

PMP Printable PDF & Valid PMP Test Question

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PMP Formulas mentioned in the PMBOK Guide 5th Edition

Name (Abbreviation)	Formula	Interpretation
No. of Communication Channels	$n(n-1)/2$ <small>n = number of members in the team</small>	n should include the project manager. if the team members increase from 4 to 5, the increase in communication channels: $5(5-1)/2 - 4(4-1)/2 = 4$
Schedule Performance Index (SPI)	$SPI = EV/PV$ EV = Earned Value PV = Planned Value	< 1 behind schedule $= 1$ on schedule > 1 ahead of schedule
Cost Performance Index (CPI)	$CPI = EV/AC$ EV = Earned Value AC = Actual Cost	< 1 Over budget $= 1$ On budget > 1 Under budget sometimes the term 'cumulative CPI' would be shown, which actually is the CPI up to that moment
Schedule Variance (SV)	$SV = EV - PV$ EV = Earned Value PV = Planned Value	< 0 Behind schedule $= 0$ On schedule > 0 Ahead of schedule
Cost Variance (CV)	$CV = EV - AC$ EV = Earned Value AC = Actual Cost	< 0 Over budget $= 0$ On budget > 0 Within budget
Estimate at Completion (EAC) if original is flawed	$EAC = AC + NewETC$ AC = Actual Cost New ETC = New Estimate to Completion	if the original estimate is based on wrong data/assumptions or circumstances have changed
Estimate at Completion (EAC) if BAC remains the same	$EAC = AC + BAC - EV$ AC = Actual Cost BAC = Budget at completion EV = Earned Value	the variance is caused by a one-time event and is not likely to happen again

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PMI Project Management Professional (2025 Version) Sample Questions (Q157-Q162):

NEW QUESTION # 157

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and followup calls with key stakeholders. The team seems to be disengaged.

How should the project manager approach this situation?

- A. Schedule one-to-one meetings and team-building meetings.
- B. Reduce the number of internal and external meetings.
- C. Review team assignments and reduce the workload.
- D. Give the team members a few days off to reduce stress.

Answer: A

Explanation:

Engaging a disengaged team often involves understanding individual team members' perspectives and addressing any concerns they may have. One-to-one meetings can provide a safe space for team members to express their thoughts and feelings without the pressure of a group setting. Additionally, team-building meetings can help in building rapport, trust, and a sense of community within the team, which are essential for engagement and collaboration. This approach aligns with the PMBOK Guide's emphasis on the importance of effective team management and stakeholder engagement.

References: The answer is verified and explained using the principles found in the PMBOK Guide and the Professional in Business Analysis Reference Materials provided by PMI12.

NEW QUESTION # 158

You are a personnel management specialist recently assigned to a project team working on a team-based reward and recognition system. The other team members also work in the human resources department.

The project charter should be issued by_____.

- A. A member of the PMO who has jurisdiction over human resources
- B. The project manager
- C. A sponsor
- D. The client

Answer: C

Explanation:

Section: Mix Questions

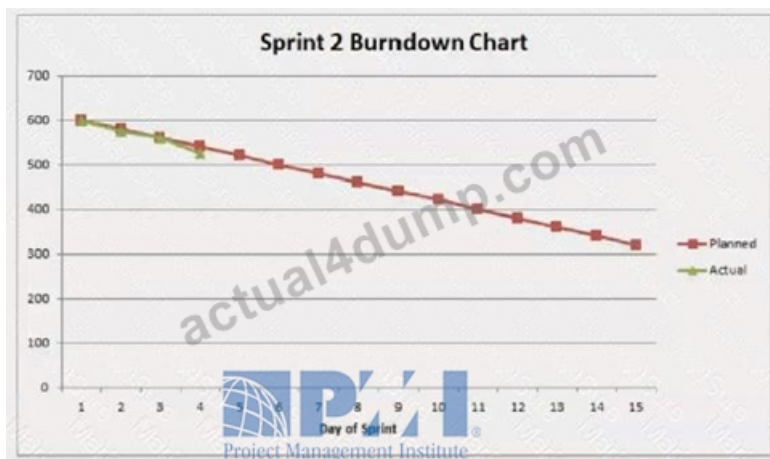
Explanation:

The project charter should be issued by a project initiator or sponsor who formally authorizes the project and provides the project manager with the authority to apply organizational resources to project activities.

The project charter should not be issued by the project manager, although, the project manager can assist in its development.

NEW QUESTION # 159

A Scrum team is analyzing the burndown chart on day four of a 15-day sprint. The burndown chart is shown below. What should the team do next?



- A. Ask the project team to select any additional stories as they have additional capacity than planned.
- B. Ask the product owner if some low-priority stories could be cut from the sprint.
- C. Continue with the sprint as the progress shows buffers for potential interruptions.
- **D. Continue with the sprint work as planned and keep monitoring.**

Answer: D

Explanation:

According to the PMP Exam Content Outline, one of the tasks of the project manager is to "Assess and prioritize impact on project scope, schedule, cost, quality, and risks of approved changes, and determine cause and effect relationships" (Task 5, Domain II: Process). This implies that the project manager should evaluate the impact of any change that affects the project performance, such as the removal of a key team member. By doing so, the project manager can identify the potential consequences and benefits of the change, and look for alternatives to mitigate the negative effects or enhance the positive ones. The project manager should also submit a change request if required, to update the project management plan and baselines accordingly. This will help to maintain the project alignment with the objectives and expectations of the stakeholders. References:

- * PMP Exam Content Outline, Domain II: Process, Task 5, page 101
- * PBA Exam Content Outline, Domain IV: Evaluation, Task 4, page 152
- * A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, Chapter 4: Project Integration Management, Section 4.6: Perform Integrated Change Control, page 1233
- * Business Analysis for Practitioners: A Practice Guide, Chapter 6: Traceability and Monitoring, Section 6.4: Manage Changes to Requirements, page 117

NEW QUESTION # 160

An input to the Control Quality process is:

- A. Quality control measurements
- B. Enterprise environmental factors
- C. Activity attributes
- **D. Deliverables**

Answer: D

NEW QUESTION # 161

A project manager finds out that the required project status reports have not been filled out by most team members. These status reports are urgently needed to compile a comprehensive status report for the project sponsor. What should the project manager do to address this situation?

- A. Justify the team members' behavior to the project sponsor.
- B. Reprimand the team members who did not fill out the status reports.
- C. Quickly put together a report that will satisfy the project sponsor.
- **D. Discuss the issue with the team members at fault.**

Answer: D

Explanation:

The project manager should discuss the issue with the team members at fault and find out the root cause of why they did not fill out the status reports. The project manager should also remind them of the importance and urgency of the status reports for the project sponsor and the project success. The project manager should also work with the team members to establish a clear and consistent process for reporting the project status and ensure that they follow it. Reprimanding the team members, justifying their behavior, or quickly putting together a report are not effective ways to address the situation, as they may create resentment, mistrust, or inaccurate information. References:

* PMP Exam Content Outline, Domain II: Process, Task 4: Provide performance feedback and recognition to team members and other stakeholders.

* A Guide to the Project Management Body of Knowledge (PMBOK Guide), Seventh Edition, Chapter 3: Project Performance Domain, Section 3.2: Team Performance, Page 77.

* Professional in Business Analysis (PBA) Certification Exam Outline, Domain IV: Evaluation, Task 4: Communicate Solution Performance, Page 16.

NEW QUESTION # 162

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