



PMI

Exam Questions PMI-001

Project Management Professional

NEW QUESTION 1

The degree, amount, or volume of risk that an organization or individual will withstand is known as its risk:

- A. Analysis
- B. Appetite
- C. Tolerance
- D. Response

Answer: C

NEW QUESTION 2

What is the estimate at completion (EAC) if the budget at completion (BAC) is \$100, the actual cost (AC) is \$50, and the earned value (EV) is \$25?

- A. \$50
- B. \$100
- C. \$125
- D. \$175

Answer: C

NEW QUESTION 3

The business needs, assumptions, and constraints and the understanding of the customers needs and high-level requirements are documented in the:

- A. Project management pla
- B. Project charte
- C. Work breakdown structur
- D. Stakeholder registe

Answer: B

NEW QUESTION 4

Which Knowledge Areas include processes from the Closing Process Group?

- A. Project Quality Management and Project Time Management
- B. Project Scope Management and Project Risk Management
- C. Project Stakeholder Management and Project Cost Management
- D. Project Integration Management and Project Procurement Management

Answer: D

NEW QUESTION 5

Stakeholder satisfaction should be managed as a key project:

- A. Benefit
- B. Initiative
- C. Objective
- D. Process

Answer: C

NEW QUESTION 6

Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

- A. Historical relationships
- B. Dependency determination
- C. Bottom-up estimating
- D. Rolling wave planning

Answer: D

NEW QUESTION 7

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 8

A project manager builds consensus and overcomes obstacles by employing which communication technique?

- A. Listening
- B. Facilitation
- C. Meeting management
- D. Presentation

Answer: B

NEW QUESTION 9

Typical outcomes of a project include:

- A. Products, services, and improvement
- B. Products, programs, and service
- C. Improvements, portfolios, and service
- D. Improvements, processes, and product

Answer: A

NEW QUESTION 10

An input to Conduct Procurements is:

- A. Independent estimate
- B. Selected seller
- C. Seller proposal
- D. Resource calendar

Answer: C

NEW QUESTION 10

A regression line is used to estimate:

- A. Whether or not a process is stable or has predictable performanc
- B. How a change to the independent variable influences the value of the dependent variabl
- C. The upper and lower specification limits on a control char
- D. The central tendency, dispersion, and shape of a statistical distributio

Answer: B

NEW QUESTION 12

An output of the Plan Quality Management process is:

- A. Aprocess improvement plan,
- B. Quality control measurement
- C. Work performance information,
- D. The project management pla

Answer: A

NEW QUESTION 14

Which tool or technique allows a large number of ideas to be classified into groups for review and analysis?

- A. Nominal group technique
- B. Idea/mind mapping
- C. Affinity diagram
- D. Brainstorming

Answer: C

NEW QUESTION 18

Which earned value management (EVM) metric is a measure of the cost efficiency of budgeted resources expressed as a ratio of earned value (EV) to actual cost (AC) and is considered a critical EVM metric?

- A. Cost variance (CV)
- B. Cost performance index (CPI)
- C. Budget at completion (BAC)
- D. Variance at completion (VAC)

Answer: B

NEW QUESTION 22

Which process identifies whether the needs of a project can best be met by acquiring products, services, or results outside of the organization?

- A. Plan Procurement Management
- B. Control Procurements
- C. Collect Requirements
- D. Plan Cost Management

Answer: A

NEW QUESTION 23

The ability to influence cost is greatest during which stages of the project?

- A. Early
- B. Middle
- C. Late
- D. Completion

Answer: A

NEW QUESTION 28

Which process involves developing an approximation of the monetary resources needed to complete project activities?

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

Answer: A

NEW QUESTION 33

Lessons learned are created and project resources are released in which Process Group?

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

Answer: C

NEW QUESTION 37

When should quality planning be performed?

- A. While developing the project charter
- B. In parallel with the other planning processes
- C. As part of a detailed risk analysis
- D. As a separate step from the other planning processes

Answer: B

NEW QUESTION 41

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 44

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 45

Scope, schedule, and cost parameters are integrated in the:

- A. Performance measurement baselin
- B. Analysis of project forecasts,
- C. Summary of changes approved in a period,
- D. Analysis of past performanc

Answer: A

NEW QUESTION 46

What is the schedule performance index (SPI) if the planned value (PV) is \$100, the actual cost (AC) is \$150, and the earned value (EV) is \$50?

- A. 0.50
- B. 0.67
- C. 1.50
- D. 2.00

Answer: A

NEW QUESTION 47

When alternative dispute resolution (ADR) is necessary, which tool or technique should be utilized?

- A. Interactive communication
- B. Claims administration
- C. Conflict management
- D. Performance reporting

Answer: B

NEW QUESTION 52

Which quality management and control tool is useful in visualizing parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship?

- A. Interrelationship digraphs
- B. Tree diagram
- C. Affinity diagram
- D. Network diagram

Answer: B

NEW QUESTION 57

Organizational theory is a tool used in which Project Human Resource Management process?

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

Answer: D

NEW QUESTION 59

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 63

An input to the Manage Project Team process is:

- A. Work performance report
- B. Change request
- C. Activity resource requirement
- D. Enterprise environmental factor

Answer: A

NEW QUESTION 65

The Perform Quality Assurance process occurs in which Process Group?

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

Answer: A

NEW QUESTION 66

Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

- A. Smooth/accommodate
- B. Withdraw/avoid

- C. Compromise/reconcile
- D. Force/direct

Answer: B

NEW QUESTION 67

At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project. Which item did this project create?

- A. Result
- B. Product
- C. Service
- D. Improvement

Answer: A

NEW QUESTION 71

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 72

The following is a network diagram for a project.
The free float for Activity E is how many days?

- A. 2
- B. 3
- C. 5
- D. 8

Answer: C

NEW QUESTION 73

In a typical project, project managers spend most of their time:

- A. Estimating
- B. Scheduling
- C. Controlling
- D. Communicating

Answer: D

NEW QUESTION 76

Which schedule method allows the project team to place buffers on the project schedule path to account for limited resources and project uncertainties?

- A. Critical path method
- B. Critical chain method
- C. Resource leveling
- D. Schedule network analysis

Answer: B

NEW QUESTION 78

Outputs of the Control Communications process include:

- A. expert judgment and change request
- B. work performance information and change request
- C. organizational process asset updates and an issue log
- D. project management plan updates and an issue log

Answer: B

NEW QUESTION 79

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 81

The process of defining how the project scope will be validated and controlled is known as:

- A. Define Scop
- B. Develop Project Management Pla
- C. Plan Scope Managemen
- D. Plan Quality Managemen

Answer: C

NEW QUESTION 82

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 86

The following chart contains information about the tasks in a project.
Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

Answer: C

NEW QUESTION 88

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 92

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

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

Answer: B

NEW QUESTION 93

A disadvantage associated with virtual teams is that they:

- A. Require communication technology that is not readily availabl
- B. Create difficulties when including people with disabilitie
- C. Often cannot accommodate teams that work different hours or shift
- D. Create the possibility for misunderstandings to aris

Answer: D

NEW QUESTION 95

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 98

Which project document is updated in the Control Stakeholder Engagement process?

- A. Project reports
- B. Issue log
- C. Lessons learned documentation
- D. Work performance information

Answer: B

NEW QUESTION 100

A project manager should communicate to stakeholders about resolved project issues by updating the:

- A. project records
- B. project reports
- C. stakeholder notifications
- D. stakeholder register

Answer: C

NEW QUESTION 103

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 108

Which change request is an intentional activity that realigns the performance of the project work with the project management plan?

- A. Update
- B. Preventive action
- C. Defect repair
- D. Corrective action

Answer: D

NEW QUESTION 112

Which stakeholder approves a project's result?

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

Answer: A

NEW QUESTION 117

Which basic quality tool explains a change in the dependent variable in relationship to a change observed in the corresponding independent variable?

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

Answer: D

NEW QUESTION 119

The following is a network diagram for a project.
What is the critical path for the project?

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

Answer: C

NEW QUESTION 123

The following is a network diagram for a project.
The total float for the project is how many days?

- A. 3
- B. 5
- C. 7
- D. 9

Answer: A

NEW QUESTION 127

The degree, amount, or volume of risk that an organization or individual will withstand is called risk:

- A. appetite
- B. tolerance
- C. threshold
- D. management

Answer: B

NEW QUESTION 130

Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

- A. Influence/impact grid
- B. Power/influence grid
- C. Power/interest grid
- D. Salience model

Answer: C

NEW QUESTION 135

Variance and trend analysis is a tool and technique used in which process?

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

Answer: C

NEW QUESTION 136

The primary benefit of the Plan Schedule Management process is that it:

- A. provides guidance to identify time or schedule challenges within the project
- B. tightly links processes to create a seamless project schedule
- C. guides how the project schedule will be managed throughout the project
- D. creates an overview of all activities broken down into manageable subsection

Answer: C

NEW QUESTION 139

The following is a network diagram for a project.

How many possible paths are identified for this project?

- A. 3
- B. 4
- C. 6
- D. 7

Answer: B

NEW QUESTION 140

Every project creates a unique product, service, or result that may be:

- A. tangible
- B. targeted
- C. organized
- D. variable

Answer: A

NEW QUESTION 142

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 143

A required input for Create WBS is a project:

- A. quality pla
- B. schedule networ
- C. management document updat
- D. scope statemen

Answer: D

NEW QUESTION 148

Types of internal failure costs include:

- A. inspection
- B. equipment and trainin
- C. lost busines
- D. reworking and scrappin

Answer: D

NEW QUESTION 151

Which of the following helps to ensure that each requirement adds business value by linking it to the business and project objectives?

- A. Requirements traceability matrix
- B. Work breakdown structure (WBS) dictionary
- C. Requirements management plan
- D. Requirements documentation

Answer: A

NEW QUESTION 156

Which category of contracts are sellers legally obligated to complete, with possible financial damages if the project objectives are not met?

- A. Cost-reimbursable contracts
- B. Time and Material contracts (T&M)
- C. Fixed-price contracts
- D. Cost Plus Fixed Fee Contracts (CPFF)

Answer: C

NEW QUESTION 158

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 163

Which of the following reduces the probability of potential consequences of project risk events?

- A. Preventive action
- B. Risk management
- C. Corrective action
- D. Defect repair

Answer: A

NEW QUESTION 168

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 173

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

- A. stakeholder management strateg
- B. communications management plan,
- C. stakeholder register,
- D. performance repor

Answer: A

NEW QUESTION 176

The progressive detailing of the project management plan is called:

- A. expert judgmen
- B. rolling wave plannin
- C. work performance informatio
- D. specificatio

Answer: B

NEW QUESTION 180

The Project Management Process Group in which performance is observed and measured regularly from project initiation through completion is:

- A. Executin
- B. Initiating,
- C. Monitoring and Controllin
- D. Plannin

Answer: C

NEW QUESTION 185

Which of the following is a tool and technique used in the Develop Schedule process?

- A. Three-point estimates
- B. Resource leveling
- C. Precedence diagramming method
- D. Bottom-up estimating

Answer: B

NEW QUESTION 186

Which of the following are outputs of Develop Project Team?

- A. Human resources plan changes and project staff assignment updates
- B. Project management plan updates and enterprise environmental factor updates
- C. Resource calendars and project management plan updates
- D. Team performance assessments and enterprise environmental factor updates

Answer: D

NEW QUESTION 190

To please the customer, a project team member delivers a requirement which is uncontrolled. This is not part of the plan. This describes:

- A. scope cree
- B. a change reques
- C. work performance informatio
- D. deliverable

Answer: A

NEW QUESTION 192

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 194

Tools and techniques used for Plan Communications include the communication:

- A. requirements analysis, communication technology, communication models, and communication method
- B. methods, stakeholder register, communication technology, and communication model

- C. requirements, communication technology, communication requirements analysis, and communication method
- D. management plan, communication technology, communication models, and communication requirements analysis

Answer: A

NEW QUESTION 199

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 203

Which of the following is a set of interrelated actions and activities performed to achieve a prespecified product, result, or service?

- A. Portfolio
- B. Process
- C. Project
- D. Program

Answer: B

NEW QUESTION 208

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 inspection
- D. inspections, rework, and warranty work

Answer: C

NEW QUESTION 211

Plan Risk Management is the process of defining how to:

- A. Communicate identified risks to the project stakeholder
- B. Conduct risk management activities for a project
- C. Analyze the impact a specific risk may have on the project
- D. Address unexpected risks that may occur during a project

Answer: B

NEW QUESTION 215

Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

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

Answer: B

NEW QUESTION 218

An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 223

What type of project structure is a hierarchically organized depiction of the resources by type?

- A. Organizational breakdown structure (OBS)
- B. Resource breakdown structure (RBS)
- C. Work breakdown structure (WBS)
- D. Project breakdown structure (PBS)

Answer: B

NEW QUESTION 228

Which group creativity technique asks a selected group of experts to answer questionnaires and provide feedback regarding the responses from each round of requirements gathering?

- A. The Delphi technique
- B. Nominal group technique
- C. Affinity diagram
- D. Brainstorming

Answer: A

NEW QUESTION 232

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 233

A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

- A. To the project management pla
- B. To the risk registe
- C. In the scope verification processe
- D. And their impact to the project in terms of time, cost, and ris

Answer: D

NEW QUESTION 236

Which type of estimating can produce higher levels of accuracy, depending upon the sophistication and underlying data built into the model?

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

Answer: C

NEW QUESTION 239

Assigned risk ratings are based upon:

- A. Root cause analysi
- B. Risk probability and impact assessmen
- C. Expert judgmen
- D. Revised stakeholders' tolerance

Answer: B

NEW QUESTION 241

Which tool is used to develop technical details within the project management plan?

- A. Expert judgment
- B. Project management methodology
- C. Project management information system (PMIS)
- D. Project selection methods

Answer: A

NEW QUESTION 244

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 248

Which Process Group typically consumes the bulk of a project's budget?

- A. Monitoring and Controlling

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

Answer: B

NEW QUESTION 253

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 256

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

- A. Work breakdown structure
- B. Organizational breakdown structure
- C. Resource breakdown structure
- D. Bill of materials

Answer: A

NEW QUESTION 260

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 265

The integrative nature of project management requires which Process Group to interact with the other Process Groups?

- A. Planning
- B. Executing
- C. Monitoring and Controlling
- D. Project Management

Answer: C

NEW QUESTION 269

Which of the following tools or techniques is used for Estimate Activity Durations?

- A. Critical path method
- B. Rolling wave planning
- C. Precedence diagramming method
- D. Parametric estimating

Answer: D

NEW QUESTION 272

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 275

Which activity is an input to the Conduct Procurements process?

- A. Organizational process assets
- B. Resource availability
- C. Perform Integrated Change Control
- D. Team performance assessment

Answer: A

NEW QUESTION 280

Which schedule network analysis technique modifies the project schedule to account for limited resources?

- A. Human resource planning
- B. Fast tracking
- C. Critical chain method
- D. Rolling wave planning

Answer: C

NEW QUESTION 281

Which of the following statements correctly characterizes pull communication?

- A. It includes letters, memos, reports, emails, and faxe
- B. It requires recipients to access communication content at their own discretio
- C. It is the most efficient way to ensure a common understanding among all participant
- D. It is primarily used when the volume of information to be transferred is minima

Answer: B

NEW QUESTION 283

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

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

Answer: B

NEW QUESTION 288

The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

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

Answer: B

NEW QUESTION 292

The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:

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

Answer: C

NEW QUESTION 296

Which technique should a project manager use in a situation in which a collaborative approach to conflict management is not possible?

- A. Coaching
- B. Avoidance
- C. Consensus
- D. Influencing

Answer: B

NEW QUESTION 299

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 301

A collection of projects managed as a group to achieve strategic objectives is referred to as a:

- A. plan
- B. process
- C. program
- D. portfolio

Answer: D

NEW QUESTION 306

Which type of manager is assigned by the performing organization to lead the team that is responsible for achieving the project objectives?

- A. Program
- B. Functional
- C. Project
- D. Portfolio

Answer: C

NEW QUESTION 311

An input of the Plan Procurement Management process is:

- A. Make-or-buy decision
- B. Activity cost estimate
- C. Seller proposal
- D. Procurement document

Answer: B

NEW QUESTION 312

A measure of cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal and is expressed as the ratio of the cost needed for finishing the outstanding work to the remaining budget is known as the:

- A. budget at completion (BAC)
- B. earned value management (EVM)
- C. to-complete performance index
- D. cost performance index

Answer: C

NEW QUESTION 315

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

- A. realigne
- B. performe
- C. improve
- D. controlle

Answer: A

NEW QUESTION 320

The stakeholder register is an output of:

- A. Identify Stakeholder
- B. Plan Stakeholder Managemen
- C. Control Stakeholder Engagemen
- D. Manage Stakeholder Engagemen

Answer: A

NEW QUESTION 321

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 322

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

- A. even

- B. response,
- C. perceptio
- D. impac

Answer: A

NEW QUESTION 325

Which of the following is a tool or technique used in the Acquire Project Team process?

- A. Networking
- B. Training
- C. Negotiation
- D. Issue log

Answer: C

NEW QUESTION 328

Which of the following tools and techniques is used to estimate cost?

- A. Budget forecast
- B. Variance analysis
- C. Activity cost estimate
- D. Three-point estimate

Answer: D

NEW QUESTION 333

One of the fundamental tenets of modern quality management states that quality is:

- A. planned, designed, and built i
- B. planned, designed, and inspected i
- C. built in, created, and reviewe
- D. built in, created, and standardize

Answer: A

NEW QUESTION 338

Which of the following are inputs to the Plan Procurements process?

- A. Risk register, scope baseline, enterprise environmental factors, organizational process assets, project schedule
- B. Risk register, scope baseline, make-or-buy decisions, organizational process assets, project schedule
- C. Project management plan, qualified seller list, contract, enterprise environmental factors, teaming agreements
- D. Project management plan, qualified seller list, contract, make-or-buy decisions, teaming agreements

Answer: A

NEW QUESTION 340

Projects are authorized by which of the following individuals?

- A. Project managers
- B. Stakeholders
- C. Functional managers
- D. Sponsors

Answer: D

NEW QUESTION 344

The Administer Procurements process is in which of the following Project Management Process Groups?

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

Answer: B

NEW QUESTION 345

Budgets reserved for unplanned changes to project scope and cost are:

- A. Contingency reserve
- B. Management reserve
- C. Authorized budget
- D. Cost baseline

Answer: B

NEW QUESTION 346

Overlooking negative stakeholders can result in a/an:

- A. decreased likelihood of conflicting interests between stakeholder
- B. decreased likelihood of the projects progress being impede
- C. increased likelihood of project failur
- D. increased likelihood of project succes

Answer: C

NEW QUESTION 347

Which of the following is used to illustrate the connections between work packages or activities and project team members?

- A. Hierarchical-type charts (HTC)
- B. Organizational breakdown structure (OBS)
- C. Work breakdown structure (WBS)
- D. Responsibility assignment matrix (RAM)

Answer: D

NEW QUESTION 350

Which of the following tools will be used to produce performance reports that provide information to stakeholders about project cost, schedule progress, and performance?

- A. Communications methods
- B. Reporting systems
- C. Forecasting methods
- D. Variance analysis

Answer: B

NEW QUESTION 355

Which is the document that presents a hierarchical project organization?

- A. WBS
- B. CPI
- C. OBS
- D. BOM

Answer: C

NEW QUESTION 357

Which technique is utilized in the Schedule Control process?

- A. Performance Measure
- B. Baseline Schedule
- C. Schedule Comparison
- D. Variance Analysis

Answer: D

NEW QUESTION 360

Which of the following is a schedule network analysis technique that takes limited resources into account?

- A. Network reserve analysis
- B. Critical chain method
- C. Lead and lag adjustment
- D. Critical path method

Answer: B

NEW QUESTION 361

An associate who calculates fees daily to support the department is doing which of the following?

- A. Phase work
- B. Project work
- C. Lifecycle work
- D. Operations work

Answer: D

NEW QUESTION 362

A tool or technique used during the Administer Procurements process is:

- A. Expert judgment
- B. Bidder conference
- C. Procurement negotiation
- D. Performance reporting

Answer: D

NEW QUESTION 364

The project manager for XYZ stationers is sequencing the activities for the project to set up a new office. It is known from knowledge of best practices that it is better to wait for the painters to finish painting the walls before the new floors are installed. This is an example of which of the following types of dependency?

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

Answer: B

NEW QUESTION 365

What scope definition technique is 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 369

Forecasts, requested changes, recommended corrective actions, and organizational process asset updates are all outputs of which process?

- A. Risk response planning
- B. Risk monitoring and control
- C. Performance reporting
- D. Manage stakeholders

Answer: C

NEW QUESTION 373

What are the five Project Management Process Groups?

- A. Initiating, Planning, Executing, Monitoring and Controlling, and Closing
- B. Introduction, Planning, Executing, Monitoring and Controlling, and Closing
- C. Initiating, Planning, Executing, Monitoring and Controlling, and Ending
- D. Introduction, Planning, Implementation, Monitoring and Controlling, and Closure

Answer: A

NEW QUESTION 375

PMBOI Guide is a standard that describes:

- A. product-oriented processes
- B. project management processes
- C. product-oriented and project management processes
- D. program management and project management processes

Answer: B

NEW QUESTION 377

Procurement audits, negotiated settlements, and a records management system are tools and techniques used in which Procurement Management process?

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

Answer: A

NEW QUESTION 380

An input to the Identify Risks process is the:

- A. Risk register
- B. Risk probability and impact assessment
- C. Communications management plan

D. Risk management pla

Answer: D

NEW QUESTION 384

What is a tool and technique used in the Develop Project Management Plan process?

- A. Project management information system (PMIS)
- B. Project charter
- C. Quality assurance
- D. Expert judgment

Answer: D

NEW QUESTION 387

When managing a project team, what helps to reduce the amount of conflict?

- A. Clear role definition
- B. Negotiation
- C. Risk response planning
- D. Team member replacement

Answer: A

NEW QUESTION 392

A weighting system is a tool for which area of procurement?

- A. Plan contracting
- B. Request seller responses
- C. Select sellers
- D. Plan purchase and acquisition

Answer: C

NEW QUESTION 397

In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 402

Cost aggregation is typically performed by aggregating work packages in accordance with the:

- A. Program evaluation and review technique (PERT).
- B. Cost of quality (COQ).
- C. Rough order of magnitude (ROM).
- D. Work breakdown structure (WBS).

Answer: D

NEW QUESTION 403

Which tool or technique measures performance of the project as it moves from project initiation through project closure?

- A. Resource leveling
- B. Parametric measuring
- C. Pareto chart
- D. Earned value

Answer: D

NEW QUESTION 406

Which of the following is an output of the Information Distribution Process?

- A. Project calendar
- B. Communication management plan
- C. Requested changes
- D. Communication requirement plan

Answer: C

NEW QUESTION 408

Which of the following is an example of a technique used in quantitative risk analysis?

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

Answer: A

NEW QUESTION 413

What 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 (WBS)
- D. Contract Statement of Work (SOW)

Answer: D

NEW QUESTION 418

You are assigned to implement the project control plan. What should you do to ensure the plan is effective and current?

- A. Perform periodic project performance review
- B. Identify quality project standard
- C. Follow ISO 9000 quality standard
- D. Complete the quality control checklis

Answer: A

NEW QUESTION 420

What is the minimum a project schedule must include?

- A. Variance analysis
- B. A planned start date and a planned finish date for each schedule activity
- C. A critical path diagram
- D. Critical chain analysis

Answer: B

NEW QUESTION 423

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

- A. Risk identification
- B. Qualitative risk analysis
- C. Risk management planning
- D. Quantitative risk analysis

Answer: B

NEW QUESTION 424

Which of the following methods is a project selection technique?

- A. Flowcharting
- B. Earned value
- C. Cost-benefit analysis
- D. Pareto analysis

Answer: C

NEW QUESTION 426

Using the following data, what is the Schedule Performance Index (SPI)?
EV= \$500 PV= \$750 AC= \$1000 BAC= \$1200

- A. 0.67
- B. 1.5
- C. 0.75
- D. 0.5

Answer: A

NEW QUESTION 427

Which of the following is an output of Close Procurements?

- A. Accepted deliverables

- B. Organizational process assets updates
- C. Managing stakeholder expectations
- D. Performance reports

Answer: B

NEW QUESTION 428

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 431

Which index is the calculated projection of cost performance that must be achieved on the remaining work to meet a specified management goal?

- A. Estimate at completion
- B. Cost performance
- C. Schedule performance
- D. To-complete performance

Answer: D

NEW QUESTION 435

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 440

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 443

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 447

"Tailoring" is defined as the:

- A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigor
- B. act of creating a project team with the specialized skills required to produce a required product or service
- C. action taken to bring a defective or nonconforming component into compliance with requirements or specification
- D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scope

Answer: A

NEW QUESTION 450

Which is an input to the Verify Scope process?

- A. Performance report
- B. Work breakdown structure (WBS)
- C. Requested changes
- D. Project management plan

Answer: D

NEW QUESTION 454

Fast tracking is a schedule compression technique used to shorten the project schedule without changing project scope. Which of the following can result from fast tracking?

- A. The risk of achieving the shortened project time is increase
- B. The critical path will have positive total floa
- C. Contingency reserves are released for redeployment by the project manage
- D. Duration buffers are added to maintain a focus on planned activity duration

Answer: A

NEW QUESTION 459

What are the identified risks for doing excessive decomposition in a WBS?

- A. Insufficient project funding and disqualification of sellers
- B. Insufficient project funding and ineffective use of resources
- C. Disqualification of sellers and non-productive management efforts
- D. Non-productive management effort and inefficient use of resources

Answer: D

NEW QUESTION 463

Which technique is utilized in the Control Schedule process?

- A. Performance measure
- B. Baseline schedule
- C. Schedule network analysis
- D. Variance analysis

Answer: D

NEW QUESTION 466

What happens to a stakeholder's project influence over time?

- A. Increases
- B. Decreases
- C. Stays the same
- D. Has no bearing

Answer: B

NEW QUESTION 471

The process of identifying specific actions to be performed to produce project deliverables is:

- A. Define Activitie
- B. Create WB
- C. Define Scop
- D. Develop Schedul

Answer: A

NEW QUESTION 475

Resource calendars are included in the:

- A. staffing management pla
- B. work breakdown structure (WBS).
- C. project communications pla
- D. project charte

Answer: A

NEW QUESTION 478

An input to the Collect Requirements process is the:

- A. stakeholder registe
- B. project management pla
- C. project scope statemen
- D. requirements management pla

Answer: A

NEW QUESTION 483

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

- A. Estimate Activity Resource
- B. Estimate Activity Durations,
- C. Develop Schedul
- D. Control Schedul

Answer: A

NEW QUESTION 485

Exhibit A is an example of which of the following types of Sequence Activities?

- A. Activity-on-arrow diagramming
- B. Precedence diagramming
- C. Project schedule network diagramming
- D. Mathematical analysis diagramming

Answer: B

NEW QUESTION 487

Under which type of contract does the seller receive reimbursement for all allowable costs for performing contract work, as well as a fixed-fee payment calculated as a percentage of the initial estimated project costs?

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

Answer: A

NEW QUESTION 492

Which of the following is an input to the Perform Qualitative Risk Analysis process?

- A. Risk register
- B. Risk data quality assessment
- C. Risk categorization
- D. Risk urgency

Answer: A

NEW QUESTION 493

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

- A. Plan Communication
- B. Manage Stakeholder Expectation
- C. Stakeholder Analysi
- D. Identify Stakeholder

Answer: A

NEW QUESTION 498

Which characteristic do projects and operational work share in common?

- A. Performed by systems
- B. Constrained by limited resources
- C. Repetitiveness
- D. Uniqueness

Answer: B

NEW QUESTION 502

Which of the following is an output from Control Scope?

- A. Change requests
- B. Variance analysis
- C. Accepted deliverables
- D. Requirements documentation

Answer: A

NEW QUESTION 506

Which of the following correctly explains the term "progressive elaboration"?

- A. Changing project specifications continuously
- B. Elaborate tracking of the project progress

- C. Elaborate tracking of the project specifications with a change control system
- D. Project specifications becoming more explicit and detailed as the project progresses

Answer: D

NEW QUESTION 508

A project has an EV of 100 workdays, an AC of 120 workdays, and a PV of 80 workdays. What should be the concern?

- A. There is a cost underru
- B. There is a cost overru
- C. The project may not meet the deadlin
- D. The project is 20 days behind schedul

Answer: B

NEW QUESTION 509

An input to the Perform Quantitative Risk Analysis process is the:

- A. quality management pla
- B. project management pla
- C. communications management pla
- D. schedule management pla

Answer: D

NEW QUESTION 511

One of the tools and techniques of the Manage Project Team process is:

- A. organization chart
- B. ground rule
- C. organizational theory,
- D. conflict managemen

Answer: D

NEW QUESTION 514

The process of monitoring the status of the project to update project progress and manage changes to the schedule baseline is:

- A. Control Schedul
- B. Quality Contro
- C. Perform Integrated Change Contro
- D. Develop Schedul

Answer: A

NEW QUESTION 515

Changes to formally controlled documentation, plans, etc. to reflect modified or additional ideas or content are known as:

- A. update
- B. defect repair
- C. preventive action
- D. corrective action

Answer: C

NEW QUESTION 516

Which technique helps to determine the risks that have the most potential impact on a project?

- A. Cost risk simulation analysis
- B. Expected monetary value analysis
- C. Modeling and simulation
- D. Sensitivity analysis

Answer: D

NEW QUESTION 518

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 522

Which of the following terms indicates a deliverable-oriented hierarchical decomposition of the project work?

- A. WBS directory
- B. Activity list
- C. WBS
- D. Project schedule

Answer: C

NEW QUESTION 526

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 527

What provides information regarding the ways people, teams, and organizational units behave?

- A. Organizational chart
- B. Organizational theory
- C. Organizational structure
- D. Organizational behavior

Answer: B

NEW QUESTION 531

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 534

A project management office manages a number of aspects including the:

- A. Project scope, schedule, cost, and quality of the products of the work package
- B. Central coordination of communication management across project
- C. Assignment of project resources to best meet project objective
- D. Overall risk, overall opportunity, and interdependencies among projects at the enterprise level

Answer: D

NEW QUESTION 537

Which schedule compression technique has phases or activities done in parallel that would normally have been done sequentially?

- A. Crashing
- B. Fast tracking
- C. Leads and lags adjustment
- D. Parallel task development

Answer: B

NEW QUESTION 541

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

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

Answer: C

NEW QUESTION 542

The Human Resource Management processes are:

- A. Develop Human Resource Plan, Acquire Project Team, Develop Project Team, and Manage Project Tea
- B. Acquire Project Team, Manage Project Team, Manage Stakeholder Expectations, and Develop Project Tea
- C. Acquire Project Team, Develop Human Resource Plan, Conflict Management, and Manage Project Tea
- D. Develop Project Team, Manage Project Team, Estimate Activity Resources, and Acquire Project Tea

Answer: A

NEW QUESTION 545

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 550

Which of the following is a means of reaching a group decision in which everyone agrees on a single course of action?

- A. Dictatorship
- B. Majority
- C. Plurality
- D. Unanimity

Answer: D

NEW QUESTION 554

The Create WBS process is in which of the following Project Management Process Groups?

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

Answer: A

NEW QUESTION 557

Decomposition, rolling wave planning, and templates are all tools and techniques for which of the following?

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

Answer: A

NEW QUESTION 559

The run chart created during the Perform Quality Control process on a project is used to show the:

- A. relationship between two variables
- B. data points plotted in the order in which they occur
- C. most common cause of problems in a process
- D. frequency of occurrence

Answer: B

NEW QUESTION 563

The Cost Management processes and their associated tools and techniques are usually selected during which of the following?

- A. Project finance management
- B. Project cost estimation
- C. Project life cycle definition
- D. Project plan development

Answer: C

NEW QUESTION 567

The project governance approach should be described in the:

- A. change control plan
- B. project scope
- C. statement of work
- D. project management plan

Answer: D

NEW QUESTION 572

The organizational process assets that are of particular importance to Plan Communications are:

- A. Formal plans and procedures
- B. Lessons learned and historical information
- C. Guidelines and knowledge bases
- D. Stakeholder positions and their influence

Answer: B

NEW QUESTION 577

To which process is work performance information an input?

- A. Contract administration
- B. Direction and management of project execution
- C. Create WBS
- D. Qualitative risk analysis

Answer: A

NEW QUESTION 582

Analyzing the strengths, weaknesses, opportunities, and threats (SWOT) of a project is known as:

- A. calculating cost of quality
- B. comparing project benefits
- C. performing measurements analysis
- D. identifying risks

Answer: D

NEW QUESTION 584

The Closing Process Group includes which of the following Knowledge Areas?

- A. Project Risk Management and Project Procurement Management
- B. Project Integration Management and Project Procurement Management
- C. Project Risk Management and Project Integration Management
- D. Project Integration Management and Project Quality Management

Answer: B

NEW QUESTION 588

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