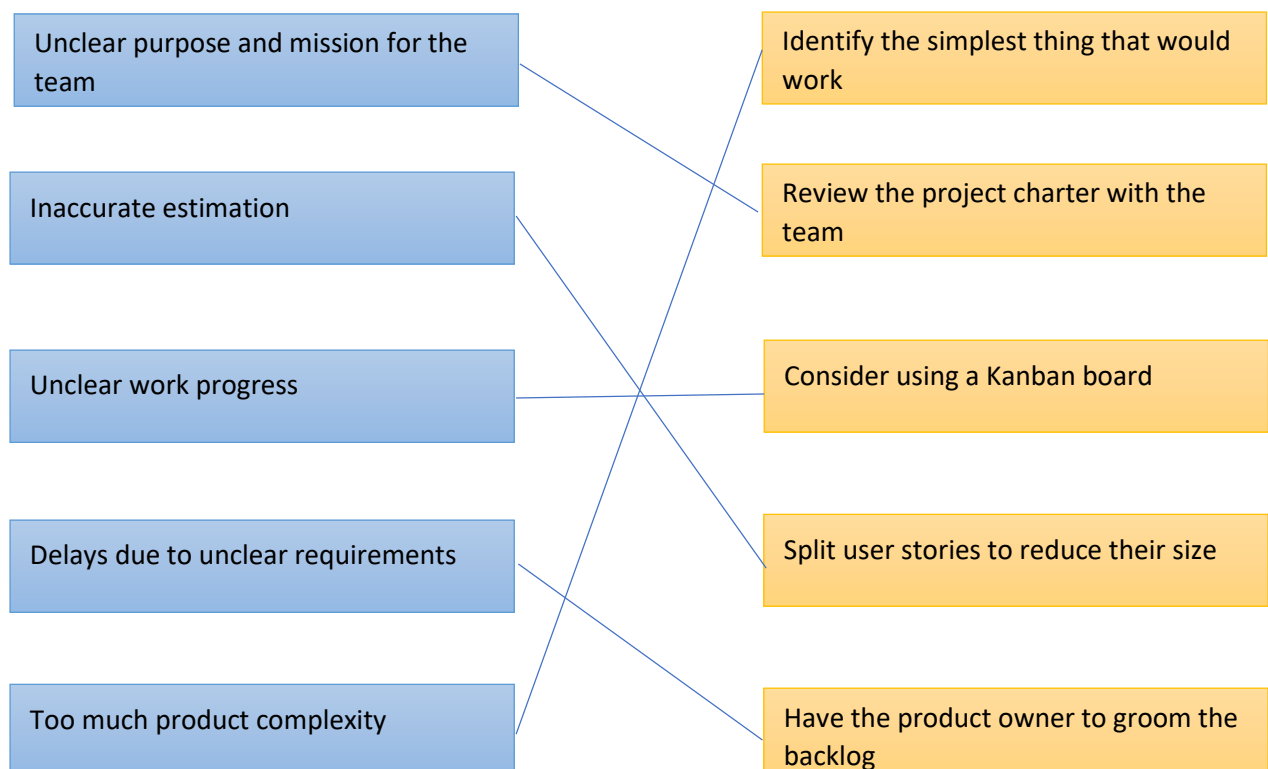
What activities might you need to perform as part of this process? (Choose two) (q144)

- A. Seek approval for the project charter
- B. **Implement approved change requests**
- C. Identify a comprehensive list of project stakeholders
- D. Facilitate the daily standup meetings
- E. **Develop risk response strategies to address identified risks**

## Matching

After completing several iteration, an agile coach has identified several pain points that need to be addressed to improve productivity and team performance going forward

What action (on the right) should the agile coach take to address each of these issues (on the left)?



## PMP SAMPLE QUESTIONS WITH CLARIFICATION:-

1. Four project managers are having lunch together and discussing their projects. Most of the time they are just complaining about how hard projects are to manage in their company. Some complain about stakeholders and the number of changes they cause. Others talk about how hard it is to get people to cooperate and perform. One project manager wants to focus on the advantages of the matrix-type organization they all work in for their projects. Which of the following would he mention?

A) Reporting is easier

B) Communications are easier

C) Improved project manager control over resources

D) More than one boss for project teams

The question requires selection of an option that describe the advantages of a matrix-type structure vis a vis a functional structure.

Reporting is more complex in a matrix structure as project team members have to report to both their immediate upline as well as to the project manager. Hence option (A) is incorrect

Likewise as per the above, communication in a matrix structure is more complex in a matrix structure given that the lines of communication are both vertical (with the functional manager) as well as horizontal ( within the team and the project manager). Hence option (B) is incorrect

It is true that for a matrix structure, project team members are reporting to more than one boss. However this is a disadvantage. The question asks for an advantage. Hence option (D) is incorrect.

For a matrix structure the project manager exists and is able to influence team members. This is an advantage compared to a functional structure where this is not the case as the person leading the project only serves as an expeditor or coordinator. Hence option ( C ) is the correct response

2. A project manager gets a call from a team member notifying him that there is a variance between the speed of a system on the project and the desired or planned speed. The project manager is surprised because that performance measurement was not identified in planning. If the project manager then evaluates whether the variance warrants a response, he is in which part of the project management process?

A) Closing

B) Executing

C) Monitoring and controlling

D) Initiating

The question requires you to identify based on the situation provided which part of the project management process is the project manager in. Based on the situation provided, it is stated that there is a variance in the speed and the project manager evaluates whether the variance warrants a response.

In closing all project management activities are brought to a close. In this situation the project is still ongoing. Hence option (A) is incorrect

During executing the project manager executes the project as per the project plan. The activities undertaken by the project manager when managing a project during this project management process is tracking performance, which clearly he is doing. Hence option (B) is incorrect as it only covers the aspect of tracking performance.

However evaluating whether the variance warrants a response indicates monitoring and controlling as it includes in addition to tracking performance, reviewing whether the variance warrants a response. Hence option (C) is the correct option.

Initiating occurs before the project starts. In the situation presented the project is in the executing stage as it is occurring after planning. Hence option (D) is incorrect.

3. There are over 30 stakeholders on a new software development project, and no one can agree on the project objectives. One stakeholder believes the project can achieve a 30 percent improvement while another believes a 50 percent improvement is possible. The project manager thinks a 10 percent improvement is more realistic. What is the BEST course of action?

A) Perform a feasibility analysis.

B) Ask the sponsor to make the final decision.

C) Average the numbers and use that as an objective.

D) Move forward with the project and look for more information later to settle the issue.

The question requires you to identify the BEST course of action based on the situation provided. Project Managers are required to respond based on analysis of data and respond based on the information obtained.

Based on the situation presented, many speculative options have been presented by various stakeholders that were not based on data analysis. Since making decisions primarily on speculations is not an appropriate course of action in this situation the best response is to perform a feasibility analysis and decide based on the results of the findings.

Hence option (A) is the correct answer to this question

4. Your project is approximately 66 percent complete and has progressed according to plan. There are nine teams working on implementation and testing activities. You receive notification, after the first, that a manager has pulled two teams off the project to do non-project work. Part of the project is falling behind relative to the others. The MOST likely reason for this is:

A) A weak matrix project organization.

B) The scope of work has changed.

C) Low morale due to compensations issues.

D) Unidentified risks.

The most likely reason for a manager pulling off two teams from the project is that it is possible for the manager to do so in a weak matrix organization that is characterised by a structure in which the project team lead is functioning primarily as an expeditor or coordinator and has no authority in the project. Hence option (A) is the right answer for this question

There is no indication of scope change and any indication of compensation issues so (B) and (C) cannot be correct.

In a structure such as a functional structure like the one indicated, the risk of people being pulled off the project is considered an identified risk and not an unidentified risk. Hence the option (D) is incorrect.

5. You are a project manager in a large organization that uses a matrix structure for projects. You have been asked to investigate what organizational structure your competitors use and how this affects the ability to manage projects successfully. How would you describe the MAIN difference between a matrix organization and a functional organization?

A) Project team members usually report to two bosses in a matrix organization; the functional manager and the project manager.

B) In a functional organization, project managers have more authority than they do in a matrix organization.

C) More companies have found that the functional organization structures provide the most flexibility for managing projects.

D) More people work full-time on projects in a functional organization than in a matrix organization.

The question asks for the main difference between matrix organization and functional organization.

Option (B) is incorrect as project managers DO NOT have more authority than functional managers

Option (C) is incorrect because functional organizational structures provide the LEAST flexibility for managing projects

Option (D) is incorrect because people DO NOT work full time in functional organizational structures.

Option (A) is a correct statement that describes difference between the two structures.