

10 PMP PREP QUESTIONS

Instructions

Please select the correct answers to the questions below. When you are done, send an email to admin@tenstep.com with the question numbers and your corresponding answers (a, b, c, or d). We will let you know how you did!

Questions

- 1) Nine months ago, a project sponsor for the Farvor Company put together a business case for a project during the company's annual business planning process. It is nine months later and the project is ready to start. Mike has been named as the project manager in the Project Charter. When is the best time for Mike to actually get involved in the project?
 - a) As soon as possible after the Project Charter is approved
 - b) As the project begins the planning process
 - c) As early as possible
 - d) At the same time the project team is in place

- 2) Abdul works at the corporate headquarters and is managing a project to upgrade the company's sales software. This software is shared by offices all over the world. Abdul is working with his sponsor to identify a cross-functional group of team members that will include representatives from all affected regions. They think that the team should include at least two people from each of the global regions to provide requirements from the perspective of each region. Abdul would like to get the entire global team together at least one time at the start of the project for three full days to perform project planning and create the initial work breakdown structure. What is a secondary benefit of getting the entire global team together?
 - a) They will likely be able to gain volume discounts on airfare and hotel rooms
 - b) The team can meet other people from the global headquarters while they are there
 - c) The team can learn common processes for gathering requirements and creating a WBS
 - d) They can use the time together for teambuilding and understanding each other's culture

- 3) Jorge is managing a project team. When he interacts with his team he is aware that managing relationships is as important as managing project management processes. He tries to understand the feeling of the people on his team to be sensitive to their personal needs. He tries to lead effectively and motivate his team members to do a good job. What trait or skill is Jorge trying to demonstrate on his project?
 - a) Tuckman team building
 - b) Emotional intelligence
 - c) Managing Human Resources
 - d) Achievement theory

10 PMP PREP QUESTIONS

- 4) Matt is talking to his colleague about capturing lessons learned on a project. The colleague is familiar with the PMBOK® Guide but is not sure how the lessons learned flow through a project. It is important to understand how lessons learned fit into a project. Matt explains the flow using which of the following statements?
- a) Lessons learned are from other projects so they do not have any flow in or out of a current project
 - b) Lessons learned are an important input and output throughout the lifecycle of a project
 - c) Lessons learned are an important input to the project
 - d) Lessons learned are an important output from the project
- 5) Jerry's company is trying to have project managers become more aware of benefits realization. This is a culture change for project managers who in the past focused more on delivering the project within cost, schedule, scope and quality expectations. One of Jerry's peers has had a hard time understanding what these new changes mean for managing a project. How should Jerry explain the project managers role?
- a) The project manager and the project sponsor are now both responsible for developing and approving the business case
 - b) It is likely that project managers that work on projects that do not achieve the expected business benefits will not have as many opportunities in the future
 - c) The project sponsor now defines the project deliverables, and the project manager defines the expected benefits the project can achieve
 - d) The project manager must manage projects in a way that makes it more likely the benefits will be achieved
- 6) Amy has been assigned as the project manager on the Finance Transformation Project. She has asked to see the business case and has reviewed a few times. Amy still does not fully understand the proposed business benefit for this project. How should she proceed with the project?
- a) It would be nice to understand the business benefits but as long as the sponsor sees the benefit she can proceed with the project
 - b) Amy knows that the project went through the portfolio planning process so she can assume the business benefits have been approved by the management team
 - c) She can wait until the project starts. As she knows more about the project, the benefits will be more obvious
 - d) Amy should set up a meeting with the sponsor to be sure she understands the benefits before the project planning starts

10 PMP PREP QUESTIONS

- 7) A communications management plan has some similarities with the Stakeholder engagement plan. One of the primary ways to engage stakeholders is to communicate proactively. What is one of the main differences in the ways that stakeholders are referenced in these two documents?
- The communications management plan is focused on the project team. The stakeholder engagement plan is more focused on the stakeholder.
 - The communications management plan includes one-way communication between sender and receiving stakeholder. The stakeholder engagement plan tries to build a two-way relationship between the parties.
 - The communications management plan is designed to manage expectations. The stakeholder engagement plan typically tries to "sell" the project to the stakeholders.
 - The communications management plan typically includes communication from the team to the stakeholders. The stakeholder engagement plan includes communication from stakeholders to the project team.
- 8) Bart is managing a twelve-month project to replace machinery in their factory. This involves moving old machinery out of the factory and installing new machines that are faster and perform to a higher level of quality. It has been a while since his company has done a full replacement. Usually they have been upgrading and refurbishing current machines. Bart's manager has asked him to be sure to capture lessons learned since his company would be replacing more equipment in the future. When should this be done?
- At the end of each project phase
 - At the end of the project during project closure
 - During weekly status meetings
 - The frequency is established when creating the WBS
- 9) Janice is managing a high-profile project that has a number of detractors. These detractors need to be identified and engaged positively during the project. What document is best used for this purpose?
- Stakeholder engagement plan
 - Communications management plan
 - Project charter
 - Project scope statement
- 10) Bill is Pierre is getting ready to close his project. His first thought is that he just needs to transition his product to operations. A colleague reminds him there are other actions that need to take place at close. Which of the following would not be needed?
- Archiving project and project management deliverables
 - Measuring if all benefits were achieved
 - Releasing any remaining staff
 - Capturing lessons learned