

PMP Questions

You are beginning a new project that has been attempted, but unsuccessful, several times in the past few years. Previous projects were cancelled because of "politics," (differing views and direction by key stake holders of the project). This is an example of:

- A. Stakeholder analysis.
- B. Project charter.
- C. Historical information.
- D. Risk identification.

C

Explanation - Historical Information - documents and data on prior projects including project files, records, correspondence, closed contracts, and closed projects.

The beginning and the end of the project is defined by:

- A. The project plan.
- B. The project charter.
- C. The team charter.
- D. The project life cycle.

D

Explanation - The project life cycle defines the beginning and the end of the project. Depending on the project life cycle definition, the beginning and ending parts of the project may or may not be included in this project. For example, transition at the end of the project to some ongoing effort may be part of the project or the ongoing effort.

Performance reports are used to provide information to stakeholders on project scope, schedule, cost, and quality. Which statement most accurately describes this process?

- A. The configuration control board receives performance reports and generates change requests to modify aspects of the project.
- B. Performance reporting focuses on examining earned value analysis to determine whether cost overruns will require budget revisions.
- C. Performance reporting includes status reports, which detail where the project is now; progress reports, which describe accomplishments; and forecasts, which predict future status and progress.
- D. Performance reporting includes histograms, flow charts, and bar charts to show network dependencies and relationships.

C

Explanation - Information from these reports is valuable only to the extent that the project manager, customer, and other key stakeholders use them to make decisions regarding present and future actions. In the decision-making process, the project manager needs to know the current situation (status reports); the past performance capability that led to the current status (progress reports); and a best estimate of future progress, using past performance as a predictor (forecasts).

You are the project manager for a seller. You are managing another company's project. Things have gone well on the project, and the work is nearly complete. There is still a significant amount of funds in the project budget. The buyer's representative approaches you and asks that you complete some optional requirements to use up the remaining budget. You should do which one of the following?

- A. Negotiate a change in the contract to take on the additional work.
- B. Complete a contract change for the additional work.
- C. Gain the approval of the project stakeholder for the requested work.
- D. Deny the change because it was not in the original contract.

C

Explanation - Any additional work is a change in the project scope. Changes to project scope should be approved by the mechanisms in the change control system. The stakeholder needs to approve the changes to the project scope.

One of the stakeholders of the project you are managing asks why you consider the scope statement so important in your project management methodology. You answer her question with which of the following?

- A. It is mandatory to consult the plan before authorizing any change.
- B. Project managers must document any changes before approving or declining them.
- C. The project scope serves as a reference for all future project decisions.
- D. The project plan and EVM work together to assess the risk involved with proposed changes.

C

Explanation - The scope statement serves as a point of reference for all future project decisions.

As the project manager of a project in your organization, you find that you have very little authority and mainly are engaged in project coordination activities. Your organization can be best described as:

- A. Strong Matrix
- B. Balanced Matrix
- C. Weak Matrix

D. Functional

C

Explanation - A project manager's role in a weak matrix organization is that of a project co-coordinator or expeditor. In contrast, a project manager has high authority and complete control in a Projectised organization. The project manager does not have complete authority over the project and funding in a balanced matrix organization, but the organization recognizes the need to have a dedicated project manager.