PMP Practice Exam Chapter-1 Introduction

Questions:

1. 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 diagram
   d. Create status reports

2. 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 regulations

3. Considerations of ongoing operations and maintenance are 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 a part of a project
   d. Be viewed as a separate project

4. Lessons learned are best completed by:
   a. The Project Manager
   b. The team
   c. The sponsor
   d. The stakeholders

5. 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
6. Operational work is different from project work is that operational work is:
   a. Unique
   b. Temporary
   c. Ongoing and repetitive
   d. A part of every project activity

7. The difference between a project, program and portfolio is:
   a. A project is temporary endeavor with a beginning and an end, a program may include other
      non project work, and portfolio is all the projects in 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-minded completion dates, and a program combines two or more portfolios

8. 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 plan
   c. The project management office (PMO)
   d. The team

9. A project team is working on manufacturing a new product, 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

10. The previous project manager for your project managed it without much project organization.
    There is lack of management control and no clarity defined project deliverables. Which of the
    following would be 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 product

11. 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 $150000. 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 $10000 would be considered projects and would involve project management

12. To obtain support for the project throughout the performing organizations, it’s best if the project manager:
   a. Ensures there is a communications management plan
   b. Correlates the need for the project to the organizations 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

Answers

1. B - Lessons learned help to avoid future pitfalls and use the good ideas of past projects. This leads to improvements in future projects.

2. B - Did you select “a group of unrelated projects managed in a coordinated way”? If so, you missed the word “unrelated”. Programs are groups of related projects.

3. C - Remember the definition of a project: temporary and unique. Operations and maintenance are considered ongoing activities, not temporary. Therefore, such work is not considered a project or part of a project.

4. D - The best answer is stakeholders, as their input is critical for collecting all the lessons learned on each project. The term “stakeholders” includes all the other groups.

5. A - Notice that this question asks about the use of a tool of project management. Many people can learn from a book what a lessons learned document is, but questions like this can more readily be answered if you actually use the tool and know from experience its value. Ask yourself about the other tools of project management. Why are they beneficial? The Best use of lessons learned is a historical records for future projects. There are other tools that are better for accomplishing the things listed in the other choices.

6. C - Operational work is that which is going to sustain an organization.

7. 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. Remember to use the process of elimination, ruling out any answer that is not completely correct.

8. C - Because the questions talks about priorities between projects, this can not be the role of the project manager, the project management team or the project team. Determining priorities between projects is role of the PMO.
9. B - Manufacturing a product is an ongoing process, it is operational work, not project work. Therefore, the manufacturing team would have no reason to create a project charter and would have difficulty doing so if they tried, because of the ongoing nature of work. If the question referred to a team developing a new product, however that would qualify as a project.

10. A - Developing lessons learned would help improve subsequent phases, but would do nothing for control or deliverables. Having plans for each work package would help control each phase, but would not control the integration of those phases into a cohesive whole. A description of the product of the project would help, but that would not improve both control and deliverables for each phase. Effective project management requires a life cycle approach to running the project. Adopting a life cycle approach is the only answer that covers both control and deliverables.

11. C - Because orders are numerous and of short duration, this situation is a recurring process, not a project.

12. B - Connecting the project to the sponsor’s objectives might be a good idea, but it does not address the issue of obtaining support throughout the performing organization. Neither a communications management plan nor an overall management plan directly addresses obtaining support for the project. Correlating the need for the project to the organization’s strategic plan is the best way to gain support for the project.