

# Module 1 - Project Management Framework

## PMP Exam Questions



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# Question 1

A project manager for a government agency is dealing with some project communication issues. If a project manager is concerned with gathering, integrating, and disseminating the outputs of all project management processes, the project manager should concentrate on improving the:

- A. WBS
- B. Communications management plan
- C. Project management information system (PMIS)
- D. Scope management plan

# Question 2

A project manager in a large multi-national company is managing his second project. It started one month after the first, and both are in a process. Though his first project is small, this one seems to be growing in size every day. As each day passes, the project manager is beginning to feel more and more in need of help. The project manager has recently heard that there was another project in the company last year that is similar to his second project. What should he do?

- A. Contact the other project manager and ask for assistance.
- B. Obtain historical records and guidance from the project management office (PMO).
- C. Wait to see if the project is impacted by the growth in scope.
- D. Make sure the scope of the project is agreed to by all the stakeholders.

# Question 3

Your company is in a global industry that manages projects that require resources located in three different continents. Understanding the culture, policies, and procedures of the organization in which the project is being performed is MOST challenging in:

- A. Technology organizations
- B. Manufacturing organizations
- C. Global organizations
- D. Agile organizations

# Question 4

A project manager is having trouble getting people in the organization behind his project. To obtain support for the project throughout the performing organization, it's best if the project manager:

- A. Correlates the need for the project to the organization's strategic plan.
- B. Ensures there is a communications management plan.
- C. Connects the project to the personal objectives of the sponsor.
- D. Ensures that the management plan includes the management of team members

# Question 5

Your company processes large orders and has decided that all orders will be treated as “projects” and that project managers will be used to update orders daily, to resolve issues, and to ensure the customer formally accepts the product within 45 days of completion. Revenue from the individual orders can vary from US \$1,000 to US \$200,000. The project manager will not be required to perform planning or provide documentation other than daily status. How would you define this situation?

- A. Because each individual order is a “temporary endeavor,” each order is a project.
- B. This is program management since there are multiple projects involved.
- C. Orders incurring revenue over \$100,000 would be considered projects and would involve project management.
- D. This is a recurring process.

# Question 6

In a small government agency, the previous project manager for your project managed it without much project organization. There is a lack of management control and no clearly defined project deliverables. Which of the following would be the BEST choice of getting your project organized?

- A. Develop lessons learned for each phase
- B. Develop specific work plans for each work package
- C. Adopt a life cycle approach to the project
- D. Develop a description of the product of the project

# Question 7

A project team, in the food industry, is working on delivering a new service, but they are having difficulty creating a project charter. What is the BEST description of the real problem?

- A. They have not identified the project objectives.
- B. The end date has not been set.
- C. They have not identified the product of the project
- D. They are working on a process and not a project.

# Question 8

You are the project manager in the IT department of a University. One of your team members informs you that he does not know which of the many projects he is working on is the most important. Who should determine the priorities between projects in this organization?

- A. The project manager
- B. The project management team
- C. The project management office (PMO)
- D. The team

# Question 9

The new product, your project is creating, will require a large effort to support it and maintain it. Consideration of ongoing operations and maintenance is crucially important to products of projects. Ongoing operations and maintenance should:

- A. Not be viewed as part of a project
- B. Be included as activities to be performed during project closure
- C. Have a separate phase in the project life cycle, because a large portion of life cycle costs is devoted to maintenance and operations
- D. Be viewed as a separate project

# Question 10

You are a project manager in a small construction company. Your company is making an effort to improve its project performance and create historical records of past projects. What is the BEST way to accomplish this?

- A. Create project management plans
- B. Create network diagrams
- C. Create status reports
- D. Create lessons learned

# Question 11

An IT project is being completed for a hospital. The WBS and WBS dictionary are completed. The project has begun working on identifying risks. The sponsor contacts the project manager, requesting that the responsibility assignment matrix be issued. The project has a budget of US \$100,000 and is taking place in three countries using 14 human resources. There is little risk expected for the project, and the project manager has managed many projects similar to this one. What is the NEXT thing to do?

- A. Understand the experience of the sponsor on similar projects.
- B. Make sure the project scope is defined.
- C. Create an activity list
- D. Complete risk management and issue the responsibility matrix.

# Question 12

A company is under a lot of pressure due to customer demands due to an upcoming marketing campaign launch. The project manager does not have much time to spend on planning before the mandatory start date arrives. He therefore wants to move through planning as effectively as possible. What advice would you offer?

- A. Make sure you have signed project charter and then start the WBS.
- B. Document all the known risks before you document the high-level assumptions.
- C. Finalize the quality management plan before you determine quality metrics.
- D. Create an activity list before creating a network diagram.

# Question 13

A project manager, in a residential construction project, 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. Initiating
- B. Executing
- C. Closing
- D. Monitoring and controlling

# Question 14

A project is being completed for an aerospace company. A team member notifies the project manager that the activities comprising a work package are no longer appropriate. It would be BEST for the project manager to be in what part of the project management process?

- A. Monitoring and controlling
- B. Corrective action
- C. Integrated change control
- D. Project closing

# Question 15

In a complex project for a financial company, during a team meeting, a team member asks about the measurements that will be used on the project to assess performance. The team member feels that some of the measures related to activities assigned to him are not valid measurements. The project is BEST considered to be in what part of the project management process?

- A. Closing
- B. Initiating
- C. Monitoring and controlling
- D. Executing

# Question 16

The project manager is discussing a project with a customer, and a question comes up during this meeting. Which of the following is the MOST appropriate thing to do during the initiating process group?

- A. Create a detailed description of the project deliverables.
- B. Identify the root cause of problems.
- C. Ensure all project management processes are complete.
- D. Get familiar with the company culture and structure as they relate to the project.

# Question 17

The project has completed all of the required work as required by the customer. During a project meeting with the stakeholders a question comes up. Closure includes all of the following EXCEPT:

- A. Turning over the product of the project.
- B. Documenting the degree to which each project phase was properly closed after its completion.
- C. Determining performance measures.
- D. Updating the company's organizational process assets.

# Question 18

You are the project manager of a telecommunications company and have been assigned to a project that will launch a new service for your customer. The first phase of your project has come to an end. What is the most important thing to ensure is done before beginning the next phase?

- A. Confirm that the phase has reached its objectives, and have its deliverables formally accepted.
- B. Verify that the resources are available for the next phase.
- C. Check the project's progress compared to its baselines.
- D. Recommend corrective action to bring the project results in line with project expectations.

# Question 19

A customer has just informed you that his organization likes the initial results of the new product your project is working on. Which of the following is the MOST appropriate thing to do in project closing?

- A. Confirm all the requirements in the project have been met
- B. Work with the customer to determine acceptance criteria
- C. Collect historical information from previous projects
- D. Gain formal approval of the management plans

# Question 20

A project manager has completed training his team in the project management processes to be followed by this project. During which process group does the team measure and analyze the work being done on the project?

- A. Initiating
- B. Executing
- C. Closing
- D. Monitoring and controlling