

# **PMP<sup>®</sup> Exam Preparation**

## **Questions**

### **[Project Integration Management]**

**PMP**  
Exams Preparation

**PMI** Project  
Registered Management  
Education Institute  
Provider

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1. A project manager is assigned to a new, high priority project. There are only five available resources because other resources are already committed to projects. The time available to complete the project is less than half the time needed, and the project manager cannot convince management to change the end date. The project manager should:
  - A. Look for any scope that can be cut from the project
  - B. Provide the team with opportunities to produce acceptable quality on the work that can be accomplished
  - C. Use more experienced resources to complete the work faster
  - D. Coordinate with team members the overtime necessary to complete the work
  
2. A project manager is appointed to head a highly technical project in an area with which this person has limited familiarity. The project manager delegates the processes of Develop Schedule, Estimate Costs, Define Activities, and Estimate Activity Resources to various project team members, and basically serves as an occasional referee and coordinator of activities. The results of this approach are likely to be:
  - A. A team functioning throughout the project at a very high level, demonstrating creativity and commitment
  - B. A team that initially experiences some amounts of confusion, but that after a period of time becomes a cohesive and effective unit
  - C. A team that is characterized by poor performance, low morale, high levels of conflict, and high turnover
  - D. A team that is not highly productive, but that stays together because of the work environment created by the project manager

3. Halfway through the project, the client considers cancelling the remaining work and the contract. It would be BEST to look at which of the following to determinate the purpose of the project?
  - A. The project charter, to review the project description and need
  - B. The chart of accounts, to determine the estimate at completion
  - C. The risk response plan, to evaluate alternatives
  - D. The WBS dictionary, to confirm the scope is correct
  
4. You are halfway through a major network rollout. There are 300 locations in United States, with another 20 in England. A software seller has just released a major software upgrade for some of the equipment being installed. The upgrade would provide the customer with functionality they requested, which was not available at the time the project began. What is the BEST course of action under these circumstances?
  - A. Implement the change on the remaining sites and continue with the schedule
  - B. Inform the customer of the available upgrade and the impacts to project's timeline and functionality if the upgrade is implemented
  - C. Continue as planned; your customer has not requested a change
  - D. Implement the change and adjust the schedule as necessary because this supports the customer's original request

5. This project is chartered to determine new ways to extend the product life of one of the company's medium-producing products. The project manager comes from the engineering department, and the team comes from the product management and marketing departments. The project scope statement and project planning are completed when a stakeholder notifies the team that there is a better way to complete one of the work packages. The stakeholder supplies a technical review letter from his department proving that the new way to complete the work package will actually be faster than the old way. The project manager has had similar experiences with this department on other projects, and was expecting this to happen on this project. What is the FIRST thing the project manager should do?
- A. Ask the department if they have any other changes
  - B. Look for how this change will impact the cost to complete the work package and the quality of the product of the work package
  - C. See if there is a way to change from a matrix organization to a functional organization so as to eliminate all the interference from other departments
  - D. Contact the department and complain again about their missing the deadline for submission of scope
6. While reading a magazine article, you discover there is a tool of project management that other companies are using, but that your company has never heard of. You feel this tool would be of great help on the project you are currently planning. What should you do?
- A. Talk to your colleagues and see if they know about it
  - B. Copy the article and pass it around your company
  - C. Summarize your opinion of the benefits of using this tool in your company. Present your analysis to your manager
  - D. Arrange a meeting with your manager to discuss it

7. Over lunch with another project manager, you discuss ways to identify risks on your project. The next day, the other project manager sends you risk identification software created by her company with a copyright date of 2008. What should you do?
- A. Obtain approval from your legal department
  - B. Send the software back
  - C. Find out if using an old format would be acceptable
  - D. Share some of your templates with her to improve competencies
8. A project manager is assigned to an environmental engineering project chartered to build a reverse flow fish ladder on a river. An environmental group is performing the project. This type of project has never been done before. The project manager has decided to build a basic project schedule and to detail the work of each part as the current part nears completion. What BEST describes what the project manager is doing?
- A. The process of planning change control
  - B. The process of progressive elaboration
  - C. The process of reiterating a plan in the same order from project to project
  - D. The controlling process of ensuring that project objectives are met by taking corrective action when necessary

9. The project manager on a large software installation project is working with her team on a critical set of activities. They are working late on Saturday night. Circumstances create a situation wherein the project manager must decide to change the schedule, pushing the end date of the project out two weeks. What has MOST likely happened?
- A. Scope creep has occurred
  - B. Risk assessment failure has taken place
  - C. A status change to the implementation has taken place
  - D. An emergency project change has taken place
10. The project was going well when all of a sudden there were changes to the project coming from multiple stakeholders. After all the changes were determined, the project manager spent time with all the stakeholders to find out why there were changes and to discover any more. The project work has quieted down when a team member casually mentions to the project manager that he added functionality to a product of the project. "Do not worry", he says, "I did not impact time, cost, or quality!" What should the project manager do FIRST?
- A. Look for other added functionality
  - B. Hold a meeting to review the team member's completed work
  - C. Ask the team member how he knows there is no time, cost or quality impact
  - D. Ask the team member how the need for the functionality was determined

11. The sponsor has asked you to require that each piece of the project scope be planned, estimated, and scheduled. The sponsor also wants to authorize each piece of the project management plan after the documentation is assembled. What is the MOST appropriate response to these requests?
- A. Tell the sponsor the chance for authorization will come after the pieces of the project management plan are compiled
  - B. Politely advise the sponsor to forego the authorization of work
  - C. Provide the sponsor with a schedule of when the components will be ready for authorization
  - D. Ask the sponsor to authorize each piece before it is completed
12. A project manager has finished the project. He knows the project scope has been completed and is within cost and time objectives set by management. Management, however, says that the project is a failure, because the original schedule was for 27 weeks and the project was completed in 33 weeks. If the project baseline was 33 weeks, the project is a success because:
- A. It was completed within the schedule baseline
  - B. There was good communication control
  - C. It only had six weeks of changes
  - D. There were so few changes

13. You are the project manager for a large project under contract with the government. The contract for this two-year, multi-million dollar project was signed six months ago. You were not involved in contract negotiations or in setting up procedures for managing changes, but now you are swamped with changes from the customer and from people inside your organization. Who is normally responsible for formally reviewing major changes to the project/contract?

- A. The change control board
- B. Senior management
- C. The procurement/legal department
- D. The project manager



14. It is the middle of the project when the project manager is informed by her scheduler that the project control limits are secure. That same morning she receives a note from a team member about a problem he is having. The note says, "This activity is driving me crazy and the manager of the accounting department won't help me until the activity's floats is in jeopardy. "In addition, the project manager has e-mails from a minor stakeholder and 14 e-mails from team members. While she is reading the e-mails, a team members walks in to the project manager's office to tell her a corrective action was implemented by a team from the project management office, but was not documented. What should the project manager do NEXT?
- A. Add the implemented corrective action to the change log, discuss the value of documentation at the next team meeting, and smooth the team member's issue with the accounting department
  - B. Report the documentation violation to the project management office, evaluate the security of the control limits, and review the e-mailing rules in the communications management plan
  - C. Clarify the reasoning behind documentation being a problem, get the accounting department to assist the team member, and respond to the minor stakeholder
  - D. Find out who caused the problem with the accounting department, respond to the minor stakeholder before responding to the other e-mails, and review the process listed in the communication plan for reporting concerns with the team member having the documentation problem

15. You were just assigned to take over a project from another project manager who is leaving the company. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the FIRST thing you should do as the new project manager?

- A. Tell the team your objectives
- B. Determine a management strategy
- C. Check cost performance
- D. Check risk status

16. The engineering department has uncovered a problem with the cost accounting system and has asked the systems department to analyse what is wrong and fix the problem. You are the project manager working with the cost accounting programs on another project. Management has issued a change request to the change control board to add the new work to your project. Your existing project has a cost performance index (CPI) of 1.2 and a schedule performance index (SPI) of 1.3, so you have some room to add work without delaying your project or going over budget. However, you cannot see how the new work fits within the project charter for your existing project. After some analysis, you determine that the new work and existing work do not overlap and can be done concurrently. They also require different skill sets. Which of the following is the BEST thing to do?

- A. Validate the scope of the new work with the help of the stakeholders
- B. Develop a project charter
- C. Re-estimate the project schedule with input from the engineering department
- D. Identify specific changes to the existing work

17. You have just been assigned to take over a project your management has told you is “out of control”. When you asked your management what the problems were, they had no specifics, but said the project was behind schedule, over budget, and the client was dissatisfied. Which of the following should be of the MOST concern to you?
- A. There is very little documentation related to the project
  - B. The client is very dissatisfied with the project’s progress
  - C. The project is over budget and behind schedule
  - D. Your management is looking for rapid and visible action on this project to rectify the problems
18. The networking vendor has contracted the project manager to inform her that a recent earthquake will impact the delivery of critical components. The project team meets to determine the impact on the overall project and determines that staffing will not be affected, but changes will need to be made in the areas of risk and cost management. What is the project team involved in here?
- A. Work authorization analysis
  - B. Configuration management
  - C. Status review meeting
  - D. Integrated changed control

19. The project has been going relatively well, although there have been some problems with resource availability and the project scope has changed more than expected. The project is now completing one of its phases. Of all decisions the sponsor must consider during an end-of-phase review meeting, the MOST difficult is:
- A. Authorizing budget increases for the next phase based on scope changes
  - B. Decreasing scope to maintain the budget
  - C. Authorizing scope change for the next phase
  - D. Cancelling the project
20. During project executing, you find the customer has requested a change to the scope of work even though the work was previously not included in the plan. There are no objections to the cost of the change. What should you do FIRST?
- A. Discuss the change with the customer
  - B. Evaluate and document the risks that might result from this change
  - C. Follow the change control process
  - D. Meet with the team and plan alternatives

| No | Correct Answer | Answer Given | Comment |
|----|----------------|--------------|---------|
| 1  | A              |              |         |
| 2  | C              |              |         |
| 3  | A              |              |         |
| 4  | B              |              |         |
| 5  | B              |              |         |
| 6  | C              |              |         |
| 7  | B              |              |         |
| 8  | B              |              |         |
| 9  | D              |              |         |
| 10 | C              |              |         |
| 11 | A              |              |         |
| 12 | A              |              |         |
| 13 | A              |              |         |
| 14 | A              |              |         |
| 15 | B              |              |         |
| 16 | B              |              |         |
| 17 | A              |              |         |
| 18 | D              |              |         |
| 19 | D              |              |         |
| 20 | C              |              |         |