

PMI

Exam Questions CAPM

Certified Associate in Project Management (PMI-100)



NEW QUESTION 1

- (Exam Topic 3)

A work package has been scheduled to cost \$1,000 to complete and was to be finished today. As of today, the actual expenditure is \$1,200 and approximately half of the work has been completed. What is the cost variance?

- A. -700
- B. -200
- C. 200
- D. 500

Answer: A

NEW QUESTION 2

- (Exam Topic 3)

Change requests are an output from which Project Integration Management process?

- A. Direct and Manage Project Execution
- B. Develop Project Management Plan
- C. Close Project
- D. Develop Project Charter

Answer: A

NEW QUESTION 3

- (Exam Topic 3)

Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

- A. Control chart
- B. Earned value
- C. Variance
- D. Trend

Answer: D

NEW QUESTION 4

- (Exam Topic 3)

Which type of analysis would be used for the Plan Quality process?

- A. Schedule
- B. Checklist
- C. Assumption
- D. Cost-Benefit

Answer: D

NEW QUESTION 5

- (Exam Topic 3)

An input required in Define Scope is an organizational:

- A. structure.
- B. process asset.
- C. matrix.
- D. breakdown structure.

Answer: B

NEW QUESTION 6

- (Exam Topic 3)

Which of the following involves making information available to project stakeholders in a timely manner?

- A. Plan Communications
- B. Performance reporting
- C. Project status reports
- D. Distribute Information

Answer: D

NEW QUESTION 7

- (Exam Topic 3)

Which of the following is an input to Direct and Manage Project Execution?

- A. Requested changes
- B. Approved change requests
- C. Work performance information
- D. Implemented defect repair

Answer: B

NEW QUESTION 8

- (Exam Topic 3)

An output of the Create WBS process is:

- A. Scope baseline.
- B. Project scope statement.
- C. Organizational process assets.
- D. Requirements traceability matrix.

Answer: A

NEW QUESTION 9

- (Exam Topic 3)

Which of the following is TRUE about most project life cycles?

- A. Staffing level is highest at the start.
- B. The stakeholders' influence is highest at the start.
- C. The level of uncertainty is lowest at the start.
- D. The cost of changes is highest at the start.

Answer: B

NEW QUESTION 10

- (Exam Topic 3)

Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

- A. Analogous
- B. Parametric
- C. Bottom-up
- D. Top-down

Answer: A

NEW QUESTION 10

- (Exam Topic 3)

A procurement management plan is a subsidiary of which other type of plan?

- A. Resource plan
- B. Project management plan
- C. Cost control plan
- D. Expected monetary value plan

Answer: B

NEW QUESTION 13

- (Exam Topic 3)

Which is the Define Scope technique used to generate different approaches to execute and perform the work of the project?

- A. Build v
- B. buy
- C. Expert judgment
- D. Alternatives identification
- E. Product analysis

Answer: C

NEW QUESTION 14

- (Exam Topic 3)

Which of the following is contained within the communications management plan?

- A. An organizational chart
- B. Glossary of common terminology
- C. Organizational process assets
- D. Enterprise environmental factors

Answer: B

NEW QUESTION 17

- (Exam Topic 3)

What is the term assigned to products or services having the same functional use but different technical characteristics?

- A. Scope
- B. Quality

- C. Specification
- D. Grade

Answer: D

NEW QUESTION 21

- (Exam Topic 3)

During which process group is the quality policy determined?

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

Answer: C

NEW QUESTION 26

- (Exam Topic 3)

Which technique is used in Perform Quantitative Risk Analysis?

- A. Sensitivity analysis
- B. Probability and impact matrix
- C. Risk data quality assessment
- D. Risk categorization

Answer: A

NEW QUESTION 27

- (Exam Topic 3)

Conflict should be best addressed in which manner?

- A. Early, in private, using a direct, collaborative approach
- B. Early, in public, using an indirect, collaborative approach
- C. Early, in private, using an indirect, cooperative approach
- D. As late as possible, in public, using a direct, confrontational approach

Answer: A

NEW QUESTION 28

- (Exam Topic 3)

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Progressively elaborate the characteristics of the product, service, or result.
- C. Describe the project in great detail.
- D. Define the process and criteria for accepting a completed product, service, or result.

Answer: B

NEW QUESTION 32

- (Exam Topic 3)

Work performance information and cost forecasts are outputs of which Project Cost Management process?

- A. Estimate Costs
- B. Plan Cost Management
- C. Determine Budget
- D. Control Costs

Answer: D

NEW QUESTION 37

- (Exam Topic 3)

While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?

- A. Utilize the change control process.
- B. Crash the schedule to fix the defect.
- C. Leave the defect in and work around it.
- D. Fast-track the remaining development.

Answer: A

NEW QUESTION 40

- (Exam Topic 3)

The project manager notes that stakeholders are aware of the project and potential impacts and are actively engaged in ensuring that the project is a success. The

engagement level of the stakeholders should be classified as:

- A. Supportive
- B. Leading
- C. Neutral
- D. Resistant

Answer: B

NEW QUESTION 41

- (Exam Topic 3)

Organizations perceive risks as:

- A. events that will inevitably impact project and organizational objectives.
- B. the effect of uncertainty on their project and organizational objectives.
- C. events which could have a negative impact on project and organizational objectives.
- D. the negative impact of undesired events on their project and organizational objectives.

Answer: B

NEW QUESTION 42

- (Exam Topic 3)

Which organizational process assets update is performed during the Close Procurements process?

- A. Procurement audit
- B. Lessons learned
- C. Performance reporting
- D. Payment requests

Answer: B

NEW QUESTION 44

- (Exam Topic 3)

What are the formal and informal policies, procedures, and guidelines that could impact how the project's scope is managed?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Project management processes
- D. Project scope management plan

Answer: A

NEW QUESTION 48

- (Exam Topic 3)

As part of a mid-project evaluation, the project sponsor has asked for a forecast of the total project cost. What should be used to calculate the forecast?

- A. BAC
- B. EAC
- C. ETC
- D. WBS

Answer: B

NEW QUESTION 50

- (Exam Topic 3)

Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

- A. Cost management plan
- B. Quality management plan
- C. Communications management plan
- D. Risk management plan

Answer: D

NEW QUESTION 53

- (Exam Topic 3)

Projects are undertaken by an organization to support the:

- A. Product performance.
- B. Budget process.
- C. Collective capabilities.
- D. Organizational strategy.

Answer: D

NEW QUESTION 57

- (Exam Topic 3)

Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

- A. Collect Requirements
- B. Direct and Manage Project Execution
- C. Monitor and Control Project Work
- D. Develop Project Management Plan

Answer: D

NEW QUESTION 61

- (Exam Topic 3)

Which is one of the major outputs of Sequence Activities?

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS) update
- C. Project schedule network diagram
- D. Mandatory dependencies list

Answer: C

NEW QUESTION 66

- (Exam Topic 3)

Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

- A. Complete project phase
- B. Project life
- C. The project life cycle
- D. Project cycle

Answer: C

NEW QUESTION 69

- (Exam Topic 3)

When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Three-point

Answer: A

NEW QUESTION 73

- (Exam Topic 3)

Which Develop Schedule tool and technique produces a theoretical early start date and late start date?

- A. Critical path method
- B. Variance analysis
- C. Schedule compression
- D. Schedule comparison bar charts

Answer: A

NEW QUESTION 75

- (Exam Topic 3)

An input of the Control Schedule process is the:

- A. resource calendar.
- B. activity list.
- C. risk management plan.
- D. organizational process assets.

Answer: D

NEW QUESTION 79

- (Exam Topic 3)

Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

- A. Develop Project Management Plan
- B. Develop Project Charter
- C. Direct and Manage Project Execution
- D. Collect Requirements

Answer: B

NEW QUESTION 83

- (Exam Topic 3)

The Define Scope process is in which of the following Process Groups?

- A. Initiating
- B. Planning
- C. Monitoring and Controlling
- D. Executing

Answer: B

NEW QUESTION 86

- (Exam Topic 3)

The stakeholder register is an output of:

- A. Identify Stakeholders.
- B. Plan Stakeholder Management.
- C. Control Stakeholder Engagement.
- D. Manage Stakeholder Engagement.

Answer: A

NEW QUESTION 87

- (Exam Topic 3)

When would resource leveling be applied to a schedule model?

- A. Before constraints have been identified
- B. Before it has been analyzed by the critical path method
- C. After it has been analyzed by the critical path method
- D. After critical activities have been removed from the critical path

Answer: C

NEW QUESTION 89

- (Exam Topic 3)

Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

- A. Identify Risks
- B. Perform Qualitative Risk Analysis
- C. Plan Risk Management
- D. Perform Quantitative Risk Analysis

Answer: B

NEW QUESTION 92

- (Exam Topic 3)

Outputs of the Control Communications process include:

- A. expert judgment and change requests
- B. work performance information and change requests
- C. project management plan updates and work performance information
- D. issue logs and organizational process assets updates

Answer: B

NEW QUESTION 94

- (Exam Topic 3)

What is one of the objectives of Project Risk Management?

- A. Decrease the probability and impact of an event on project objectives.
- B. Distinguish between a project risk and a project issue so that a risk mitigation plan can be put in place.
- C. Increase the probability and impact of positive events.
- D. Removal of project risk.

Answer: C

NEW QUESTION 96

- (Exam Topic 3)

What is the name of the statistical method that helps identify which factors may influence specific variables of a product or process under development or in production?

- A. Failure modes and effects analysis
- B. Design of experiments
- C. Quality checklist
- D. Risk analysis

Answer:

B

NEW QUESTION 99

- (Exam Topic 3)

Which is a tool or technique used in Define Scope?

- A. Templates, forms, and standards
- B. Change requests
- C. Product analysis
- D. Project assumptions

Answer: C

NEW QUESTION 102

- (Exam Topic 3)

To which process is work performance information an input?

- A. Administer Procurements
- B. Direct and Manage Project Execution
- C. Create WBS
- D. Perform Qualitative Risk Analysis

Answer: A

NEW QUESTION 105

- (Exam Topic 3)

When can pre-assignment of project team members occur?

- A. When the project uses capital expenditures
- B. When the required staff can be acquired from outside sources
- C. When the project would be ignored due to travel expenses
- D. When the project is the result of specific people being promised as part of a competitive proposal

Answer: D

NEW QUESTION 106

- (Exam Topic 3)

The CPI is .92, and the EV is US\$172,500. What is the actual cost of the project?

- A. US\$158,700
- B. US\$172,500
- C. US\$187,500
- D. US\$245,600

Answer: C

NEW QUESTION 108

- (Exam Topic 3)

The scope of a project cannot be defined without some basic understanding of how to create the specified:

- A. objectives
- B. schedule
- C. product
- D. approach

Answer: C

NEW QUESTION 111

- (Exam Topic 3)

What is the name of a graphic display of project team members and their reporting relationships?

- A. Role dependencies chart
- B. Reporting flow diagram
- C. Project organization chart
- D. Project team structure diagram

Answer: C

NEW QUESTION 116

- (Exam Topic 3)

Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

- A. Scope audits
- B. Scope reviews
- C. Quality audits
- D. Control chart

Answer: C

NEW QUESTION 121

- (Exam Topic 3)

Perform Quality Control is accomplished by:

- A. Identifying quality standards that are relevant to the project and determining how to satisfy them.
- B. Monitoring and recording the results of executing the quality activities to assess performance and recommend necessary changes.
- C. Ensuring that the entire project team has been adequately trained in quality assurance processes.
- D. Applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards.

Answer: B

NEW QUESTION 124

- (Exam Topic 3)

Which defines the portion of work included in a contract for items being purchased or acquired?

- A. Procurement management plan
- B. Evaluation criteria
- C. Work breakdown structure
- D. Procurement statement of work

Answer: D

NEW QUESTION 129

- (Exam Topic 3)

Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

- A. Project Integration Management
- B. Project Communications Management
- C. Project Information Management System (PIMS)
- D. Project Scope Management

Answer: B

NEW QUESTION 132

- (Exam Topic 3)

Which Process Group's purpose is to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes?

- A. Monitoring and Controlling
- B. Initiating
- C. Planning
- D. Executing

Answer: A

NEW QUESTION 135

- (Exam Topic 3)

The formal and informal interaction with others in an organization industry, or professional environment is known as:

- A. negotiation
- B. organizational theory
- C. meeting
- D. networking

Answer: D

NEW QUESTION 138

- (Exam Topic 3)

The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

- A. Define Activities.
- B. Sequence Activities.
- C. Define Scope.
- D. Control Schedule.

Answer: A

NEW QUESTION 143

- (Exam Topic 3)

The procurement process that documents agreements and related documentation for future reference is known as:

- A. Plan Procurements.

- B. Control Procurements.
- C. Close Procurements.
- D. Conduct Procurements.

Answer: C

NEW QUESTION 148

- (Exam Topic 3)

Information collected on the status of project activities being performed to accomplish the project work is known as what?

- A. Project management information system
- B. Work performance information
- C. Work breakdown structure
- D. Variance analysis

Answer: B

NEW QUESTION 152

- (Exam Topic 2)

An example of a group decision-making technique is:

- A. nominal group technique
- B. majority
- C. affinity diagram
- D. multi-criteria decision analysis

Answer: B

NEW QUESTION 157

- (Exam Topic 2)

An input to the Control Quality process is:

- A. Activity attributes
- B. Quality control measurements
- C. Enterprise environmental factors
- D. Deliverables

Answer: D

NEW QUESTION 162

- (Exam Topic 2)

Which output is the approved version of the time-phased project budget?

- A. Resource calendar
- B. Scope baseline
- C. Trend analysis
- D. Cost baseline

Answer: D

NEW QUESTION 167

- (Exam Topic 2)

Projects that share common outcomes, collective capability, knowledge, or skills are often grouped into a:

- A. portfolio
- B. program
- C. selection
- D. sub portfolio

Answer: B

NEW QUESTION 172

- (Exam Topic 2)

During which process does the project team receive bids and proposals?

- A. Conduct Procurements
- B. Plan Procurements
- C. Estimate Costs
- D. Control Budget

Answer: A

NEW QUESTION 174

- (Exam Topic 2)

Funding limit reconciliation is a tool and technique of which Project Cost Management process?

- A. Estimate Costs
- B. Control Costs
- C. Plan Cost Management
- D. Determine Budget

Answer: D

NEW QUESTION 179

- (Exam Topic 2)

Organizational process assets, a lessons-learned database, and historical information are all inputs to which process?

- A. Plan Cost Management
- B. Plan Scope Management
- C. Plan Stakeholder Management
- D. Plan Schedule Management

Answer: C

NEW QUESTION 181

- (Exam Topic 2)

Which Manage Communications tool or technique focuses on identifying and managing barriers?

- A. Communication methods
- B. Information technology
- C. Communication models
- D. Information management systems

Answer: C

NEW QUESTION 182

- (Exam Topic 2)

A project's purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

- A. Work breakdown structure
- B. Requirements document
- C. Project charter
- D. Project management plan

Answer: C

NEW QUESTION 183

- (Exam Topic 2)

When closing a project or phase, part of the process may require the use of which type of analysis?

- A. Reserve analysis
- B. Regression analysis
- C. Document analysis
- D. Product analysis

Answer: B

NEW QUESTION 184

- (Exam Topic 2)

Which action is included in the Control Costs process?

- A. Identify how the project costs will be planned, structured, and controlled
- B. Determine policies, objectives, and responsibilities to satisfy stakeholder needs
- C. Develop an approximation of the monetary resources needed to complete project activities
- D. Monitor cost performance to isolate and understand variances from the approved cost baseline

Answer: D

NEW QUESTION 188

- (Exam Topic 2)

Which output of Project Cost Management consists of quantitative assessments of the probable costs required to complete project work?

- A. Activity cost estimates
- B. Earned value management
- C. Cost management plan
- D. Cost baseline

Answer: A

NEW QUESTION 192

- (Exam Topic 2)

An element of the modern quality management approach used to achieve compatibility with the International Organization for Standardization (ISO) is known as:

- A. Forecasting,
- B. Brainstorming.
- C. Historical databases.
- D. Cost of quality.

Answer: D

NEW QUESTION 193

- (Exam Topic 2)

A project team attempts to produce a deliverable and finds that they have neither the expertise nor the time to complete the deliverable in a timely manner. This issue could have been avoided if they had created and followed a:

- A. risk management plan
- B. human resource management plan
- C. scope management plan
- D. procurement management plan

Answer: D

NEW QUESTION 198

- (Exam Topic 2)

Which document in the project management plan can be updated in the Plan Procurement Management process?

- A. Budget estimates
- B. Risk matrix
- C. Requirements documentation
- D. Procurement documents

Answer: C

NEW QUESTION 201

- (Exam Topic 2)

Perform Integrated Change Control is the process of:

- A. Reviewing, approving, and managing all change requests
- B. Facilitating change management, manuals, or automation tools
- C. Comparing actual results with planned results in order to expand or change a project
- D. Documenting changes according to the change control system by the change control board

Answer: A

NEW QUESTION 202

- (Exam Topic 2)

In project management, a temporary project can be:

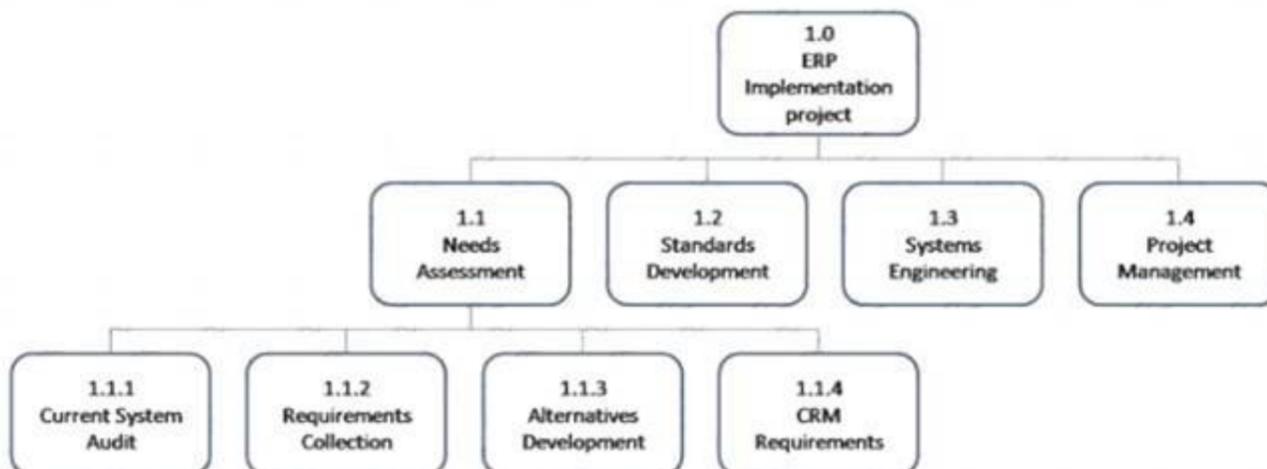
- A. Completed without planning
- B. A routine business process
- C. Long in duration
- D. Ongoing to produce goods

Answer: C

NEW QUESTION 205

- (Exam Topic 2)

Which type of graphic is displayed below?



- A. Work breakdown structure
- B. Context diagram

- C. Control chart
- D. Pareto diagram

Answer: A

NEW QUESTION 208

- (Exam Topic 2)

Which Project Time Management process includes bottom-up estimating as a tool or technique?

- A. Estimate Activity Resources
- B. Sequence Activities
- C. Estimate Activity Durations
- D. Develop Schedule

Answer: A

NEW QUESTION 213

- (Exam Topic 2)

Which Process Group includes the Manage Stakeholder Engagement process?

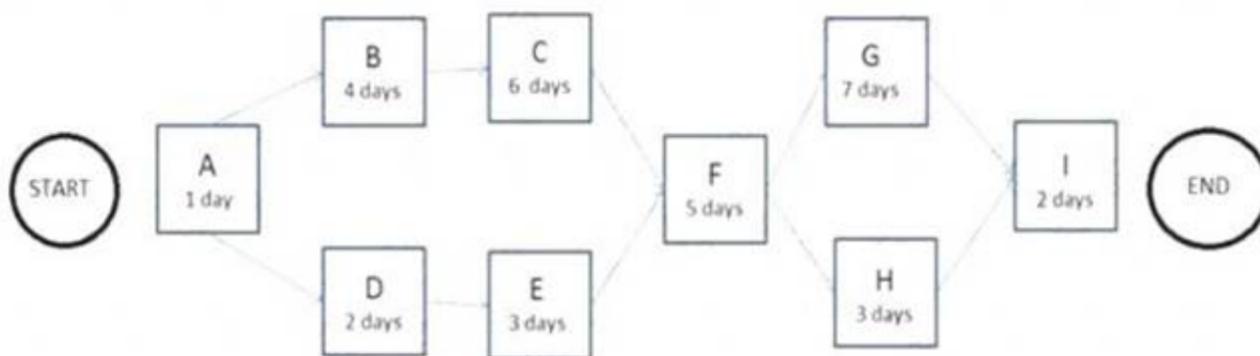
- A. Executing
- B. Planning
- C. Monitoring and Controlling
- D. Initiating

Answer: A

NEW QUESTION 214

- (Exam Topic 2)

The following is a network diagram for a project.



The total float for the project is how many days?

- A. 5
- B. 9
- C. 12
- D. 14

Answer: B

NEW QUESTION 217

- (Exam Topic 2)

Which quality tool may prove useful in understanding and estimating the cost of quality in a process?

- A. Checksheets
- B. Histograms
- C. Flowcharts
- D. Control charts

Answer: C

NEW QUESTION 222

- (Exam Topic 2)

A project team member agrees to change a project deliverable after a conversation with an external stakeholder. It is later discovered that the change has had an adverse effect on another deliverable. This could have been avoided if the project team had implemented:

- A. Quality assurance.
- B. A stakeholder management plan.
- C. Project team building.
- D. Integrated change control.

Answer: D

NEW QUESTION 223

- (Exam Topic 2)

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the cost variance (CV) for Task 6?

- A. -2,000
- B. 1,000
- C. 2,000

Answer: D

NEW QUESTION 228

- (Exam Topic 2)

The chart below is an example of a:

ID	Requirements Description	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001						
002						
003						

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS)
- C. RACI chart
- D. Requirements traceability matrix

Answer: D

NEW QUESTION 232

- (Exam Topic 2)

Which is an enterprise environmental factor?

- A. Marketplace conditions
- B. Policies and procedures
- C. Project files from previous projects
- D. Lessons learned from previous projects

Answer: A

NEW QUESTION 237

- (Exam Topic 2)

The purpose of developing a project scope management plan is to:

- A. Manage the timely completion of the project.
- B. Ensure that the project includes all of the work required.
- C. Make sure the project will satisfy the needs for which it was begun.
- D. Reduce the risk of negative events in the project.

Answer: B

NEW QUESTION 238

- (Exam Topic 2)

The zero duration of milestones in project planning occurs because milestones:

- A. Are unpredictable and challenge the Plan Schedule Management process.

- B. Occur at random times in the project plans.
- C. Represent a moment in time such as a significant project point or event.
- D. Represent both significant and insignificant points in the project and are difficult to anticipate.

Answer: C

NEW QUESTION 242

- (Exam Topic 2)

Completion of the product scope is measured against the product:

- A. prototypes
- B. requirements
- C. analyses
- D. benchmarks

Answer: B

NEW QUESTION 246

- (Exam Topic 2)

In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet the procurement documents requirements?

- A. Technical approach
- B. Technical capability
- C. Business size and type
- D. Production capacity and interest

Answer: A

NEW QUESTION 250

- (Exam Topic 2)

Stakeholder communication requirements should be included as a component of:

- A. enterprise environmental factors
- B. organizational process assets
- C. the project management plan
- D. the stakeholder register

Answer: C

NEW QUESTION 253

- (Exam Topic 2)

For a stakeholder with low interest and high power, the project manager should:

- A. Monitor the stakeholder.
- B. Manage the stakeholder closely.
- C. Keep the stakeholder satisfied.
- D. Keep the stakeholder informed.

Answer: C

NEW QUESTION 257

- (Exam Topic 2)

An issue log is an input to which Project Human Resource Management process?

- A. Manage Project Team
- B. Acquire Project Team
- C. Plan Human Resource Management
- D. Develop Project Team

Answer: A

NEW QUESTION 259

- (Exam Topic 2)

One of the key benefits of the Plan Human Resource Management process is that it:

- A. outlines team selection guidelines and team member responsibilities.
- B. establishes project roles and responsibilities.
- C. improves teamwork, interpersonal skills, and competencies.
- D. provides an accurate appraisal of team member performance.

Answer: B

NEW QUESTION 262

- (Exam Topic 2)

The scope management plan and scope baseline are contained in:

- A. organizational process assets
- B. a requirements traceability matrix
- C. the project charter
- D. the project management plan

Answer: D

NEW QUESTION 265

- (Exam Topic 2)

Which Perform Quality Assurance tool or technique is used to identify a problem, discover the underlying causes that lead to it, and develop preventative actions?

- A. Inspection
- B. Quality audits
- C. Design of experiments
- D. Root cause analysis

Answer: D

NEW QUESTION 266

- (Exam Topic 2)

A risk that arises as a direct result of implementing a risk response is called a:

- A. contingent risk
- B. residual risk
- C. potential risk
- D. secondary risk

Answer: D

NEW QUESTION 271

- (Exam Topic 2)

Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

- A. Influencing
- B. Motivation
- C. Negotiation
- D. Trust building

Answer: B

NEW QUESTION 274

- (Exam Topic 2)

Correlated and contextualized information on how closely the scope is being maintained relative to the scope baseline is contained within:

- A. project documents updates.
- B. project management plan updates.
- C. change requests.
- D. work performance information.

Answer: D

NEW QUESTION 275

- (Exam Topic 2)

Which items are an output of the Perform Integrated Change Control process?

- A. Work performance reports
- B. Accepted deliverables
- C. Project management plan updates
- D. Organizational process assets

Answer: C

NEW QUESTION 277

- (Exam Topic 2)

In which phase of team building activities do team members begin to work together and adjust their work habits and behavior to support the team?

- A. Performing
- B. Storming
- C. Norming
- D. Forming

Answer: C

NEW QUESTION 278

- (Exam Topic 2)

The process of obtaining seller responses, selecting a seller, and awarding a contract is called:

- A. Close Procurements.
- B. Control Procurements.
- C. Plan Procurements.
- D. Conduct Procurements.

Answer: D

NEW QUESTION 279

- (Exam Topic 2)

Which stakeholder approves a project's result?

- A. Customer
- B. Sponsor
- C. Seller
- D. Functional manager

Answer: A

NEW QUESTION 280

- (Exam Topic 2)

A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables is called a:

- A. triangular distribution
- B. tornado diagram
- C. beta distribution
- D. fishbone diagram

Answer: B

NEW QUESTION 283

- (Exam Topic 2)

Which item is a cost of conformance?

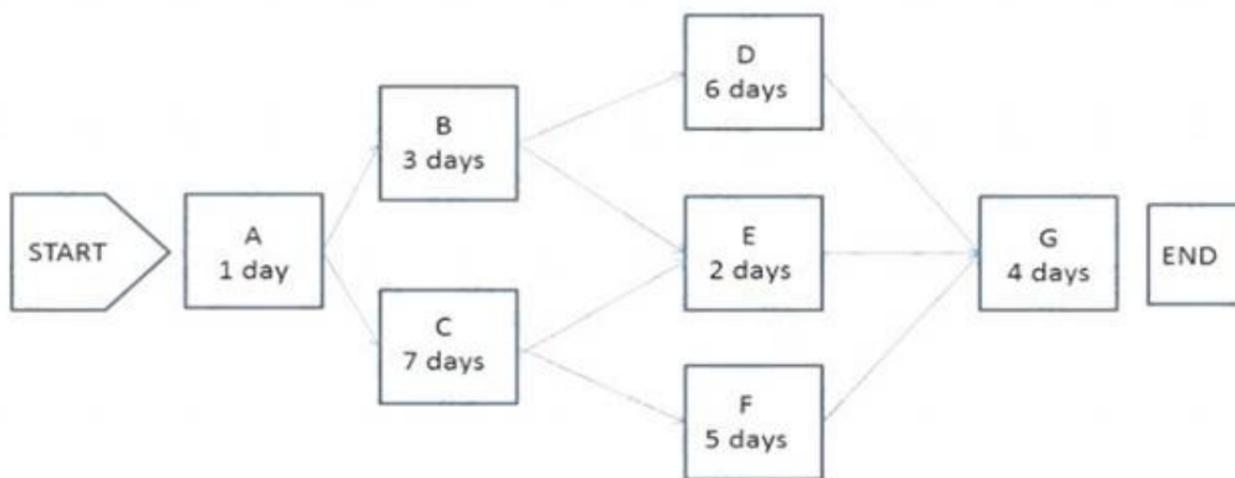
- A. Training
- B. Liabilities
- C. Lost business
- D. Scrap

Answer: A

NEW QUESTION 287

- (Exam Topic 2)

The following is a network diagram for a project.



The shortest non-critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 16

Answer: A

NEW QUESTION 288

- (Exam Topic 2)

When the business objectives of an organization change, project goals need to be:

- A. realigned.
- B. performed.
- C. improved.

D. controlled.

Answer: A

NEW QUESTION 292

- (Exam Topic 2)

Skills necessary for project management such as motivating to provide encouragement; listening actively; persuading a team to perform an action; and summarizing, recapping, and identifying next steps are known as:

- A. organizational skills
- B. technical skills
- C. communication skills
- D. hard skills

Answer: C

NEW QUESTION 296

- (Exam Topic 2)

Analytical techniques are a tool and technique of which process in Project Procurement Management?

- A. Plan Procurement Management
- B. Control Procurements
- C. Conduct Procurements
- D. Close Procurements

Answer: C

NEW QUESTION 298

- (Exam Topic 2)

Which type of probability distribution is used to represent uncertain events such as the outcome of a test or a possible scenario in a decision tree?

- A. Uniform
- B. Continuous
- C. Discrete
- D. Linear

Answer: C

NEW QUESTION 302

- (Exam Topic 1)

Which tool or technique is used in the Perform Integrated Change Control process?

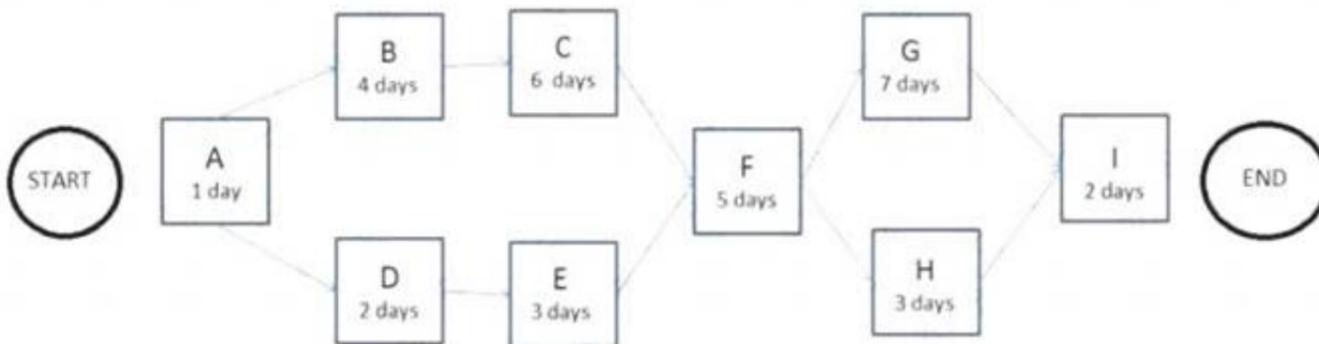
- A. Decomposition
- B. Modeling techniques
- C. Resource optimization
- D. Meetings

Answer: D

NEW QUESTION 303

- (Exam Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

- A. A-B-C-F-G-I
- B. A-B-C-F-H-I
- C. A-D-E-F-G-I
- D. A-D-E-F-H-I

Answer: A

NEW QUESTION 305

- (Exam Topic 1)

Which tool or technique is used in the Develop Project Management Plan process?

- A. Pareto diagram
- B. Performance reporting
- C. SWOT analysis
- D. Expert judgment

Answer: D

NEW QUESTION 307

- (Exam Topic 1)

An input to the Plan Stakeholder Management process is:

- A. The project charter.
- B. The stakeholder analysis.
- C. A communication management plan.
- D. A stakeholder register.

Answer: D

NEW QUESTION 309

- (Exam Topic 1)

The Perform Quality Assurance process occurs in which Process Group?

- A. Executing
- B. Monitoring and Controlling
- C. Initiating
- D. Planning

Answer: A

NEW QUESTION 310

- (Exam Topic 1)

Which Control Quality tool is also known as an arrow diagram?

- A. Matrix diagram
- B. Affinity diagram
- C. Tree diagram
- D. Activity network diagram

Answer: D

NEW QUESTION 314

- (Exam Topic 1)

An output of the Plan Quality Management process is:

- A. A process improvement plan,
- B. Quality control measurements.
- C. Work performance information,
- D. The project management plan.

Answer: A

NEW QUESTION 319

- (Exam Topic 1)

Which tool or technique is used to develop the human resource management plan?

- A. Ground rules
- B. Expert judgment
- C. Team-building activities
- D. Interpersonal skills

Answer: B

NEW QUESTION 324

- (Exam Topic 1)

Which item is a formal proposal to modify any document, deliverable, or baseline?

- A. Change request
- B. Requirements documentation
- C. Scope baseline
- D. Risk urgency assessment

Answer: A

NEW QUESTION 328

- (Exam Topic 1)

Which tool or technique is used in validating the scope of a project?

- A. Facilitated workshops
- B. Interviews
- C. Inspection
- D. Meetings

Answer: C

NEW QUESTION 329

- (Exam Topic 1)

An input to the Manage Project Team process is:

- A. Work performance reports.
- B. Change requests.
- C. Activity resource requirements.
- D. Enterprise environmental factors.

Answer: A

NEW QUESTION 332

- (Exam Topic 1)

Identify Risks is part of which Process Group?

- A. Planning
- B. Executing
- C. Closing
- D. Initiating

Answer: A

NEW QUESTION 336

- (Exam Topic 1)

An effective technique for resolving conflict that incorporates multiple viewpoints from differing perspectives to achieve consensus and commitment is:

- A. smooth/accommodate.
- B. force/direct,
- C. collaborate/problem solve,
- D. compromise/reconcile.

Answer: C

NEW QUESTION 339

- (Exam Topic 1)

A project manager managing a cross-cultural virtual project team across several time zones should be concerned about the impacts of which communication technology factor?

- A. Urgent information need
- B. Sensitivity of information
- C. Project environment
- D. Ease of use

Answer: C

NEW QUESTION 342

- (Exam Topic 1)

A logical relationship in which a successor activity cannot start until a predecessor activity has finished is known as:

- A. Start-to-start (SS).
- B. Start-to-finish (SF).
- C. Finish-to-start (FS).
- D. Finish-to-finish (FF).

Answer: C

NEW QUESTION 345

- (Exam Topic 1)

Which Define Activities output extends the description of the activity by identifying the multiple components associated with each activity?

- A. Project document updates
- B. Activity list
- C. Activity attributes
- D. Project calendars

Answer: C

NEW QUESTION 348

- (Exam Topic 1)

Which item is an input to the Define Activities process?

- A. Schedule data
- B. Activity list
- C. Risk register
- D. Scope baseline

Answer: D

NEW QUESTION 352

- (Exam Topic 1)

Market conditions and published commercial information are examples of which input to the Estimate Costs process?

- A. Scope baseline
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk register

Answer: C

NEW QUESTION 353

- (Exam Topic 1)

Which input to the Identify Stakeholders process provides information about internal or external parties related to the project?

- A. Procurement documents
- B. Communications plan
- C. Project charter
- D. Stakeholder register

Answer: C

NEW QUESTION 357

- (Exam Topic 1)

Reserve analysis is a tool and technique used in which process?

- A. Plan Risk Management
- B. Plan Risk Responses
- C. Identify Risks
- D. Control Risks

Answer: D

NEW QUESTION 360

- (Exam Topic 1)

Which Plan Schedule Management tool or technique may involve choosing strategic options to estimate and schedule the project?

- A. Facilitation techniques
- B. Expert judgment
- C. Analytical techniques
- D. Variance analysis

Answer: C

NEW QUESTION 364

- (Exam Topic 1)

An input to Conduct Procurements is:

- A. Independent estimates.
- B. Selected sellers.
- C. Seller proposals.
- D. Resource calendars.

Answer: C

NEW QUESTION 369

- (Exam Topic 1)

In which Knowledge Area is the project charter developed?

- A. Project Cost Management
- B. Project Scope Management
- C. Project Time Management
- D. Project Integration Management

Answer: D

NEW QUESTION 372

- (Exam Topic 1)

A project manager is appointed full-time to a project and is given full-time administrative staff and full-time project team members. This situation describes which type of organizational structure?

- A. Projectized
- B. Weak matrix
- C. Functional
- D. Balanced matrix

Answer: A

NEW QUESTION 376

- (Exam Topic 1)

The only Process Group that comprises processes that typically occur from the beginning to the end of the project life cycle is:

- A. Planning.
- B. Executing,
- C. Monitoring and Controlling.
- D. Closing.

Answer: C

NEW QUESTION 378

- (Exam Topic 1)

An output of the Create WBS process is:

- A. Scope baseline.
- B. Change requests.
- C. Accepted deliverables.
- D. Variance analysis.

Answer: A

NEW QUESTION 380

- (Exam Topic 1)

Which input to the Manage Stakeholder Engagement process provides guidance on how stakeholders can best be involved in a project?

- A. Feedback analysis
- B. Stakeholder analysis
- C. Communication management plan
- D. Stakeholder management plan

Answer: D

NEW QUESTION 383

- (Exam Topic 1)

Which input provides suppliers with a clear set of goals, requirements, and outcomes?

- A. Procurement statement of work
- B. Purchase order
- C. Source selection criteria
- D. Bidder conference

Answer: A

NEW QUESTION 384

- (Exam Topic 1)

The process of prioritizing risks for further analysis or action is known as:

- A. Plan Risk Management.
- B. Plan Risk Responses.
- C. Perform Qualitative Risk Analysis.
- D. Perform Quantitative Risk Analysis.

Answer: C

NEW QUESTION 389

- (Exam Topic 1)

Which process in Project Time Management includes reserve analysis as a tool or technique?

- A. Estimate Activity Resources
- B. Sequence Activities
- C. Estimate Activity Durations
- D. Develop Schedule

Answer: C

NEW QUESTION 392

- (Exam Topic 1)

An input used in developing the communications management plan is:

- A. Communication models.
- B. Enterprise environmental factors.
- C. Organizational communications,
- D. Organizational cultures and styles.

Answer: B

NEW QUESTION 397

- (Exam Topic 1)

Which process involves monitoring the status of the project to update the project costs and managing changes to the cost baseline?

- A. Estimate Costs
- B. Control Costs
- C. Determine Budget
- D. Plan Cost Management

Answer: B

NEW QUESTION 400

- (Exam Topic 1)

Which tool or technique is an examination of industry and specific vendor capabilities?

- A. Independent estimates
- B. Market research
- C. Analytical techniques
- D. Bidder conferences

Answer: B

NEW QUESTION 404

- (Exam Topic 1)

Regression analysis, failure mode and effect analysis (FMEA), fault tree analysis (FTA), and trend analysis are examples of which tool or technique?

- A. Expert judgment
- B. Forecasting methods
- C. Earned value management
- D. Analytical techniques

Answer: D

NEW QUESTION 409

- (Exam Topic 1)

An input to the Plan Procurement Management process is:

- A. Source selection criteria.
- B. Market research.
- C. A stakeholder register.
- D. A records management system.

Answer: C

NEW QUESTION 410

- (Exam Topic 1)

Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

- A. Cost Plus Incentive Fee (CPIF)
- B. Fixed Price Incentive Fee (FPIF)
- C. Cost Plus Award Re (CPAF)
- D. Time and Material (T&M)

Answer: B

NEW QUESTION 413

- (Exam Topic 1)

Which type of dependency is established based on knowledge of best practices within a particular application area or some unusual aspect of the project in which a specific sequence is desired, even though there may be other acceptable sequences?

- A. External
- B. Internal

- C. Mandatory
- D. Discretionary

Answer: D

NEW QUESTION 418

- (Exam Topic 1)

Which cost is associated with nonconformance?

- A. Liabilities
- B. Inspections
- C. Training
- D. Equipment

Answer: A

NEW QUESTION 423

- (Exam Topic 1)

The process of estimating the type and quantity of material, human resources, equipment, or supplies required to perform each activity is known as:

- A. Collect Requirements.
- B. Conduct Procurements.
- C. Estimate Activity Durations.
- D. Estimate Activity Resources.

Answer: D

NEW QUESTION 424

- (Exam Topic 1)

Which process involves subdividing project deliverables and project work into smaller, more manageable portions?

- A. Develop Schedule
- B. Create WBS
- C. Estimate Activity Resources
- D. Define Scope

Answer: B

NEW QUESTION 427

- (Exam Topic 1)

A project manager should document the escalation path for unresolved project risks in the:

- A. Change control plan
- B. Stakeholder register
- C. Risk log
- D. Communications management plan

Answer: D

NEW QUESTION 429

- (Exam Topic 1)

Which process numerically analyzes the effect of identified risks on overall project objectives?

- A. Plan Risk Management
- B. Plan Risk Responses
- C. Perform Quantitative Risk Analysis
- D. Perform Qualitative Risk Analysis

Answer: C

NEW QUESTION 433

- (Exam Topic 1)

A reward can only be effective if it is:

- A. Given immediately after the project is completed.
- B. Something that is tangible.
- C. Formally given during project performance appraisals.
- D. Satisfying a need valued by the individual.

Answer: D

NEW QUESTION 435

- (Exam Topic 1)

Which tools or techniques are used in the Plan Schedule Management process?

- A. Benchmarking, expert judgment, and analytical techniques
- B. Statistical sampling, benchmarking, and meetings
- C. Negotiations, pre-assignment, and multi-criteria decision analysis
- D. Expert judgment, analytical techniques, and meetings

Answer: D

NEW QUESTION 437

- (Exam Topic 1)

The Perform Integrated Change Control process occurs in which Process Group?

- A. Initiating
- B. Executing
- C. Monitoring and Controlling
- D. Planning

Answer: C

NEW QUESTION 440

- (Exam Topic 1)

Sending letters, memos, reports, emails, and faxes to share information is an example of which type of communication?

- A. Direct
- B. Interactive
- C. Pull
- D. Push

Answer: D

NEW QUESTION 444

- (Exam Topic 1)

When a backward pass is calculated from a schedule constraint that is later than the early finish date that has been calculated during a forward pass calculation, this causes which type of total float?

- A. Negative
- B. Zero
- C. Positive
- D. Free

Answer: C

NEW QUESTION 446

- (Exam Topic 1)

Sensitivity analysis is typically displayed as a/an:

- A. Decision tree diagram.
- B. Tornado diagram.
- C. Pareto diagram.
- D. Ishikawa diagram.

Answer: B

NEW QUESTION 450

- (Exam Topic 6)

Which is the correct hierarchy in a project environment, from most to least Inclusive?

- A. Projects, portfolios, then programs
- B. Portfolios, programs, then projects
- C. Portfolios, projects, then programs
- D. Projects, programs, then portfolios

Answer: D

NEW QUESTION 454

- (Exam Topic 6)

How can a project manager maintain the engagement of stakeholders in a project with a high degree of change?

- A. Monitor project stakeholder relationships using engaging strategies and plans
- B. Send all project documents to stakeholders each time they are modified
- C. Schedule monthly meetings with the stakeholders, including team members
- D. Engage only with the project sponsors

Answer: C

NEW QUESTION 455

- (Exam Topic 6)

What should a project manager use to determine how much money is needed to complete a project?

- A. Earned value management (EVM)
- B. Estimate at completion (EAC)
- C. Earned value analysis (EVA)
- D. Budget at completion (BAG)

Answer: B

NEW QUESTION 458

- (Exam Topic 6)

The project team is brainstorming on approaches to deliver the upcoming product launch for which the project has been chartered. The project manager is laying out hybrid, adaptive, iterative methods. What is the team trying to address?

- A. Co-location
- B. Lite-cycle
- C. Diversity
- D. Management

Answer: D

NEW QUESTION 461

- (Exam Topic 6)

Which is an example of analogous estimating?

- A. Estimates are created by individuals or groups with specialized knowledge.
- B. Estimates are created by using information about resources of previous similar projects.
- C. Estimates are created by analyzing data.
- D. Estimates are created at the task level and aggregated upwards.

Answer: B

NEW QUESTION 464

- (Exam Topic 6)

A project team is discussing an upcoming planned product launch of a highly visible technologically advanced artificial intelligence tool. The team is debating the aspect of iterative and hybrid approaches. Which aspect of tailoring would this best represent?

- A. Life cycle approaches
- B. Resource availability
- C. Project dimensions
- D. Technology support

Answer: D

NEW QUESTION 468

- (Exam Topic 6)

Which is the tool or technique that is used to obtain the list of activities from the work packages?

- A. Data analysis
- B. Leads and lags
- C. Precedence diagramming method
- D. Decomposition

Answer: D

NEW QUESTION 472

- (Exam Topic 6)

A project manager is addressing risks and potential concerns related to stakeholder management, and is clarifying and resolving previously identified issues. In which process is the project manager engaged?

- A. Identify Stakeholders
- B. Plan Stakeholder Engagement
- C. Manage Stakeholder Engagement
- D. Monitor Stakeholder Engagement

Answer: B

NEW QUESTION 473

- (Exam Topic 6)

Which of the following documents are created as part of Project Integration Management?

- A. Project charter and project management plan
- B. Communications management plan and scope management plan
- C. Quality management plan and risk management plan
- D. Project scope statement and communications management plan

Answer: A

NEW QUESTION 474

- (Exam Topic 6)

Which contract type is least desirable to a vendor?

- A. Fixed price with economic price adjustment (FPEPA)
- B. Firm fixed price (FFP)
- C. Cost plus fixed fee (CPFF)
- D. Cost plus award fee (CPAF)

Answer: B

NEW QUESTION 478

- (Exam Topic 5)

Which risk response strategy is common for both positive and negative risks?

- A. Share
- B. Accept
- C. Mitigate
- D. Transfer

Answer: B

NEW QUESTION 481

- (Exam Topic 6)

An organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques is referred to as:

- A. Project Management Information System
- B. Project Management System
- C. Project Management Office
- D. Project Management Knowledge Area

Answer: C

NEW QUESTION 486

- (Exam Topic 6)

Which conflict resolution technique produces the most lasting results?

- A. Withdraw/avoid
- B. Smooth/accommodate
- C. Compromise/reconcile
- D. Collaborate/problem solve

Answer: C

NEW QUESTION 488

- (Exam Topic 5)

The correct equation for schedule variance (SV) is earned value:

- A. minus planned value [EV - PV].
- B. minus actual cost [EV - AC].
- C. divided by planned value [EV/PV].
- D. divided by actual cost [EV/AC].

Answer: A

NEW QUESTION 489

- (Exam Topic 5)

Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

- A. Two
- B. Four
- C. Five
- D. Twelve

Answer: C

NEW QUESTION 493

- (Exam Topic 5)

Which of the following change requests can bring expected future performance of the project work in line with the project management plan?

- A. Corrective action

- B. Defect repair
- C. Preventative action
- D. Probable action

Answer: A

NEW QUESTION 494

- (Exam Topic 5)

Which of the following includes how requirements activities will be planned, tracked, and reported?

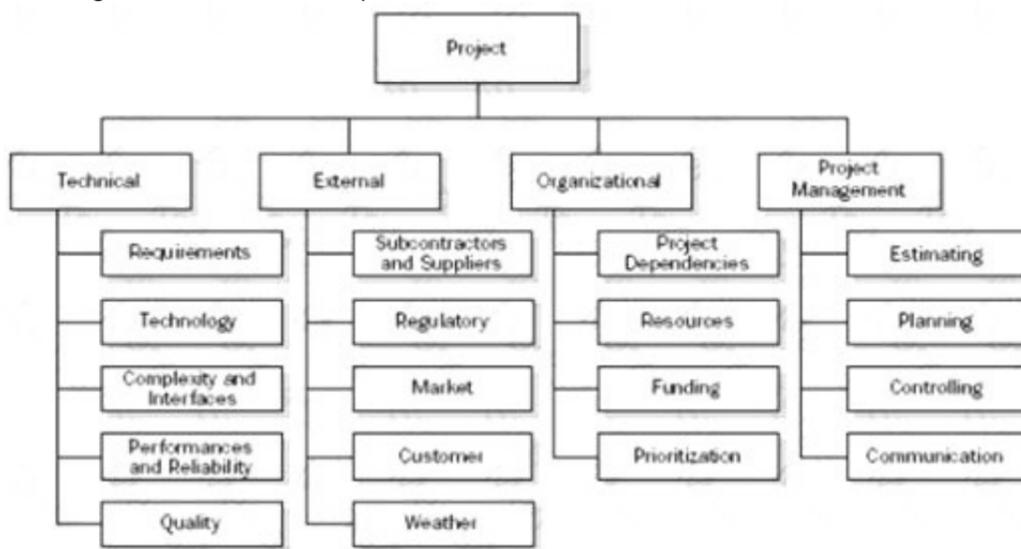
- A. Configuration management plan
- B. Scope baseline
- C. Requirements management plan
- D. Schedule baseline

Answer: C

NEW QUESTION 496

- (Exam Topic 5)

The diagram below is an example of a:



- A. Risk breakdown structure (RBS).
- B. Project team.
- C. SWOT Analysis.
- D. Work breakdown structure (WBS).

Answer: A

NEW QUESTION 501

- (Exam Topic 5)

The risk shared between the buyer and seller is determined by the:

- A. assumption log.
- B. quality checklist.
- C. risk register.
- D. contract type.

Answer: D

NEW QUESTION 504

- (Exam Topic 5)

Expected monetary value (EMV) is computed by which equation?

- A. Value of each possible outcome multiplied by probability of occurrence
- B. Value of each possible outcome multiplied by probability of non-occurrence
- C. Multiplying the value of each possible outcome by the probability of occurrence and adding the products together
- D. Multiplying the value of each possible outcome by the probability of non-occurrence and adding the products together

Answer: C

NEW QUESTION 507

- (Exam Topic 5)

Prototype development may be used as a tool for which of the following risk response strategies?

- A. Avoid
- B. Accept
- C. Mitigate
- D. Exploit

Answer: C

NEW QUESTION 510

- (Exam Topic 5)

Identify Stakeholders is the process of identifying all of the people or organizations impacted by the project and documenting relevant information regarding their interests in, involvement in, and impact on the project:

- A. manager.
- B. success.
- C. deadline.
- D. scope.

Answer: B

NEW QUESTION 515

- (Exam Topic 5)

Which of the following is a group decision-making technique?

- A. Brainstorming
- B. Focus groups
- C. Affinity diagram
- D. Plurality

Answer: D

NEW QUESTION 516

- (Exam Topic 5)

The process for performing variance analysis may vary, depending on:

- A. scenario building, technology forecasting, and forecast by analogy.
- B. working relationships among various stakeholders and team members.
- C. application area, the standard used, and the industry,
- D. work to be completed next.

Answer: C

NEW QUESTION 519

- (Exam Topic 5)

During project selection, which factor is most important?

- A. Types of constraints
- B. Internal business needs
- C. Budget
- D. Schedule

Answer: B

NEW QUESTION 520

- (Exam Topic 5)

When a permitting agency takes longer than planned to issue a permit, this can be described as a risk:

- A. event.
- B. response,
- C. perception.
- D. impact.

Answer: A

NEW QUESTION 522

- (Exam Topic 5)

The processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project has been undertaken to achieve are grouped within which Process Group?

- A. Initiating
- B. Planning
- C. Executing
- D. Monitoring and Controlling

Answer: B

NEW QUESTION 524

- (Exam Topic 5)

Which of the following is an estimating technique that uses the values of parameters from previous similar projects for estimating the same parameter or measure for a current project?

- A. Reserve analysis
- B. Three-point estimating
- C. Parametric estimating

D. Analogous estimating

Answer: D

NEW QUESTION 528

- (Exam Topic 5)

Which process is responsible for monitoring the status of the project and product scope and managing changes to the scope baseline?

- A. Variance Analysis
- B. Define Scope
- C. Verify Scope
- D. Control Scope

Answer: D

NEW QUESTION 531

- (Exam Topic 5)

Administer Procurements is part of which Process Group?

- A. Planning
- B. Executing
- C. Monitoring and Controlling
- D. Closing

Answer: C

NEW QUESTION 533

- (Exam Topic 5)

Which type of dependency is contractually required or inherent in the nature of the work?

- A. External
- B. Lead
- C. Discretionary
- D. Mandatory

Answer: D

NEW QUESTION 538

- (Exam Topic 5)

Projects are separated into phases or subprojects; these phases include:

- A. feasibility study, concept development, design, and prototype.
- B. initiate, plan, execute, and monitor.
- C. Develop Charter, Define Activities, Manage Stakeholder Expectations, and Report Performance.
- D. Identify Stakeholders, develop concept, build, and test.

Answer: A

NEW QUESTION 542

- (Exam Topic 5)

Who determines which dependencies are mandatory during the Sequence Activities process?

- A. Project manager
- B. External stakeholders
- C. Internal stakeholders
- D. Project team

Answer: D

NEW QUESTION 544

- (Exam Topic 5)

Which is an output of the Collect Requirements process?

- A. Requirements traceability matrix
- B. Project scope statement
- C. WBS dictionary
- D. Work performance measurements

Answer: A

NEW QUESTION 547

- (Exam Topic 5)

The cost benefit analysis tool is used for creating:

- A. Pareto charts.

- B. quality metrics.
- C. change requests,
- D. Ishikawa diagrams.

Answer: B

NEW QUESTION 550

- (Exam Topic 5)

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements describes management of which of the following?

- A. Project
- B. Scope
- C. Contract
- D. Program

Answer: A

NEW QUESTION 554

- (Exam Topic 5)

The group technique that enhances brainstorming with a voting process used to rank the most useful ideas for prioritization is called the:

- A. majority rule technique.
- B. nominal group technique.
- C. Delphi technique,
- D. idea/mind mapping technique.

Answer: B

NEW QUESTION 555

- (Exam Topic 5)

Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

- A. Cost Plus Award Fee Contract (CPAF)
- B. Firm-Fixed -Price Contract (FFP)
- C. Time and Material Contract (T&M)
- D. Cost Plus Incentive Fee Contract (CPIF)

Answer: C

NEW QUESTION 560

- (Exam Topic 5)

A tool and technique used during the Define Scope process is:

- A. facilitated workshops.
- B. observations.
- C. questionnaires and surveys.
- D. group creativity techniques.

Answer: A

NEW QUESTION 561

- (Exam Topic 5)

Which of the following is a project constraint?

- A. Twenty-five percent staff turnover is expected.
- B. The technology to be used is cutting-edge.
- C. Project leadership may change due to volatile political environment.
- D. The product is needed in 250 days.

Answer: D

NEW QUESTION 565

- (Exam Topic 5)

While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e-mail. In which part of the plan will this type of information be included?

- A. Communications management plan
- B. Human resource plan
- C. Quality management plan
- D. Procurement management plan

Answer: A

NEW QUESTION 567

- (Exam Topic 5)

After Define Activities and Sequence Activities, the next process is:

- A. Estimate Activity Resources.
- B. Estimate Activity Durations,
- C. Develop Schedule.
- D. Control Schedule.

Answer: A

NEW QUESTION 569

- (Exam Topic 5)

Who is responsible for initiating a project?

- A. Project sponsor
- B. Project manager
- C. Program manager
- D. Project management office (PMO)

Answer: A

NEW QUESTION 571

- (Exam Topic 5)

Which statement is true about the project management body of knowledge?

- A. Recognized by every project manager
- B. Constantly evolving
- C. The sum of all knowledge related to project management
- D. A sum of knowledge that should be applied on every project

Answer: B

NEW QUESTION 576

- (Exam Topic 5)

The initial development of a Project Scope Management plan uses which technique?

- A. Alternatives identification
- B. Scope decomposition
- C. Expert judgment
- D. Product analysis

Answer: C

NEW QUESTION 578

- (Exam Topic 5)

When cost variance is negative and schedule variance is positive, the project is:

- A. under budget and behind schedule.
- B. over budget and ahead of schedule.
- C. on schedule.
- D. complete; all planned values have been earned.

Answer: B

NEW QUESTION 579

- (Exam Topic 5)

Which activity may occur at project or phase closure?

- A. Acceptance of deliverables
- B. Change requests
- C. Project management plan updates
- D. Benchmarking

Answer: A

NEW QUESTION 584

- (Exam Topic 5)

Which of the following can be used as an input for Define Scope?

- A. Product analysis
- B. Project charter
- C. Scope baseline
- D. Project scope statement

Answer: B

NEW QUESTION 588

- (Exam Topic 5)

The three processes of Project Cost Management are:

- A. Estimate Costs, Control Schedule, and Control Costs.
- B. Estimate Costs, Determine Budget, and Estimate Activity Resources.
- C. Determine Budget, Control Schedule, and Estimate Activity Resources.
- D. Estimate Costs, Determine Budget, and Control Costs.

Answer: D

NEW QUESTION 593

- (Exam Topic 5)

How should a stakeholder who is classified as high power and low interest be grouped in a power/interest grid during stakeholder analysis?

- A. Keep satisfied
- B. Keep informed
- C. Manage closely
- D. Monitor

Answer: A

NEW QUESTION 596

- (Exam Topic 5)

The process improvement plan details the steps for analyzing processes to identify activities which enhance their:

- A. quality.
- B. value.
- C. technical performance.
- D. status.

Answer: B

NEW QUESTION 599

- (Exam Topic 5)

In which type of contract are the performance targets established at the onset and the final contract price determined after completion of all work based on the sellers performance?

- A. Firm-Fixed-Price (FFP)
- B. Fixed Price with Economic Price Adjustments (FP-EPA)
- C. Fixed-Price-Incentive-Fee (FPIF)
- D. Cost Plus Fixed Fee (CPFF)

Answer: C

NEW QUESTION 600

- (Exam Topic 4)

What is the schedule performance index (SPI) using the following data? BAC = \$100,000 PV = \$50,000 AC = \$80,000 EV = \$40,000

- A. 1
- B. 0.4
- C. 0.5
- D. 0.8

Answer: D

NEW QUESTION 602

- (Exam Topic 4)

Which of the following is the primary output of the Identify Risks process?

- A. Risk management plan
- B. Risk register
- C. Change requests
- D. Risk response plan

Answer: B

NEW QUESTION 603

- (Exam Topic 4)

What does a CPI value greater than 1.0 indicate?

- A. Cost right at the estimated value
- B. Cost under the estimated value
- C. Cost right at the actual value
- D. Cost over the estimated value

Answer: B

NEW QUESTION 608

- (Exam Topic 4)

When sequencing activities, what does the common acronym FF stand for?

- A. Fixed Fee
- B. Free Float
- C. Fixed Finish
- D. Finish-to-Finish

Answer: D

NEW QUESTION 610

- (Exam Topic 4)

Which of the following is a conflict resolution technique that emphasizes areas of agreement rather than areas of difference?

- A. Compromising
- B. Collaborating
- C. Smoothing
- D. Problem Solving

Answer: C

NEW QUESTION 611

- (Exam Topic 4)

What is the most accurate rough order of magnitude (ROM)?

- A. In the Initiation phase, the estimate is in the range of +/- 50%.
- B. In the Planning phase, the estimate is in the range of +/- 50%.
- C. In the Monitoring and Controlling phase, the estimate is in the range of +/- 15%.
- D. In the Closing phase, the estimate is in the range of +/- 15%.

Answer: A

NEW QUESTION 613

- (Exam Topic 4)

Which activity involves ensuring that the composition of a projects configuration items is correct?

- A. Configuration Identification
- B. Configuration Status Accounting
- C. Configuration Verification and Audit
- D. Configuration Quality Assurance

Answer: C

NEW QUESTION 618

- (Exam Topic 4)

What is the primary benefit of meeting quality requirements?

- A. Quality metrics
- B. Less rework
- C. Quality control measurements
- D. Benchmarking

Answer: B

NEW QUESTION 621

- (Exam Topic 4)

A tool and technique used during the Perform Qualitative Risk Analysis process is:

- A. risk data quality assessment.
- B. variance and trend analysis.
- C. data gathering and representation techniques.
- D. risk audits.

Answer: A

NEW QUESTION 625

- (Exam Topic 4)

Which written document helps monitor who is responsible for resolving specific problems and concerns by a target date?

- A. Project Plan
- B. Responsibility Matrix
- C. Issue Log
- D. Scope Document

Answer: C

NEW QUESTION 630

- (Exam Topic 4)

Which standard has interrelationships to other project management disciplines such as program management and portfolio management?

- A. Program Management Body of Knowledge Guide
- B. The Standard for Program Management
- C. Organizational Project Management Maturity Model (OPM3®)
- D. Guide to the Project Management Body of Knowledge (PMBOK®)

Answer: D

NEW QUESTION 635

- (Exam Topic 4)

Which of the following is an input to Control Scope?

- A. Project schedule
- B. Organizational process assets updates
- C. Project document updates
- D. Work performance information

Answer: D

NEW QUESTION 640

- (Exam Topic 4)

A tool or technique in Perform Quality Control that a project manager would use is:

- A. quality audits.
- B. process analysis.
- C. benchmarking.
- D. inspection.

Answer: D

NEW QUESTION 645

- (Exam Topic 4)

In the Develop Project Team process, which of the following is identified as a critical factor for a project's success?

- A. Team meetings
- B. Subcontracting teams
- C. Virtual teams
- D. Teamwork

Answer: D

NEW QUESTION 646

- (Exam Topic 4)

Which of the following schedule network analysis techniques is applied when a critical path method calculation has been completed and resources availability is critical?

- A. Applying calendars
- B. Resource leveling
- C. Resource planning
- D. Resource conflict management

Answer: B

NEW QUESTION 651

- (Exam Topic 4)

The milestone list is an input to which process from the Planning Process Group?

- A. Define Activities
- B. Estimate Activity Durations
- C. Estimate Activity Resources
- D. Sequence Activities

Answer: D

NEW QUESTION 652

- (Exam Topic 4)

A weighting system is a tool for which area of Conduct Procurements?

- A. Plan contracting
- B. Requesting seller responses
- C. Selecting seller's
- D. Planning purchase and acquisition

Answer: C

NEW QUESTION 653

- (Exam Topic 4)

Project contracts generally fall into which of the following three broad categories?

- A. Fixed-price, cost reimbursable, time and materials
- B. Make-or-buy, margin analysis, fixed-price
- C. Time and materials, fixed-price, margin analysis
- D. Make-or-buy, lump-sum, cost-plus-incentive

Answer: A

NEW QUESTION 654

- (Exam Topic 4)

Which of the following documents allows the project manager to assess risks that may require near term action?

- A. Probability and impact matrix
- B. Contingency analysis report
- C. Risk urgency assessment
- D. Rolling wave plan

Answer: C

NEW QUESTION 655

- (Exam Topic 4)

Which of the following is an input to the Direct and Manage Project Execution process?

- A. Approved change requests
- B. Approved contract documentation
- C. Work performance information
- D. Rejected change requests

Answer: A

NEW QUESTION 658

- (Exam Topic 4)

Which Perform Quality Control tool graphically represents how various elements of a system interrelate?

- A. Control chart
- B. Flowchart
- C. Run chart
- D. Pareto chart

Answer: B

NEW QUESTION 659

- (Exam Topic 4)

Change requests, project management plan updates, project document updates, and organizational process assets updates are all outputs of which project management process?

- A. Plan Risk Responses
- B. Manage Stakeholder Expectations
- C. Define Scope
- D. Report Performance

Answer: B

NEW QUESTION 663

- (Exam Topic 4)

Which of the following Process Groups covers all nine Project Management Knowledge Areas?

- A. Executing
- B. Monitoring and Controlling
- C. Planning
- D. Initiating

Answer: C

NEW QUESTION 664

- (Exam Topic 4)

When calculating the cost of quality (COQ) for a product or service, money spent for cost of conformance would include the areas of:

- A. training, testing, and warranty work.
- B. equipment, rework, and scrap.

- C. training, document processes, and inspections.
- D. inspections, rework, and warranty work.

Answer: C

NEW QUESTION 668

- (Exam Topic 4)

When large or complex projects are separated into distinct phases or subprojects, all of the Process Groups would normally be:

- A. divided among each of the phases or subprojects.
- B. repeated for each of the phases or subprojects.
- C. linked to specific phases or subprojects.
- D. integrated for specific phases or subprojects.

Answer: B

NEW QUESTION 669

- (Exam Topic 4)

When addressing roles and responsibilities, which item ensures that the staff has the skills required to complete project activities?

- A. Authority
- B. Role
- C. Competency
- D. Responsibility

Answer: C

NEW QUESTION 673

- (Exam Topic 4)

Lessons learned documentation is gathered during which of the following Project Management Process Groups?

- A. Planning
- B. Executing
- C. Closing
- D. Initiating

Answer: C

NEW QUESTION 677

- (Exam Topic 4)

Which type of risk diagram is useful for showing time ordering of events?

- A. Ishikawa
- B. Milestone
- C. Influence
- D. Decision tree

Answer: C

NEW QUESTION 681

- (Exam Topic 4)

A method to manage stakeholder expectations in the scope statement is to clearly:

- A. state the guiding principles of the organization.
- B. identify alternatives to generate different approaches.
- C. state what is out of scope.
- D. outline the results of the Delphi technique.

Answer: C

NEW QUESTION 685

- (Exam Topic 4)

In which process is a project manager identified and given the authority to apply resources to project activities?

- A. Acquire Project Team
- B. Develop Project Management Plan
- C. Manage Project Execution
- D. Develop Project Charter

Answer: D

NEW QUESTION 690

- (Exam Topic 4)

Based on the following metrics: EV= \$20,000, AC= \$22,000, and PV= \$28,000, what is the project CV?

- A. -8000
- B. -2000
- C. 2000
- D. 8000

Answer: B

NEW QUESTION 693

- (Exam Topic 4)

Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact takes place in which process?

- A. Monitor and Control Risks
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis

Answer: C

NEW QUESTION 695

- (Exam Topic 4)

As the project progresses, which of the following is routinely collected from the project activities?

- A. Communication management activities
- B. Change requests
- C. Configuration verification and audit
- D. Work performance information

Answer: D

NEW QUESTION 696

- (Exam Topic 4)

The purpose of inspection in Perform Quality Control is to keep errors:

- A. in line with a measured degree of conformity.
- B. out of the hands of the customer.
- C. in a specified range of acceptable results.
- D. out of the process.

Answer: B

NEW QUESTION 699

- (Exam Topic 4)

Which tool within the Perform Quality Control process identifies whether or not a process has a predictable performance?

- A. Cause and effect diagram
- B. Control charts
- C. Pareto chart
- D. Histogram

Answer: B

NEW QUESTION 701

- (Exam Topic 4)

Which is the correct formula for calculating expected activity cost for three-point estimating?

- A. $C_e = (C_0 + 6C_m + C_p)/4$
- B. $C_e = (6C_0 + C_m + C_p)/4$
- C. $C_e = (C_0 + 4C_m + C_p)/6$
- D. $C_e = (C_0 + C_{,,,} + 4C_p) / 6$

Answer: C

NEW QUESTION 703

- (Exam Topic 4)

Which of the following strategic considerations often results in project authorization?

- A. Customer requests and/or issue resolution
- B. Stakeholder expectations and/or strategic opportunity (business need)
- C. Technological advancement and/or senior executive request
- D. Market demand and/or legal requirements

Answer: D

NEW QUESTION 705

- (Exam Topic 4)

The output that defines an approach to increase the support and minimize negative impacts of stakeholders is the:

- A. stakeholder management strategy.
- B. communications management plan,
- C. stakeholder register,
- D. performance report.

Answer: A

NEW QUESTION 706

- (Exam Topic 4)

What is the responsibility of the project manager and the functional manager respectively?

- A. Oversight for an administrative area; a facet of the core business
- B. Achieving the project objectives; providing management oversight for an administrative area
- C. A facet of the core business; achieving the project objectives
- D. Both are responsible for achieving the project objectives.

Answer: B

NEW QUESTION 708

- (Exam Topic 4)

Which technique is commonly used for the Perform Quantitative Risk Analysis process?

- A. Brainstorming
- B. Strategies for opportunities
- C. Decision tree analysis
- D. Risk data quality assessment

Answer: C

NEW QUESTION 711

- (Exam Topic 4)

Another name for an Ishikawa diagram is:

- A. cause and effect diagram.
- B. control chart.
- C. flowchart.
- D. histogram.

Answer: A

NEW QUESTION 715

- (Exam Topic 4)

Which of the following is a tool or technique of the Define Activities process?

- A. Rolling wave planning
- B. Precedence diagramming method (PDM)
- C. Alternatives analysis
- D. Parametric estimating

Answer: A

NEW QUESTION 719

- (Exam Topic 4)

Monte Carlo is which type of risk analysis technique?

- A. Probability
- B. Quantitative
- C. Qualitative
- D. Sensitivity

Answer: B

NEW QUESTION 724

- (Exam Topic 4)

Which of the following types of a dependency determination is used to define the sequence of activities?

- A. Legal
- B. Discretionary
- C. Internal
- D. Resource

Answer: B

NEW QUESTION 728

- (Exam Topic 4)

A purchase order for a specified item to be delivered by a specified date for a specified price is the simplest form of what type of contract?

- A. Cost-reimbursable
- B. Time and material
- C. Fixed price or lump-sum
- D. Cost-plus-fixed-fee

Answer: C

NEW QUESTION 729

- (Exam Topic 4)

Which is a communication method used in the Report Performance process?

- A. Expert judgment
- B. Project management methodology
- C. Stakeholder analysis
- D. Status review meetings

Answer: D

NEW QUESTION 730

- (Exam Topic 4)

Which type of analysis is used as a general management technique within the Plan Procurements process?

- A. Risk assessment analysis
- B. Make or buy analysis
- C. Contract value analysis
- D. Cost impact analysis

Answer: B

NEW QUESTION 734

- (Exam Topic 4)

The process of identifying the stakeholders' information needs is completed during:

- A. Plan Communications.
- B. Manage Stakeholder Expectations.
- C. Stakeholder Analysis.
- D. Identify Stakeholders.

Answer: A

NEW QUESTION 738

- (Exam Topic 4)

In which domain of project management would a Pareto chart provide useful information?

- A. Project Scope Management
- B. Project Time Management
- C. Project Communications Management
- D. Project Quality Management

Answer: D

NEW QUESTION 739

- (Exam Topic 4)

Which of the following is an example of the simplest fixed-price contract?

- A. Purchase requisition
- B. Purchase order
- C. Verbal agreement
- D. Request for quote

Answer: B

NEW QUESTION 744

- (Exam Topic 4)

Which type of agreement is legal, contractual, and between two or more entities to form a partnership, joint venture, or some other arrangement as defined by the parties?

- A. Teaming
- B. Collective bargaining
- C. Sharing
- D. Working

Answer: A

NEW QUESTION 745

- (Exam Topic 4)

Which of the following factors is lowest at the start of the project?

- A. Cost of changes
- B. Stakeholder influences
- C. Risk
- D. Uncertainty

Answer: A

NEW QUESTION 747

- (Exam Topic 4)

The project manager needs to review the templates in use. The templates are part of the:

- A. Enterprise environmental factors.
- B. Historical information,
- C. Organizational process assets.
- D. Corporate knowledge base.

Answer: C

NEW QUESTION 752

- (Exam Topic 4)

Which of the following events would result in a baseline update?

- A. A project is behind schedule and the project manager wants the baseline to reflect estimated actual completion.
- B. A customer has approved a change request broadening the project scope and increasing the budget.
- C. One of the risks identified in the risk management plan occurs, resulting in a schedule delay.
- D. One of the key project team resources has left the team and no replacement is available.

Answer: B

NEW QUESTION 755

- (Exam Topic 4)

Define Activities and Estimate Activity Resources are processes in which project management Knowledge Area?

- A. Project Time Management
- B. Project Cost Management
- C. Project Scope Management
- D. Project Human Resource Management

Answer: A

NEW QUESTION 760

- (Exam Topic 6)

A project manager has just completed several brainstorming sessions and has gathered the data to show commonality and differences in one single place. What technique was followed?

- A. Collective decision making
- B. Multicriteria decision analysis
- C. Mind mapping
- D. Affinity diagram

Answer: C

NEW QUESTION 761

- (Exam Topic 6)

A project manager is working in an environment where requirements are not very clear and may change during the project. In addition, the project has several stakeholders and is technically complex.

Which strategies should the project manager take into account for risk management in this environment?

- A. Occasionally identify, evaluate, and classify risks.
- B. Review requirements and cross-functional project teams.
- C. Include contingency reserves and update the project management plan frequently.
- D. Frequently review incremental work products and update the requirements for proper prioritization.

Answer: D

NEW QUESTION 763

- (Exam Topic 6)

A project manager is preparing to meet with three crucial project stakeholders on a new project Which tools and techniques can the project manager use to capture stakeholder interest?

- A. Review stakeholder register and meeting
- B. Data analysis and communication skills
- C. Data gathering and data analysis

D. Communication skills and cultural awareness

Answer: D

NEW QUESTION 767

- (Exam Topic 6)

Which of the following must be included in the risk register when the project manager completes the Identify Risks process?

- A. List of identified risks, potential risk owners, list of potential risk response
- B. List of identified risks, list of causes, list of risk categories
- C. Short risk titles, list of potential risk owners, list of impacts on objectives
- D. List of activities affected, list of potential risk responses, list of causes

Answer: A

NEW QUESTION 771

- (Exam Topic 6)

Stakeholder identification and engagement should begin during what phase of the project?

- A. After the project management plan is completed
- B. After the stakeholder engagement plan is completed
- C. As soon as the project charter has been approved
- D. After the communications management plan is completed

Answer: A

NEW QUESTION 772

- (Exam Topic 6)

Which tools and techniques will a project manager use to develop a project charter?

- A. Project manager experience, expert judgment, scope statement, and meetings
- B. Lessons learned databas
- C. Interpersonal and team skills, cost baseline, and meetings
- D. Expert judgment, data gatherin
- E. scope statement, schedule baseline, and meetings
- F. Expert judgment, data gatherin
- G. interpersonal and team skills, and meetings

Answer: D

NEW QUESTION 776

- (Exam Topic 6)

How should a project manager plan communications for a project which has uncertain requirements?

- A. Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.
- B. Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
- C. Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.
- D. Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.

Answer: B

NEW QUESTION 781

- (Exam Topic 6)

Which of the following is a category of organizational process assets?

- A. Government standards
- B. Organizational culture
- C. Employee capabilities
- D. Organizational knowledge bases

Answer: D

NEW QUESTION 786

- (Exam Topic 6)

The Agile principle "welcome changing requirement, even late in development" relates to which agile manifesto?

- A. Working software over comprehensive documentation
- B. Individuals and interactions over processes and tools
- C. Customer collaboration over contract negotiation
- D. Responding to change over following a plan

Answer: D

NEW QUESTION 789

- (Exam Topic 6)

The project management plan requires the acquisition of a special part available from a supplier located abroad. Which source selection method is being used?

- A. Least cost
- B. Qualifications only
- C. Sole source
- D. Fixed budget

Answer: B

NEW QUESTION 790

- (Exam Topic 6)

What is one of the main purposes of the project charter?

- A. Formal authorization of the existence of the project
- B. Formal acceptance of the project management plan
- C. Formal approval of the detailed project budget
- D. Formal definition of stakeholder roles and responsibilities

Answer: A

NEW QUESTION 794

- (Exam Topic 6)

Which of the following describes the similarities of the process groups and project life cycle?

- A. The life cycle involves three project management process groups.
- B. Both provide a basic framework to manage the project.
- C. Each project must have a life cycle and all processes in the five process groups.
- D. The project life cycle is managed by executing the processes within the five process groups.

Answer: C

NEW QUESTION 795

- (Exam Topic 6)

Which of the following best correspond to the organizational process assets (OPAs) that affect the project?

- A. Policies and lessons learned from other projects
- B. Information technology software and employee capability
- C. Resource availability and employee capability
- D. Marketplace conditions and legal restrictions

Answer: A

NEW QUESTION 797

- (Exam Topic 6)

A project manager is launching an information system to provide a lessons learned database. This action is necessary for recipients to access content at their own discretion. Which communication method is described?

- A. Push communication
- B. Pull communication
- C. Interactive communication
- D. Stakeholder communication

Answer: B

NEW QUESTION 800

- (Exam Topic 6)

A new project has been set. Four main stakeholders besides the project manager and four other team members have been identified. How many communication channels are available?

- A. 8
- B. 18
- C. 36
- D. 40

Answer: C

NEW QUESTION 804

- (Exam Topic 6)

A team receives four different requests from separate stakeholders related to one application Match each requirement with its corresponding type of change request.

Requirement		Type of Change Request
Add new functionality to the application		Update
Recover from a three-day delay		Defect repair
Reduce login time due to a corrupt login script		Preventive action
Install alarms to alert for non-conformances		Corrective action

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Requirement		Type of Change Request
Add new functionality to the application	Add new functionality to the application	Update
Recover from a three-day delay	Install alarms to alert for non-conformances	Defect repair
Reduce login time due to a corrupt login script	Recover from a three-day delay	Preventive action
Install alarms to alert for non-conformances	Reduce login time due to a corrupt login script	Corrective action

NEW QUESTION 808

- (Exam Topic 6)

Which statement is related to the project manager's sphere of influence at the organizational level?

- A. A project manager interacts with other project managers to detect common interests and impacts between their projects.
- B. A project manager facilitates communication between the suppliers and contractors on the project.
- C. A project manager considers the current industry trends and evaluates how they can impact or be applied to the project.
- D. A project manager may inform other professionals about the value of project management.

Answer: A

NEW QUESTION 809

- (Exam Topic 6)

A project manager held a meeting and listed all team members' ideas for improving the product on a white board. What data gathering technique did the project manager apply?

- A. Focus groups
- B. Interviews
- C. Brainstorming
- D. Delphi technique

Answer: C

NEW QUESTION 811

- (Exam Topic 6)

A project manager is in the process of working with stakeholders to meet their needs and expectations, and identifying and fostering communication and involvement. Which process does this typically represent?

- A. Monitor Stakeholder Engagement
- B. Monitor Communications
- C. Manage Communications
- D. Manage Stakeholder Engagement

Answer: D

NEW QUESTION 812

- (Exam Topic 6)

What is the difference between verified and accepted deliverables?

- A. Accepted deliverables have been completed and checked for correctness; verified deliverables have been formally approved by the customer or authorized stakeholder.
- B. Accepted deliverables have been inspected by the quality team; verified deliverables are outputs from the Validate Scope process.
- C. Accepted deliverables have been formally signed off and approved by the authorized stakeholder; verified deliverables have been completed and checked for correctness.
- D. Accepted deliverables have been formally accepted by the project manager; verified deliverables are the outputs from the Control Quality process.

Answer: D

NEW QUESTION 816

- (Exam Topic 6)

The project manager is working in the processes of Project Resource Management. Which process is the project manager developing if they are using parametric estimation?

- A. Plan Resource Management
- B. Estimate Activity Resources
- C. Estimate Costs
- D. Acquire Resources

Answer: B

NEW QUESTION 821

- (Exam Topic 6)

What organizational asset can influence the Plan Risk Management process?

- A. Corporate policies and procedures for social media, ethics, and security
- B. Organizational risk policy
- C. Stakeholder register templates and instructions
- D. Organizational communication requirements

Answer: C

NEW QUESTION 823

- (Exam Topic 6)

A firm contracted an event management company to conduct the annual sales day event. The agreement states that the event management company will charge the firm for the actuals and receive 8% of the total cost. What type of contract is this?

- A. Time and material (T&M)
- B. Fixed price incentive fee (FPIF)
- C. Cost plus fixed fee (CPFF)
- D. Cost plus award fee (CPAF)

Answer: C

NEW QUESTION 824

- (Exam Topic 6)

A project manager is analyzing a few network diagrams in order to determine the minimum duration of a project. Which diagram should the project manager reference?

- A. A diagram in which resource optimization has been applied.
- B. A diagram in which the critical path method has been applied.
- C. A diagram in which a predefined series of activities has been organized.
- D. A diagram which shows a combination of resource and time optimization.

Answer: B

NEW QUESTION 829

- (Exam Topic 6)

What type of meeting is held to discuss prioritized product backlog items?

- A. Status
- B. Daily standup
- C. Iteration planning
- D. Release planning

Answer: C

NEW QUESTION 832

- (Exam Topic 6)

What should the project manager use to evaluate the politics and power structure among stakeholders inside and outside of the organization?

- A. Expert judgment
- B. Interpersonal skills
- C. Team agreements
- D. Communication skills

Answer: D

NEW QUESTION 834

- (Exam Topic 6)

How is program success measured?

- A. By delivering the benefit of managing the program's projects in a coordinated manner
- B. By the quality, timeliness, cost-effectiveness
- C. and customer satisfaction of the product or service
- D. By completing the right projects to achieve objectives rather than completing projects the right way
- E. By aggregating the successes of the individual projects in the program

Answer: A

NEW QUESTION 835

- (Exam Topic 6) Given the following information. Activity A takes one week. Activity B takes three weeks. Activity C takes two weeks. Activity D takes five weeks. Activity A starts at the same time as Activity B. Activity C follows Activity B and Activity A. Activity D follows Activity C. How long will it take to complete the project?

- A. Eleven weeks
- B. Nine weeks
- C. Eight weeks
- D. Ten weeks

Answer: D

NEW QUESTION 838

- (Exam Topic 6)
Tailoring considerations for project scope management may include:

- A. requirements management, stability of requirements, development approach, and validation and control.
- B. WBS guidelines, requirements templates, deliverable acceptance forms, and verified deliverables.
- C. business needs, product descriptions, project restrictions, and project management plan.
- D. issues defining and controlling what is included in the project, vended deliverables, and quality reports.

Answer: A

NEW QUESTION 841

- (Exam Topic 6)
Which is the best way for a project manager to ensure efficient and frequent communication with management and stakeholders in an agile/adaptive environment?

- A. Post project artifacts in a transparent fashion and engage stakeholders on a regular basis.
- B. Make surveys among the stakeholders and meet with the team once a month.
- C. Create a social network and post news there.
- D. Create personalized emails for each stakeholder, asking for requests and reviewing objectives with them periodically.

Answer: A

NEW QUESTION 843

- (Exam Topic 6)
A sponsor asks a project manager to provide a project's expected total costs based on its progress. What formula should the project manager use to determine this?

- A. Earned value (EV) / actual cost (AC)
- B. Estimate at completion (EAC) - AC
- C. Budget at completion (BAC) / cost performance index (CPI)
- D. EV - planned value (PV)

Answer: B

NEW QUESTION 847

- (Exam Topic 6)
What can increase the complexity of the Manage Stakeholder Engagement process?

- A. The project must be of high quality.
- B. The stakeholders are from different countries.
- C. The project must comply with strict local government regulations.
- D. The project has a tight budget and timeline.

Answer: B

NEW QUESTION 850

- (Exam Topic 6)
Which role does the project manager resemble best?

- A. Orchestra conductor
- B. Facilities supervisor
- C. Functional manager
- D. School principal

Answer: A

NEW QUESTION 852

- (Exam Topic 6)

Which tasks should a project manager perform in order to manage the project schedule effectively?

- A. Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Durations, Define Quality of Activities
- B. Develop Schedule
- C. Plan Schedule Management
- D. Define Activities, Sequence Activities, Estimate Activity Durations, Develop Schedule
- E. Control Schedule
- F. Plan Schedule Management
- G. Define Activities, Sequence Activities, Estimate Activity Durations, Estimate Cost of Activities
- H. Develop Schedule
- I. Define Activities
- J. Sequence Activities, Estimate Activity Duration
- K. Define Quality of Activities, Estimate Cost of Activities, Develop Schedule

Answer: B

NEW QUESTION 857

- (Exam Topic 6)

The procurement requirements for a project include working with several vendors. What should the project manager take into consideration during the Project Procurement Management processes?

- A. Work performance information
- B. Bidder conferences
- C. Complexity of procurement
- D. Procurement management plan

Answer: D

NEW QUESTION 859

- (Exam Topic 6)

The project manager is explaining to others the essential business aspects of the project. To which skill category does this ability belong?

- A. Technical project management skills
- B. Time management skills
- C. Strategic and business management skills
- D. Leadership skills

Answer: C

NEW QUESTION 862

- (Exam Topic 6)

Which of the following lists represents the outputs of the Monitor Communications process?

- A. Project communications, project management plan updates, project documents updates, and organizational process assets updates
- B. Work performance information, change requests, project management plan updates, and project documents updates
- C. Communications management plan, project management plan updates, work performance report, and project documents update
- D. Stakeholder engagement plan, change requests, project management plan updates, and project documents updates

Answer: B

NEW QUESTION 865

- (Exam Topic 6)

What communication methods would a project manager use for overall effective project communication?

- A. Interactive communication, push communication, interpersonal communication
- B. Interactive communication, push communication, pull communication
- C. Push communication, pull communication, interpersonal communication
- D. Pull communication, interactive communication, interpersonal communication

Answer: C

NEW QUESTION 870

- (Exam Topic 6)

Which of the following is an example of an internal factor that influences the outcome of the project?

- A. Legal restrictions
- B. Financial considerations
- C. Commercial database
- D. Geographic distribution of facilities

Answer: D

Explanation:

(Geographic distribution of facilities and resources) EEFs internal to the organization pg 76 of 6th Edition. All other options are listed under the EEFs External to the organization

NEW QUESTION 872

- (Exam Topic 6)

Which knowledge area includes the processes to identify, define, and unify the various project management processes?

- A. Project Integration Management
- B. Project Communications Management
- C. Project Quality Management
- D. Project Risk Management

Answer: A

NEW QUESTION 875

- (Exam Topic 6)

When project requirements are documented in user stories then prioritized and refined just prior to construction, which approach is being used for scheduling?

- A. Iterative scheduling with backlog
- B. On-demand scheduling
- C. Life cycle scheduling with backlog
- D. Defining Iterative activities

Answer: A

NEW QUESTION 877

- (Exam Topic 6)

What is a tailoring consideration in Project Integration Management?

- A. Validation and control
- B. Benefits
- C. Technology support
- D. Physical location

Answer: A

NEW QUESTION 878

- (Exam Topic 6)

A project has an estimated duration of 10 months with a total budget of US\$220,000. At the end of the fifth month, it is estimated that at completion, the project will incur US\$250,000. If the actual cost (AC) calculated is US\$150,000, what is the earned value (EV) of the project?

- A. US\$30,000
- B. US\$120,000
- C. US\$370,000
- D. US\$400,000

Answer: D

NEW QUESTION 881

- (Exam Topic 6)

If you are using an Ishikawa diagram to determine the root cause of problems, which process are you engaged in?

- A. Plan Quality Management
- B. Control Quality
- C. Risk Management
- D. Plan Scope Management

Answer: B

NEW QUESTION 884

- (Exam Topic 6)

Which of the following are components of the technical project management skill?

- A. Ability to explain business aspects of the project, business strategy, goals and objectives, and business value.
- B. Ability to deal with people, to be collaborative, and to apply persuasion and negotiation.
- C. Ability to focus on relationships with people, inspire trust, and implement decisions and actions that support the business strategy.
- D. Ability to plan and prioritize, gather the right artifacts available for each project, and focus on critical success factors.

Answer: D

NEW QUESTION 889

- (Exam Topic 6)

Which is an example of leveraging evolving trends and emerging practices in Project Integration Management?

- A. Hybrid methodologies
- B. Risk register updates
- C. Outsourced project resources
- D. Reliance on lessons learned documents

Answer:

A

NEW QUESTION 891

- (Exam Topic 6)

Under which circumstances should multiple projects be grouped in a program?

- A. When they are needed to accomplish a set of goals and objectives for an organization
- B. When they have the same project manager and the same organizational unit
- C. When they have the same scope, budget, and schedule
- D. When they are from the same unit of the organization

Answer: A

NEW QUESTION 893

- (Exam Topic 6)

When managing costs in an agile environment, what should a project manager consider?

- A. Lightweight estimation methods can be used as changes arise.
- B. Agile environments make cost aggregation more difficult.
- C. Agile environments make projects more costly and uncertain.
- D. Detailed cost calculations benefit from frequent changes.

Answer: A

NEW QUESTION 897

- (Exam Topic 6)

Which type of project life cycle uses an iteration plan?

- A. Agile
- B. Predictive
- C. Waterfall
- D. Product

Answer: A

NEW QUESTION 899

- (Exam Topic 6)

Which of the following technology platforms is most effective for sharing information when managing virtual project teams?

- A. Video conferencing
- B. Audio conferencing
- C. Shared portal
- D. Email/chat

Answer: D

NEW QUESTION 900

- (Exam Topic 6)

An important project stakeholder has low risk tolerance. Which type of communication should a project manager use to provide this stakeholder with a difficult update?

- A. Informal conversation
- B. Face-to-face meeting
- C. Short email update
- D. Written report

Answer: A

NEW QUESTION 903

- (Exam Topic 6)

Project reporting is a tool that is most closely associated with which process?

- A. Communicate Plan
- B. Manage Communications
- C. Report Performance
- D. Control Communications

Answer: B

NEW QUESTION 905

- (Exam Topic 6)

The primary purpose of the stakeholder register is to:

- A. Record stakeholder issues on the project
- B. Maintain lessons learned earlier in the project
- C. Maintain a list of all project stakeholders

D. Document change requests and their status

Answer: C

NEW QUESTION 906

- (Exam Topic 6)

A company must implement sales software because it is opening a new branch in a foreign market. Although this software is used in every domestic branch, multiple changes are expected during the implementation because it is a foreign location. Which type of life cycle would the project manager use in this case?

- A. Predictive life cycle
- B. Waterfall life cycle
- C. Hybrid life cycle
- D. Product life cycle

Answer: C

NEW QUESTION 911

- (Exam Topic 6)

A project reports an earned value (EV) of US\$45 for work completed with an actual cost (AC) of US\$40. What is the cost performance index (CPI)?

- A. 0.88
- B. 1.12
- C. 0.58
- D. 1.58

Answer: B

NEW QUESTION 913

- (Exam Topic 6)

In which of the Risk Management processes is the project charter used as an input?

- A. Plan Risk Responses
- B. Implement Risk Responses
- C. Plan Risk Management
- D. Perform Quantitative Risk Responses

Answer: C

NEW QUESTION 916

- (Exam Topic 6)

Match each dimension of the communications management plan to its corresponding focus.

Dimension		Focus
Formal		Project stakeholders
Internal		Customers and vendors
Informal		Reports, meeting agendas, and minutes
External		General communications activities using email

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Dimension		Focus
Formal	Internal	Project stakeholders
Internal	External	Customers and vendors
Informal	Formal	Reports, meeting agendas, and minutes
External	Informal	General communications activities using email

NEW QUESTION 920

- (Exam Topic 6)

The project manager and the project team are having a meeting with the purpose of identifying risks. Which tools and techniques might help in this process?

- A. Prompt lists and data analysis
- B. Reports and representations of uncertainty
- C. Data analysis and risk audits

D. Interpersonal and team skills and project management Information system

Answer: A

NEW QUESTION 925

- (Exam Topic 6)

Due to today's competitive global market, organizations require more than technical project management skills. Which of the following skills can support long-range strategic objectives that contribute to the bottom line?

- A. Planning and risk management skills
- B. Communication and time management skills
- C. Business intelligence and leadership skills
- D. Strategic and business management skills

Answer: C

NEW QUESTION 928

- (Exam Topic 6)

When developing the project schedule, a project manager uses decomposition and rolling wave planning techniques in this process.

- A. Develop Schedule
- B. Define Activities
- C. Define Scope
- D. Collect Requirements

Answer: B

NEW QUESTION 933

- (Exam Topic 6)

What scenario describes when a project must be created due to market demand?

- A. A public company authorizes a project to create a new service for electric car sharing to reduce pollution.
- B. A car company authorizes a project to build more fuel-efficient cars in response to gasoline shortages.
- C. Researchers develop an autonomous car
- D. with several new features to be commercialized in the future.
- E. Stakeholders request that raw materials be changed due to locally high costs.

Answer: B

NEW QUESTION 937

- (Exam Topic 6)

A project stakeholder is requesting changes to the project plan. Which process group addresses this?

- A. Initiating Process Group
- B. Planning Process Group
- C. Executing Process Group
- D. Monitoring and Controlling Process Group

Answer: D

NEW QUESTION 939

- (Exam Topic 6)

During which process of Project Cost Management does a project manager produce the cost baseline?

- A. Estimate Costs
- B. Control Schedule
- C. Determine Budget
- D. Develop Project Charter

Answer: C

NEW QUESTION 944

- (Exam Topic 6)

How is the Project Scope Management process different in agile and adaptive projects than in traditional projects?

- A. Less time spent on defining scope early on
- B. More time spent on defining scope early on
- C. Less time spent on scope management process
- D. Project scope management is the same in all projects

Answer: A

NEW QUESTION 949

- (Exam Topic 6)

A new project manager wishes to recommend creating a project management office to senior management. Which statement would the project manager use to describe the Importance of creating the project management office?

- A. It will give the project manager Independence to make decisions without other departmental input.
- B. It Integrates organizational data and information to ensure that strategic objectives are fulfilled.
- C. The project management office can execute administrative tasks.
- D. The project management office can coordinate projects.

Answer: B

NEW QUESTION 952

- (Exam Topic 6)

A project manager uses their networking skills to build agreement with a difficult stakeholder. What level of influence did the project manager apply?

- A. Project level
- B. Organizational level
- C. Industry level
- D. Influential level

Answer: D

Explanation:

Relationship skills involving the development of extensive networks of people throughout the project manager's spheres of influence. These networks include formal networks such as organizational reporting structures. However, the informal networks that project managers develop, maintain, and nurture are more important. Informal networks include the use of established relationships with individuals such as subject matter experts and influential leaders. Use of these formal and informal networks allows the project manager to engage multiple people in solving problems and navigating the bureaucracies encountered in a project

NEW QUESTION 954

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