

PMP

Exam Questions PMP

Project Management Professional



NEW QUESTION 1

- (Topic 1)

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

- A. Provide information needed to plan appropriate ways to engage project stakeholders.
- B. Ensure comprehensive identification and listing of new stakeholders.
- 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

- (Topic 1)

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

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

Answer: A

NEW QUESTION 3

- (Topic 1)

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 4

- (Topic 1)

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 5

- (Topic 1)

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

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

Answer: D

NEW QUESTION 6

- (Topic 1)

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

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

Answer: A

NEW QUESTION 7

- (Topic 1)

What entity is assigned various responsibilities related to the centralized and coordinated management of those projects under its domain?

- A. Project management office
- B. Project team office
- C. Executive sponsor office
- D. Program management office

Answer: A

NEW QUESTION 8

- (Topic 1)

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

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

Answer: B

NEW QUESTION 9

- (Topic 1)

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 10

- (Topic 1)

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 10

- (Topic 1)

Monte Carlo is which type of risk analysis technique?

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

Answer: B

NEW QUESTION 13

- (Topic 1)

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

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

Answer: A

NEW QUESTION 18

- (Topic 1)

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 20

- (Topic 1)

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 23

- (Topic 1)

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 26

- (Topic 1)

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 27

- (Topic 1)

The Identify Stakeholders process is found in which Process Group?

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

Answer: A

NEW QUESTION 29

- (Topic 1)

Which of the following project documents is an input to the Control Scope process?

- A. Vendor risk assessment diagram
- B. Risk register
- C. Requirements traceability matrix
- D. Area of responsibility summary

Answer: C

NEW QUESTION 34

- (Topic 1)

What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

- A. Decomposition
- B. Benchmarking
- C. Inspection
- D. Checklist analysis

Answer: C

NEW QUESTION 35

- (Topic 1)

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

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

Answer: D

NEW QUESTION 38

- (Topic 1)

Which statement correctly describes the value of a business case?

- A. It provides the necessary information to determine if a project is worth the required investment.

- B. It provides for alternative dispute resolution procedures in event of contract default.
- C. It offers one of several alternative scenarios which assist in performing qualitative risk analysis.
- D. It is used to help a project manager understand the scope of commercial advantages.

Answer: A

NEW QUESTION 41

- (Topic 1)

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

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

Answer: D

NEW QUESTION 43

- (Topic 1)

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

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

Answer: A

NEW QUESTION 46

- (Topic 1)

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 48

- (Topic 1)

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 50

- (Topic 1)

Project Stakeholder Management focuses on:

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

Answer: C

NEW QUESTION 54

- (Topic 1)

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

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

Answer: C

NEW QUESTION 57

- (Topic 1)

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

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

Answer: D

NEW QUESTION 58

- (Topic 1)

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 61

- (Topic 1)

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 63

- (Topic 1)

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 68

- (Topic 1)

Soft logic is also known as what type of dependency?

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

Answer: B

NEW QUESTION 69

- (Topic 1)

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 70

- (Topic 1)

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 71

- (Topic 1)

Which enterprise environmental factors are considered during cost estimating?

- A. Marketplace conditions and commercial databases
- B. Marketplace conditions and company structure
- C. Commercial databases and company structure
- D. Existing human resources and market place conditions

Answer: A

NEW QUESTION 74

- (Topic 1)

Which is an enterprise environmental factor?

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

Answer: A

NEW QUESTION 78

- (Topic 1)

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

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

Answer: C

NEW QUESTION 79

- (Topic 1)

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

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

Answer: C

NEW QUESTION 84

- (Topic 1)

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 86

- (Topic 1)

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

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

Answer: C

NEW QUESTION 91

- (Topic 1)

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

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

Answer: B

NEW QUESTION 94

- (Topic 1)

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 95

- (Topic 1)

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 100

- (Topic 1)

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

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

Answer: A

NEW QUESTION 103

- (Topic 1)

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

- A. Are unpredictable and challenge the Plan Schedule Management process.
- B. Occur at random times in the project plans.
- C. Represent a moment in time such as a significant project point or event.
- D. Represent both significant and insignificant points in the project and are difficult to anticipate.

Answer: C

NEW QUESTION 107

- (Topic 1)

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

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

Answer: D

NEW QUESTION 109

- (Topic 1)

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

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

Answer: A

NEW QUESTION 111

- (Topic 1)

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

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

Answer:

C

NEW QUESTION 115

- (Topic 1)

Activity resource requirements and resource breakdown structure are outputs from what Project Time Management process?

- A. Schedule Control
- B. Activity Definition
- C. Schedule Development
- D. Activity Resource Estimating

Answer: D

NEW QUESTION 117

- (Topic 1)

Most experienced project managers know that:

- A. every project requires the use of all processes in the PMBOK® Guide.
- B. there is no single way to manage a project.
- C. project management techniques are risk free.
- D. there is only one way to manage projects successfully.

Answer: B

NEW QUESTION 118

- (Topic 1)

Which is a tool or technique used in Define Scope?

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

Answer: C

NEW QUESTION 122

- (Topic 1)

What causes replanning of the project scope?

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

Answer: D

NEW QUESTION 123

- (Topic 1)

The probability and impact matrix is primarily used to:

- A. Quantify risk issues for trends during a quality audit.
- B. Develop a risk register for risk planning.
- C. Evaluate each risk's importance and priority during Perform Qualitative Risk Analysis.
- D. Define risk and compare impacts during Perform Quantitative Risk Analysis.

Answer: C

NEW QUESTION 126

- (Topic 1)

What is one of the objectives of Project Risk Management?

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

Answer: C

NEW QUESTION 129

- (Topic 1)

A projects 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 131

- (Topic 1)

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 134

- (Topic 1)

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 135

- (Topic 1)

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 139

- (Topic 1)

In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 143

- (Topic 1)

What is Project Portfolio Management?

- A. Management of a project by dividing the project into more manageable sub-projects.
- 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 145

- (Topic 1)

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 149

- (Topic 1)

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 151

- (Topic 1)

For any given project, the project manager, in collaboration with the project team, is responsible for:

- A. Applying knowledge, skills, and processes uniformly.
- B. Informing the project sponsor about which processes are going to be used.
- C. Tailoring the processes to fit the abilities of the organization.
- D. Determining which particular processes are appropriate.

Answer: D

NEW QUESTION 154

- (Topic 1)

The scope management plan is a subsidiary of which project document?

- A. Schedule management plan
- B. Project management plan
- C. Quality management plan
- D. Resource management plan

Answer: B

NEW QUESTION 159

- (Topic 1)

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

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

Answer: C

NEW QUESTION 163

- (Topic 1)

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 167

- (Topic 1)

Which project risk listed in the table below is most likely to occur?

Project Risks	Probability	Impact
Risk 1	L	M
Risk 2	H	H
Risk 3	L	L
Risk 4	M	L

A. 1

- B. 2
- C. 3
- D. 4

Answer: B

NEW QUESTION 171

- (Topic 1)

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 176

- (Topic 1)

Projects are undertaken by an organization to support the:

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

Answer: D

NEW QUESTION 181

- (Topic 1)

Which Control Stakeholder Engagement tool or technique allows the project manager to consolidate and facilitate distribution of reports?

- A. Information management systems
- B. Work performance reports
- C. Stakeholder analysis
- D. Data gathering and representation

Answer: A

NEW QUESTION 183

- (Topic 1)

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 187

- (Topic 1)

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 189

- (Topic 1)

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

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

Answer: C

NEW QUESTION 193

- (Topic 1)

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 197

- (Topic 1)

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 198

- (Topic 1)

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 203

- (Topic 1)

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

- A. Project management plan.
- B. Project charter.
- C. Work breakdown structure.
- D. Stakeholder register.

Answer: B

NEW QUESTION 204

- (Topic 1)

Which tool or technique is used to develop a project charter?

- A. Project manager information systems
- B. Expert judgment
- C. Change control meetings
- D. Brainstorming

Answer: B

NEW QUESTION 207

- (Topic 1)

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

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

Answer: B

NEW QUESTION 212

- (Topic 1)

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 215

- (Topic 1)

An input required in Define Scope is an organizational:

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

Answer: B

NEW QUESTION 220

- (Topic 1)

An electronics firm authorizes a new project to develop a faster, cheaper, and smaller laptop after improvements in the industry and electronics technology. With which of the following strategic considerations is this project mainly concerned?

- A. Customer request
- B. Market demand
- C. Technological advance
- D. Strategic opportunity

Answer: C

NEW QUESTION 221

- (Topic 1)

In which Knowledge Area is the project charter developed?

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

Answer: D

NEW QUESTION 223

- (Topic 1)

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 224

- (Topic 1)

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

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

Answer: B

NEW QUESTION 225

- (Topic 1)

What are the components of the “triple constraint”?

- A. Scope, time, requirements
- B. Resources, time, cost
- C. Scope, management, cost
- D. Scope, time, cost

Answer: D

NEW QUESTION 229

- (Topic 1)

What are the five Project Management Process Groups?

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

Answer: A

NEW QUESTION 234

- (Topic 1)

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

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

Answer: C

NEW QUESTION 237

- (Topic 1)

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 242

- (Topic 1)

Which cost is associated with nonconformance?

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

Answer: A

NEW QUESTION 244

- (Topic 1)

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

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

Answer: C

NEW QUESTION 248

- (Topic 1)

The risk response strategy in which the project team acts to reduce the probability of occurrence or impact of a risk is known as:

- A. exploit
- B. avoid
- C. mitigate
- D. share

Answer: C

NEW QUESTION 249

- (Topic 1)

Stakeholder satisfaction should be managed as a key project:

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

Answer: C

NEW QUESTION 254

- (Topic 1)

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

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

Answer: C

NEW QUESTION 258

- (Topic 1)

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 262

- (Topic 2)

An input to the Create WBS process is a:

- A. project charter.
- B. stakeholder register.
- C. project scope statement.
- D. requirements traceability matrix.

Answer: C

NEW QUESTION 267

- (Topic 2)

Which process involves defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive plan?

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

Answer: B

NEW QUESTION 270

- (Topic 2)

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 272

- (Topic 2)

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

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

Answer: D

NEW QUESTION 273

- (Topic 2)

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

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

Answer: A

NEW QUESTION 274

- (Topic 2)

Which of the following are inputs to Activity Definition?

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

Answer: A

NEW QUESTION 278

- (Topic 2)

An input to the Plan Cost Management process is:

- A. Cost estimates.
- B. Resource calendars,
- C. The project charter,
- D. The risk register.

Answer: C

NEW QUESTION 279

- (Topic 2)

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

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

Answer: D

NEW QUESTION 281

- (Topic 2)

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

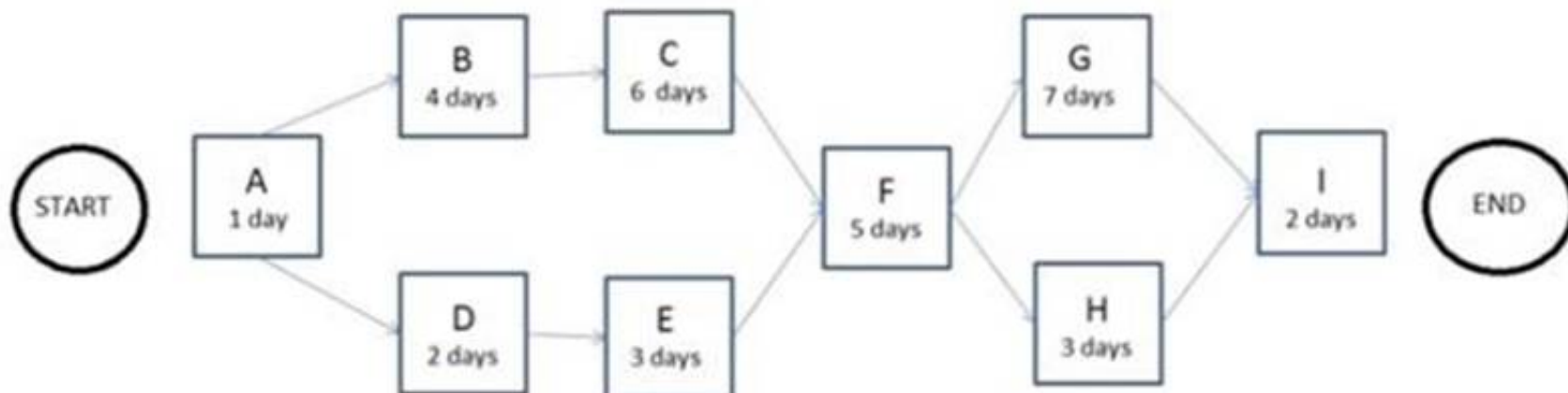
- A. Independent estimates
- B. Market research
- C. Analytical techniques
- D. Bidder conferences

Answer: B

NEW QUESTION 284

- (Topic 2)

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 286

- (Topic 2)

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

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

Answer: D

NEW QUESTION 291

- (Topic 2)

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

- A. Benchmarking.
- B. Context diagrams.

- C. Brainstorming.
- D. Prototyping.

Answer: D

NEW QUESTION 293

- (Topic 2)

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?

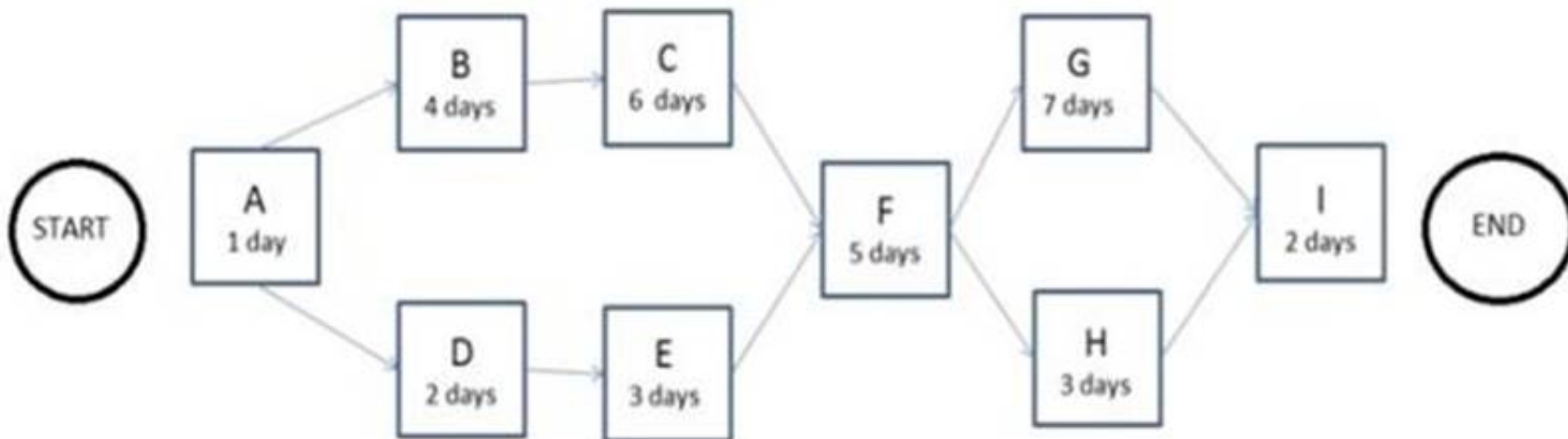
- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Three-point

Answer: A

NEW QUESTION 296

- (Topic 2)

The following is a network diagram for a project.



The total float for the project is how many days?

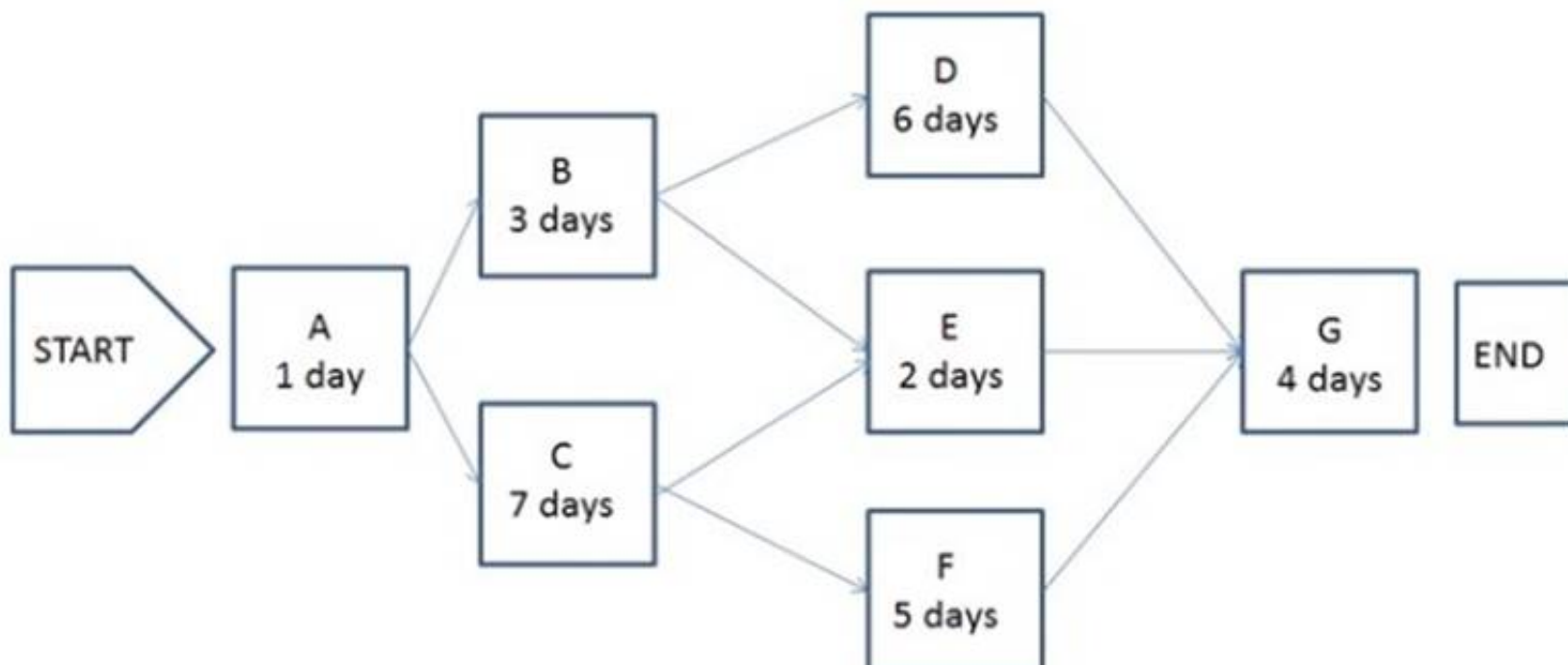
- A. 5
- B. 9
- C. 12
- D. 14

Answer: B

NEW QUESTION 301

- (Topic 2)

The following is a network diagram for a project.



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

- A. 10
- B. 12
- C. 14
- D. 17

Answer: D

NEW QUESTION 305

- (Topic 2)

During what process is the quality policy determined?

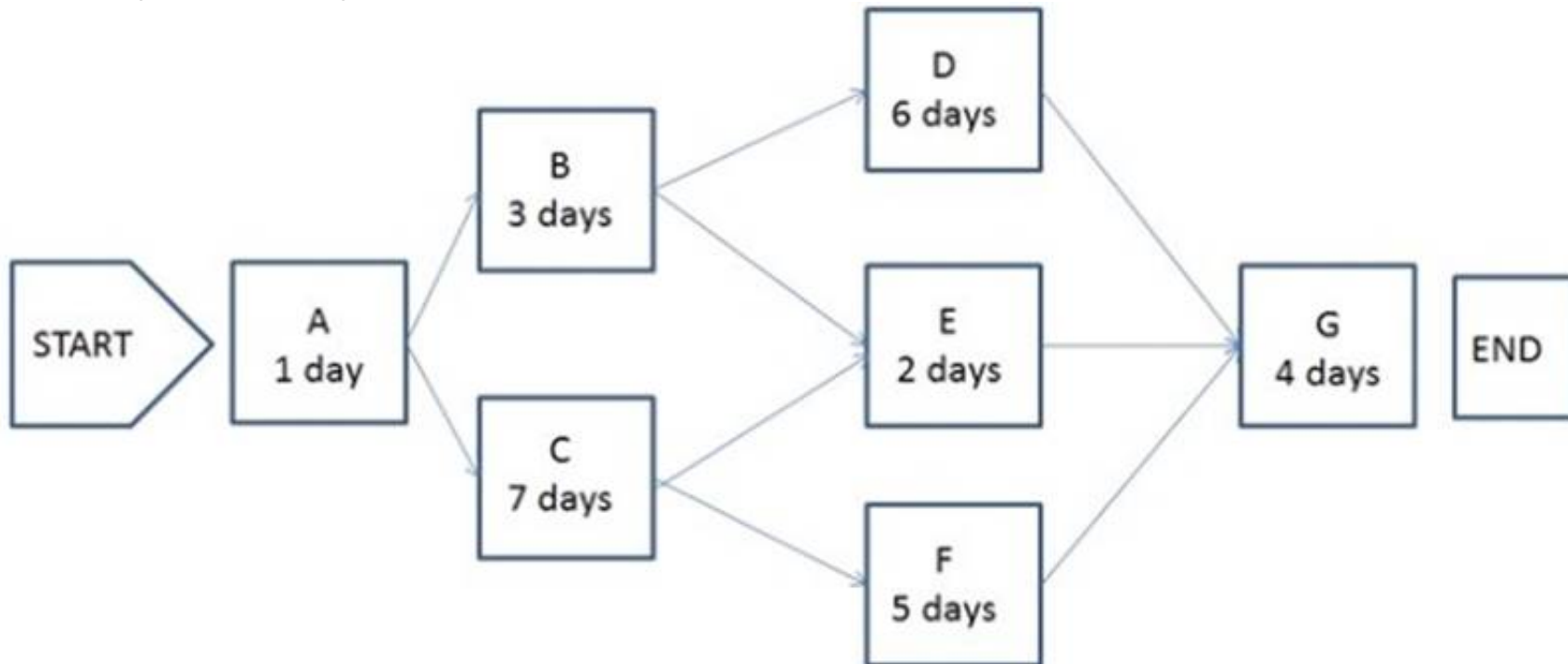
- A. Initiating
- B. Executing
- C. Planning
- D. Controlling

Answer: C

NEW QUESTION 309

- (Topic 2)

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 313

- (Topic 2)

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 318

- (Topic 2)

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

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

Answer: B

NEW QUESTION 323

- (Topic 2)

A project in which the scope, time, and cost of delivery are determined as early as possible is following a life cycle that is:

- A. Adaptive
- B. Predictive
- C. Incremental
- D. Iterative

Answer: B

NEW QUESTION 327

- (Topic 2)

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

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

Answer: D

NEW QUESTION 329

- (Topic 2)

The lowest level normally depicted in a work breakdown structure (WBS) is called a/an:

- A. work package
- B. deliverable
- C. milestone
- D. activity

Answer: A

NEW QUESTION 332

- (Topic 2)

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 336

- (Topic 2)

The staffing management plan is part of the:

- A. organizational process assets.
- B. resource calendar.
- C. human resource plan.
- D. Develop Project Team process.

Answer: C

NEW QUESTION 339

- (Topic 2)

An input of the Create WBS process is:

- A. requirements documentation.
- B. scope baseline.
- C. project charter.
- D. validated deliverables.

Answer: A

NEW QUESTION 340

- (Topic 2)

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

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

Answer: B

NEW QUESTION 341

- (Topic 2)

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 342

- (Topic 2)

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

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

Answer: B

NEW QUESTION 343

- (Topic 2)

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 344

- (Topic 2)

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 348

- (Topic 2)

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

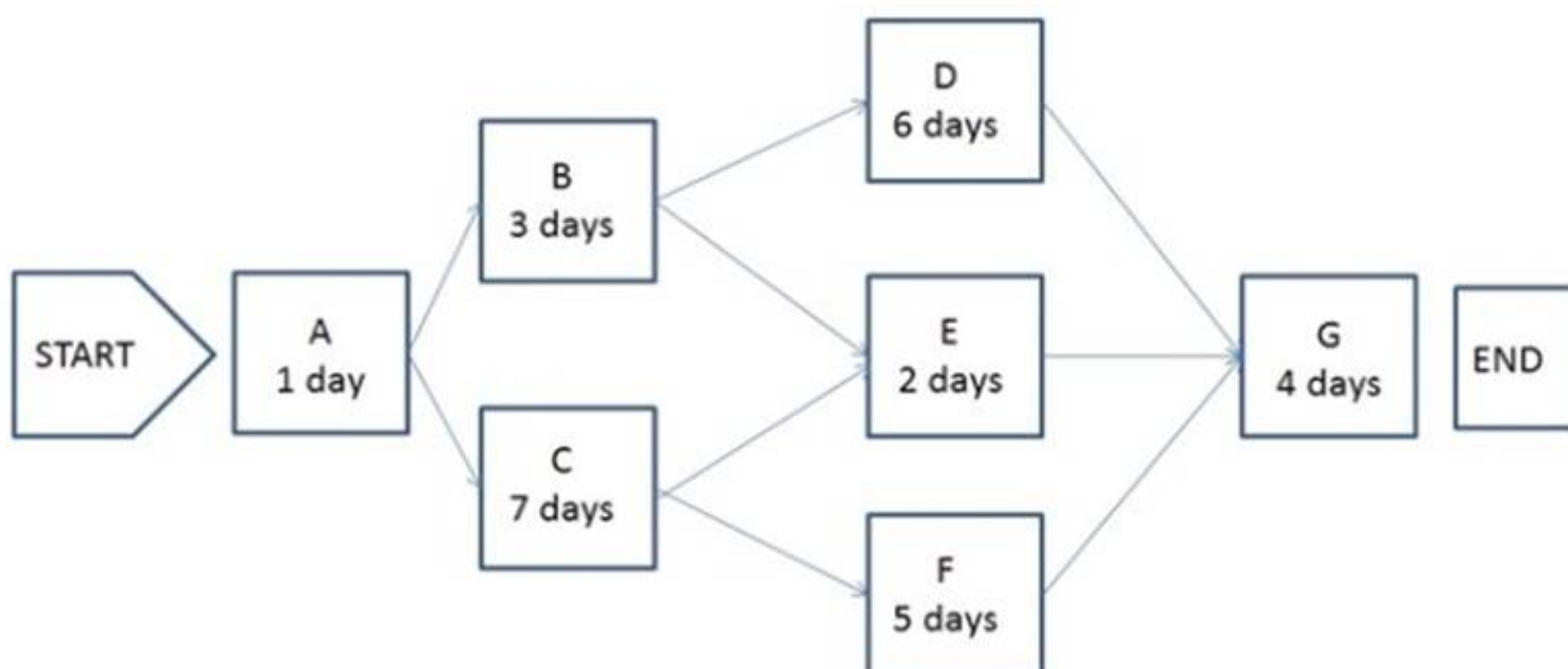
- A. Project Integration Management
- B. Project Communications Management
- C. Project Information Management System (PIMS)
- D. Project Scope Management

Answer: B

NEW QUESTION 349

- (Topic 2)

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 350

- (Topic 2)

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 355

- (Topic 2)

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: B

NEW QUESTION 356

- (Topic 2)

The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 358

- (Topic 2)

Which tool or technique of Plan Quality 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 360

- (Topic 2)

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

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

Answer: B

NEW QUESTION 365

- (Topic 2)

Enterprise environmental factors are an input to which process?

- A. Control Scope
- B. Define Scope
- C. Plan Scope Management
- D. Collect Requirements

Answer: C

NEW QUESTION 368

- (Topic 2)

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 373

- (Topic 2)

Payback period, return on investment, internal rate of return, discounted cash flow, and net present value are all examples of:

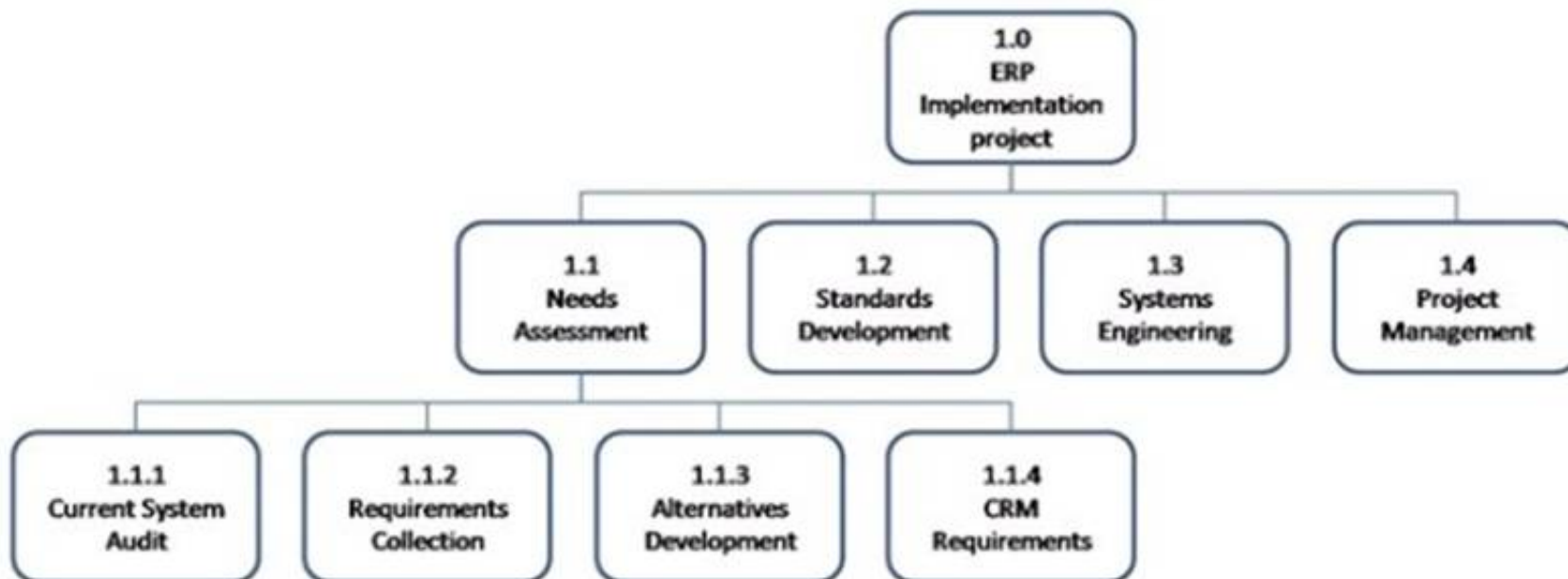
- A. Expert judgment.
- B. Analytical techniques.
- C. Earned value management.
- D. Group decision-making techniques.

Answer: B

NEW QUESTION 376

- (Topic 2)

Which type of graphic is displayed below?



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

Answer: A

NEW QUESTION 379

- (Topic 2)

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

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

Answer: D

NEW QUESTION 382

- (Topic 2)

A required input for Create WBS is a project:

- A. quality plan.
- B. schedule network.
- C. management document update.
- D. scope statement.

Answer: D

NEW QUESTION 387

- (Topic 2)

When should quality planning be performed?

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

Answer: B

NEW QUESTION 388

- (Topic 2)

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

- A. Work packages.
- B. Accepted deliverables.
- C. The WBS dictionary.
- D. The scope baseline.

Answer: A

NEW QUESTION 389

- (Topic 2)

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 Management.
- B. Develop Project Charter.
- C. Develop Schedule.
- D. Plan Scope Management.

Answer: A

NEW QUESTION 394

- (Topic 2)

Which is an example of Administer Procurements?

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

Answer: B

NEW QUESTION 398

- (Topic 2)

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 403

- (Topic 2)

Stakeholder communication requirements should be included as a component of:

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

Answer: C

NEW QUESTION 408

- (Topic 2)

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 reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards.
- D. Complete the quality control checklist.

Answer: A

NEW QUESTION 413

- (Topic 2)

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 414

- (Topic 2)

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 419

- (Topic 2)

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

- A. Procurement management plan
- B. Evaluation criteria
- C. Work Breakdown Structure (WBS)
- D. Contract Statement of Work (SOW)

Answer: D

NEW QUESTION 422

- (Topic 2)

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 424

- (Topic 2)

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

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

Answer: C

NEW QUESTION 427

- (Topic 2)

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 432

- (Topic 2)

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 436

- (Topic 2)

Portfolio Management is management of:

- A. a project by dividing the project into more manageable sub-projects.
- 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 objectives.

Answer: D

NEW QUESTION 438

- (Topic 2)

Which of the following are placed at selected points in the work breakdown structure (WBS) for performance measurement?

- A. Control accounts
- B. Milestones
- C. Management points
- D. Measurement points

Answer: A

NEW QUESTION 440

- (Topic 2)

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

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

Answer: D

NEW QUESTION 444

- (Topic 2)

Which of the following are outputs of Develop Project Team?

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

Answer: D

NEW QUESTION 448

- (Topic 2)

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

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

Answer: A

NEW QUESTION 453

- (Topic 2)

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

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

Answer: B

NEW QUESTION 457

- (Topic 2)

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

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

Answer: A

NEW QUESTION 461

- (Topic 2)

Which document defines how a project is executed, monitored and controlled, and closed?

- A. Strategic plan
- B. Project charter
- C. Project management plan
- D. Service level agreement

Answer: C

NEW QUESTION 463

- (Topic 2)

Tools and techniques used for Plan Communications include the communication:

- A. requirements analysis, communication technology, communication models, and communication methods.
- B. methods, stakeholder register, communication technology, and communication models.
- C. requirements, communication technology, communication requirements analysis, and communication methods.
- D. management plan, communication technology, communication models, and communication requirements analysis.

Answer: A

NEW QUESTION 467

- (Topic 2)

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

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

Answer: A

NEW QUESTION 469

- (Topic 2)

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

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

Answer: A

NEW QUESTION 473

- (Topic 2)

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 476

- (Topic 2)

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 480

- (Topic 3)

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

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

Answer: D

NEW QUESTION 481

- (Topic 3)

Which of the following is an output of the Perform Integrated Change Control process?

- A. Project document updates
- B. Organizational process assets updates
- C. Change requests
- D. Deliverables

Answer: A

NEW QUESTION 486

- (Topic 3)

Which of the following are examples of interactive communication?

- A. Intranet sites
- B. Voice mails
- C. Video conferences
- D. Press releases

Answer: C

NEW QUESTION 487

- (Topic 3)

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 491

- (Topic 3)

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 493

- (Topic 3)

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 496

- (Topic 3)

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 499

- (Topic 3)

Projects can intersect with an organization's operations at various points during the product life cycle such as:

- A. When there is an operations shutdown (i.
- B. a strike).
- C. When developing new products, upgrading products, or expanding outputs.
- D. When a project transitions from a temporary to a permanent status.
- E. When the project manager is promoted to operations manager.

Answer: B

NEW QUESTION 504

- (Topic 3)

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 508

- (Topic 3)

Which of the following makes changes to formally control documentation to reflect modified or additional ideas or content?

- A. Defect repair
- B. Updates
- C. Corrective action
- D. Performance reports

Answer: B

NEW QUESTION 512

- (Topic 3)

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

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

Answer: B

NEW QUESTION 513

- (Topic 3)

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

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

Answer: B

NEW QUESTION 514

- (Topic 3)

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

- A. Expert judgment.
- B. Performance reporting.
- C. Bidder conferences.
- D. Reserve analysis.

Answer: B

NEW QUESTION 518

- (Topic 3)

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

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

Answer: C

NEW QUESTION 521

- (Topic 3)

The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

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

Answer: A

NEW QUESTION 526

- (Topic 3)

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

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

Answer: B

NEW QUESTION 530

- (Topic 3)

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

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

Answer: A

NEW QUESTION 532

- (Topic 3)

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 536

- (Topic 3)

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 537

- (Topic 3)

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

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

Answer: A

NEW QUESTION 539

- (Topic 3)

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

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

Answer: D

NEW QUESTION 544

- (Topic 3)

Tools and techniques used in Direct and Manage Project Work include:

- A. Process analysis and expert judgment
- B. Analytical techniques and a project management information system

- C. Performance reviews and meetings
- D. Expert judgment and meetings

Answer: D

NEW QUESTION 547

- (Topic 3)

Which technique is used in Perform Quantitative Risk Analysis?

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

Answer: A

NEW QUESTION 551

- (Topic 3)

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 555

- (Topic 3)

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 560

- (Topic 3)

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

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

Answer: B

NEW QUESTION 565

- (Topic 3)

When would resource leveling be applied to a schedule model?

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

Answer: C

NEW QUESTION 570

- (Topic 3)

Typical outcomes of a project include:

- A. Products, services, and improvements.
- B. Products, programs, and services.
- C. Improvements, portfolios, and services.
- D. Improvements, processes, and products.

Answer: A

NEW QUESTION 573

- (Topic 3)

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 576

- (Topic 3)

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

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

Answer: B

NEW QUESTION 580

- (Topic 3)

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 585

- (Topic 3)

Which of the following is a schematic display of the project's schedule activities and the logical relationships among them?

- A. Gantt chart
- B. Project schedule network diagram
- C. Project milestone list
- D. Activity list

Answer: B

NEW QUESTION 589

- (Topic 3)

Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

- A. Supportive
- B. Directive
- C. Controlling
- D. Instructive

Answer: A

NEW QUESTION 591

- (Topic 3)

Which of the following is an input of the Define Activities process?

- A. Scope baseline
- B. Milestone list
- C. Resource calendars
- D. Activity list

Answer: A

NEW QUESTION 596

- (Topic 3)

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

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

Answer: B

NEW QUESTION 601

- (Topic 3)

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

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

Answer: D

NEW QUESTION 602

- (Topic 3)

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 606

- (Topic 3)

The project has a current cost performance index of 0.80. Assuming this performance wi continue, the new estimate at completion is \$1000. What was the original budget at completion for the project?

- A. \$800
- B. \$1000
- C. \$1250
- D. \$1800

Answer: A

NEW QUESTION 609

- (Topic 3)

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 613

- (Topic 3)

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

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

Answer: D

NEW QUESTION 615

- (Topic 3)

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

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

Answer: C

NEW QUESTION 618

- (Topic 3)

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

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

Answer: C

NEW QUESTION 620

- (Topic 3)

A Pareto chart is a specific type of:

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

Answer: B

NEW QUESTION 624

- (Topic 3)

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

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

Answer: D

NEW QUESTION 628

- (Topic 3)

Project management processes are:

- A. Static; they must not change across different projects.
- B. Applied globally and across all industry groups.
- C. Discrete elements with well-defined interfaces.
- D. Project phases, applied as required in different projects.

Answer: B

NEW QUESTION 633

- (Topic 3)

Overlooking negative stakeholders can result in a/an:

- A. decreased likelihood of conflicting interests between stakeholders.
- B. decreased likelihood of the projects progress being impeded.
- C. increased likelihood of project failure.
- D. increased likelihood of project success.

Answer: C

NEW QUESTION 638

- (Topic 3)

What's budget?

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

Answer: C

NEW QUESTION 639

- (Topic 3)

What are the Project Procurement Management processes?

- A. Conduct Procurements, Control Procurements, Integrate Procurements, and Close Procurements
- B. Estimate Procurements, Integrate Procurements, Control Procurements, and Validate Procurements
- C. Plan Procurement Management, Conduct Procurements, Control Procurements, and Close Procurements
- D. Plan Procurement Management, Perform Procurements, Control Procurements, and Validate Procurements

Answer: C

NEW QUESTION 642

- (Topic 3)

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: D

NEW QUESTION 644

- (Topic 3)

Which of the seven basic quality tools is especially useful for gathering attributes data while performing inspections to identify defects?

- A. Histograms
- B. Scatter diagrams
- C. Flowcharts
- D. Checksheets

Answer: D

NEW QUESTION 646

- (Topic 3)

Another name for an Ishikawa diagram is:

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

Answer: A

NEW QUESTION 648

- (Topic 3)

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 653

- (Topic 3)

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

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

Answer: C

NEW QUESTION 655

- (Topic 3)

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

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

Answer: D

NEW QUESTION 657

- (Topic 3)

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 662

- (Topic 3)

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 666

- (Topic 3)

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

- A. Parametric, most likely, and analogous.
- B. Least likely, analogous, and realistic.
- C. Parametric, optimistic, and pessimistic.
- D. Most likely, optimistic, and pessimistic.

Answer: D

NEW QUESTION 670

- (Topic 3)

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

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

Answer: C

NEW QUESTION 672

- (Topic 3)

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 676

- (Topic 3)

An input to the Identify Stakeholders process is:

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

Answer: C

NEW QUESTION 678

- (Topic 3)

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 682

- (Topic 3)

Status of deliverables, implementation status for change requests, and forecasted estimates to complete are examples of:

- A. Earned value management.
- B. Enterprise environmental factors.
- C. Organizational process assets.
- D. Work performance information.

Answer: D

NEW QUESTION 683

- (Topic 3)

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

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

D. 8000

Answer: B

NEW QUESTION 684

- (Topic 3)

Your project has an EV of 100 work-days, an AC of 120 work-days, and a PV of 80 work days. What should be your concern?

- A. There is a cost under run.
- B. There is a cost overrun.
- C. May not meet deadline.
- D. The project is 20 days behind schedule.

Answer: B

NEW QUESTION 685

- (Topic 3)

Which grid shows which resources are tied to work packages?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Project assignment chart
- D. Personnel assignment matrix

Answer: B

NEW QUESTION 689

- (Topic 3)

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 690

- (Topic 3)

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 692

- (Topic 3)

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 695

- (Topic 3)

Which tool and technique is used in Conduct Procurements?

- A. Teaming agreements
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

Answer: C

NEW QUESTION 698

- (Topic 3)

Within project integration management, the statement of work (SOW) references which aspects of the project?

- A. Strategic plan, business need, and product scope description

- B. Contract, enterprise environmental factors, and organizational process assets
- C. Business plan, project management plan, and project schedule
- D. Product lifecycle, business objective, and management strategy

Answer: A

NEW QUESTION 702

- (Topic 3)

To which process is work performance information an input?

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

Answer: A

NEW QUESTION 707

- (Topic 3)

A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

- A. Efficient
- B. Effective
- C. Push
- D. Pull

Answer: B

NEW QUESTION 708

- (Topic 3)

Which process group contains the processes performed to finalize all activities?

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

Answer: D

NEW QUESTION 711

- (Topic 3)

Change request status updates are an output of which process?

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

Answer: A

NEW QUESTION 715

- (Topic 3)

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

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

Answer: A

NEW QUESTION 718

- (Topic 3)

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

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

Answer: C

NEW QUESTION 722

- (Topic 3)

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 725

- (Topic 3)

The project manager at an organization has just realized that some of the engineering staff has been allocated to project Y and will not be available to finish task X. The project manager has also discovered that at the current pace, it will not be possible to complete the project on time. Due to cost constraints, hiring more work force is not a viable option. Which tools are at the manager's disposal?

- A. Resource leveling and fast tracking
- B. Fast tracking and crashing
- C. Crashing and applying leads and lags
- D. Scheduling tools and applying leads and lags

Answer: A

NEW QUESTION 728

- (Topic 3)

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 729

- (Topic 3)

The project manager has requested all expert team members to complete an anonymous questionnaire to identify possible risks. This is an example of a technique known as the:

- A. interview technique
- B. information gathering technique
- C. Delphi technique
- D. feedback technique

Answer: C

NEW QUESTION 732

- (Topic 3)

Which tool and technique is used in Conduct Procurements?

- A. Teaming agreements
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

Answer: C

NEW QUESTION 734

- (Topic 3)

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 improvement.
- B. Predictive planning.
- C. Progressive elaboration.
- D. Quality assurance.

Answer: C

NEW QUESTION 737

- (Topic 3)

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 738

- (Topic 3)

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

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

Answer: A

NEW QUESTION 741

- (Topic 3)

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

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

Answer: B

NEW QUESTION 744

- (Topic 3)

The definition of operations is a/an:

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

Answer: D

NEW QUESTION 745

- (Topic 3)

The cost of nonconformance in a project includes:

- A. testing
- B. rework
- C. inspections
- D. training

Answer: B

NEW QUESTION 747

- (Topic 3)

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

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

Answer: A

NEW QUESTION 751

- (Topic 4)

An output of Control Schedule is:

- A. A project schedule network diagram
- B. A schedule management plan
- C. Schedule data
- D. Schedule forecasts

Answer: D

NEW QUESTION 756

- (Topic 4)

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 761

- (Topic 4)

Which technique is commonly used for the Quantitative Risk Analysis activity?

- A. Brainstorming
- B. Strategies for Opportunities
- C. Decision Tree Analysis
- D. Risk Data Quality Assessment

Answer: C

NEW QUESTION 766

- (Topic 4)

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 768

- (Topic 4)

In Project Cost Management, which input is exclusive to the Determine Budget process?

- A. Scope baseline
- B. Organizational process assets
- C. Project schedule
- D. Resource calendars

Answer: D

NEW QUESTION 773

- (Topic 4)

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 778

- (Topic 4)

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 779

- (Topic 4)

An output of the Plan Quality Management process is:

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

Answer: A

NEW QUESTION 783

- (Topic 4)

The review of a sellers progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:

- A. Work performance information.
- B. Inspections and audits.
- C. Payment systems.
- D. Procurement performance reviews.

Answer:

D

NEW QUESTION 787

- (Topic 4)

Which of the following outputs from the Schedule Control process aids in the communication of SV, SPI or any performance status to stakeholders?

- A. Performance organizations
- B. Schedule baselines
- C. Performance measurements
- D. Change requests

Answer: C

NEW QUESTION 791

- (Topic 4)

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

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

Answer: D

NEW QUESTION 796

- (Topic 4)

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 800

- (Topic 4)

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

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

Answer: A

NEW QUESTION 801

- (Topic 4)

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 805

- (Topic 4)

The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

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

Answer: D

NEW QUESTION 808

- (Topic 4)

Which item is an input to the Define Activities process?

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

Answer: D

NEW QUESTION 813

- (Topic 4)

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 815

- (Topic 4)

The process of monitoring the status of the project and product scope as well as managing the changes to the scope baseline is known as:

- A. Validate Scope.
- B. Plan Scope Management.
- C. Control Scope.
- D. Define Scope.

Answer: C

NEW QUESTION 819

- (Topic 4)

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

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

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

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

Answer: D

NEW QUESTION 820

- (Topic 4)

Which quality control technique illustrates the 80/20 principle?

- A. Ishikawa diagram
- B. Control chart
- C. Run chart
- D. Pareto chart

Answer: D

NEW QUESTION 823

- (Topic 4)

Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

- A. Project team
- B. Focus group
- C. Change control board
- D. Project stakeholders

Answer: C

NEW QUESTION 826

- (Topic 4)

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

- A. Product analysis.
- B. Variance analysis.
- C. Document analysis,
- D. Decomposition.

Answer: B

NEW QUESTION 830

- (Topic 4)

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 835

- (Topic 4)

What is the critical chain method?

- A. A technique to calculate the theoretical early start and finish dates and late start and finish dates
- B. A schedule network analysis technique that modifies the project schedule to account for limited resources
- C. A schedule compression technique that analyzes cost and schedule trade-offs to determine how to obtain the greatest amount of compression for the least incremental cost
- D. A technique to estimate project duration when there is a limited amount of detailed information about the project

Answer: B

NEW QUESTION 837

- (Topic 4)

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 839

- (Topic 4)

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

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

Answer: D

NEW QUESTION 840

- (Topic 4)

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

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

Answer: D

NEW QUESTION 842

- (Topic 4)

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 843

- (Topic 4)

An input of the Control Schedule process is the:

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

Answer: D

NEW QUESTION 848

- (Topic 4)

Which schedule development 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 852

- (Topic 4)

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

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

Answer: B

NEW QUESTION 856

- (Topic 4)

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

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

Answer: C

NEW QUESTION 859

- (Topic 4)

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 860

- (Topic 4)

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 865

- (Topic 4)

An output of the Perform Integrated Change Control process is:

- A. Deliverables.
- B. Validated changes.
- C. The change log.
- D. The requirements traceability matrix.

Answer: C

NEW QUESTION 870

- (Topic 4)

Which technique is utilized in the Schedule Control process?

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

Answer: D

NEW QUESTION 874

- (Topic 4)

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

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

Answer: B

NEW QUESTION 877

- (Topic 4)

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

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

Answer: A

NEW QUESTION 882

- (Topic 4)

When does Monitor and Control Risks occur?

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

Answer: C

NEW QUESTION 884

- (Topic 4)

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

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

Answer: A

NEW QUESTION 888

- (Topic 4)

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost = \$50,000, Plan cost = \$45,000, Earned value = \$40,000. What is the cost performance index?

- A. 0.8
- B. 0.89
- C. 1.13
- D. 1.25

Answer: A

NEW QUESTION 889

- (Topic 4)

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

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

Answer: B

NEW QUESTION 893

- (Topic 4)

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

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

Answer: D

NEW QUESTION 894

- (Topic 4)

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

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

Answer: C

NEW QUESTION 896

- (Topic 4)

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 901

- (Topic 4)

Plan Schedule Management is a process in which Knowledge Area?

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

Answer: D

NEW QUESTION 902

- (Topic 4)

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

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

Answer: B

NEW QUESTION 904

- (Topic 4)

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 905

- (Topic 4)

Cost baseline is an output of which of the following processes?

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

Answer: C

NEW QUESTION 906

- (Topic 4)

The approaches, tools, and data sources that will be used to perform risk management on a project are determined by the:

- A. Methodology
- B. Risk category
- C. Risk attitude
- D. Assumption analysis

Answer: A

NEW QUESTION 911

- (Topic 4)

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

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

Answer: D

NEW QUESTION 912

- (Topic 4)

Which of the following are the components of the scope baseline?

- A. Project charter, project scope statement, and work breakdown structure (WBS)
- B. Project charter, project management plan, and plan procurement
- C. Project scope statement, work breakdown structure (WBS), and WBS dictionary
- D. Project management plan, plan procurement, and contract administration

Answer: C

NEW QUESTION 916

- (Topic 4)

Cost variance (CV) is equal to earned value:

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

Answer: A

NEW QUESTION 917

- (Topic 4)

An output of the Develop Project Team process is:

- A. Organizational process assets.
- B. Enterprise environmental factors updates.
- C. Project staff assignments.
- D. Organizational charts and position descriptions.

Answer: B

NEW QUESTION 921

- (Topic 4)

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 923

- (Topic 4)

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

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

Answer: B

NEW QUESTION 926

- (Topic 4)

What is the minimum a project schedule must include?

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

Answer: B

NEW QUESTION 928

- (Topic 4)

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. ends.
- B. begins.
- C. delays.
- D. deviates.

Answer: A

NEW QUESTION 931

- (Topic 4)

When does risk monitoring and control occur?

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

Answer: C

NEW QUESTION 936

- (Topic 4)

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 938

- (Topic 4)

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

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

Answer: D

NEW QUESTION 943

- (Topic 4)

At the start of a typical project life cycle, costs are:

- A. low, peak as work is carried out, and drop as the project nears the end.
- B. low, become steady as work is carried out, and increase as the project nears the end.
- C. high, drop as work is carried out, and increase as the project nears the end.
- D. high, become low as work is carried out, and drop as the project nears the end.

Answer: A

NEW QUESTION 946

- (Topic 4)

Ensuring that projects and programs are reviewed to prioritize resource allocation is a focus of which of the following?

- A. Project management
- B. Program management
- C. Portfolio management
- D. Relationship management

Answer: C

NEW QUESTION 948

- (Topic 4)

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

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

Based on the chart, what is the schedule performance index (SPI) for Task 4?

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

Answer: C

NEW QUESTION 953

- (Topic 4)

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 958

- (Topic 4)

The cost performance baseline is typically displayed in the form of:

- A. An S-curve.
- B. A normal curve.
- C. A U-curve.
- D. A positive slope line.

Answer: A

NEW QUESTION 960

- (Topic 4)

Which process occurs within the Monitoring and Controlling Process Group?

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

Answer: A

NEW QUESTION 963

- (Topic 4)

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

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

Answer: D

NEW QUESTION 967

- (Topic 4)

What is an objective of the Developing Project Team Process?

- A. Feelings of trust and improved cohesiveness
- B. Ground rules for interaction
- C. Enhanced resource availability
- D. Functional managers become more involved.

Answer: A

NEW QUESTION 968

- (Topic 4)

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 973

- (Topic 4)

Perform Quality Control is accomplished by:

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

Answer: B

NEW QUESTION 977

- (Topic 4)

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 982

- (Topic 4)

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 987

- (Topic 4)

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

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

Based on the chart, what is the cost performance index (CPI) for Task 2?

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

Answer: C

NEW QUESTION 988

- (Topic 4)

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

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

Answer: D

NEW QUESTION 993

- (Topic 4)

Which term describes an assessment of correctness?

- A. Accuracy
- B. Precision
- C. Grade
- D. Quality

Answer: A

NEW QUESTION 998

- (Topic 4)

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

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

Answer: C

NEW QUESTION 1001

- (Topic 5)

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 1004

- (Topic 5)

Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

- A. Force/direct
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Collaborate/problem solve

Answer: C

NEW QUESTION 1006

- (Topic 5)

The completion of the project scope is measured against the:

- A. requirements documentation.
- B. project scope statement.
- C. project management plan.
- D. work performance measurements.

Answer: C

NEW QUESTION 1008

- (Topic 5)

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 1009

- (Topic 5)

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

- A. training, testing, and warranty work.
- B. equipment, rework, and scrap.
- C. training, document processes, and inspections.
- D. inspections, rework, and warranty work.

Answer: C

NEW QUESTION 1013

- (Topic 5)

Conditions that are not under the control of the project team that influence, direct, or constrain a project are called:

- A. Enterprise environmental factors
- B. Work performance reports
- C. Organizational process assets
- D. Context diagrams

Answer: A

NEW QUESTION 1016

- (Topic 5)

The process of formalizing acceptance of the completed project deliverables is known as:

- A. Validate Scope.
- B. Close Project or Phase.
- C. Control Quality.
- D. Verify Scope.

Answer: A

NEW QUESTION 1017

- (Topic 5)

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register

Answer: B

NEW QUESTION 1020

- (Topic 5)

Sensitivity analysis is typically displayed as a/an:

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

Answer: B

NEW QUESTION 1025

- (Topic 5)

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 1030

- (Topic 5)

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 1034

- (Topic 5)

A reward can only be effective if it is:

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

Answer: D

NEW QUESTION 1039

- (Topic 5)

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

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

Answer: B

NEW QUESTION 1040

- (Topic 5)

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 1043

- (Topic 5)

If the most likely duration of an activity is five weeks, the best-case duration is two weeks, and the worst-case duration is 14 weeks, how many weeks is the expected duration of the activity?

- A. One
- B. Five
- C. Six
- D. Seven

Answer: C

NEW QUESTION 1045

- (Topic 5)

An example of a group decision-making technique is:

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

Answer: A

NEW QUESTION 1048

- (Topic 5)

Which Knowledge Areas include processes from the Closing Process Group?

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

Answer: D

NEW QUESTION 1051

- (Topic 5)

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 1053

- (Topic 5)

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

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

Answer: C

NEW QUESTION 1055

- (Topic 5)

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 1059

- (Topic 5)

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

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

Answer: D

NEW QUESTION 1063

- (Topic 5)

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

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

Answer: C

NEW QUESTION 1066

- (Topic 5)

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 1067

- (Topic 5)

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

- A. Listening
- B. Facilitation

- C. Meeting management
- D. Presentation

Answer: B

NEW QUESTION 1068

- (Topic 5)

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

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

Answer: D

NEW QUESTION 1071

- (Topic 5)

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

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

Answer: C

NEW QUESTION 1075

- (Topic 5)

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

- A. Customers.
- B. Business partners.
- C. Sellers.
- D. Functional managers.

Answer: B

NEW QUESTION 1080

- (Topic 5)

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 1082

- (Topic 5)

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

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

Answer: B

NEW QUESTION 1087

- (Topic 5)

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 1088

- (Topic 5)

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

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

Answer: D

NEW QUESTION 1090

- (Topic 5)

The cost benefit analysis tool is used for creating:

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

Answer: B

NEW QUESTION 1093

- (Topic 5)

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

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

Answer: C

NEW QUESTION 1094

- (Topic 5)

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

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

Answer: B

NEW QUESTION 1099

- (Topic 5)

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 1100

- (Topic 5)

Which activity may occur at project or phase closure?

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

Answer: A

NEW QUESTION 1101

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