1 Fundamentals 25

No.	Question and Answer
1.	A project manager is managing his second project. It started one month after the first, and both are in 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. B
2.	The project life cycle differs from the project management process in that the project management process: A. Is the same for every project. B. Does not incorporate a methodology. C. Is different for each industry. D. Can spawn many projects. A
3.	To obtain support for the project throughout the performing organization, it's BEST if the project manager: A. Ensures there is a communications management plan. B. Correlates the need for the project to the organization's strategic plan. C. Connects the project to the personal objectives of the sponsor. D. Ensures that the management plan includes the management of team members. B
4.	Your management 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 30 days of completion. Revenue from the individual orders can vary from US $100 to US $150,000. 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. This is a recurring process. D. Orders incurring revenue over $100,000 would be considered projects and would involve project management. C
5.	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 for getting your project better organized? A. Adopt a life cycle approach to the project

	B. Develop lessons learned for each phase
	C. Develop specific work plans for each work package
	D. Develop a description of the product of the project
	A
6.	A project team is working on answering the complains of a system for the elderly people, 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. They are working on a process and not a project.
	C. The end date has not been set.
	D. They have not identified the product of the project.
	B
7.	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 a company?
	A. The project manager
	B. The project management team
	C. The project management office (PMO)
	D. The team
	C
8.	The difference between a project, program, and portfolio is:
	A. A project is a temporary endeavor with a beginning and an end, a program may include other non-project work, and a portfolio is all the projects in a given department or division.
	B. A project is a lengthy endeavor with a beginning and an end, a program combines two or more unrelated projects, and a portfolio combines two or more programs.
	C. A project is a temporary endeavor with a beginning and an end, a program is a group of related projects, and a portfolio is a group of projects and programs related to a specific strategic objective.
	D. A project is a contracted endeavor with a beginning and end, a portfolio is a group of projects with more open-ended completion dates, and a program combines two or more portfolios.
	C
9.	Operational work is different from project work in that operational work is:
	A. Unique.
	B. Temporary.
	C. Ongoing and repetitive.
	D. A part of every project activity.
	C
10.	Company procedures require the creation of a lessons learned document. Which of the following is the BEST use of lessons learned?
	A. Historical records for future projects
	B. Planning record for the current project
	C. Informing the team about what the project manager has done

	D. Informing the team about the project management plan A
11.	Lesson learned are BEST completed by A. The manager. B. The team. C. The sponsor. D. The stakeholders. D
12.	Consideration of ongoing operations and maintenance is crucially important to products of projects. Ongoing operations and maintenance should: A. Be included as activities to be performed during project closure. B. Have a separate phase in the project life cycle, because a large portion of life cycle costs is devoted to maintenance and operations. C. Not be viewed as part of a project D. Be viewed as a separate project. C
13.	What is a program? A. An initiative set up by management B. A means to gain benefits and control of related projects C. A group of unrelated projects managed in a coordinated way D. A government regulation B
14.	A 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 lessons learned. C. Create network diagrams. D. Create status reports. B
15.	You are managing a project to design microprocessor control systems. The design work was estimated to complete in 3.5 months, with seven milestones. The sixth milestone is the prototype to be handed over to manufacturing. All milestones before prototyping have been completed ahead of schedule with 6th one being delayed for 4 months as the prototype has been sent back several times, due to conflicts between departments. You are now planning to hold a meeting to review the design specifications, and handle conflicts between design and manufacturing. Who is at fault? A.　The project manager. B.　The manufacturer C.　The design engineer D.　The scheduler. A
16.	Consideration of ongoing operations and maintenance is crucially important to products of projects. Ongoing operations and maintenance should: A. Be included as activities to be performed during project closure.

	B. Have a separate phase in the project life cycle, because a large portion of life cycle costs is devoted to maintenance and operations. C. Not be viewed as part of a project D. Be viewed as a separate project. C
17.	You are managing a project to manufacture 5,000 intelligent posts for a customer. The customer has called you to refuse the first shipment of posts they received because the weight was more than defined in the contract. The increased weight will likely increase your customer's fuel costs to distribute them to their own customers. The customer is demanding the posts be re-manufactured. What do you tell your project stakeholders? A. The contract should be renegotiated. B. There was a failure in quality control processes. C. Keeping shipping costs low were not a requirement for your project, so no rework was required. D. Nothing, you can cover the cost from the project contingency reserves. B
18.	What will the project team create as a result of performing monitoring and controlling on a project? A Project Charter B Controlling Stakeholders C Corrective Action D Project product C
19.	You are brought into a planning meeting by senior management at your company. They inform you that you have been selected to be the project Manager for a new project that will help the company fill the offline AI market. This project is the result of what type of planning? A Program planning B Portfolio planning C Product Life Cycle D Strategic planning D.
20.	Tom and Jerry are discussing roles and responsibilities as they relate to the company and the projects it has. They are discussing the role of the Project Manager and the Functional Manager. What is the main role of the Functional Manager? A To control resources B To manage the project when the Project Manager isn't available C To define business processes D To manage the Project Managers A
21.	Which of the following is the most important job for the Project Manager on a global IT infrastructure upgrade project? A Controlling unnecessary change B Exceeding customer expectations

	C Creating the project management plan D Controlling Stakeholders A
22.	What are the five process groups used in the PMBOK Guide? A Requirements, System Development, Testing, Closing B Initiating, Planning Executing, Testing, Closure C Initiating, Planning, Executing, Monitoring and Controlling, Closing D Initiating, Planning, Executing, Testing, Signoff C.
23.	When the initiating process is complete, what will be created? A Work results B Project charter C A signed contract D Corrective action B.
24.	Which of the following best describes a Project Manager's position on change on a project? A To control unnecessary change B To delay changes so the project can be completed C Expedite all Change Requests to the Change Control Board D Protect the Change Control Board from seeing any more change than they need to A
25.	On a large scale global IT technology upgrade project, who is responsible for creating and executing the project management plan? A The company that was awarded the outsourcing contract B The Project Manager C The Project Manager and the team D The team B