

# Module 7b

## Professional and Social Responsibility

### PMP Exam Questions



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# Question 1

At a project for a government agency, you are finalizing the monthly project status report due now to your manager when you discover that several project team members are not reporting actual hours spend on project activities. This results in skewed project statistics. What is the most appropriate action to take?

- A. Discuss the impacts of these actions with team members
- B. Report the team member's actions to their functional managers
- C. Continue reporting information as presented to you
- D. Provide accurate and truthful representations in all project reports

# Question 2

Your company frequently rotates engineers from other parts other world to the company headquarters for training purposes. Three visiting engineers from another country are working on a project. The project manager has arranged for some games to play as team-building activities to help create a close-knit sense of team with the group members. At the event where the activities are taking place, the three engineers refuse to participate, claiming the behavior is unacceptable in their country and they would be very uncomfortable participating. What should the project manager do?

- A. He should tell the engineers they need to become familiar with how things are done in this country and they must participate
- B. He should report the engineers to their functional manager and request they be removed from the project since their attitude will have a negative effect on the project
- C. He should excuse the engineers from playing and arrange to discuss with them alternative team-building activities they would be more comfortable with
- D. He should tell the engineers they are excused from the activities and to not attend any team-building activities in the future

# Question 3

At a multi-national company with locations in all regions of the world, a project manager is being considered for a particular project that will deal exclusively with global virtual teams. He only has experience with local teams. What should he do when discussing the opportunity with the sponsor?

- A. Since he has managed many projects and teams, it does not make any difference that the new project involves global virtual teams. He should tell the sponsor he has the relevant experience.
- B. The project manager should point out to the sponsor that he has not had experience with global virtual teams, but discuss why he thinks he is a good fit for the project anyway.
- C. He should avoid any conversation regarding the types of teams involved so the sponsor does not know he lacks experience in this area.
- D. The project manager should point out to the sponsor that he has not had experience with global virtual teams and therefore must decline the assignment.

# Question 4

At a company that designs projectors for home theaters, a project manager gathered data to perform earned value calculations on his project. He used the results to report to management that the project is under budget and on schedule. After reporting this information, he discovered the base figures he used in the calculations were incorrect, as they come from an old copy of the project file that had not been updated. What should he do now?

- A. He should contact management and tell them to expect some changes in the next reporting period, and that things are starting to look gloomy
- B. He should use the correct figures to calculate the information when it is time for the next report and ignore the fact that he reported incorrect information
- C. He should tell management that the data he received from team members was incorrect and thus the report was not accurate
- D. He should contact management to make them aware of the error, give the correct information, and explain how he made the mistake

# Question 5

At a company involved in the development a new hospital for a local health care provider, a project manager is working with a vendor on a project when he learns one of the sellers has bribed a subcontractor to work on this project instead of fulfilling previous commitments to other projects. What should he do?

- A. He should not do anything because this is the vendor's problem. The project manager himself did not do anything wrong
- B. He should report the offense to management and the project manager of the affected projects
- C. He should report this to other subcontractors so they know they could get more money from the vendor
- D. He should resign from the project so as to remove himself from this type of activity, but keep it to himself rather than cause problems

# Question 6

Your project involves three suppliers from other countries, you are in the middle of a new product development project for your publicly traded company when you discover the previous project manager made a US \$2,000,000 payment that was not approved in accordance with your company policies. Luckily, the project cost performance index is 1.2. What should you do?

- A. Put the payment in an escrow account
- B. Bury the cost in the largest cost center available
- C. Contact your manager
- D. Ignore the payment

# Question 7

Your company is required to complete a project using local resources. While staffing a project in another country, the project leader from that country comes to you with a suggested team consisting of members of the project leader's family. Your first course of action should be to:

- A. Review the resumes of the individuals to see if they are qualified
- B. Ask the project leader to provide additional names of people unrelated to him/her
- C. Use a different project leader to prevent problems later in the project
- D. Inquire if hiring through family lines is common practice in the project leader's country



# Question 8

You are the project manager of a project that involves 12 team members and requires regular meetings with the stakeholders. When checking the calendar of a team member to schedule a meeting, you see he has scheduled a meeting with key stakeholders that you were not informed of. The best approach would be to:

- A. Avoid mentioning it to the team member but continue to watch his activities
- B. Notify your boss about the problem
- C. Address the concern with the team member's boss
- D. Address the concern with the team member

# Question 9

You are the project manager in a well known company that has received many awards for superb customer service. Your team member is three days late with a report. Five minutes before the meeting where the topic of the report is to be discussed, he hands you the report. You notice some serious errors in it. What should you do?

- A. Go to the meeting and tell the other attendees there are errors in the report
- B. Allow the team member to do the presentation and remain silent as the other attendees find the errors
- C. Cancel the meeting and reschedule when the report is fixed
- D. Cancel the meeting and rewrite the report yourself

# Question 10

In company that develops paper products for the major office supply superstores, a manager has responsibility for a project that has the support of a senior manager. From the beginning, you have disagreed with the manager as to how the project should proceed and what the deliverables should be. You and she have disagreed over many issues in the past. Your department has been tasked with providing with some work packages for the project. What should you do?

- A. Inform your manager of your concerns to get her support
- B. Sit down with the manager at the beginning of the project and attempt to describe why you object to the project, and discover a way to solve the problem
- C. Ask to be removed from the project
- D. Provide the manager with what she needs

# Question 11

You have been working with a vendor on parts of a contract that has been a goal of your company for the past 12 months. A major negotiation with a potential subcontractor is scheduled for tomorrow when you discover there is a good change the project will be cancelled. What should you do?

- A. Do not spend too much time preparing for the negotiations
- B. Cut the negotiations short
- C. Only negotiate major items
- D. Postpone the negotiations

# Question 12

At a company in which you are hoping to get promoted soon. You have been assigned to take over managing a project that should be half complete according to the schedule. After an extensive evaluation, you discover the project is running far behind schedule, and the project will probably take twice the time originally estimated by the previous project manager. However, the sponsor has been told the project is on schedule. What is the best course of action?

- A. Try to restructure the schedule to meet the project deadline
- B. Turn the project back to the previous project manager
- C. Move forward with the schedule as planned by the previous project manager and report at the first missed milestone
- D. Report your assessment to the sponsor

# Question 13

At a global IT professional services company, you are halfway through a major network rollout. There are 400 locations in North America with another 30 in Europe. A Software seller has just released a major software upgrade for some of the equipment being installed. The upgrade would provide the customer with functionality they requested, which was not available at the time the project began. What is the best course of action under these circumstances?

- A. Continue as planned; your customer has not requested a change
- B. Implement the change and adjust the schedule as necessary because this supports the customer's original request
- C. Inform the customer of the upgrade and the impacts to the project's timeline and functionality if the upgrade is implemented
- D. Implement the change on the remaining sites and continue with the schedule

# Question 14

At a company in the home loan servicing industry, you have always been asked by your management to cut your project estimates by 15% after you have submitted them. The scope of your new project is unclear and there are over 25 stakeholders. Management expects a 15% reduction in downtime as a result of the project. Which of the following is the best course of action in this situation?

- A. Replan to achieve a 25% improvement in downtime
- B. Provide an accurate estimate of the actual costs and be able to support it
- C. Reduce the estimate and note the change in the risk response plan
- D. Meet with the team to identify where you can find 15% savings

# Question 15

Your company has always worked hard to maintain a list of reliable suppliers. You are in the middle of a project when you discover that a software seller for your project is having major difficulty keeping employees due to a labor dispute. Many other projects in your company are also using the company's services. What should you do?

- A. Attempt to keep the required people on your project
- B. Contact the company and advise that you will cancel the company's work on your project unless the labor dispute is settled
- C. Cease doing business with the company
- D. Tell the other project managers in your company about the labor problem



# Question 16

At a company that is restructuring its operations which includes redefining the titles and roles of all of its employees. The Human Resources manager in charge of defining the employees titles and responsibilities call you and asks you the following question. All of the following are responsibilities of a project manager except:

- A. Maintain the confidentiality of the customer's confidential information
- B. Ensure that a conflict of interest does not compromise the legitimate interest of the customer
- C. Determine the legality of company procedures
- D. Provide accurate and truthful representations in cost estimates

# Question 17

Your company has won many contracts in the past due to its reputation in the industry. Although your company is not the lowest bidder for a project, the client has come to expect good performance from your company and wants to award the contract to you. To win the contract, the client asks you to eliminate your project management costs. The client says your company has good project processes, and project control unnecessarily inflate costs. What should you do under these circumstances?

- A. Eliminate your project management costs and rely on experience
- B. Remove costs associated with project team communications, meetings, and customer reviews
- C. Remove meeting costs but not the project manager's salary
- D. Describe the costs incurred on past projects that did not use project management

# Question 18

At an aerospace company, you are the project manager for one part of a new program in your organization. You are six months into a 30-months project when your project team makes significant discoveries on your project. What is the best thing to do?

- A. Make certain the discoveries are included in the project lessons learned
- B. Make certain the discoveries are reported in the monthly status report
- C. Make certain you mention the discoveries at the senior management meeting in two months
- D. Make certain you tell the other project managers involved in this program about the discoveries at the weekly meeting

# Question 19

You are part of an organization that has many projects under way that require the use of experienced civil engineers. You have been assigned as the project manager based on the fact that you recently became PMP-certified. You just discovered an error in the implementation plan that will prevent you from meeting a milestone date. The best thing you can do is:

- A. Change the milestone date
- B. Develop new options to meet the milestone date
- C. Remove any discussion about dates in the project status report
- D. Educate the team about the need to meet milestones

# Question 20

While testing the strength of the bonding agent used by your project, you discover that over 35% of the bonding agent used do not meet your company's quality standards. You feel certain the bonding agent will function as it is, you don't think the bonding agent needs to meet the quality level specified. What should you do?

- A. Change the quality standards to meet the level achieved
- B. State in your report that the bonding agent simply "meets our quality needs".
- C. Ensure the remaining bonding agent meets the standard
- D. Report the lesser quality level and try to find a solution

# Question 21

You are the project manager for a new software release, and your project team includes people from four countries. Most of the team members have not worked on similar projects before, but the project has strong support from senior management. What is the best thing to do to ensure that cultural differences do not interfere with the project?

- A. Spend a little more time creating the work breakdown structure and making sure it is complete
- B. As the project manager, make sure you choose your words carefully whenever you communicate
- C. Keep communication short and to the point
- D. Ask one person at each team meeting to describe something unique about their culture

# Question 22

At an electric components company, a project has a tight budget when you begin negotiating with a seller for a piece of equipment. The seller has told you the equipment price is fixed. Your manager has told you to negotiate the cost with the seller. What is your best course of action?

- A. Postpone negotiations until you can convince your manager to change his mind
- B. Hold the negotiations, but only negotiate other aspects of the project
- C. Make a good faith effort to find a way to decrease the cost
- D. Cancel the negotiations

# Question 23

A project manager discovers a defect in a deliverable that is due to the customer under contract today. The project manager knows the customer does not have the technical understanding to notice the defect. The deliverable meets the contract requirements, but does not meet the project manager's quality standard. What should the project manager do in this situation?

- A. Issue the deliverable and get formal acceptance from the customer
- B. Note the problem in the lessons learned so future projects do not encounter the same problem
- C. Discuss the issue with the customer
- D. Inform the customer that the deliverable will be late