

25 Examination Preparation Practice Questions

Duration: 30 Minutes

PMP® Examination Preparation

Practice Questions

1 - Project Management Framework

During project initiation you are determining what criteria you should define for determining the success of your project. Which of the following criteria would you be least likely to use?

- a) How well the resultant product or service supports organizational governance.
- b) How well the project met the scope baseline.
- c) The degree of customer satisfaction with the undertaken project.
- d) Whether the project's governance was an exact replica of the organizational governance.

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Practice Questions

1 - Project Management Framework

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- b) How well the project met the scope baseline.
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- d) Whether the project's governance was an exact replica of the organizational governance.**

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Practice Questions

1 - Project Management Framework

Motivation:

- a) Correct:- Because project success may be judged on the basis of how well the resultant product or service supports organizational governance, it is important for the project manager to be knowledgeable about corporate/organizational governance policies and procedures pertaining to the subject matter of the product or service (PMBOK page 15).
- b) Correct:- the success of the project should be measured in terms of completing the project within the constraints of scope, time, cost, quality, resources, and risk as approved between the project managers and senior management (PMBOK page 35).
- c) Correct:- Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction (PMBOK page 8).
- d) Incorrect:- A project's governance is defined by and fits within the larger context of the portfolio, program, or organization sponsoring it but is separate from organizational governance (PMBOK page 34).

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Practice Questions

2 - Project Management Framework

During project initiation you ask the project sponsor if she can help you identify the project stakeholders. She indicates that she would gladly help but is not certain who can be classified as a stakeholder and who not. In order to help her you define stakeholders as all of the following except which one?

Stakeholders include:

- a) All members of the project team.
- b) All interested entities.
- c) Only parties that are negatively affected by the outcome of the project.
- d) Subject matter experts

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Practice Questions

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- c) Only parties that are negatively affected by the outcome of the project.**
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Practice Questions

2 - Project Management Framework

Motivation:

PMBOK page 30: A stakeholder is an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project. Stakeholders include all members of the project team as well as all interested entities that are internal or external to the organization.

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Practice Questions

3 - Project Management Framework

One of the key stakeholders on your international project ask you what these ten knowledge areas are that you referred to and whether it includes knowledge of the political climate in the countries in which the project needs to be managed. Which one of the following responses would be the most appropriate to give to the stakeholder?

- a) The ten knowledge areas as defined in the PMBOK® Guide represents a complete set of concepts, terms, and activities that make up the project management field and therefore no other knowledge areas need to be considered.
- b) The project team will utilize these ten knowledge areas and other knowledge areas, as appropriate, for this specific project.
- c) Subsidiary plans will be created for each major knowledge area and then aggregated into the overall project management plan.
- d) The 47 project management processes identified in the PMBOK® Guide covers all aspects of this project and therefore nothing else need to be added.

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Practice Questions

3 - Project Management Framework

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Practice Questions

3 - Project Management Framework

Motivation:

- a) Incorrect. Although a knowledge area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization, project teams should utilize these ten knowledge areas and other knowledge areas, as appropriate, for their specific project. - PMBOK page 60.
- b) Correct. Project teams should utilize these ten knowledge areas and other knowledge areas, as appropriate, for their specific project. - PMBOK page 60.
- c) The statement is correct but not appropriate. Project Management Professionals do not engage in or condone behaviour that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render our statements as misleading or incomplete. - PMI Code of ethics 5.3.1 page 6.
- d) Incorrect. Although the 47 project management processes identified in the PMBOK® Guide are grouped into the ten separate knowledge areas, project teams should utilize these ten knowledge areas and other knowledge areas, as appropriate, for their specific project. - PMBOK page 60.

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Practice Questions

4 - Project Integration Management

You are appointed as the project manager for a project that is already in the planning phase. When you take over the project you realise that no project charter was compiled or agreed to. You approach the project sponsor and propose that you will compile a project charter and present it for his approval. The project sponsor is not convinced that this is an effective use of time and resources as the planning has already begun. The sponsor asks you to provide him with a motivation on why it is important to have an agreed upon project charter. Which of the following reasons would you most probably not use as a motivation?

- a) The project charter is a document that formally authorizes the existence of the project and provides the project manager with the authority to apply organizational resources to project activities and it is therefore essential that stakeholders reach agreement on these matters before the detail planning commences.
- b) Without the project charter there is no legal contract between the project manager and management.
- c) The project charter provides a well-defined project start and project boundaries as well as the creation of a formal record of the project.
- d) Approving the project charter is a direct way for senior management to formally accept and commit to the project.

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Practice Questions

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Practice Questions

4 - Project Integration Management

Motivation:

- a) Correct. Developing the project charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities - PMBOK page 63.
- b) Incorrect. A project charter is not considered to be a contract, because there is no consideration or money promised or exchanged in its creation. - PMBOK page 68.
- c) Correct. A key benefit of the project charter is a well-defined project start and project boundaries and the creation of a formal record of the project - PMBOK page 66
- d) Correct. A key benefit of the project charter is that it provides a direct way for senior management to formally accept and commit to the project.- PMBOK page 66

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Practice Questions

5 - Project Integration Management

During the planning phase of your project you are developing a project management plan and the project sponsor informs you that the level of detail you are incorporating into the project management plan is not correct. Seeing that you are aware how important good stakeholder relations are to the success of a project you very diplomatically enquire from the project sponsor what level of detail should be included in the plan. Which one of the following possible replies from the project sponsor is correct?

- a) Only provide a summary plan as the process of progressive elaboration will provide opportunity for adjusting the level of detail at a later stage.
- b) Include only the details as specified in the preferred project management methodology.
- c) The level of detail should be consistent with the project complexity.
- d) Always provide the maximum level of detail possible as the PMBOK® Guide refers to a "comprehensive" project management plan.

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Practice Questions

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Practice Questions

5 - Project Integration Management

Motivation:

- a) Incorrect. Due to the potential for change, the development of the project management plan is an iterative activity and is progressively elaborated throughout the project's life cycle. Progressive elaboration involves continuously improving and detailing a plan as more detailed and specific information and more accurate estimates become available.- PMBOK page 6.
- b) Incorrect. The PMBOK® Guide or any other methodology may be used as a resource in managing a project while considering the overall approach and methodology to be followed for the project. This effort is known as tailoring.- PMBOK page 48
- c) Correct. The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans. Each of the subsidiary plans is detailed to the extent required by the specific project - PMBOK page 78. Also, the project management plan's content varies depending upon the application area and complexity of the project. - PMBOK page 74.
- d) Incorrect. Although PMBOK page 72 refers to a comprehensive project management plan, see (c) above for the correct level of detail.

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Practice Questions

6 - Project Scope Management

As project manager you are planning to obtain requirements from a group of identified stakeholders. You need to decide which requirement collection technique that stimulates creativity you will use. Which of the following techniques would be the least useful for this process:

- a) Brainstorming.
- b) Nominal group technique.
- c) Stakeholder analysis.
- d) Idea/mind mapping.

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Practice Questions

6 - Project Scope Management

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Practice Questions

6 - Project Scope Management

Motivation:

- a) Correct. Brainstorming is a technique used to generate and collect multiple ideas related to project and product requirements. Although brainstorming by itself does not include voting or prioritization, it is often used with other group creativity techniques that do (PMBOK page 115)
- b) Correct. Nominal group technique is a technique that enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or for prioritization (PMBOK page 115)
- c) Incorrect. Stakeholder Analysis is a technique of systematically gathering and analysing quantitative and qualitative information to determine whose interests should be taken into account throughout the project (PMBOK page 563).
- d) Correct. Idea/mind mapping is a technique in which ideas created through individual brainstorming sessions are consolidated into a single map to reflect commonality and differences in understanding, and generate new ideas (PMBOK page 115).

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Practice Questions

7 - Project Scope Management

During a team meeting two of your project team members are arguing about the best way to create a Work Breakdown Structure. Jack is of the opinion that a top-down approach is the best while Jill thinks a bottom-up approach works better. You are contemplating to intervene in this argument but is not sure which of the following comments would be the most correct.

- a) In creating a WBS structure a top-down or a bottom-up approach can be used.
- b) In creating a WBS structure only a top-down approach can be used.
- c) In creating a WBS structure only a bottom-up approach can be used.
- d) In creating a WBS structure neither a top-down nor a bottom-up approach can be used as both are estimating techniques.

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Practice Questions

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- d) In creating a WBS structure neither a top-down nor a bottom-up approach can be used as both are estimating techniques.

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Practice Questions

7 - Project Scope Management

Motivation:

A WBS structure may be created through various approaches. Some of the popular methods include the top-down approach, the use of organization-specific guidelines, and the use of WBS templates. A bottom-up approach can be used during the integration of subcomponents (PMBOK page 129)

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Practice Questions

8 - Project Time Management

The schedule management plan is a subsidiary plan of, and integrated with, the project management plan and identifies all of the following except:

- a) The scheduling methods and scheduling tools.
- b) Project staff assignments.
- c) The criteria for developing and controlling the project schedule.
- d) Appropriate control thresholds.

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Practice Questions

8 - Project Time Management

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Practice Questions

8 - Project Time Management

Motivation:

- a) Correct. See PMBOK page 142.
- b) Incorrect. The project is staffed when appropriate people have been assigned to the team. The documentation of these assignments can include a project team directory, memos to team members, and names inserted into other parts of the project management plan, such as project organization charts and schedules (PMBOK page 272).
- c) Correct. See PMBOK page 142.
- d) Correct. See PMBOK page 142.

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Practice Questions

9 - Project Time Management

A logical relationship where a successor activity cannot start until a predecessor activity has finished for example where the awards ceremony (successor) cannot start until the race (predecessor) has finished, is known as which type of logical relationship?

- a) Finish-to-start (FS).
- b) Finish-to-finish (FF).
- c) Start-to-start (SS).
- d) Start-to-finish (SF).

PMP® Examination Preparation

Practice Questions

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Practice Questions

9 - Project Time Management

Motivation:

PDM includes four types of dependencies or logical relationships. A predecessor activity is an activity that logically comes before a dependent activity in a schedule. A successor activity is a dependent activity that logically comes after another activity in a schedule. These relationships are defined in the PMBOK guide, page 156.

- a) **Finish-to-start (FS).** A logical relationship in which a successor activity cannot start until a predecessor activity has finished. Example: The awards ceremony (successor) cannot start until the race (predecessor) has finished.
- b) **Finish-to-finish (FF).** A logical relationship in which a successor activity cannot finish until a predecessor activity has finished. Example: Writing a document (predecessor) is required to finish before editing the document (successor) can finish.
- c) **Start-to-start (SS).** A logical relationship in which a successor activity cannot start until a predecessor activity has started. Example: Level concrete (successor) cannot begin until pour foundation (predecessor) begins.
- d) **Start-to-finish (SF).** A logical relationship in which a successor activity cannot finish until a predecessor activity has started. Example: The first security guard shift (successor) cannot finish until the second security guard shift (predecessor) starts.

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Practice Questions

10 - Project Time Management

Dependencies that involve physical limitations, such as on a construction project, where it is impossible to erect the superstructure until after the foundation has been built, or on an electronics project, where a prototype has to be built before it can be tested is known as _____?

- a) Discretionary dependencies.
- b) Mandatory dependencies.
- c) External dependencies.
- d) Internal dependencies.

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Practice Questions

10 - Project Time Management

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Practice Questions

10 - Project Time Management

Motivation:

As per PMBOK page 157 dependencies may be characterized by the following attributes: mandatory or discretionary, internal or external, as described below. Dependency has four attributes, but two can be applicable at the same time in following ways: mandatory external dependencies, mandatory internal dependencies, discretionary external dependencies, or discretionary internal dependencies.

- **Mandatory dependencies.** Mandatory dependencies are those that are legally or contractually required or inherent in the nature of the work.
- **Discretionary dependencies.** Discretionary dependencies are established based on knowledge of best practices within a particular application area or some unusual aspect of the project where a specific sequence is desired, even though there may be other acceptable sequences.
- **External dependencies.** External dependencies involve a relationship between project activities and non-project activities.
- **Internal dependencies.** Internal dependencies involve a precedence relationship between project activities and are generally inside the project team's control.

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Practice Questions

11 - Project Cost Management

During a meeting to compile the project's draft cost management plan with your team leaders, one of them notice that you have indicated risk response costs will be used as one of the inputs when estimating the project costs. He asks where this information will be obtained from. Which one of the following responses would be the best?

- a) The issue log.
- b) The risk register.
- c) The project management plan.
- d) The risk management plan.

PMP® Examination Preparation

Practice Questions

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Practice Questions

11 - Project Cost Management

Motivation:

- a) Incorrect. The issue log is a project document used to document and monitor elements under discussion or in dispute between project stakeholders (PMBOK page 544).
- b) Correct. The risk register should be reviewed to consider how to aggregate the risk response costs (PMBOK page 210).
- c) Incorrect. The project management plan is a document that describes how the project will be executed monitored, and controlled (PMBOK page 554).
- d) Incorrect. The risk management plan describes how risk management activities will be structured and performed (PMBOK page 560).

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Practice Questions

12 - Project Cost Management

You are provided with three estimates for a task by a subject matter expert. You are not certain which assumed distribution of values within the range of the three estimates would be representative to this task and therefore cannot decide whether you should use a triangular distribution approach or Beta distribution approach to calculate the estimated cost of the task. You decide to calculate the estimated cost using both methods and then determine what the variance, if any, between the two methods are. The three estimates provided are:

- based on the duration of the activity, given the resources likely to be assigned, their productivity, realistic expectations of availability for the activity, dependencies on other participants, and interruptions - USD 125,000.
- based on analysis of the best-case scenario for the activity - USD 94,000.
- based on analysis of the worst-case scenario for the activity - USD 255,000.

What would the variance be?

- a) USD 130,000
- b) USD 16,500
- c) USD 161,000
- d) USD 31,000

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Practice Questions

12 - Project Cost Management

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What would the variance be?

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- b) USD 16,500**
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Practice Questions

12 - Project Cost Management

Motivation:

Depending on the assumed distribution of values within the range of the three estimates the expected duration, tE , can be calculated using a formula. Two commonly used formulas are triangular and beta distributions. The formulas are (PMBOK page 171):

Triangular Distribution. $tE = (tO + tM + tP) / 3$
 $= (94000 + 125000 + 255000) / 3 = \text{USD } 158,000$

Beta Distribution (from the traditional PERT technique). $tE = (tO + 4tM + tP) / 6$
 $= (94000 + (4 * 125000) + 255000) / 6 = \text{USD } 141,500$

Therefore, the variance between the two methods is $158,000 - 141,500 = \text{USD } 16,500$

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Practice Questions

13 - Project Quality Management

Quality management planning includes all of the following, except?

- a) Identifying quality standards for the project.
- b) Ensuring that appropriate quality standards are used.
- c) Identifying quality standards for the project deliverables.
- d) Documenting how the project will demonstrate compliance with relevant quality requirements.

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Practice Questions

13 - Project Quality Management

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- b) Ensuring that appropriate quality standards are used.**
- c) Identifying quality standards for the project deliverables.
- d) Documenting how the project will demonstrate compliance with relevant quality requirements.

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Practice Questions

13 - Project Quality Management

Motivation:

Plan Quality Management is the process of identifying quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with relevant quality requirements and/or standards (PMBOK page 231).

Perform Quality Assurance is the process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used (PMBOK page 242).

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Practice Questions

14 - Project Quality Management

As project manager you inform your team that the project will be subject to random quality audits conducted by external auditors. Some of the team members are not happy with this arrangement as they see a quality audit as a waste of time and not adding any value to the project. Which of the following arguments to convince them of the importance of a quality audit would be the best to use?

The objectives of a quality audit may include:

- I. Identify all good and best practices being implemented.
- II. Identify all nonconformity, gaps, and shortcomings.
- III. Share good practices introduced or implemented in similar projects in the organization.
- IV. Offer assistance to improve the implementation of processes to help raise productivity.

- a) II, III and IV.
- b) I, III and IV.
- c) I, II and IV.
- d) I, II, III and IV.

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Practice Questions

14 - Project Quality Management

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- a) II, III and IV.
- b) I, III and IV.
- c) I, II and IV.
- d) I, II, III and IV.**

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Practice Questions

14 - Project Quality Management

Motivation:

A quality audit is a structured, independent process to determine if project activities comply with organizational and project policies, processes, and procedures. The objectives of a quality audit may include:

- Identify all good and best practices being implemented;
- Identify all nonconformity, gaps, and shortcomings;
- Share good practices introduced or implemented in similar projects in the organization and/or industry;
- Proactively offer assistance in a positive manner to improve implementation of processes to help the team raise productivity; and
- Highlight contributions of each audit in the lessons learned repository of the organization.

The subsequent effort to correct any deficiencies should result in a reduced cost of quality and an increase in sponsor or customer acceptance of the project's product. Quality audits may be scheduled or random, and may be conducted by internal or external auditors.

PMBOK page 247.

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Practice Questions

15 - Project Quality Management

You are managing a research project aiming to establish if there is any connection between the amount of wine consumed and the number of heart disease related deaths in an isolated community. Which one of the following tools could best be used to determine if there is any correlation between these two variables?

- a) A control chart
- b) A SIPOC model
- c) A scatter diagram
- d) A cause & effect diagram

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Practice Questions

15 - Project Quality Management

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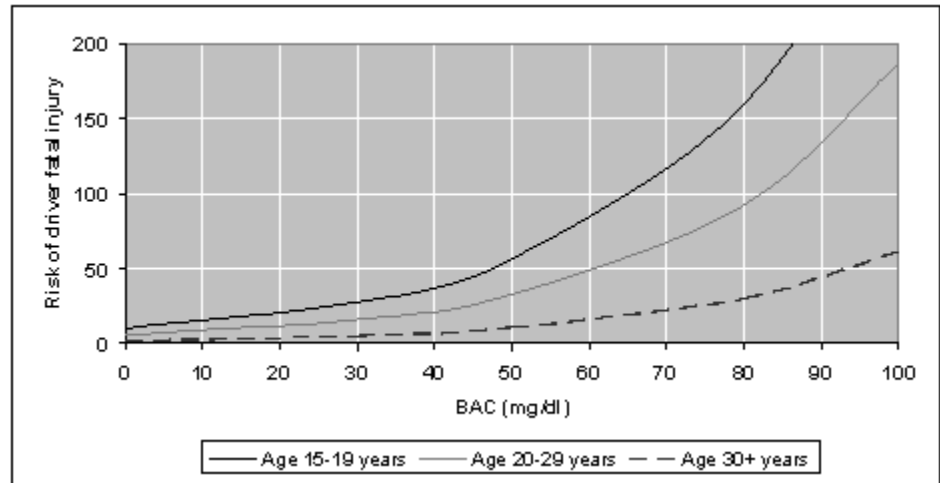
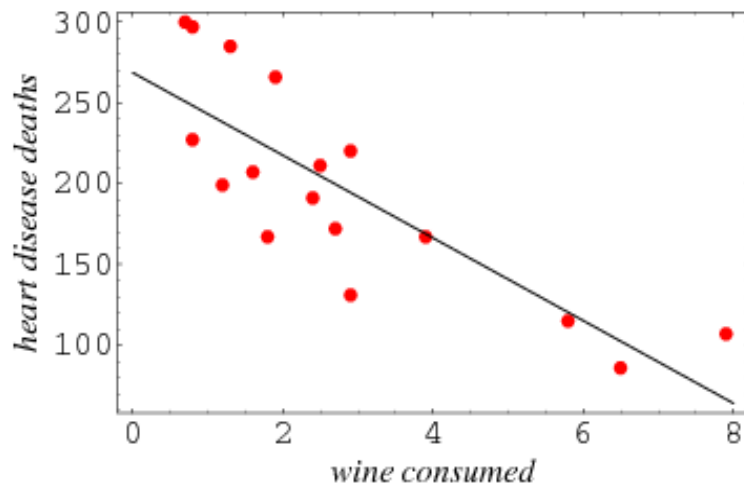
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Practice Questions

15 - Project Quality Management

Motivation:

- a) Incorrect. Control charts are used to determine whether or not a process is stable or has predictable performance (PMBOK page 238).
- b) Incorrect. A SIPOC model is a tool that summarizes the inputs and outputs of one or more processes in table form, normally for process improvement (PMBOK page 237).
- c) Correct. Scatter diagrams, sometimes called correlation charts, seek to explain a change in one variable in relationship to a change observed in a corresponding other variable (PMBOK page 238).
- d) Incorrect. Cause-and-effect diagrams, also known as fishbone diagrams or as Ishikawa diagrams, are used to trace a problem's source back to its actionable root cause.



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Practice Questions

16 - Project Human Resource Management

One of the project team members have been acting in an unethical way for a prolonged period. His unethical behaviour is an "open secret" on the project. Who should take responsibility for rectifying this situation?

- a) The Project sponsor.
- b) The Project manager.
- c) The members of the project management team.
- d) The members of the project team.

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Practice Questions

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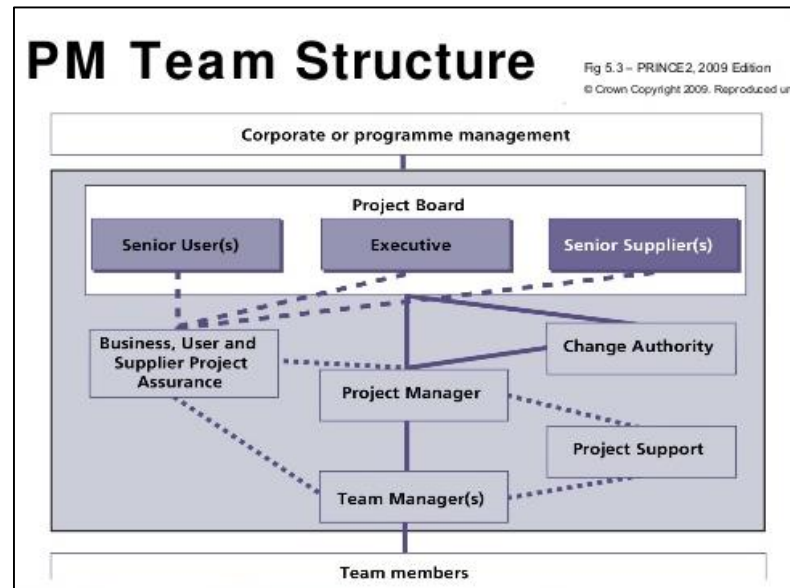
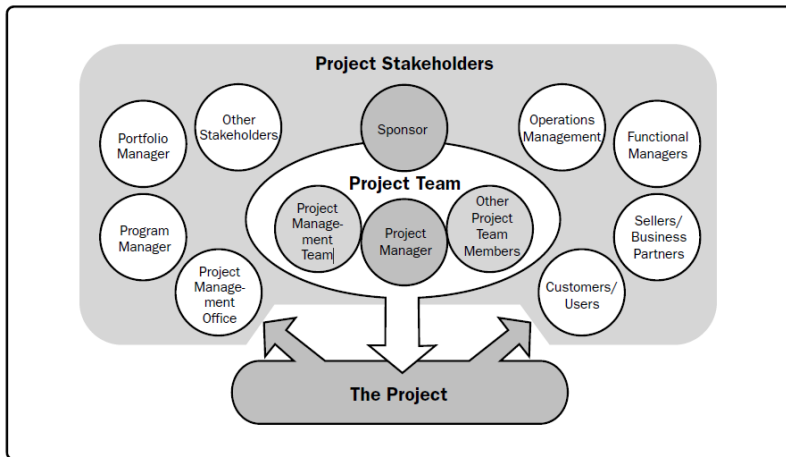
Practice Questions

16 - Project Human Resource Management

Motivation:

The project management team should be aware of, subscribe to, and ensure that all team members follow professional and ethical behaviour (PMBOK page 256)

The project management team is a subset of the project team and is responsible for the project management and leadership activities such as initiating, planning, executing, monitoring, controlling, and closing the various project phases. This group can also be referred to as the core, executive, or leadership team (PMBOK page 256).



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Practice Questions

17 - Project Human Resource Management

One of the models used to describe team development is the Tuckman ladder which includes five stages of development that teams may go through. It is common for these stages to occur in a specific order. What is the order that normally occurs?

- a) Storming, Forming, Norming, Performing, Adjourning.
- b) Forming, Storming, Norming, Performing, Adjourning.
- c) Norming, Forming, Storming, Performing, Adjourning.
- d) Forming, Storming, Norming, Transforming, Adjourning.

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Practice Questions

17 - Project Human Resource Management

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- a) Storming, Forming, Norming, Performing, Adjourning.
- b) Forming, Storming, Norming, Performing, Adjourning.**
- c) Norming, Forming, Storming, Performing, Adjourning.
- d) Forming, Storming, Norming, Transforming, Adjourning.

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Practice Questions

17 - Project Human Resource Management

Motivation:

Although it's common for these stages to occur in order, it's not uncommon for a team to get stuck in a particular stage or slip to an earlier stage. Projects with team members who worked together in the past may skip a stage.

Forming. This phase is where the team meets and learns about the project and their formal roles and responsibilities. Team members tend to be independent and not as open in this phase.

Storming. During this phase, the team begins to address the project work, technical decisions, and the project management approach. If team members are not collaborative and open to differing ideas and perspectives, the environment can become counterproductive.

Norming. In the norming phase, team members begin to work together and adjust their work habits and behaviours to support the team. The team learns to trust each other.

Performing. Teams that reach the performing stage function as a well-organized unit. They are interdependent and work through issues smoothly and effectively.

Adjourning. In the adjourning phase, the team completes the work and moves on from the project.

PMBOK page 276

Alasdair A. K. White together with his colleague, John Fairhurst, examined Tuckman's development sequence when developing the White-Fairhurst TPR Model. They simplify the sequence and group the Forming-Storming-Norming stages together as the **Transforming phase**, which they equate with the initial performance level. This is then followed by a Performing phase that leads to a new performance level which they call the Reforming phase.

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Practice Questions

18 - Project Human Resource Management

Team management involves a combination of skills such as team building, communication, influencing and coaching. Which of these skills are seen as having the biggest impact on project success or failure:

- a) Team building
- b) Communication
- c) Influencing
- d) Coaching

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Practice Questions

18 - Project Human Resource Management

Team management involves a combination of skills such as team building, communication, influencing and coaching. Which of these skills are seen as having the biggest impact on project success or failure:

- a) Team building
- b) Communication**
- c) Influencing
- d) Coaching

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Practice Questions

18 - Project Human Resource Management

Motivation:

Communication has been identified as one of the single biggest reasons for project success or failure. Effective communication within the project team and between the project manager, team members, and all external stakeholders is essential. Openness in communication is a gateway to teamwork and high performance. It improves relationships among project team members and creates mutual trust (PMBOK page 515).

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Practice Questions

19 - Project Communications Management

The Plan Communications Management process is tightly linked with enterprise environmental factors. Which one of the following enterprise environmental factors most probably will have the biggest effect on the project's communication requirements?

- a) Organizational culture, structure, and governance.
- b) Geographic distribution of facilities and resources.
- c) Company work authorization systems.
- d) Marketplace conditions.

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Practice Questions

19 - Project Communications Management

The Plan Communications Management process is tightly linked with enterprise environmental factors. Which one of the following enterprise environmental factors most probably will have the biggest effect on the project's communication requirements?

- a) **Organizational culture, structure, and governance.**
- b) Geographic distribution of facilities and resources.
- c) Company work authorization systems.
- d) Marketplace conditions.

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Practice Questions

19 - Project Communications Management

Motivation:

The Plan Communications Management process is tightly linked with enterprise environmental factors, since the structure of an organization will have a major effect on the project's communication requirements (PMBOK page 291).

PMP® Examination Preparation

Practice Questions

20 - Project Communications Management

In order to speed up the progress made on your project that is forecasted to be two weeks late with implementation, you have decided to crash it. You currently have a team of 19 people reporting to you and you have estimated that if you appoint another 5 people you should be able to complete the project on time. You are however concerned that a bigger project team means more potential communication channels. How many more channels will this introduce?

- a) 105
- b) 110
- c) 276
- d) 300

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Practice Questions

20 - Project Communications Management

In order to speed up the progress made on your project that is forecasted to be two weeks late with implementation, you have decided to crash it. You currently have a team of 19 people reporting to you and you have estimated that if you appoint another 5 people you should be able to complete the project on time. You are however concerned that a bigger project team means more potential communication channels. How many more channels will this introduce?

- a) 105
- b) 110**
- c) 276
- d) 300

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Practice Questions

20 - Project Communications Management

Motivation:

Number of potential communication channels = $n(n-1)/2$, where n is the number of people.

Currently you have 19 people reporting to you. Therefore, you are a team of 20.

$$20(20-1)/2 = 20(19)/2 = 380/2 = 190.$$

With 5 additional people the team will be 25.

$$25(25-1)/2 = 25(24)/2 = 600/2 = 300.$$

The number of channels have increased by $300 - 190 = 110$.

PMP® Examination Preparation

Practice Questions

21 - Project Communications Management

You have encountered a dispute between some stakeholders and would like to record this it for further follow up. In which of the following logs would you typically record this incident?

- a) Issue log.
- b) Assumption log.
- c) Change log.
- d) Constraints log.

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Practice Questions

21 - Project Communications Management

You have encountered a dispute between some stakeholders and would like to record this it for further follow up. In which of the following logs would you typically record this incident?

- a) **Issue log.**
- b) Assumption log.
- c) Change log.
- d) Constraints log.

PMP® Examination Preparation

Practice Questions

21 - Project Communications Management

Motivation:

- a) Correct. An issue Log is a project document used to document and monitor elements under discussion or in dispute between project stakeholders (PMBOK page 544).
- b) Incorrect. Assumptions may be incorporated into the project scope statement or in a separate assumptions log (PMBOK page 333).
- c) Incorrect. A change log is used to document changes that occur during a project. These changes and their impact to the project in terms of time, cost, and risk, are communicated to the appropriate stakeholders. Rejected change requests are also captured in the change log (PMBOK page 100).
- d) Incorrect. Information on constraints may be listed in the project scope statement or in a separate log (PMBOK page 124).

PMP® Examination Preparation

Practice Questions

22 - Project Risk Management

You are looking for a rapid and cost-effective way to select the high-priority risks and establish the foundation for their further numerical analysis. Which of the following ways would be the best for doing it?

- a) Qualitative risk analysis.
- b) Quantitative risk analysis.
- c) Analytic Hierarchy Process (AHP).
- d) Risk Urgency Assessment.

PMP® Examination Preparation

Practice Questions

22 - Project Risk Management

You are looking for a rapid and cost-effective way to select the high-priority risks and establish the foundation for their further numerical analysis. Which of the following ways would be the best for doing it?

- a) **Qualitative risk analysis.**
- b) Quantitative risk analysis.
- c) Analytic Hierarchy Process (AHP).
- d) Risk Urgency Assessment.

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Practice Questions

22 - Project Risk Management

Motivation:

- a) Correct. Perform Qualitative Risk Analysis is the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact. The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks (PMBOK page 328).
- b) Incorrect. Perform Quantitative Risk Analysis is the process of numerically analysing the effect of identified risks on overall project objectives. The key benefit of this process is that it produces quantitative risk information to support decision making in order to reduce project uncertainty (PMBOK page 333).
- c) Incorrect. AHP is a method to calibrate preferences for achieving the different objectives of a project. Do they prefer to achieve time more than cost? Is quality more important than scope? What is the relative weighting of the project's objectives in terms of their priority to the stakeholders or to management? The results are weights (summing to 100%) that reflect the relative priority of each objective Practice Standard for Project Risk Management page 90).
- d) Incorrect. Risk urgency has to do with risks requiring near-term responses that may be considered more urgent to address. Indicators of priority may include probability of detecting the risk, time to affect a risk response, symptoms and warning signs, and the risk rating. In some qualitative analyses, the assessment of risk urgency is combined with the risk ranking that is determined from the probability and impact matrix to give a final risk severity rating (PMBOK page 333).

PMP® Examination Preparation

Practice Questions

23 - Project Procurement Management

As project manager you are discussing your proposed procurement management plan with the legal department of your company. You have proposed to address items such as make-or-buy analysis and the type of contract planned to be used on the project. The legal department however insists that the plan procurement management process should also include more aspects. You look at their list of aspects they want included and you realise that all but one of them is apply to procurement planning. Which one of the following aspects is the least appropriate to the procurement management plan?

- a) Who is responsible for obtaining or holding any relevant permits required.
- b) Integration of the procurement plan with the project schedule.
- c) Evaluating the risks involved with each make-or-buy analysis.
- d) Determining who is the person or group who provides resources and support for the project and is accountable for enabling success.

PMP® Examination Preparation

Practice Questions

23 - Project Procurement Management

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- a) Who is responsible for obtaining or holding any relevant permits required.
- b) Integration of the procurement plan with the project schedule.
- c) Evaluating the risks involved with each make-or-buy analysis.
- d) Determining who is the person or group who provides resources and support for the project and is accountable for enabling success.**

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Practice Questions

23 - Project Procurement Management

Motivation:

The Plan Procurement Management process also includes evaluating potential sellers, particularly if the buyer wishes to exercise some degree of influence or control over acquisition decisions. Thought should also be given to who is responsible for obtaining or holding any relevant permits and professional licenses that may be required by legislation, regulation, or organizational policy in executing the project. The requirements of the project schedule can significantly influence the strategy during the Plan Procurement Management process. Decisions made in developing the procurement management plan can also influence the project schedule and are integrated with Develop Schedule, Estimate Activity Resources, and make-or-buy analysis. The Plan Procurement Management process includes evaluating the risks involved with each make-or-buy analysis. It also includes reviewing the type of contract planned to be used with respect to avoiding or mitigating risks, sometimes transferring risks to the seller.

PMBOK page 360

Option (d) refers to the identification of the project sponsor and should have been addressed by now. See PMBOK page 32.

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Practice Questions

24 - Project Procurement Management

Who is responsible to make certain that all agreements meet the specific needs of the project while adhering to organizational procurement policies?

- a) The legal department.
- b) The project management team.
- c) The project sponsor.
- d) The quality assurance department.

PMP® Examination Preparation

Practice Questions

24 - Project Procurement Management

Who is responsible to make certain that all agreements meet the specific needs of the project while adhering to organizational procurement policies?

- a) The legal department.
- b) The project management team.**
- c) The project sponsor.
- d) The quality assurance department.

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Practice Questions

24 - Project Procurement Management

Motivation:

- a) Incorrect. The project management team may seek support in early phases from specialists in contracting, purchasing, law, and technical disciplines. Such involvement can be mandated by an organization's policies (PMBOK page 357).
- b) Correct. It is the project management team's responsibility to make certain that all agreements meet the specific needs of the project while adhering to organizational procurement policies (PMBOK page 377)
- c) Incorrect. A sponsor is the person or group who provides resources and support for the project and is accountable for enabling success. The sponsor may be external or internal to the project manager's organization. From initial conception through project closure, the sponsor promotes the project. This includes serving as spokesperson to higher levels of management to gather support throughout the organization and promoting the benefits the project brings (PMBOK page 32).
- d) Incorrect. A quality assurance department, or similar organization, often oversees quality assurance activities. Quality assurance support, regardless of the unit's title, may be provided to the project team, the management of the performing organization, the customer or sponsor, as well as other stakeholders not actively involved in the work of the project (PMBOK page 244).

PMP® Examination Preparation

Practice Questions

25 - Project Procurement Management

Who is responsible for administering a procurement contract?

- a) The Buyer
- b) The seller
- c) The Project Management Office.
- d) Both the buyer and the seller.

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Practice Questions

25 - Project Procurement Management

Who is responsible for administering a procurement contract?

- a) The Buyer
- b) The seller
- c) The Project Management Office.
- d) Both the buyer and the seller.**

PMP® Examination Preparation

Practice Questions

25 - Project Procurement Management

Motivation:

Both the buyer and the seller will administer the procurement contract for similar purposes. Each is required to ensure that both parties meet their contractual obligations and that their own legal rights are protected (PMBOK page 380).

The Project Management Office (PMO) is an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques (PMBOK page 554).

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Practice Questions

The End