

Module 2 - Integration Management

PMP Exam Questions



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Question 1

You are the project manager of a major software and hardware integration project for a well known customer that involves the integration of many components. Effective project integration usually requires an emphasis on:

- A. Effective communication at key interface points.
- B. The personal careers of the team members.
- C. Timely updates to the project management plan.
- D. Product control.

Question 2

Your organization is under pressure to deliver a major component to another company that will integrate all of the pieces as part of a major government infrastructure program. Your project management plan should be realistic in order to be used to manage the project. Which of the following is the most effective method to achieve a realistic project management plan?

- A. The sponsor creates the project management plan based on input from the project manager.
- B. The functional manager creates the project management plan based on input from the project manager.
- C. The project manager creates the project management plan based on input from senior management.
- D. The project manager creates the project management plan based on input from the team.

Question 3

You have just completed a project for an sporting goods design company. You are taking over another project during project planning and discover that six individuals have signed the project charter. Which of the following should most concern you?

- A. Spending more time on configuration management
- B. Who will be a member of the change control board
- C. Getting a single project sponsor
- D. Determining the reporting structure

Question 4

During a project for an international news agency, the project manager is working to clearly describe the level of involvement expected from everyone on the project in order to prevent rework, conflict, and coordination problems. Which of the following best describes the project manager's efforts?

- A. Manage Stakeholder Engagement and Direct and Manage Project Work
- B. Validate Scope and Control Quality
- C. Identify Risks and Develop Project Team
- D. Develop Project Management Plan and Plan Quality Management

Question 5

You are a team leader in a project involving five other team leaders under the direction of a very experienced project manager. All of the following are parts of the Direct and Manage Project Work process except:

- A. Identifying changes.
- B. Setting up a project control system.
- C. Using a WBS.
- D. Implementing corrective actions.

Question 6

An inexperienced project manager is appointed to head a highly technical project in an area with which this person has limited familiarity. The project manager delegates the processes of Develop Schedule, Estimate Costs, Define Activities, and Estimate Activity Resources to various project team members, and basically serves as an occasional referee and coordinator of activities. The results of this approach are likely to be:

- A. A team functioning throughout the project at a very high level, demonstrating creativity and commitment.
- B. A team that is characterized by poor performance, low morale, high levels of conflict, and high turnover.
- C. A team that initially experiences some amounts of confusion, but that after a period of time becomes cohesive and effective unit.
- D. A team that is not highly productive, but that stays together because of the work environment created by the project manager.

Question 7

In your job function as a project manager for an iconic wall street company. You are in the middle of executing a major modification to an existing product when you learn that the resources promised at the beginning of the project are not available. The best thing to do is to:

- A. Show how the resources were originally promised to your project.
- B. Replan the project without the resources.
- C. Crash the project.
- D. Explain the impact if the promised resources are not made available.

Question 8

In a company that develops market intelligence analysis software for the retail industry. The primary customer of a project has requested an application change during user testing. As project manager, how should you best address this issue?

- A. Develop a risk mitigation plan.
- B. Inform the project sponsor of changes to scope, cost, and schedule.
- C. Ensure the scope change complies with all relevant contractual provisions.
- D. Create a formal change request.

Question 9

In a new real estate development project to build the tallest building in a major metropolitan area. The project manager has just received a change from the customer that does not affect the project schedule and is easy to complete. What should the project manager do first?

- A. Evaluate the impacts on other project constraints
- B. Make the change happen as soon as possible.
- C. Contact the project sponsor for permission.
- D. Go to the change control board.

Question 10

You work for a precision instruments firm. Your company just won a major new project. It will begin in three months and is valued at US \$4,000,000. You are the project manager for an existing project. What is the first thing you should do once you hear of the new project?

- A. Ask management how the new project will use resources.
- B. Ask management how the new project will affect your project.
- C. Resource level your project.
- D. Crash your project.

Question 11

Your company is a leading semiconductor manufacturer. You were just assigned to take over a project from another project manager who is leaving the company.. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the first thing you should do as the new project manager?

- A. Determine a management strategy.
- B. Check risk status.
- C. Check cost performance.
- D. Tell the team our objectives.

Question 12

Your company is working on an integration project for a complex website for an online broker. You are assigned as the project manager in the middle of the project. The project is within the baselines, but the customer is not happy with the performance of the project. What is the first thing you should do?

- A. Discuss it with the project team.
- B. Meet with the customer.
- C. Recalculate baselines.
- D. Renegotiate the contract.

Question 13

In a project for a chemical company based in your home town. The client demands changes to the product specification that will add only two weeks to the critical path. Which of the following is the best thing for the project manager to do?

- A. Consult with the sponsor about options.
- B. Compress the schedule to recover the two weeks.
- C. Cut scope to recover the two weeks.
- D. Advise the client of the impact of the change.

Question 14

In a project for a landscaper for commercial facilities, during project executing, the project manager determines that a change is needed to material purchased for the project. The project manager calls a meeting of the team to plan how to make the change. This is an example of:

- A. Management by objectives.
- B. Good team relations.
- C. Lack of a clear WBS.
- D. Lack of a change management plan.

Question 15

In a food company, the project was going well when all of a sudden there were changes to the project coming from multiple stakeholders. After all the changes were determined, the project manager spent time with all the stakeholders to find out why there were changes and to discover any more. The project work has quieted down when a team member casually mentions to the project manager that he added functionality to a product of the project. “Do not worry,” he says, “I did not impact time, cost, or quality!” What should the project manager do first?

- A. Ask the team member how the need for the functionality was determined.
- B. Ask the team member how he knows there is no time, cost, or quality impact.
- C. Hold a meeting to review the team member’s completed work.
- D. Look for other added functionality.

Question 16

Your company designs custom electronics for the electronics surveillance industry. You are asked to prepare a budget for completing a project that was started last year and then shelved for six months. All the following would be included in the project budget except:

- A. Fixed costs.
- B. Direct costs.
- C. Variable costs.
- D. Sunk costs.

Question 17

In major real estate development company with many suppliers, one of the projects is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?

- A. The project manager
- B. The project team
- C. The stakeholders
- D. The sponsor

Question 18

Your financial department needs information about which purchases in your project can be depreciated. Which of the following sequences represents straight line depreciation?

- A. \$1000, \$1200, \$1400
- B. \$1000, \$1200, \$1600
- C. \$1600, \$1400, \$1200
- D. \$1000, \$1000, \$1000

Question 19

Your organization is trying to determine which project is the best project to start working on. Project A has an IRR of 22 percent. Project B has an IRR of 8 percent. Project C has an IRR of 29 percent. Project D has an IRR of 19 percent. Which of these would be the BEST project?

- A. Project A
- B. Project B
- C. Project D
- D. Project C

Question 20

In an innovative cloud computing company, you have just completed your project and need to finish up the loose ends so you can start your next project. An output of the Close Project or Phase process is the creation of:

- A. A project charter.
- B. A project management plan.
- C. Project archives.
- D. A risk management plan.

Question 21

In a project for client that recently lost a major account, the customer tells the project manager that they have run out of money to pay for the project. What should the project manager do first?

- A. Shift more of the work to later in the schedule to allow time for the customer to get the funds.
- B. Stop work.
- C. Close Project or Phase.
- D. Release part of the project team.

Question 22

Your sponsor wants to know if you have completed your project so you can start working on a new proposal for a large customer. All of the following occur during the Close Project or Phase process except:

- A. Performing cost-benefit analysis
- B. Creating lessons learned.
- C. Formal acceptance.
- D. Performance reporting.

Question 23

A company suffers from poor project management practices. A project manager is trying to convince management to use more formal project management procedures and has decided to start improving the company's project management by obtaining a project charter for each of his projects. Which of the following best describes why a project charter would help the project manager?

- A. It gives the project manager authority.
- B. It describes the details of what needs to be done.
- C. It lists the names of all team members.
- D. It describes the history of similar or related projects.

Question 24

Your company is under pressure by the shareholders to show good earnings in the next quarterly report. You have been involved in creating the project charter, but could not get it approved. Your manager and his boss have asked that the project begin immediately. Which of the following is the best thing to do?

- A. Set up an integrated change control process.
- B. Focus on completing projects that have signed project charters
- C. Show your manager the impact of proceeding without approval.
- D. Start work on only the critical path activities.

Question 25

Your project was charted with the construction of a new airport terminal. All technical work is completed on the project. Which of the following remains to be done?

- A. Validate Scope
- B. Plan Risk Responses
- C. Create a staffing management plan
- D. Complete lessons learned

Question 26

Your management wants you to start working on a new and exciting project that would launch your career to the next level. The customer has accepted the completed project scope. However, the lessons learned required by the project management office have not been completed. What is the status of the project?

- A. The project is incomplete because it needs to be replanned.
- B. The project is complete because the customer has accepted the deliverables.
- C. The project is incomplete until all project and product deliverables are complete and accepted.
- D. The project is complete because it has reached its due date.