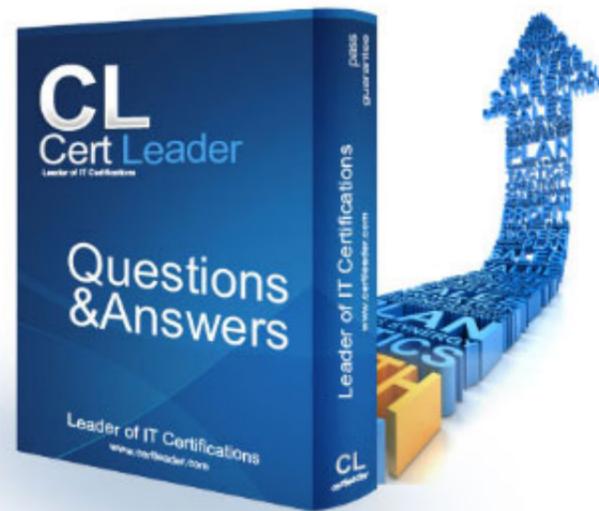


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NEW QUESTION 1

In the Plan Stakeholder Management process, expert judgment is used to:

- A. Provide information needed to plan appropriate ways to engage project stakeholder
- B. Ensure comprehensive identification and listing of new stakeholder
- C. Analyze the information needed to develop the project scope statement
- D. Decide the level of engagement of the stakeholders at each required stage

Answer: D

NEW QUESTION 2

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 3

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 criteria
- D. Activity resource requirement

Answer: A

NEW QUESTION 4

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

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

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 Fee (CPAF)
- D. Time and Material (T&M)

Answer: B

NEW QUESTION 6

Which Process Group and Knowledge Area include the Sequence Activities process?

- A. Executing Process Group and Project Time Management
- B. Executing Process Group and Project Cost Management
- C. Planning Process Group and Project Time Management
- D. Planning Process Group and Project Cost Management

Answer: C

NEW QUESTION 7

An output of the Create WBS process is:

- A. Scope baseline
- B. Change request
- C. Accepted deliverable
- D. Variance analysis

Answer: A

NEW QUESTION 8

A tool or technique used in the Control Procurements process is:

- A. Expert judgment
- B. Performance report
- C. Bidder conference
- D. Reserve analysis

Answer: B

NEW QUESTION 9

An input to the Identify Stakeholders process is:

- A. The project management plan
- B. The stakeholder register
- C. Procurement document
- D. Stakeholder analysis

Answer: C

NEW QUESTION 10

Which cost is associated with nonconformance?

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

Answer: A

NEW QUESTION 10

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 14

In a project, total float measures the:

- A. Ability to shuffle schedule activities to lessen the duration of the project
- B. Amount of time an activity can be extended or delayed without altering the project finish date
- C. Cost expended to restore order to the project schedule after crashing the schedule
- D. Estimate of the total resources needed for the project after performing a forward pass

Answer: B

NEW QUESTION 15

An output of the Direct and Manage Project Work process is:

- A. Deliverable
- B. Activity list
- C. Work breakdown structure
- D. Scope statement

Answer: A

NEW QUESTION 19

External organizations that have a special relationship with the enterprise and provide specialized expertise are called:

- A. Customer
- B. Business partner
- C. Seller
- D. Functional manager

Answer: B

NEW QUESTION 21

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

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

Answer: C

NEW QUESTION 24

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 25

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 28

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

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

Answer: D

NEW QUESTION 30

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 31

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 33

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

- A. Continuous improvemen
- B. Predictive plannin
- C. Progressive elaboratio
- D. Quality assuranc

Answer: C

NEW QUESTION 34

The basis of identification for current or potential problems to support later claims or new procurements is provided by:

- A. Arisk urgency assessmen
- B. The scope baselin
- C. Work performance informatio
- D. Procurement audit

Answer: C

NEW QUESTION 37

Which Collect Requirements output links the product requirements to the deliverables thatsatisfy them?

- A. Requirements documentation
- B. Requirements traceability matrix
- C. Project management plan updates
- D. Project documents updates

Answer: B

NEW QUESTION 41

Units of measure, level of precision, level of accuracy, control thresholds, and rules of performance measurement are examples of items that are established in the:

- A. Cost management pla
- B. Work performance informatio
- C. Quality management pla
- D. Work breakdown structur

Answer: A

NEW QUESTION 42

The Monitoring and Controlling Process Group includes processes that:

- A. Establish the scope, objectives, and course of action of a project,
- B. Define a new project or a new phase of an existing projec
- C. Track, review, and regulate the progress and performance of a projec
- D. Complete the work defined in the project management pla

Answer: C

NEW QUESTION 44

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 pla
- B. Activity resource requirement
- C. Personnel assessment tools,
- D. Multi-criteria decision analysi

Answer: A

NEW QUESTION 46

The organization's perceived balance between risk taking and risk avoidance is reflected in the risk:

- A. Responses
- B. Appetite
- C. Tolerance
- D. Attitude

Answer: A

NEW QUESTION 48

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

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

Answer: C

NEW QUESTION 52

An input to the Plan Procurement Management process is:

- A. Source selection criteri
- B. Market researc
- C. Astakeholder registe
- D. Arecords management syste

Answer: C

NEW QUESTION 55

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 60

Risk categorization is a tool or technique used in which process?

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

Answer: C

NEW QUESTION 63

An output of the Plan Quality Management process is:

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

Answer: A

NEW QUESTION 66

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

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

Answer: C

NEW QUESTION 71

Which risk management strategy seeks to eliminate the uncertainty associated with a particular upside risk by ensuring that the opportunity is realized?

- A. Enhance
- B. Share
- C. Exploit
- D. Accept

Answer: C

NEW QUESTION 74

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

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

Answer: C

NEW QUESTION 77

A reward can only be effective if it is:

- A. Given immediately after the project is complete
- B. Something that is tangibl
- C. Formally given during project performance appraisal
- D. Satisfying a need valued by the individua

Answer: D

NEW QUESTION 81

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 84

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 89

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 91

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 93

Inputs to the Plan Schedule Management process include: A. Organizational process assets and the project charter,

- A. Enterprise environmental factors and schedule tool
- B. Time tables and Pareto diagram
- C. Activity attributes and resource calendar

Answer: A

NEW QUESTION 94

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

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

Answer: A

NEW QUESTION 98

Which input to Collect Requirements is used to identify stakeholders who can provide information on requirements?

- A. Stakeholder register
- B. Scope management plan
- C. Stakeholder management plan
- D. Project charter

Answer: A

NEW QUESTION 103

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 107

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 110

A project charter is an output of which Process Group?

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

Answer: C

NEW QUESTION 112

An element of the project scope statement is:

- A. Acceptance criteria
- B. Stakeholder list
- C. Summary budget,
- D. High-level risk

Answer: A

NEW QUESTION 115

Which document describes the necessary information to determine if a project is worth the required investment?

- A. Cost baseline
- B. Service level agreement
- C. Memorandum of understanding
- D. Business case

Answer: D

NEW QUESTION 120

An output of the Validate Scope process is:

- A. Requirements traceability matrix
- B. The scope management plan
- C. Work performance report
- D. Change request

Answer: D

NEW QUESTION 121

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

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

Answer: C

NEW QUESTION 122

Which input to the Plan Risk Management process provides information on high-level risks?

- A. Project charter
- B. Enterprise environmental factors
- C. Stakeholder register
- D. Organizational process assets

Answer: A

NEW QUESTION 127

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 130

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 133

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 134

An output of the Develop Project Team process is:

- A. Organizational process asset
- B. Enterprise environmental factors update
- C. Project staff assignment
- D. Organizational charts and position description

Answer: B

NEW QUESTION 135

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

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

Answer: B

NEW QUESTION 137

Which item is an example of personnel assessment?

- A. Resource calendar
- B. Tight matrix
- C. Team-building activity
- D. Focus group

Answer: D

NEW QUESTION 140

The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 144

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 148

A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

- A. Benchmarkin
- B. Context diagram
- C. Brainstormin
- D. Prototypin

Answer: D

NEW QUESTION 149

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

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

Answer: C

NEW QUESTION 154

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

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

Answer: D

NEW QUESTION 158

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

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

Answer: C

NEW QUESTION 160

The Identify Stakeholders process is found in which Process Group?

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

Answer: A

NEW QUESTION 165

An input to Develop Project Charter is a/an:

- A. Business cas
- B. Activity lis
- C. Project management pla
- D. Cost forecas

Answer: A

NEW QUESTION 170

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 172

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 174

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 175

A large portion of a projects budget is typically expended on the processes in which Process Group?

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

Answer: B

NEW QUESTION 180

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 183

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 186

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 189

The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule is known as:

- A. Plan Schedule Managemen
- B. Develop Project Charte
- C. Develop Schedul
- D. Plan Scope Managemen

Answer: A

NEW QUESTION 192

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

- A. Document analysis
- B. Observations
- C. Product analysis
- D. Expert judgment

Answer: D

NEW QUESTION 196

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 199

The degree of uncertainty an entity is willing to take on in anticipation of a reward is known as its risk:

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

Answer: D

NEW QUESTION 204

While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

- A. end
- B. begin
- C. delay
- D. deviate

Answer: A

NEW QUESTION 206

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 209

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 214

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

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

Answer: B

NEW QUESTION 217

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 221

Power, urgency, and legitimacy are attributes of which stakeholder classification model?

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

Answer: A

NEW QUESTION 224

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 227

Project Scope Management is primarily concerned with:

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

Answer: C

NEW QUESTION 231

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

- A. Monitor the stakeholde
- B. Manage the stakeholder closel
- C. Keep the stakeholder satisfie
- D. Keep the stakeholder informe

Answer: C

NEW QUESTION 232

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 235

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

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

Answer: C

NEW QUESTION 240

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

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

Answer: A

NEW QUESTION 244

Stakeholder communication requirements should be included as a component of:

- A. enterprise environmental factors

- B. organizational process assets
- C. the projectmanagement plan
- D. the stakeholder register

Answer: C

NEW QUESTION 249

Technical capability, past performance, and intellectual property rights are examples of:

- A. performance measurement criteria
- B. source selection criteria
- C. product acceptance criteria
- D. phase exit criteria

Answer: B

NEW QUESTION 254

Success is measured by benefits realization for a:

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

Answer: D

NEW QUESTION 257

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 258

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

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

Answer: C

NEW QUESTION 263

The component of the human resource management plan that includes ways in which team members can obtain certifications that support their ability to benefit the project is known as:

- A. recognition and rewards
- B. compliance
- C. staff acquisition
- D. training needs

Answer: D

NEW QUESTION 267

Stakeholders can be identified in later stages of the project because the Identify Stakeholders process should be:

- A. Continuous
- B. Discrete
- C. Regulated
- D. Arbitrary

Answer: A

NEW QUESTION 271

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 275

Which type of graphic is displayed below?

- A. Work breakdown structure
- B. Context diagram
- C. Control chart
- D. Pareto diagram

Answer: A

NEW QUESTION 277

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 282

The following is a network diagram for a project.

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

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

Answer: A

NEW QUESTION 285

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 287

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

- A. cultural differences of team members
- B. possibility of communication misunderstandings
- C. costs associated with travel
- D. costs associated with technology

Answer: C

NEW QUESTION 288

Those who enter into a contractual agreement to provide services necessary for a project are:

- A. buyers
- B. sellers
- C. business partners
- D. product users

Answer: B

NEW QUESTION 291

Project managers who lead by example and follow through on the commitments they make demonstrate the key interpersonal skill of:

- A. influencing
- B. leadership
- C. motivation
- D. coaching

Answer: A

NEW QUESTION 292

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

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

Answer: C

NEW QUESTION 294

Which type of analysis is used to determine the cause and degree of difference between the baseline and actual performance?

- A. Schedule network analysis
- B. Reserve analysis
- C. Alternative analysis
- D. Variance analysis

Answer: D

NEW QUESTION 297

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 299

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

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

Answer: D

NEW QUESTION 302

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 305

A disadvantage associated with virtual teams is that they:

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

Answer: D

NEW QUESTION 310

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 314

An input to the Control Quality process is:

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

Answer: D

NEW QUESTION 318

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 319

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 320

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 323

Project management processes ensure the: A. alignment with organizational strategy

- A. efficient means to achieve the project objectives
- B. performance of the project team
- C. effective flow of the project throughout its life cycle

Answer: D

NEW QUESTION 327

Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:

- A. Available organizational assets
- B. Project staff assignments
- C. Interpersonal skills
- D. Enterprise environmental factors

Answer: A

NEW QUESTION 332

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 336

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 340

Activity cost estimates and the project schedule are inputs to which Project Cost Management process?

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

Answer: D

NEW QUESTION 342

In project management, a temporary project can be:

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

Answer: C

NEW QUESTION 343

Which type of dependency used in the Sequence Activities process is sometimes referred to as preferred logic, preferential logic, or soft logic?

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

Answer: C

NEW QUESTION 346

High-level project risks are included in which document?

- A. Business case
- B. Risk breakdown structure
- C. Project charter
- D. Risk register

Answer: C

NEW QUESTION 349

The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 353

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

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

Answer: B

NEW QUESTION 355

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 356

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 358

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 362

Completion of the product scope is measured against the product:

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

Answer: B

NEW QUESTION 364

Which Process Group includes the Manage Stakeholder Engagement process?

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

Answer: C

NEW QUESTION 369

In complex projects/ initiating processes should be completed:

- A. Within a work packag
- B. In each phase of the projec
- C. To estimate schedule constraint
- D. To estimate resource allocation

Answer: B

NEW QUESTION 372

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- A. Business case
- B. Work breakdown structure
- C. Requirements documentation
- D. Risk register

Answer: C

NEW QUESTION 377

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 381

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

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

Answer: C

NEW QUESTION 382

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 385

The most appropriate project life cycle model for an environment with a high level of change and extensive stakeholder involvement in projects is:

- A. adaptive
- B. reflexive
- C. predictive
- D. iterative

Answer: A

NEW QUESTION 389

Whose approval may be required for change requests after change control board (CCB) approval?

- A. Functional managers
- B. Business partners
- C. Customers or sponsors
- D. Subject matter experts

Answer: C

NEW QUESTION 391

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 393

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

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

Answer: A

NEW QUESTION 396

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

- A. Project management plan
- B. Change request status updates
- C. Organizational process assets updates
- D. Work performance information

Answer: D

NEW QUESTION 401

What is the primary benefit of meeting quality requirements?

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

Answer: B

NEW QUESTION 405

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 409

The PV is \$1000, EV is \$2000, and AC is \$1500. What is CPI?

- A. 1.33
- B. 2
- C. 0.75
- D. 0.5

Answer: A

NEW QUESTION 414

Co-location is a tool and technique of:

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

Answer: C

NEW QUESTION 417

Types of internal failure costs include:

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

Answer: D

NEW QUESTION 421

Which of the following is an example of schedule compression?

- A. Activity sequencing
- B. Resource leveling
- C. Lead and lag adjusting
- D. Crashing

Answer: D

NEW QUESTION 425

Which type of elaboration allows a project management team to manage at a greater level of detail as the project evolves?

- A. Cyclic
- B. Progressive
- C. Repetitive
- D. Iterative

Answer: B

NEW QUESTION 429

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 432

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 433

Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

- A. Project sponsor
- B. Project manager
- C. Person responsible for project scheduling
- D. Person who is most familiar with the task

Answer: D

NEW QUESTION 436

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 440

Which of the following is an input to Control Scope?

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

Answer: D

NEW QUESTION 444

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

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

Answer: C

NEW QUESTION 448

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 453

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 457

Monte Carlo is which type of risk analysis technique?

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

Answer: B

NEW QUESTION 460

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

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

Answer: C

NEW QUESTION 464

In which Project Management Process Group is the project charter developed?

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

Answer: C

NEW QUESTION 465

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 468

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 471

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

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

Answer: C

NEW QUESTION 474

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 477

Which type of estimating is used to improve the accuracy of an activity's duration?

- A. Analogous
- B. Parametric
- C. Three-point
- D. What-if scenario analysis

Answer: C

NEW QUESTION 481

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 483

Which Process Group contains those processes performed to define a new project?

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

Answer: A

NEW QUESTION 484

The risk management team of a software project has decided that due to the lack of adequate talent in the company, development of a specific part of the system is under high risk, so the team has decided to outsource it. This is an example of which risk response?

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

Answer: A

NEW QUESTION 485

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

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

Answer: D

NEW QUESTION 486

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

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

Answer: D

NEW QUESTION 490

In which Process Group are lessons learned documented?

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

Answer: B

NEW QUESTION 492

Which of the following is an information gathering technique in Identify Risks?

- A. Influence diagrams
- B. Brainstorming
- C. Assumption analysis
- D. SWOT analysis

Answer: B

NEW QUESTION 494

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

- A. corrective action
- B. preventive action
- C. non-conformance report,
- D. defect repair

Answer: D

NEW QUESTION 495

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 498

Which process should be conducted from the project inception through completion?

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

Answer: C

NEW QUESTION 502

Which piece of information is part of the WBS Dictionary?

- A. Responsible organization
- B. Change requests
- C. Validated deliverables
- D. Organizational process assets

Answer: A

NEW QUESTION 507

A project has a current cost performance index (CPI) of 1.25. To date, US\$10,000 have been spent on performing the project work. What is the earned value of the work completed to date?

- A. US\$000
- B. US\$9500
- C. US\$10,000
- D. US\$12,500

Answer: D

NEW QUESTION 508

Which of the following characteristics are found in a functional organizational structure?

- A. Little or no project manager authority, little or no resource availability, and the functional manager controls the project budget
- B. Limited project manager authority, limited resource availability, and a part-time project manager's role
- C. Low to moderate project manager authority, low to moderate resource availability, and a full-time project manager's role
- D. High to almost total project manager authority, high to almost total resource availability, and full-time project management administrative staff

Answer: A

NEW QUESTION 511

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 516

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

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

Answer: A

NEW QUESTION 521

An output of the Create WBS process is:

- A. Scope baselin
- B. Project scope statemen
- C. Organizational process asset
- D. Requirements traceability matri

Answer: A

NEW QUESTION 523

When can pre-assignment of project team members occur?

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

Answer: D

NEW QUESTION 524

At which point of the project is the uncertainty the highest and the risk of failing the greatest?

- A. Final phase of the project
- B. Start of the project
- C. End of the project
- D. Midpoint of the project

Answer: B

NEW QUESTION 528

To which process is work performance information an input?

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

Answer: A

NEW QUESTION 529

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 532

Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

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

Answer: A

NEW QUESTION 537

Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

- A. Control Schedule
- B. Define Activities
- C. Develop Schedule
- D. Estimate Activity Resources

Answer: D

NEW QUESTION 540

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 processe
- D. Applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standard

Answer: B

NEW QUESTION 545

What type of reward can hurt team cohesiveness?

- A. Sole-sum
- B. Win-lose
- C. Lose-win
- D. Partial-sum

Answer: B

NEW QUESTION 549

What type of planning is used where the work to be accomplished in the near term is planned in detail, while work in the future is planned at a higher level?

- A. Finish-to-start planning
- B. Rolling wave planning
- C. Short term planning
- D. Dependency determination

Answer: B

NEW QUESTION 550

Which of the following consists of the detailed project scope statement and its associated WBS and WBS dictionary?

- A. Scope plan
- B. Product scope
- C. Scope management plan
- D. Scope baseline

Answer: D

NEW QUESTION 555

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

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

Answer: C

NEW QUESTION 557

Assigned risk ratings are based upon:

- A. Root cause analysis
- B. Risk probability and impact assessment
- C. Expert judgment
- D. Revised stakeholders' tolerance

Answer: B

NEW QUESTION 561

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 563

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 564

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

of the work has been completed. What is the cost variance?

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

Answer: A

NEW QUESTION 569

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 573

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 574

Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

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

Answer: C

NEW QUESTION 575

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 578

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 581

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 582

The Verify Scope process is primarily concerned with:

- A. formalizing acceptance of the completed project deliverable
- B. accuracy of the work deliverable

- C. formalizing approval of the scope statement
- D. accuracy of the work breakdown structure (WBS).

Answer: A

NEW QUESTION 587

What is the total float of the critical path?

- A. Can be any number
- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

Answer: C

NEW QUESTION 588

Portfolio Management is management of:

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

Answer: D

NEW QUESTION 592

Which enterprise environmental factors are considered during Estimate Costs?

- A. Market conditions and published commercial information
- B. Company structure and market conditions
- C. Commercial information and company structure
- D. Existing human resources and market conditions

Answer: A

NEW QUESTION 597

Who selects the appropriate processes for a project?

- A. Project stakeholders
- B. Project sponsor and project stakeholder
- C. Project manager and project team
- D. Project manager and project sponsor

Answer: C

NEW QUESTION 602

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 605

Which of the following risk response strategies involves allocating ownership of a positive risk to a third party?

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

Answer: C

NEW QUESTION 609

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 611

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 616

During which process group is the quality policy determined?

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

Answer: C

NEW QUESTION 618

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

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

Answer: B

NEW QUESTION 622

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 624

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 627

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

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

Answer: B

NEW QUESTION 628

Which of the following is a tool and technique for Estimate Activity Durations?

- A. Parametric estimating
- B. Monte Carlo analysis
- C. Alternatives analysis
- D. Bottom-up estimating

Answer: A

NEW QUESTION 633

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 637

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 638

Which of the following is an output of the Monitor and Control Project Work process?

- A. Change requests
- B. Performance reports
- C. Organizational process assets
- D. Project management plan

Answer: A

NEW QUESTION 641

When would resource leveling be applied to a schedule model?

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

Answer: C

NEW QUESTION 643

The product scope description is used to: A. Gain stakeholders' support for the project.

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

Answer: B

NEW QUESTION 645

Which illustrates the connection between work that needs to be done and its project team members?

- A. Work breakdown structure (WBS)
- B. Network diagrams
- C. Staffing management plan
- D. Responsibility assignment matrix (RAM)

Answer: D

NEW QUESTION 650

Which tools or techniques will a project manager use for Develop Project Team?

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

Answer: C

NEW QUESTION 653

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

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

Answer: B

NEW QUESTION 656

An input required in Define Scope is an organizational:

- A. structur
- B. process asse
- C. matri
- D. breakdown structur

Answer: B

NEW QUESTION 658

What cost control technique is used to compare actual project performance to planned or expected performance?

- A. Cost aggregation
- B. Trend analysis
- C. Forecasting
- D. Variance analysis

Answer: D

NEW QUESTION 659

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 660

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

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

Answer: C

NEW QUESTION 663

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

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

Answer: B

NEW QUESTION 668

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 671

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 673

Which document includes the project scope, major deliverables, assumptions, and constraints?

- A. Project charter
- B. Project scope statement
- C. Scope management plan
- D. Project document updates

Answer: B

NEW QUESTION 676

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 681

Project or phase closure guidelines or requirements, historical information, and the lessons learned knowledge base are examples of which input to the Close Project or Phase process?

- A. Organizational process assets
- B. A work breakdown structure
- C. The project management plan
- D. Enterprise environmental factors

Answer: A

NEW QUESTION 683

The project manager notes that stakeholders are aware of the project and potential impacts and are actively engaged in ensuring that the project is a success. The engagement level of the stakeholders should be classified as:

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

Answer: B

NEW QUESTION 686

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 688

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 689

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 694

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 698

A project manager who communicates to the project team though email is using which type of communication?

- A. Formal
- B. Informal r
- C. Horizontal
- D. Unofficial

Answer: B

NEW QUESTION 700

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 705

Which process involves the creation of a document that provides the project manager with the authority to apply resources to a project?

- A. Define Activities
- B. Direct and Manage Project Work
- C. Develop Project Management Plan
- D. Develop Project Charter

Answer: D

NEW QUESTION 706

Managing ongoing production of goods and services to ensure business continues efficiently describes which type of management?

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

Answer: D

NEW QUESTION 709

Which of the following are an enterprise environmental factor that can influence the Identify Risks process?

- A. Work performance reports
- B. Assumptions logs
- C. Network diagrams
- D. Academic studies

Answer: D

NEW QUESTION 710

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 715

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 718

Which of the following is a tool or technique used in the Determine Budget process?

- A. Variance analysis
- B. Three-point estimating
- C. Bottom-up estimating
- D. Historical relationships

Answer: D

NEW QUESTION 723

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 725

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

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

Answer: C

NEW QUESTION 726

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

- A. facilitated workshop
- B. observation
- C. questionnaires and survey
- D. group creativity technique

Answer: A

NEW QUESTION 730

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 733

The cost benefit analysis tool is used for creating:

- A. Pareto chart
- B. quality metric
- C. change requests,
- D. Ishikawa diagram

Answer: B

NEW QUESTION 736

A project lifecycle is defined as:

- A. a collection of generally sequential and sometimes overlapping project phase
- B. a process required to ensure that the project includes all the work required, and only the work required, to complete the project successfull
- C. a recognized standard for the project management professio
- D. the application of knowledge, skills, tools, and techniques to project activities to meet the project requirement

Answer: A

NEW QUESTION 737

The process to ensure that appropriate quality standards and operational definitions are used is:

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

Answer: B

NEW QUESTION 742

Which Process Group contains the processes performed to complete the work defined in the project management plan to satisfy the project specifications?

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

Answer: C

NEW QUESTION 745

A project manager at a publishing company decides to initiate the editing phase of the project as soon as each chapter is written. Which type of Sequence Activities tool and technique is involved, considering that there was a start-to-start relationship with a 15-day delay?

- A. Slack
- B. Float
- C. Lag
- D. Lead

Answer: C

NEW QUESTION 746

During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 747

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

- A. Performance reports
- B. Project charter
- C. Outputs from planning processes
- D. Enterprise environmental factors

Answer: D

NEW QUESTION 749

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

- A. dictionary
- B. chart
- C. report
- D. register

Answer: A

NEW QUESTION 751

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

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

Answer: D

NEW QUESTION 756

Risk exists the moment that a project is:

- A. planned
- B. conceived
- C. chartered
- D. executed

Answer: B

NEW QUESTION 759

Which standard examines an enterprise's project management process capabilities?

- A. PMBOK Guide
- B. The Standard for Program Management
- C. Organizational Project Management Maturity Model "OPMJ
- D. The Standard for Portfolio Management

Answer: C

NEW QUESTION 761

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 764

What are the key components of the communication model?

- A. Encode, message and feedback-message, medium, noise, and decode
- B. Encode, messaging technology, medium, noise, and decode
- C. Sender, message and feedback-message, medium, noise, and translate
- D. Receiver, message and feedback-message, medium, noise, and decode

Answer: A

NEW QUESTION 765

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 766

A tool and technique used during the Create WBS process is:

- A. decomposition
- B. expert judgment
- C. inspection
- D. variance analysis

Answer: A

NEW QUESTION 768

Projects are authorized by which of the following individuals?

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

Answer: D

NEW QUESTION 769

Which document describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results?

- A. Procurement management plan
- B. Procurement statement of work
- C. Request for proposal
- D. Request for quote

Answer: B

NEW QUESTION 771

A project manager needs to deliver the project 2 weeks before the planned date without changing the scope. Which of the following techniques may be applied to reevaluate the schedule?

- A. What-if scenario analysis
- B. Critical chain method
- C. Schedule crashing
- D. Resource leveling

Answer: C

NEW QUESTION 776

Which of the following is an example of push communication?

- A. Intranet sites
- B. Video conferencing
- C. Knowledge repositories
- D. Press releases

Answer: D

NEW QUESTION 780

Which of the following is a tool and technique used in all processes within Project Integration Management?

- A. Records management system
- B. Expert judgment
- C. Project management software
- D. Issue log

Answer: B

NEW QUESTION 781

Which of the following tools and techniques is used in the Develop Project Team process?

- A. Acquisitions
- B. Organizational theories
- C. Team-building activities
- D. Virtual teams

Answer: C

NEW QUESTION 786

Which type of team can be defined as a group of people with a shared goal who fulfill their roles although spending little or no time meeting face to face?

- A. Co-location team
- B. Virtual team
- C. Departmental team
- D. Consultant team

Answer: B

NEW QUESTION 791

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 796

Outputs from constituent processes might be used as:

- A. Inputs to other processes
- B. Proof of process completion
- C. Identification of project tasks
- D. Indicators to eliminate project redundancies

Answer: A

NEW QUESTION 798

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 800

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 803

Which of the following will provide the basis for estimating, scheduling, executing, and monitoring and controlling project work?

- A. Activities
- B. Milestone list
- C. Work breakdown structure (WBS)
- D. Work packages

Answer: A

NEW QUESTION 807

The process of developing a detailed description of the project and product is known as:

- A. Create WB
- B. Verify Scop
- C. Collect Requirement
- D. Define Scop

Answer: D

NEW QUESTION 809

In which of the following types of organizations is resource availability moderate to high?

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

Answer: C

NEW QUESTION 810

Inputs to Identifying Stakeholders include:

- A. Project charter, procurement documents, enterprise environmental factors, and organizational process asset
- B. Project charter, stakeholder analysis, enterprise environmental factors, and organizational process asset
- C. Project charter, stakeholder analysis, enterprise environmental factors, and stakeholder management strateg
- D. Project charter, procurement documents, expert judgment, and organizational process asset

Answer: C

NEW QUESTION 814

Organizations manage portfolios based on which of the following types of plans?

- A. Strategic
- B. Project
- C. Program
- D. Operational

Answer: A

NEW QUESTION 819

Create WBS is part of which of the following Knowledge Areas?

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

Answer: B

NEW QUESTION 822

Schedule milestones and a predefined budget are examples of:

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

Answer: A

NEW QUESTION 826

Cost of quality (COQ) refers to total cost of/to:

- A. All efforts related to qualit
- B. Product inspection activitie
- C. Maintain plan qualit
- D. Perform quality contro

Answer: B

NEW QUESTION 829

When a control chart is used to monitor performance of a process, which of the following will be set by the project manager and the appropriate stakeholders to reflect the point(s) at which corrective action will be taken to prevent exceeding the specification limits?

- A. Upper and lower control limits
- B. Upper and lower specification limits
- C. Process mean
- D. Data points

Answer: A

NEW QUESTION 832

In the Initiating Process Group, at what point does the project become officially authorized?

- A. When the project charter is signed
- B. When all the stakeholders agree on the scope of the project
- C. When the project manager is appointed
- D. When the necessary finance or funding is obtained

Answer: A

NEW QUESTION 835

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

Answer: C

NEW QUESTION 838

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 843

During which process would you obtain stakeholders' formal acceptance of the completed project scope?

- A. Quality control
- B. Scope verification
- C. Scope control
- D. Close project

Answer: B

NEW QUESTION 846

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 850

Stakeholder management strategy is an output of:

- A. Plan Communication
- B. Distribute Informatio
- C. Report Performanc
- D. Identify Stakeholder

Answer: D

NEW QUESTION 853

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 857

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 859

Which of the following is a measure of the value of work completed compared to the actual cost or progress made on the project?

- A. Schedule performance index (SPI)
- B. Cost performance index (CPI)
- C. Cost variance (CV)
- D. Planned value (PV)

Answer: B

NEW QUESTION 864

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 865

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 867

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 871

Quality and credibility of the qualitative risk analysis process requires that different levels of the risk's probabilities and impacts be defined is the definition of what?

- A. Risk breakdown structure (RBS)
- B. Risk probability and impact
- C. Qualitative risk analysis
- D. Risk response planning

Answer: B

NEW QUESTION 875

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 879

PMBOI Guide is a standard that describes:

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

Answer: B

NEW QUESTION 880

The traditional organization chart structure that can be used to show positions and relationships in a graphic top-down format is called a:

- A. Responsible, accountable, consult, and inform (RACI) char
- B. Matrix-based char
- C. Human resource char
- D. Hierarchical-type char

Answer: D

NEW QUESTION 884

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

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

Answer: B

NEW QUESTION 888

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 891

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 894

An input to the Identify Risks process is the:

- A. Risk registe
- B. Risk probability and impact assessmen
- C. Communications management pla
- D. Risk management pla

Answer: D

NEW QUESTION 898

The Plan Procurements process includes documenting project purchasing decisions and what other steps?

- A. Specifying the approach and identifying potential sellers
- B. Specifying the approach and selecting a seller
- C. Identifying potential sellers and obtaining seller responses
- D. Specifying the approach and managing procurement relationships

Answer: A

NEW QUESTION 903

An imposed date for completion of the project by the customer is an example of a project:

- A. deliverable
- B. assumption
- C. constraint
- D. exclusion

Answer: C

NEW QUESTION 906

Information distribution involves making needed information available to project stakeholders in a timely manner. What is an output from information distribution?

- A. Earned value analysis
- B. Trend analysis
- C. Project records
- D. Performance reviews

Answer: C

NEW QUESTION 910

An output of the Close Project (or Close Phase) process is:

- A. accepted deliverables
- B. organizational process asset updates
- C. work performance information
- D. project management plan updates

Answer: B

NEW QUESTION 914

Which Activity Duration Estimating technique incorporates additional timing for contingency purposes?

- A. Analogous Estimating
- B. Expert Judgment
- C. Optimistic Estimates
- D. Reserve Analysis

Answer: D

NEW QUESTION 916

What's budget?

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

Answer: B

NEW QUESTION 920

As part of a mid-project evaluation, your project sponsor has asked you to provide a forecast of total project cost. You should calculate the forecast using which of the following methods?

- A. BAC
- B. EAC

- C. ETC
- D. WBS

Answer: B

NEW QUESTION 925

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 930

Which of the following processes is necessary to ensure that the project employs all processes needed to meet its requirements?

- A. Perform Quality Control
- B. Quality Policy
- C. Perform Quality Assurance
- D. Quality Planning

Answer: C

NEW QUESTION 931

Which schedule development tool and technique produces a theoretical early start date and late start date?

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

Answer: A

NEW QUESTION 934

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 939

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 941

Which of following could be organizational process assets?

- A. Historical information
- B. Industry standards
- C. Organization infrastructure
- D. Marketplace conditions

Answer: A

NEW QUESTION 946

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

- A. Qualitative risk analysis
- B. Risk monitoring and control
- C. Monitor and control project work
- D. Risk response planning

Answer: B

NEW QUESTION 948

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 950

What process determines which risks might affect the project?

- A. Qualitative risk analysis
- B. Identify Risks
- C. Plan Risk Management
- D. Quantitative risk analysis

Answer: B

NEW QUESTION 954

What component of the project scope definition defines project exclusions?

- A. Project boundaries
- B. Project constraints
- C. Project assumptions
- D. Project objectives

Answer: A

NEW QUESTION 958

In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 961

A Project Management Office (PMO) manages a number of aspects, including what?

- A. Project scope, schedule, cost, and quality of the products of the work packages
- B. Central coordinator of communication management across projects, and for the delivery of specific project objectives, organization opportunity assessment
- C. Assigns project resources to best meet project objectives
- D. Overall risk, overall opportunity and interdependencies among projects

Answer: D

NEW QUESTION 966

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 967

Verification of project deliverables occurs during which process?

- A. Develop preliminary project scope statement
- B. Close Project or Phase
- C. Develop project charter
- D. Create WBS

Answer: B

NEW QUESTION 971

Which illustrates the connection between work that needs to be done and its project team members?

- A. Work breakdown structure
- B. Network diagrams

- C. Staffing management plan
- D. Responsibility matrix

Answer: D

NEW QUESTION 974

A risk may be graded into different priorities by which process?

- A. Risk monitoring and controlling
- B. Risk response planning
- C. Qualitative risk analysis
- D. Quantitative risk analysis

Answer: C

NEW QUESTION 975

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 980

Which type of tool would be used for the quality planning activity?

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

Answer: D

NEW QUESTION 981

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 985

Which of the following forecasting methods uses historical data as the basis for estimating future outcomes?

- A. Time series
- B. Judgmental
- C. Econometric
- D. Simulation

Answer: A

NEW QUESTION 990

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 992

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 993

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 995

Which quality planning tools and techniques are used to visually identify logical groupings based on natural relationships?

- A. Force field diagrams
- B. Cause-and-effect diagrams
- C. Affinity diagrams
- D. Nominal group techniques

Answer: C

NEW QUESTION 996

Which tool and technique of quality planning involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

- A. Histogram
- B. Quality audits
- C. Benchmarking
- D. Performance measurement analysis

Answer: C

NEW QUESTION 998

Which of the following is a tool and technique for activity duration estimating?

- A. Parametric estimating
- B. Monte Carlo analysis
- C. Top-down estimating
- D. Bottom-up estimating

Answer: A

NEW QUESTION 1003

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 1005

Which of the following processes includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

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

Answer: A

NEW QUESTION 1010

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

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

Answer: A

NEW QUESTION 1014

Which of the following is an input to the Develop Project Charter process?

- A. Work performance information
- B. Project management plan
- C. Business case
- D. Change requests

Answer: C

NEW QUESTION 1016

Who is responsible for initiating a project?

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

Answer: A

NEW QUESTION 1021

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 1022

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

- A. Critical path
- B. Rolling Wave
- C. PDM
- D. Para metric

Answer: D

NEW QUESTION 1023

Which of the following is an example of a risk symptom?

- A. Failure to meet intermediate milestones
- B. Force of nature, such as a flood
- C. Risk threshold target
- D. Crashing, front loading, or fast tracking

Answer: A

NEW QUESTION 1025

Approved change requests, approved corrective actions, and updates to organizational process assets are all outputs of which project management process?

- A. Risk response planning
- B. Manage stakeholders
- C. Scope definition
- D. Performance reporting

Answer: B

NEW QUESTION 1030

Soft logic is also known as what type of dependency?

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

Answer: B

NEW QUESTION 1035

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 1040

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

- A. Expert Judgment
- B. Project Management Methodology
- C. Project Management Information
- D. Project Selection Methods

Answer: A

NEW QUESTION 1042

Scope verification is PRIMARILY concerned with which of the following?

- A. Acceptance of the work deliverable
- B. Accuracy of the work deliverable
- C. Approval of the scope statement
- D. Accuracy of the work breakdown structure

Answer: A

NEW QUESTION 1045

Who is responsible for determining which processes from the Process Groups will be employed and who will be performing them?

- A. Project sponsor and project manager
- B. Project sponsor and functional manager
- C. Project manager and project team
- D. Project team and functional manager

Answer: C

NEW QUESTION 1046

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 1048

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 1050

Which of the following is a tool and technique used to monitor risk?

- A. Technical performance measurement
- B. Cost performance baseline
- C. Benchmarking
- D. Cost of quality

Answer: A

NEW QUESTION 1055

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 1058

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

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

Answer: B

NEW QUESTION 1060

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

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

Answer: B

NEW QUESTION 1064

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 1068

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

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

Answer: C

NEW QUESTION 1072

One of the objectives of a quality audit is to:

- A. highlight the need for root cause analysis
- B. share the process documentation among stakeholders
- C. offer assistance with non-value-added activities
- D. identify all of the gaps or shortcomings

Answer: D

NEW QUESTION 1077

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 1080

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

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

Answer: D

NEW QUESTION 1085

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 1088

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 1089

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 1092

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 1093

Requirements documentation, requirements management plan, and requirements traceability matrix are all outputs of which process?

- A. Control Scope
- B. Collect Requirements
- C. Create WBS
- D. Define Scope

Answer: B

NEW QUESTION 1095

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 1100

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

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

Answer: B

NEW QUESTION 1105

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

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

Answer: C

NEW QUESTION 1109

Which of the following is a project constraint?

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

Answer: D

NEW QUESTION 1110

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 1115

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 1118

Which process requires implementation of approved changes?

- A. Direct and Manage Project Execution
- B. Monitor and Control Project Work
- C. Perform Integrated Change Control
- D. Close Project or Phase

Answer: A

NEW QUESTION 1119

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 1122

Resource calendars are included in the:

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

Answer: A

NEW QUESTION 1126

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

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

Answer: C

NEW QUESTION 1131

An input to the Collect Requirements process is the:

- A. stakeholder register

- B. project management pla
- C. project scope statemen
- D. requirements management pla

Answer: A

NEW QUESTION 1136

Risk responses reflect an organization's perceived balance between:

- A. risk taking and risk avoidanc
- B. known risk and unknown ris
- C. identified risk and analyzed ris
- D. varying degrees of ris

Answer: A

NEW QUESTION 1139

The three processes of Project Cost Management are:

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

Answer: D

NEW QUESTION 1142

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 1147

Which baselines make up the performance measurement baseline?

- A. Scope baseline, cost baseline, and schedule baseline
- B. Scope baseline, project management baseline, and quality baseline
- C. Cost baseline, schedule baseline, and risk baseline
- D. Cost baseline, project management baseline, and schedule baseline

Answer: A

NEW QUESTION 1150

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 1154

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 1155

Which of the following are three inputs to the risk register?

- A. Risk register updates, stakeholder register, and quality management plan
- B. Communication management plan, enterprise environmental factors, and activity duration estimates
- C. Risk management plan, activity cost estimates, and project documents
- D. Project scope statement, organizational process assets, and scope baseline

Answer: C

NEW QUESTION 1159

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 1164

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 1168

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 1173

Managing procurement relationships and monitoring contract performance are part of which process?

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

Answer: C

NEW QUESTION 1174

In which type of organizational structure are staff members grouped by specialty?

- A. Functional
- B. Projectized
- C. Matrix
- D. Balanced

Answer: A

NEW QUESTION 1177

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 1179

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 underrun
- B. There is a cost overrun
- C. The project may not meet the deadline
- D. The project is 20 days behind schedule

Answer: B

NEW QUESTION 1181

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 1185

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

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

Answer: B

NEW QUESTION 1189

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

- A. in line with a measured degree of conformit
- B. out of the hands of the custome
- C. in a specified range of acceptable result
- D. out of the proces

Answer: B

NEW QUESTION 1194

In the Estimate Activity Durations process, productivity metrics and published commercial information inputs are part of the:

- A. enterprise environmental factor
- B. organizational process asset
- C. project management plan,
- D. project funding requirement

Answer: A

NEW QUESTION 1197

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

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

Answer: D

NEW QUESTION 1202

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 1203

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 1207

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 1211

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 1216

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 1217

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 1221

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

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

Answer: C

NEW QUESTION 1226

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 1230

Which activity involves ensuring that the composition of a project's configuration items is correct?

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

Answer: C

NEW QUESTION 1235

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 1240

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 1242

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

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

Answer: B

NEW QUESTION 1243

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 1245

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 1248

Which process determines the risks that might affect the project?

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

Answer: B

NEW QUESTION 1252

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 1256

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 1260

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 1265

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 1270

Which of the following techniques is used during Control Scope?

- A. Cost-benefit analysis
- B. Variance analysis
- C. Reserve analysis
- D. Stakeholder analysis

Answer: B

NEW QUESTION 1273

What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

- A. Pareto
- B. Ishikawa
- C. Shewhart-Deming
- D. Delphi

Answer: C

NEW QUESTION 1278

The project management processes presented in the PMBOK Guide should:

- A. always be applied uniformly
- B. be selected as appropriate by the sponsor
- C. be selected as appropriate by the project team
- D. be applied based on ISO guidelines

Answer: C

NEW QUESTION 1283

Organizational planning impacts projects by means of project prioritization based on risk, funding, and an organization's:

- A. Budget plan
- B. Resource plan
- C. Scope plan
- D. Strategic plan

Answer: D

NEW QUESTION 1284

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 1286

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