

# Module 3 - Scope Management

## PMP Exam Questions



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# Question 1

A project is under pressure to deliver all of the functionality requested by the customer within the promised schedule. Which of the following is a key output of the Validate Scope process?

- A. A more complete scope management plan
- B. Improved schedule estimates
- C. An improved project management information system
- D. Customer acceptance of project deliverables

# Question 2

A company in the medical instruments industry is designing a new robot to assist doctors during delicate surgeries. During project executing, a team member comes to the project manager because he is not sure what work he needs to accomplish on the project. Which of the following documents contains detailed descriptions of work packages?

- A. Activity list
- B. Project scope statement
- C. WBS dictionary
- D. Scope management plan

# Question 3

A company is involved in a program that was planned years ago, before there was a massive introduction of new technology. While planning the next project in this program, the project manager has expanded the scope management plan because, as a project becomes more complex, the level of uncertainty in the scope.

- A. Remains the same.
- B. Decreases.
- C. Increases.
- D. Decreases then increases.

# Question 4

At a consumer electronics firm, during a meeting with some of the project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denied funding for the scope mentioned by these stakeholders. The best thing for the project manager to do is to:

- A. Tell the stakeholders the scope cannot be added.
- B. Let the sponsor know of the stakeholders' request.
- C. Evaluate the impact of adding the scope.
- D. Add the work if there is time available in the project schedule.

# Question 5

A new project manager is being mentored by a more experienced project manager. The new project manager is having difficulty finding enough time to manage the project because the project scope is being progressively elaborated. The project manager advises that the basic tools for project management, such as a WBS, can be used during project executing to assist the project manager. For which of the following can a WBS be used?

- A. Showing calendar dates for each work package
- B. Showing the functional managers for each team member
- C. Showing the business need for the project
- D. Communicating with the customer

# Question 6

In a road construction project, during a project team meeting, a team member suggests an enhancement to the scope that is beyond the scope of the project charter. The project manager points out that the team needs to concentrate on completing all the work and only the work required. This is an example of:

- A. Change management process.
- B. Quality analysis
- C. Scope decomposition.
- D. Scope management.

# Question 7

A new IP router is being designed by the project team. The project is mostly complete. The project has a schedule variance of 200 and a cost variance of -800. All but one of the quality control inspections have been completed and all have met the quality requirements. All items in the issue log have been resolved. Many of the resources have been released. The sponsor is about to call a meeting to obtain product validation when the customer notifies the project manager that they want to make a major change to the scope. The project manager should:

- A. Meet with the project team to determine if this change can be made.
- B. Explain that the change cannot be made at this point in the process.
- C. Inform management.
- D. Ask the customer for a description of the change.



# Question 8

At an electronics company, you have just joined the project management office after five years of working projects. One of the things you want to introduce to your company is the value of creating and utilizing WBS. Some of the project managers are angry that you are asking them to do “extra work.” Which of the following would be BEST thing you could tell the project managers to convince them to use WBS?

- A. WBS are only needed on large projects.
- B. WBS are required only if the project involves contracts.
- C. WBS are the only way to identify risks.
- D. WBS will prevent work from slipping through the cracks.

# Question 9

At a software developing company for the hotel industry, a new project manager has asked you for advice on creating a WBS. After you explain the process to her, she asks you what software she should use to create the WBS and what she should do with it when it is completed. You might respond that it is not the picture that is the most valuable result of creating a WBS. The most valuable result of a WBS is:

- A. A bar chart
- B. Activities
- C. A list of risks
- D. Team buy-in

# Question 10

At a project managed by a government subcontractor, the construction phase of a new software product is near completion. The next phases are testing and implementation. The project is two weeks ahead of schedule. Which of the following processes should the project manager be most concerned with before moving into the final phase?

- A. Control Quality
- B. Manage Communications
- C. Validate Scope
- D. Control Costs

# Question 11

At a telecommunications equipment provider, you are managing a nine-month project and have held bi-weekly meetings with your project stakeholders. After six-and-a-half months of work, the project is on schedule and budget, but the stakeholders are not satisfied with the deliverables. This situation will delay the project completion by one month. The most important process that could have prevented this situation is:

- A. Monitor and Control Risks
- B. Control Schedule
- C. Define Scope
- D. Control Scope

# Question 12

At a company that designs recreational vehicles, during the completion of project work, the sponsor asks the project manager to report on how the project is going. In order to prepare the report, the project manager asks all the team members what percent complete their work is. There is one team member who has been hard to manage from the beginning. In response to being asked what percent complete he is, the team member asks, “Percent complete of what?” Being tired of such comments, the project manager reports to the team member’s boss that the team member is not cooperating. Which of the following is most likely the real problem?

- A. The project manager did not assign work packages.
- B. The project manager did not get buy-in from the manager for the resources on the project
- C. The project manager did not create an adequate reward system for team members to improve their cooperation
- D. The project manager should have had a meeting with the team member’s boss the first time the team member caused trouble.

# Question 13

In a project for an office supply company, a scope change has been suggested by one of the stakeholders on the project. After careful consideration and a lot of arguing, the change control board has decided to reject the change. What should the project manager do?

- A. Support the stakeholder by asking the board for the reason for the rejection
- B. Suggest to the stakeholder that the next change they request will be approved
- C. Advise the change control board to make sure they create an approval processes before the next change is proposed
- D. Document the outcome of the change request

# Question 14

In a construction project, the cost performance index (CPI) on the project is 1.13, and the benefit cost ratio is 1.2. The project scope was created by the team and stakeholders. Requirements on the project have been changing throughout the project. No matter what the project manager has tried to accomplish in managing the project, which of the following is he MOST likely to face in the future?

- A. Having to cut costs on the project and increase benefits
- B. Making sure the customer has approved the project scope
- C. Having to add resources to the project
- D. Not being able to measure completion of the product of the project

# Question 15

In order to be able to build exactly what the customer requested. Which of the following can create the most misinterpretation of the project scope statement?

- A. Poor pattern, structure, and chronological order
- B. Small variations in size of work packages or detail of work
- C. Too much detail
- D. Imprecise language



# Question 16

A project manager needs to insure that no new requirements are added to the project without proper authorization. Which of the following is correct in regard to the Control Scope process?

- A. Effective scope definition can lead to a more complete project scope statement.
- B. The Control Scope process must be done before scope planning.
- C. Controlling the schedule is the most effective way of controlling scope.
- D. The Control Scope process must be integrated with other control processes.

# Question 17

A project manager must make sure that all of the components in the project are properly integrated. Which of the following best describes the Validate Scope process?

- A. It provides assurance that the deliverable meets the specifications, is an input to the project management plan, and is an output of Control Quality.
- B. It ensures customer acceptance, shows the deliverable meets specifications, and provides a chance for differences of opinion to come to light
- C. It ensures the deliverable is completed on time, ensures customer acceptance, and shows the deliverable meets specifications
- D. It is an output of Control Quality, occurs before Define Scope, and ensures customer acceptance

# Question 18

A project manager needs to make sure that the project has taken the appropriate time to understand the requirements from the customer and the stakeholders. Which of the following best describes product analysis?

- A. Gaining a better understanding of the product in order to create the project scope statement
- B. Working with the customer to determine the product description
- C. Mathematically analyzing the quality desired for the project
- D. Determining whether the quality standards on the project can be met