

Module 8 - Communications Management

PMP Exam Questions



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Question 1

A large, one year construction project is about halfway done when you take the place of the previous project manager. The project involves three different sellers and a project team of 40 people. You would like to see the project's communications requirements and what technology is being used to aid in project communications. Where will you find this information?

- A. The stakeholder management plan
- B. The information distribution plan
- C. The communications management plan
- D. The bar chart

Question 2

In a project for the department of defense, changes to some project deliverables have been documented in the project management plan. These changes, and other project information, have been distributed according to the communications management plan. One stakeholder expressed surprise to the project manager upon hearing of a documented change to a project deliverable. All stakeholders received the communication providing notification of the change. What should the project manager do?

- A. Review the communications management plan and make revisions if necessary
- B. Determine why the stakeholder did not receive the information and let him know when it was published
- C. Ask the functional manager why the stakeholder did not understand his responsibility
- D. Address the situation in the next steering committee meeting so others do not miss published changes

Question 3

Even with the best technical experts as team members, communications is key to the success of a project. As the project manager, you had three stakeholders with whom you needed to communicate. Therefore, you had six channels of communication. A new stakeholder has been added with whom you also need to communicate. How many communication channels do you have now?

- A. 7
- B. 12
- C. 16
- D. 10

Question 4

In a project for a mid size corporation. Two people are arguing about what needs to be done to complete a work package. In addition to the words being spoken, if the project manager wants to know what is going on, he should pay MOST attention to:

- A. The pitch and tone of the voices, and physical mannerisms.
- B. What is being said and when.
- C. What is being said, who is saying it, and the time of day.
- D. Physical mannerisms and when during the schedule this discussion is taking place.

Question 5

In project for a company in the food industry, the project manager has a project team consisting of people in four countries. The project is very important to the company, and the project manager is concerned about its success. The length of the project schedule is acceptable. What type of communication should he use?

- A. Informal verbal communication
- B. Formal verbal communication
- C. Formal written communication
- D. Informal written communication

Question 6

The project manager realizes the importance of keeping the project team informed. The project team meeting is not going well. Many attendees are talking at the same time, there are people who are not participating, and many topics are being discussed at random. Which of the following rules for effective meetings is NOT being adhered to?

- A. Demonstrate courtesy and consideration of each other, and control who is allowed to speak.
- B. Create and publish an agenda and a set of rules for controlling the meeting.
- C. Schedule meetings in advance.
- D. Have a purpose for the meeting, with the right people in attendance.

Question 7

You have just been assigned as project manager of a project chartered to develop a new product that promises to move your company ahead of the competition. This 14-month project is about halfway done. It involves 7 different sellers and 30 members of your company on the project team. You want to quickly review where the project now stands. Which of the following reports would be the MOST helpful in finding such information?

- A. Progress
- B. Work status
- C. Forecast
- D. Communications

Question 8

The project team needs information to find out if the supplier is ready to launch the product being designed by the project team. A team member is visiting the manufacturing plant of one of the suppliers. Which of the following is the MOST important thing to be done in any telephone calls the project manager might make to the team member?

- A. Review the list of contact information for all stakeholders.
- B. Ask the team member to look for change requests.
- C. Review the upcoming meeting schedule.
- D. Ask the team member to repeat back what the project manager says.

Question 9

The project manager is attending a company sponsored event for the customer. The project manager overhears a conversation between two stakeholders who are discussing how unhappy they are with the impacts of the project on their own departments. Stakeholder Jones asks if the project is on time, and stakeholder Smith replies that the SPI is 1.10. Stakeholder Jones asks if the project manager for the project knows of stakeholder Smith's concern. Stakeholder Smith responds that he is not sure. What is the BEST thing for the project manager to do?

- A. Make sure the stakeholders see that the project manager overheard. Then ask them to direct any questions to the project manager in writing.
- B. Make a presentation to all the stakeholders regarding the status of the project.
- C. Arrange a meeting with both stakeholders to allow them to voice any concerns they may have.
- D. Send both stakeholders a copy of the issue log and ask for additional comments.

Question 10

During the middle of the project for a medical instruments company, things have been going well. The work authorization system has allowed people to know when to start work, and the issue log has helped keep track of stakeholders' concerns. The sponsor has expressed his appreciation of the team members' efforts by hosting a milestone party. The project manager gets a call from a team member saying the results from the completion of her activity's predecessor are two days late. Which of the following reasons would BEST describe why this occurred?

- A. Functional management was not included in the communications management plan.
- B. The project manager was focusing on the sponsor's needs.
- C. The successor activities should have been watched, not the predecessors.
- D. The right people were not invited to the milestone party.

Question 11

A project manager, in a multi-national company in the automotive industry, has been assigned a team that comes from many countries including Brazil, China, Japan, the United States, and France. What is his BEST tool for success?

- A. The responsibility assignment matrix (RAM)
- B. Communication and well-developed people skills
- C. Web conferences and instant messaging
- D. Team communication with the WBS

Question 12

The project has 13 team members and affects more than 15 departments in the organization. Because the project is 20 percent complete to date and the team has had successful performance reports from five of the affected departments, the projects manager holds a party to celebrate. The project manager invites key stakeholders from all of the departments to the party, in order to give those providing good reviews an informal opportunity to communicate good things to those around to try to discover any relevant information that would help her make the project even more successful. She happens to hear a manager of one of the departments talking about setting up more regular meetings on the project.

The BEST thing for the project manager to do would be to FIRST:

- A. Record the effectiveness of the party in the project lessons learned.
- B. Hold a meeting of all the stakeholders to discuss their concerns.
- C. Make sure the manager has a copy of the communications management plan so he is reminded that such concerns should be sent to the project manager.
- D. Review the effectiveness of the project's communications management plan.

Question 13

In a project for a local government agency, the requirements of many stakeholders were not approved for inclusion in your project. Therefore, you had a difficult time gaining formal approval of the project management plan. The stakeholders argued and held up the project while they held meeting after meeting about their requirements. The project was finally approved and work began six months ago. All of the following would be good preventive actions to implement EXCEPT:

- A. Keep a file of what requirements were not included in the project
- B. Hold meetings with the stakeholders to go over the work that will not be added to the project
- C. Make sure the change control process is not used as a vehicle to add the requirements back into the project.
- D. Maintain an issue log

Question 14

In a project for an institution of higher education, the project manager is expecting a deliverable to be submitted by e-mail from a team member today. At the end of the day, the project manager contacts the team member to notify him that it has not been received. The team member apologizes and explains that he was not able to e-mail the deliverable, and it was sent through the mail instead. The team member goes on to remind the project manager that he had informed the project manager, during a phone conversation that this would occur. “Was that the conversation we had when I told you I could not hear you well due to poor cell phone coverage?” asks the project manager. “Yes,” replies the team member. What could have been done to avoid this problem?

- A. Feedback during the communication
- B. Paralingual communication
- C. Adding to the issue log after the phone call
- D. Better attention to determining communications requirements

Question 15

A drug manufacturing company is putting a lot of resources into a project for the development of a new drug that promises to improve the quality of life of many patients that suffer from a chronic illness. If the project manager wants to report on the actual project results versus planned results, he should use a:

- A. Variance report.
- B. Trend report.
- C. Forecasting report.
- D. Status report.

Question 16

A company is trying to decide who will be the best candidate to lead a large team in a very critical project for the company. Which of the following aspects of leadership is most important for a project manager?

- A. Team building
- B. Technical expertise
- C. Communication
- D. Project control