

PMI

Exam Questions PMI-001

Project Management Professional



NEW QUESTION 1

Project deliverables that have been completed and checked for correctness through the Control Quality process are known as:

- A. Verified deliverable
- B. Validated deliverable
- C. Acceptance criteri
- D. Activity resource requirement

Answer: A

NEW QUESTION 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 3

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 4

The purpose of the Project Communications Management Knowledge Area is to:

- A. Monitor and control communications throughout the entire project life cycl
- B. Maintain an optimal flow of information among all project participant
- C. Develop an appropriate approach for project communication
- D. Ensure timely and appropriate collection of project informatio

Answer: D

NEW QUESTION 5

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 6

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 7

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 8

An output of the Create WBS process is:

- A. Scope baselin
- B. Change request
- C. Accepted deliverable
- D. Variance analysi

Answer: A

NEW QUESTION 9

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 10

The number of potential communication channels for a project with 5 stakeholders is:

- A. 10.
- B. 12.
- C. 20.
- D. 24.

Answer: A

NEW QUESTION 10

An input to Close Project or Phase is:

- A. Accepted deliverables,
- B. Final products or services,
- C. Document updates,
- D. Work performance informatio

Answer: A

NEW QUESTION 13

When does the project team determine which dependencies are discretionary?

- A. Before the Define Activities process
- B. During the Define Activities process
- C. Before the Sequence Activities process
- D. During the Sequence Activities process

Answer: D

NEW QUESTION 18

A temporary endeavor that creates a unique product or service is called a:

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

Answer: A

NEW QUESTION 20

Which item is an output of Plan Quality Management and an input to Perform Quality Assurance?

- A. Organizational process updates
- B. Quality metrics
- C. Change requests
- D. Quality control measurements

Answer: B

NEW QUESTION 23

An input to Conduct Procurements is:

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

Answer: C

NEW QUESTION 28

A key benefit of the Manage Communications process is that it enables:

- A. The best use of communication method
- B. An efficient and effective communication flow
- C. Project costs to be reduced
- D. The best use of communication technology

Answer: B

NEW QUESTION 31

The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

- A. Human resource management plan
- B. Activity resource requirement
- C. Personnel assessment tools
- D. Multi-criteria decision analysis

Answer: A

NEW QUESTION 35

The process of identifying and documenting relationships among the project activities is known as:

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

Answer: B

NEW QUESTION 38

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 40

Updates to organizational process assets such as procurement files, deliverable acceptances, and lessons learned documentation are typical outputs of which process?

- A. Close Project or Phase
- B. Conduct Procurements
- C. Control Procurements
- D. Close Procurements

Answer: D

NEW QUESTION 44

The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

- A. Timing
- B. Methodology
- C. Risk categories
- D. Budgeting

Answer: A

NEW QUESTION 49

Using values such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous similar project as the basis for estimating the same parameter or measurement for a current project describes which type of estimating?

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

Answer: C

NEW QUESTION 51

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 52

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 56

Which Knowledge Area involves identifying the people, groups, or organizations that may be impacted by or impact a project?

- A. Project Risk Management
- B. Project Human Resource Management
- C. Project Scope Management
- D. Project Stakeholder Management

Answer: D

NEW QUESTION 60

The planned work contained in the lowest level of work breakdown structure (WBS) components is known as:

- A. Work package
- B. Accepted deliverable
- C. The WBS dictionary
- D. The scope baseline

Answer: A

NEW QUESTION 63

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 64

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 68

A project charter is an output of which Process Group?

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

Answer: C

NEW QUESTION 73

Which tool or technique is effective in a project in which the deliverable is not a service or result?

- A. Inspection
- B. Variance analysis
- C. Decomposition
- D. Product analysis

Answer: D

NEW QUESTION 78

Plan Schedule Management is a process in which Knowledge Area?

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

Answer: D

NEW QUESTION 81

An output of the Validate Scope process is:

- A. Arequirements traceability matri
- B. The scope management pla
- C. Work performance report
- D. Change request

Answer: D

NEW QUESTION 82

Which input may influence quality assurance work and should be monitored within the context of a system for configuration management?

- A. Work performance data
- B. Project documents
- C. Scope baseline
- D. Requirements documentation

Answer: B

NEW QUESTION 87

Change requests are processed for review and disposition according to which process?

- A. Control Quality
- B. Control Scope
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

Answer: D

NEW QUESTION 92

The iterative and interactive nature of the Process Groups creates the need for the processes in which Knowledge Area?

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

Answer: B

NEW QUESTION 97

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 99

The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

- A. Plan Human Resource Managemen
- B. Acquire Project Tea
- C. Manage Project Tea
- D. Develop Project Tea

Answer: B

NEW QUESTION 100

The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 101

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 102

Which stakeholder classification model groups stakeholders based on their level of authority and their active involvement in the project?

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

Answer: A

NEW QUESTION 107

Which basic quality tool is most useful when gathering attributes data in an inspection to identify defects?

- A. Control charts
- B. Pareto diagrams
- C. Ishikawa diagrams
- D. Checksheets

Answer: D

NEW QUESTION 110

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 Requirement
- B. Conduct Procurement
- C. Estimate Activity Duration
- D. Estimate Activity Resource

Answer: D

NEW QUESTION 112

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 117

Which process determines the risks that may affect the project and documents their characteristics?

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

Answer: D

NEW QUESTION 119

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 122

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

- A. Plannin
- B. Executing,
- C. Monitoring and Controllin
- D. Closin

Answer: C

NEW QUESTION 124

Which type of dependency is legally or contractually required or inherent in the nature of work and often involves physical limitations?

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

Answer: A

NEW QUESTION 128

During which process does a project manager review all prior information to ensure that all project work is completed and that the project has met its objectives?

- A. Monitor and Control Project Work
- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

Answer: C

NEW QUESTION 131

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 135

An input to the Plan Stakeholder Management process is:

- A. The project charte
- B. The stakeholder analysi
- C. Acommunication management pla
- D. Astakeholder registe

Answer: D

NEW QUESTION 137

An input to the Plan Cost Management process is:

- A. Cost estimate
- B. Resource calendars,
- C. The project charter,
- D. The risk registe

Answer: C

NEW QUESTION 142

A technique used to determine the cause and degree of difference between baseline and actual performance is:

- A. Product analysi
- B. Variance analysi
- C. Document analysis,
- D. Decompositio

Answer: B

NEW QUESTION 144

Which process develops options and actions to enhance opportunities and reduce threats to project objectives?

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

Answer: D

NEW QUESTION 147

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 152

Which changes occur in risk and uncertainty as well as the cost of changes as the life cycle of a typical project progresses?

- A. Risk and uncertainty increase; the cost of changes increase
- B. Risk and uncertainty increase; the cost of changes decreases,
- C. Risk and uncertainty decrease; the cost of changes increase
- D. Risk and uncertainty decrease; the cost of changes decrease

Answer: C

NEW QUESTION 157

When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

- A. improvement
- B. program
- C. result
- D. portfolio

Answer: A

NEW QUESTION 161

Specification of both the deliverables and the processes is the focus of:

- A. Change control
- B. Configuration control
- C. Project monitoring and control
- D. Issue control

Answer: A

NEW QUESTION 165

A full-time project manager with low to moderate authority and part-time administrative staff is working in an organizational structure with which type of matrix?

- A. Strong
- B. Weak
- C. Managed
- D. Balanced

Answer: D

NEW QUESTION 169

Project Scope Management is primarily concerned with:

- A. Developing a detailed description of the project and product
- B. Determining how requirements will be analyzed, documented, and managed
- C. Defining and controlling what is and is not included in the project
- D. Formalizing acceptance of the completed project deliverable

Answer: C

NEW QUESTION 174

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 175

Success is measured by benefits realization for a:

- A. strategic plan
- B. project
- C. portfolio
- D. program

Answer: D

NEW QUESTION 176

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 177

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. Stakeholder management plan
- C. Project team building
- D. Integrated change control

Answer: D

NEW QUESTION 179

A graphic display of project team members and their reporting relationships is known as a:

- A. Resource calendar
- B. Project organization chart
- C. Resource breakdown structure (RBS)
- D. Responsibility assignment matrix (RAM)

Answer: B

NEW QUESTION 181

Which key interpersonal skill of a project manager is defined as the strategy of sharing power and relying on interpersonal skills to convince others to cooperate toward common goals?

- A. Collaboration
- B. Negotiation
- C. Decision making
- D. Influencing

Answer: D

NEW QUESTION 182

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 186

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 191

The following chart contains information about the tasks in a project.
Based on the chart, what is the schedule performance index (SPI) for Task 4?

- A. 0.83
- B. 0.9
- C. 1.11
- D. 1.33

Answer: C

NEW QUESTION 194

The following chart contains information about the tasks in a project.
Based on the chart, what is the schedule variance (SV) for Task 8?

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

Answer: B

NEW QUESTION 199

The following chart contains information about the tasks in a project.
Based on the chart, what is the cost variance (CV) for Task 6?

- A. -2,000
- B. 0
- C. 1,000
- D. 2,000

Answer: D

NEW QUESTION 202

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 204

Project Stakeholder Management focuses on:

- A. project staff assignments
- B. project team acquisition
- C. managing conflicting interests
- D. communication methods

Answer: C

NEW QUESTION 209

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 210

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 215

Which items are components of a project management plan?

- A. Change management plan, process improvement plan, and scope management plan
- B. Agreements, procurement management plan, and work performance information
- C. Schedule management plan, project schedule, and resource calendars
- D. Scope baseline, project statement of work, and requirements traceability matrix

Answer: A

NEW QUESTION 220

Progressively elaborating high-level information into detailed plans is performed by the:

- A. project management office
- B. portfolio manager
- C. program manager
- D. project manager

Answer: D

NEW QUESTION 224

A complete set of concepts, terms, and activities that make up an area of specialization is known as:

- A. a Knowledge Area
- B. a Process Group
- C. program management
- D. portfolio management

Answer: A

NEW QUESTION 229

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 230

When painting a bedroom, preparing the walls can be done while the paint is being chosen. This is an example of a:

- A. lead
- B. lag
- C. mandatory dependency
- D. internal dependency

Answer: A

NEW QUESTION 235

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 237

Which stakeholder approves a project's result?

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

Answer: A

NEW QUESTION 238

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 240

A project requires a component with well-understood specifications. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. The most appropriate agreement with the supplier is:

- A. Cost Plus Incentive Fee (CPIF).
- B. Fixed Price Incentive Fee (FPIF).
- C. Cost Plus Award Fee (CPAF).
- D. Fixed Price with Economic Price Adjustment (FP-EPA).

Answer: B

NEW QUESTION 241

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 242

The component of the risk management plan that documents how risk activities will be recorded is called:

- A. tracking
- B. scoping
- C. timing
- D. defining

Answer: A

NEW QUESTION 245

Which quality tool incorporates the upper and lower specification limits allowed within an agreement?

- A. Control chart
- B. Flowchart
- C. Checksheet
- D. Pareto diagram

Answer: A

NEW QUESTION 248

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

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

Answer: C

NEW QUESTION 250

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

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

Answer: A

NEW QUESTION 255

Which element does a project charter contain?

- A. Management reserves
- B. Work breakdown structure
- C. Stakeholder list
- D. Stakeholder register

Answer: C

NEW QUESTION 260

Which tool or technique is used in Close Procurements?

- A. Contract plan
- B. Procurement plan
- C. Closure process
- D. Procurement audits

Answer: D

NEW QUESTION 262

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 266

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 271

During which process would stakeholders provide formal acceptance of the completed project scope?

- A. Perform Quality Control
- B. Verify Scope
- C. Control Scope
- D. Develop Schedule

Answer: B

NEW QUESTION 272

A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario, the schedule activity is estimated to last 12 weeks. Given these three estimates, what is the expected duration of the activity?

- A. Three weeks
- B. Four weeks
- C. Five weeks
- D. Six weeks

Answer: C

NEW QUESTION 276

Types of internal failure costs include:

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

Answer: D

NEW QUESTION 281

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 286

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 291

The key benefit of the Monitoring and Controlling Process Group is the ability to:

- A. establish and manage project communication channels, both external and internal to the project team
- B. influence the stakeholders that want to circumvent integrated change control so that their changes are implemented
- C. monitor the ongoing project team against the team performance assessments and the project performance baseline
- D. observe and measure project performance regularly and consistently to identify variances from the project management plan

Answer: D

NEW QUESTION 294

Which cost estimate technique includes contingencies to account for cost uncertainty?

- A. Vendor bid analysis
- B. Three-point estimates
- C. Parametric estimating
- D. Reserve analysis

Answer: D

NEW QUESTION 299

Which can be used to determine whether a process is stable or has predictable performance?

- A. Matrix diagram
- B. Histogram
- C. Control chart
- D. Flowchart

Answer: C

NEW QUESTION 304

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 305

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 309

The definition of operations is a/an:

- A. organizational function performing the temporary execution of activities that produce the same product or provide repetitive service
- B. temporary endeavor undertaken to create a unique product, service, or result
- C. organization that provides oversight for an administrative area
- D. organizational function performing the ongoing execution of activities that produce the same product or provide repetitive service

Answer: D

NEW QUESTION 312

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 creep
- B. a change request

- C. work performance informatio
- D. deliverable

Answer: A

NEW QUESTION 314

Documented identification of a flaw in a project component together with a recommendation is termed a:

- A. corrective actio
- B. preventive actio
- C. non-conformance report,
- D. defect repai

Answer: D

NEW QUESTION 319

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 320

Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

- A. Limited
- B. Low to moderate
- C. Moderate to high
- D. High to almost total

Answer: C

NEW QUESTION 324

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 wor
- B. equipment, rework, and scra
- C. training, document processes, and inspection
- D. inspections, rework, and warranty wor

Answer: C

NEW QUESTION 325

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 projec
- C. Analyze the impact a specific risk may have on the projec
- D. Address unexpected risks that may occur during a projec

Answer: B

NEW QUESTION 327

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 329

Which of the following processes are part of the Project Integration Management Knowledge Area?

- A. Develop Project Management Plan, Collect Requirements, Create WBS
- B. Develop Project Management Plan, Control Scope, Develop Schedule
- C. Develop Project Charter, Define Scope, Estimate Costs
- D. Develop Project Charter, Direct and Manage Project Execution, Close Project or Phase

Answer: D

NEW QUESTION 333

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 334

Which of the following statements best describes the influence of stakeholders and the cost of changes as project time advances?

- A. The influence of the stakeholders increases, the cost of changes increase
- B. The influence of the stakeholders decreases, the cost of changes increase
- C. The influence of the stakeholders increases, the cost of changes decrease
- D. The influence of the stakeholders decreases, the cost of changes decrease

Answer: B

NEW QUESTION 335

Perform Quality Control is accomplished by:

- A. Identifying quality standards that are relevant to the project and determining how to satisfy the
- B. Monitoring and recording the results of executing the quality activities to assess performance and recommend necessary change
- 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 standard

Answer: B

NEW QUESTION 339

Which type of managers do composite organizations involve?

- A. Functional managers and manager of project managers
- B. Functional managers only
- C. Project managers only
- D. Technical managers and project managers

Answer: A

NEW QUESTION 343

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 346

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 349

When is a project finished?

- A. After verbal acceptance of the customer or sponsor
- B. After lessons learned have been documented in contract closure
- C. When the project objectives have been met
- D. After resources have been released

Answer: C

NEW QUESTION 352

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 356

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 359

An input to the Create WBS process is a:

- A. project charte
- B. stakeholder registe
- C. project scope statemen
- D. requirements traceability matri

Answer: C

NEW QUESTION 364

An input of the Control Schedule process is the:

- A. resource calenda
- B. activity lis
- C. risk management pla
- D. organizational process asset

Answer: D

NEW QUESTION 368

What is the number of stakeholders, if the project has 28 potential communication channels?

- A. 7
- B. 8
- C. 14
- D. 16

Answer: B

NEW QUESTION 372

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 377

Which of the following investigates the likelihood that each specific risk will occur?

- A. Risk register
- B. Risk audits
- C. Risk urgency assessment
- D. Risk probability and impact assessment

Answer: D

NEW QUESTION 381

What is a hierarchically organized depiction of the identified project risks arranged by risk category?

- A. Risk register
- B. Risk breakdown structure (RBS)
- C. Risk management plan
- D. Risk category

Answer: B

NEW QUESTION 386

What is the difference between the critical path and the critical chain?

- A. Scope changes
- B. Resource limitations
- C. Risk analysis
- D. Quality audits

Answer: B

NEW QUESTION 391

Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

- A. Organizational standard processes
- B. Marketplace conditions
- C. Historical information
- D. Templates

Answer: B

NEW QUESTION 396

Organizations perceive risks as:

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

Answer: B

NEW QUESTION 401

Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

- A. The customer and functional managers
- B. The risk owners and stakeholders
- C. The sponsors and stakeholders
- D. The project management team

Answer: D

NEW QUESTION 403

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 407

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 410

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 414

When is a Salience Model used?

- A. In a work breakdown structure (WBS)
- B. During quality assurance
- C. In stakeholder analysis
- D. During quality control (QC)

Answer: C

NEW QUESTION 417

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

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

Answer: C

NEW QUESTION 420

Most experienced project managers know that:

- A. every project requires the use of all processes in the PMBO
- B. Guid
- C. there is no single way to manage a projec
- D. project management techniques are risk fre
- E. there is only one way to manage projects successfull

Answer: B

NEW QUESTION 425

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 429

A project manager seeking insight on previous stakeholder management plans and their effectiveness should evaluate:

- A. Historical information and the lessons-learned databas
- B. Historical information and the stakeholder registe
- C. Organizational process assets and the lessons-learned databas
- D. Project documents and historical informatio

Answer: A

NEW QUESTION 431

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 436

Which process is included in the Project Integration Management Knowledge Area?

- A. Manage Project Team
- B. Collect Requirements
- C. Sequence Activities
- D. Direct and Manage Project Work

Answer: D

NEW QUESTION 439

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 444

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 449

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 454

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 456

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 461

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 464

An input to the Perform Integrated Change Control process is:

- A. expert judgment
- B. seller proposals
- C. the project charter
- D. the project management plan

Answer: D

NEW QUESTION 468

Which tool or technique is required in order to determine the project budget?

- A. Cost of quality
- B. Historical relationships
- C. Project management software
- D. Forecasting

Answer: B

NEW QUESTION 469

An output of the Develop Project Team process is:

- A. change requests
- B. team performance assessments
- C. project staff assignments
- D. project documents updates

Answer: B

NEW QUESTION 470

The total of the planned value (PV) is also known as:

- A. work breakdown structure (WBS).
- B. schedule target
- C. performance measurement baseline (PMB).
- D. earned value baselin

Answer: C

NEW QUESTION 471

Plan-do-check-act is also known as:

- A. prevention over inspectio
- B. statistical samplin
- C. management responsibility,
- D. continuous improvemen

Answer: D

NEW QUESTION 476

The project management processes are usually presented as discrete processes with defined interfaces, while in practice they:

- A. operate separatel
- B. move together in batches,
- C. overlap and interac
- D. move in a sequenc

Answer: C

NEW QUESTION 478

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. manage
- B. succes
- C. deadlin
- D. scop

Answer: B

NEW QUESTION 481

In the basic communication model, which term refers to the method that is used to convey the message?

- A. Decode
- B. Encode
- C. Medium
- D. Noise

Answer: C

NEW QUESTION 486

During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 487

The item that provides more detailed descriptions of the components in the work breakdownstructure (WB5) is called a WBS:

- A. dictionar
- B. char
- C. repor
- D. registe

Answer: A

NEW QUESTION 491

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 494

Team performance assessments is an output of which of the following processes?

- A. Develop Human Resource Plan
- B. Perform Quality Control
- C. Develop Project Team
- D. Manage Project Team

Answer: C

NEW QUESTION 495

For a project to be successful, the project team must do which of the following?

- A. Complete the project in sequential phase
- B. Overlook minor stakeholder
- C. Produce ongoing repetitive products, services, or result
- D. Select the appropriate processes required to meet the project objectiv

Answer: D

NEW QUESTION 496

The three types of estimates that PERT uses to define an approximate range for an activity's cost are:

- A. Parametric, most likely, and analogou
- B. Least likely, analogous, and realisti
- C. Parametric, optimistic, and pessimisti
- D. Most likely, optimistic, and pessimisti

Answer: D

NEW QUESTION 501

Design of experiments (DOE) should be used during which of the following processes?

- A. Perform Quality Assurance
- B. Total Quality Management
- C. Perform Quality Control
- D. Plan Quality

Answer: B

NEW QUESTION 506

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 508

Outputs from constituent processes might be used as:

- A. Inputs to other processe
- B. Proof of process completio
- C. Identification of project task
- D. Indicators to eliminate project redundancie

Answer: A

NEW QUESTION 510

Which of the Project Time Management processes analyzes activity sequencing, durations, resource requirements, and schedule constraints?

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

Answer: D

NEW QUESTION 514

Which of the following is an input into the Develop Project Team process?

- A. Enterprise environmental factors
- B. Organizational process assets
- C. Project staff assignments
- D. Performance reports

Answer: A

NEW QUESTION 515

Schedule milestones and a predefined budget are examples of:

- A. Project constraint
- B. Requirements documentation
- C. Organizational process asset
- D. Activity cost estimate

Answer: A

NEW QUESTION 517

Cost variance (CV) is equal to earned value:

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

Answer: A

NEW QUESTION 519

Which type of control tool 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 520

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 525

Which of the following choices is a contract closure tool or technique?

- A. Contract plan
- B. Procurement plan
- C. Closure process
- D. Procurement audits

Answer: D

NEW QUESTION 528

What characteristic do project and operational work share in common?

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

Answer: B

NEW QUESTION 530

Which stakeholder communicates with higher levels of management to gather organizational support and promote project benefits?

- A. Portfolio manager
- B. Project sponsor
- C. Project manager
- D. Project management office

Answer: B

NEW QUESTION 534

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

- A. Expert judgment
- B. Bidder conferenc
- C. Procurement negotiatio
- D. Performance reportin

Answer: D

NEW QUESTION 538

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 539

Which of the following correctly describes when organizations and stakeholders are willing to accept varying degrees of risk?

- A. Risk analysis
- B. Risk tolerance
- C. Risk management
- D. Risk attitude

Answer: B

NEW QUESTION 540

Which of the following is a component of three-point estimates?

- A. Probabilistic
- B. Most likely
- C. Expected
- D. Anticipated

Answer: B

NEW QUESTION 544

Organizational process assets can be divided into which of the following two categories?

- A. Project files and corporate knowledge base
- B. Templates, and processes and procedures
- C. Standards, and processes and procedures
- D. Corporate knowledge base and processes and procedures

Answer: D

NEW QUESTION 545

A car company authorized a project to build more fuel-efficient cars in response to gasoline shortages. With which of the following strategic considerations was this project mainly concerned?

- A. Market demand
- B. Legal requirements
- C. Strategic Opportunity

D. Technological advance

Answer: A

NEW QUESTION 548

Which is a tool used in monitoring and controlling project work?

- A. Work performance information
- B. Project management information system (PMIS)
- C. Activity duration estimates
- D. Scheduled network analysis

Answer: B

NEW QUESTION 549

When are deliverables accepted or not accepted?

- A. When the project is initiated
- B. As an output of the scope verification process
- C. When the project is closing
- D. In the contract closure process

Answer: B

NEW QUESTION 553

A contract management plan is a subsidiary of what other type of plan?

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

Answer: B

NEW QUESTION 555

Which of the following processes are within the Initiating Process Group?

- A. Develop Project Management Plan and Identify Stakeholders
- B. Develop Project Management Plan and Plan Communications
- C. Develop Project Charter and Identify Stakeholders
- D. Develop Project Charter and Develop Project Scope Statement

Answer: C

NEW QUESTION 557

What is one of the MAJOR outputs of activity sequencing? A. Responsibility assignment matrix

- A. Work breakdown structure update
- B. Project network diagram
- C. Mandatory dependencies list

Answer: C

NEW QUESTION 560

What are assigned risk ratings based upon?

- A. Root cause analysis
- B. Assessed probability and impact
- C. Expert judgment
- D. Risk Identification

Answer: B

NEW QUESTION 564

What is a technique used in the performance reporting process?

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

Answer: D

NEW QUESTION 569

In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 572

The product scope description is used to:

- A. Gain stakeholders support for the projec
- B. Document the characteristics of the produc
- C. Describe the project in great detai
- D. Formally authorize the projec

Answer: B

NEW QUESTION 576

Which process occurs within the Monitoring and Controlling Process Group?

- A. Cost Control
- B. Quality Planning
- C. Quantitative Risk Analysis
- D. Cost Budgeting

Answer: A

NEW QUESTION 581

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 582

Which of the following are outputs of the Monitor and Control Project Work process?

- A. Requested changes, forecasts, recommended corrective actions
- B. Forecasts, resources plan, bottom up estimating
- C. Recommended corrective actions, cost baseline, forecasts
- D. Requested changes, recommended corrective actions, project constraints

Answer: A

NEW QUESTION 587

Where are product requirements and characteristics documented?

- A. Product scope description
- B. Project charter
- C. Preliminary project scope statement
- D. Communications management plan

Answer: A

NEW QUESTION 589

Which of the following is an example of contract administration?

- A. Negotiating the contract
- B. Authorizing contractor work
- C. Developing the statement of work
- D. Establishing evaluation criteria

Answer: B

NEW QUESTION 590

What is a deliverable-oriented hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

- A. Organizational Breakdown Structure (OBS)
- B. Work Performance Information
- C. Work Package

D. Work Breakdown Structure (WBS)

Answer: D

NEW QUESTION 595

What is Project Portfolio Management?

- A. Management of a project by dividing the project into more manageable sub-project
- B. Management of a project by utilizing a portfolio of general management skills, such as planning, organizing, staffing, executing and controlling
- C. Management of all projects undertaken by a company
- D. Management of a collection of projects that are grouped together to facilitate effective management and meet strategic business objectives

Answer: D

NEW QUESTION 600

Which tools or techniques will the project manager use for developing the project team?

- A. Negotiation
- B. Roles and responsibilities
- C. Recognition and rewards
- D. Prizing and promoting

Answer: C

NEW QUESTION 605

Which of the following lists contain processes that are included within Project Procurement Management?

- A. Plan purchases and acquisitions, plan contracting, request seller responses, select sellers
- B. Plan purchases and acquisitions, request seller responses, select sellers, schedule control
- C. Plan purchases and acquisitions, acquire project team, request seller responses, select sellers
- D. Plan purchases and acquisitions, acquire project team, contract approval, select sellers

Answer: A

NEW QUESTION 607

Which of the following are inputs to Activity Definition?

- A. Project Scope Statement and Work Breakdown Structure
- B. Activity list and Arrow Diagram
- C. Change Requests Lists and Organizational Process Assets
- D. Project Management Plan and Resource Availability

Answer: A

NEW QUESTION 612

Which type of diagram includes groups of information and shows relationships between factors, causes, and objectives?

- A. Affinity
- B. Scatter
- C. Fishbone
- D. Matrix

Answer: D

NEW QUESTION 617

When does risk monitoring and control occur?

- A. At project initiation
- B. During work performance analysis
- C. Throughout the life of the project
- D. At project milestones

Answer: C

NEW QUESTION 620

Which of the following is a complete set of indexed contract documentation, including the closed contract?

- A. Procurement package
- B. Negotiated settlements
- C. Procurement file
- D. Procurement management plan

Answer: C

NEW QUESTION 622

Which type of analysis is used to develop the communications management plan?

- A. Product
- B. Cost benefit
- C. Stakeholder
- D. Research

Answer: C

NEW QUESTION 627

An input required to develop a preliminary project scope statement is:

- A. Organizational Structure
- B. Organizational Process Assets
- C. Organizational Matrix
- D. Organizational Breakdown Structures

Answer: B

NEW QUESTION 630

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 632

Who MUST know when a risk event occurs so that a response can be implemented?

- A. Customers
- B. Project sponsors
- C. Project management team
- D. Insurance claims department

Answer: C

NEW QUESTION 637

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 642

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

- A. Cost baseline
- B. Cost forecasting
- C. Cost variance
- D. Cost budgeting

Answer: D

NEW QUESTION 647

Which activity is an input to the select sellers process?

- A. Organizational process assets
- B. Resource availability
- C. Change control process
- D. Team performance assessment

Answer: A

NEW QUESTION 650

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 652

A project manager has created an issue log to document issues communicated by project team members during weekly team meetings. This is an input of:

- A. Manage Stakeholder Expectation
- B. Monitor and Control Risk
- C. Plan Risk Management
- D. Report Performance

Answer: A

NEW QUESTION 656

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 658

At which stage of team development do members begin to work together, adjust work habits, and trust each other?

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

Answer: C

NEW QUESTION 661

A tool and technique used during the Collect Requirements process is:

- A. prototype
- B. expert judgment
- C. alternatives identification
- D. product analysis

Answer: A

NEW QUESTION 666

Which tool or technique can a project manager use to select in advance a team member who will be crucial to the task?

- A. Acquisition
- B. Negotiation
- C. Virtual team
- D. Pre-assignment

Answer: D

NEW QUESTION 669

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 671

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 676

Which of the following is a strategy to deal with positive risks or opportunities?

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

Answer: C

NEW QUESTION 677

An input to the Estimate Activity Resources process is:

- A. Activity resource requirement
- B. Published estimating data
- C. Resource calendar
- D. Resource breakdown structure (RBS).

Answer: C

NEW QUESTION 679

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

- A. Define Activities
- B. Create WBS
- C. Define Scope
- D. Develop Schedule

Answer: A

NEW QUESTION 684

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

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

Answer: B

NEW QUESTION 687

Which of the following is an output of the Conduct Procurements process?

- A. Project statement of work
- B. Selected sellers
- C. Risk register updates
- D. Teaming agreements

Answer: B

NEW QUESTION 689

Funding limit reconciliation is a tool and technique used in which process?

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

Answer: B

NEW QUESTION 694

Inputs to the Plan Risk Management process include the:

- A. cost management plan
- B. risk management plan,
- C. activity list,
- D. risk register

Answer: A

NEW QUESTION 696

Which of the following is an output of Define Scope?

- A. Project scope statement
- B. Project charter
- C. Project plan
- D. Project schedule

Answer: A

NEW QUESTION 698

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 703

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

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

Answer: A

NEW QUESTION 707

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 712

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 717

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 722

Testing falls into which of the following categories of cost of quality?

- A. Internal failure costs
- B. Prevention costs
- C. Appraisal costs
- D. External failure costs

Answer: C

NEW QUESTION 723

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 technique
- D. risk audit

Answer: A

NEW QUESTION 725

Which type of management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation?

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

Answer: D

NEW QUESTION 729

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 733

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 738

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 741

Which process involves identifying and documenting the logical relationships between project activities?

- A. Develop Schedule
- B. Sequence Activities
- C. Create WBS
- D. Applying leads and lags

Answer: B

NEW QUESTION 745

In which process might a project manager use risk reassessment as a tool and technique?

- A. Perform Qualitative Risk Analysis
- B. Monitor and Control Risk
- C. Monitor and Control Project Work
- D. Plan Risk Responses

Answer: B

NEW QUESTION 747

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 749

What risk technique is used to quantify the probability and impact of risks on project objectives?

- A. Expert judgment
- B. Risk registry
- C. Risk response planning
- D. Interviewing

Answer: D

NEW QUESTION 752

Which process occurs within the Monitoring and Controlling Process Group?

- A. Control Costs
- B. Plan Quality
- C. Perform Quantitative Risk Analysis
- D. Determine Budget

Answer: A

NEW QUESTION 753

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 754

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 759

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 764

Which of the following is an output of the Distribute Information process?

- A. Project calendar
- B. Communications management plan
- C. Organizational process assets updates
- D. Project document updates

Answer: C

NEW QUESTION 768

What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

- A. Organizational breakdown structure (OBS)
- B. Work performance information
- C. Work package
- D. Work breakdown structure (WBS)

Answer: B

NEW QUESTION 770

What causes replanning of the project scope?

- A. Project document updates
- B. Project scope statement changes
- C. Variance analysis

D. Change requests

Answer: D

NEW QUESTION 774

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 775

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 778

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 781

The Human Resource Management processes are:

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

Answer: A

NEW QUESTION 783

Which of the following is an input to the Plan Risk Responses process?

- A. Risk urgency assessment
- B. Organizational process assets
- C. Risk register
- D. Schedule management plan

Answer: C

NEW QUESTION 784

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 786

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 787

The specific technique for identifying a problem, discovering the causes that lead to it, and developing preventive actions is:

- A. Inspection
- B. Use of quality checklists
- C. Root cause analysis
- D. Use of matrix diagrams

Answer: C

NEW QUESTION 790

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 793

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