

## Day 1 Homework

Q1) A project manager's boss and the head of engineering discuss a change to a major task. After the meeting, the boss contacts the project manager and tells him to make the change. This is an example of:

- A) management attention to scope management.
- B) management planning.
- C) a project coordinator position.
- D) a change control system.

Ans: C. This is purely a task assignment to the project manager by the boss. There is no detail mention of any change control procedures. Management planning is a vague term and most planning is done by project manager in PMP exam 's scope.

Q2) During project execution, a project manager from the information systems department is trying to complete the project, yet is constantly faced with interference from the manager of the engineering department. The engineering department keeps changing the resources assigned to the project team and its availability. What type of matrix does this represent?

- A) Strong Matrix
- B) Weak Matrix
- C) Tight Matrix
- D) Functional Matrix

Ans: B . Firstly, Functional Matrix is not a official term in PMI. Tight Matrix refers to "Colocation" in Human Resource Management (PMBOK 5<sup>th</sup> edition). Between Strong and Weak Matrix, above situation will be more towards Weak Matrix as there are more power constraints faced.

Q3) Who has the MOST power in a projectized organization?

- A) The project manager
- B) The functional manager
- C) The team
- D) They all share power

Ans: A. Project Manager has the most power in a projectized organization in the project environment.

Q4) Project management processes can be categorized into five groups. The process groups are linked by the results they produce. The outputs of one often become the input to another. What is the MOST appropriate sequence of the five project management process groups?

- A) Initiating - planning - controlling - executing – closing
- B) Initiating - executing - controlling - planning – closing
- C) Initiating - planning - executing - controlling – closing
- D) Initiating - controlling - planning - executing – closing

Ans: C. In Exam, be careful of terms that you never see before in the PMBOK and slides.

Q5) Which project management process group normally takes the MOST project time and resources?

- A) Planning
- B) Design
- C) Integration
- D) Execution

Ans:D. Execution/Executing involves the actual implementation of the planned scope of work hence naturally most resources in general will be used in this process group.

Q6) In a projectized organization the project team:

- A) reports to many bosses.
- B) has no loyalty to the project.
- C) reports to the functional manager
- D) will not always have a home

Ans: D. No loyalty is subjective hence its not an answer over here. "Report to many bosses" refer to matrix organization. "Reports to Functional Manager" refers to Functional Organization, Weak and Balanced Matrix.

Q7) The person who should be in control of the project during project planning is the:

- A) project manager.
- B) team member.
- C) functional manager.
- D) sponsor.

Ans: A. Project Manager is the most important role to in charge of the whole project in PMP exam 's scope.

Q8) A project manager receives a change request from the customer. The change requires adding a new filtration system to the project in place of a cleaner bag. When the project manager evaluates the change, it is MOST important that he/she consider the impact to the:

- A) triple constraint.
- B) communication plan.
- C) sponsor.
- D) subsequent tasks.

Ans:A. Always evaluate first before we rush to decisions.

Q9) A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?

- A) Project manager
- B) Project team
- C) Management
- D) Stakeholder

Ans:C. Since Project Charter is eventually signed by the Sponsor/ Management/ External High Level Manager, he/she has the responsibility to decide.

Q10) During the execution of a project, the project manager determines that a change is needed to material purchased for the project. The project manager calls a meeting of the team to plan how to make the change. This is an example of:

- A) management by projects
- B) lack of a change control system.
- C) good team relations.
- D) lack of a clear work breakdown structure.

Ans: B. Be careful of vague description answers over here (good team relations etc). This question is reflecting that there is no proper change control procedures especially when the meeting's agenda is on the "how" to make the change.

Q11) A change control system should be created:

- A) as needed on the project.
- B) by management.
- C) as a formal documented procedure.
- D) by the team.

Ans: C. Be careful of vague description answers(as needed on project) again over here. Management will not go to the level of designing the change control procedures for you. The best answer is C as it's a set of instructions on change management.

Q12) While the project is being completed, management requests a change. What is the FIRST thing the project manager should do?

- A) Comply with the request if possible
- B) Obtain a complete understanding of the scope of the change
- C) Tell the customer that a change will be coming
- D) Ask the team to accept the change

Ans:B. Always evaluate first before making decision.

Q13) What is the BEST way to describe configuration management?

- A) A rigorous scope change control system

- B) The primary use of historical records
- C) Another name for a completed work authorization system
- D) Created during scope verification

Ans: A. It complements the change control system to make it more rigorous and comprehensive.

Q14) A team member notifies you she has added extra functionality to the project. She tells you there was no impact on the cost or schedule. What should be done as a result of this change?

- A) Implement change control processes to track the change
- B) Understand what functionality was added, to determine course of action
- C) Notify the functional manager that scope changes are not approved
- D) Make sure marketing is aware of the change

Ans: B. In PMI culture, Project Manager should know better than team members in terms of impact on cost or schedule since Project Manager is custodian of project planning hence Project Manager must evaluate on own first.

Q15) As part of integrated change control, a project manager wants to involve the stakeholders. Which of the following would be the BEST way accomplish this?

- A) Have the stakeholders periodically review the list of project requirements
- B) Invite the stakeholders to attend project status meetings
- C) Send the status report to the stakeholders
- D) Constantly update the stakeholders on the status of all project changes

Ans:A. Be careful of the definition of “Status report” and Status meeting”, these two terms have the singular function of purely just for status reporting and not on detail requirements discussion session. D answer is too heavy to report on ALL project changes. A is the better answer among all.

Q16) Which of the following is true regarding the project charter?

- A) The project charter should be published under the name of a manager external to the project
- B) The project charter should be published under the project sponsor's name
- C) The project charter should be published under the name of the project manager
- D) The project charter should be published under the name of the project champion

Ans: A. This is the exact definition.

Q17) The project charter:

- A) Includes a product description, describes the business need of the project, and is published by the project manager.
- B) Includes a product description, describes the business need of the project, and is published by the project sponsor.

C) Includes the contract when the project is performed by a vendor and is published by a manager external to the project.

D) Includes a product description, describes the business need of the project, and is published by a manager external to the project.

Ans: D. This is the exact definition.

Q18) You are the project manager for a non-profit organization. Your project has come about due to a social need. Your sponsor wants to get right to the Planning process. However, you know that a project charter should be published prior to proceeding to the Planning process. All of the following are true regarding project charters except:

A) Project charters always include detailed time and estimates.

B) Project charters always include the product description and business need of the product.

C) Project charters recognize and acknowledge the existence of the project.

D) Project charters commit organizational resources to the project.

Ans:A. Notice that this is a “Except” question so we are looking for wrong definition of Project Charter over here.

Q19) You are a project manager for Bluebird Technologies. Bluebird writes custom billing applications for several industries. One of your users verbally requests changes to one of the screen displays. You explain to her that the change needs to go through the change control system. You explain that a change control system does all of the following except:

A) Document procedures for change requests

B) Track the status of change requests

C) Describe the management impacts of change

D) Determine if changes are approved or denied.

Ans: C. Notice that this is a “Except” question so we are looking for wrong definition of Change Control over here. A change control system is a set of tools/forms/entities and procedural instructions, it will not “describe” impact to management on its own. Instead, Project Manager will follow up with management on the description of impact.

Q20) Change control system, configuration management, performance measurement, additional planning, and project management information system are tools and techniques of which process?

A) Integrated Change Control

B) Scope Change Control

C) Schedule change control

D) Cost change control

Ans: A. This is the exact definition.

Q21) You are a project manager for Star Light Strings. Star Light manufactures strings of lights for outdoor display. Their products range from simple light strings to elaborate lights with animal designs, bug designs, memorabilia, and so on. Your newest project requires a change. One of the business unit managers submitted a change through the change control system, which utilizes a CCB. Which of the following is true regarding the CCB?

- A) Describes how change requests are managed
- B) Requires all change requests in writing
- C) Approves or denies change requests
- D) Requires updates to the appropriate management plan

Ans: C. This is the exact definition.

Q22) You have been assigned to a project in which the objectives are to expand three miles of the north-south highway through your city by two lanes in each direction. You are in charge of the demolition phase of this project, and you report to the project manager in charge of this project. You have been hired on contract and will be released at the completion of the demolition phase. What type of organizational structure does this represent?

- A) Functional organization
- B) Weak matrix organization
- C) Projectized organization
- D) Balanced matrix organization

Ans: C. A lot of information reflects the nature of a project (temporal and with an unique service, product or result)

Q23) During which project management process are risk and stakeholder's ability to influence project outcomes the highest at the beginning of the process?

- A) Planning
- B) Executing
- C) Initiating
- D) Controlling

Ans: C. At the beginning , cost of correction is low hence ability to influence is higher rather than later parts of the project.

End