



PMI

Exam Questions CAPM

Certified Associate in Project Management (PMI-100)

NEW QUESTION 1

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 2

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 3

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 4

- (Exam Topic 3)

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 5

- (Exam Topic 3)

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 6

- (Exam Topic 3)

An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 7

- (Exam 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 8

- (Exam Topic 3)

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 9

- (Exam Topic 3)

What type of reward can hurt team cohesiveness?

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

Answer: B

NEW QUESTION 10

- (Exam 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 10

- (Exam 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 12

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 15

- (Exam Topic 3)

During which process group is the quality policy determined?

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

Answer: C

NEW QUESTION 19

- (Exam Topic 3)

Conflict should be best addressed in which manner?

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

Answer: A

NEW QUESTION 20

- (Exam 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 24

- (Exam Topic 3)

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 29

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 30

- (Exam Topic 3)

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 35

- (Exam Topic 3)

Organizations perceive risks as:

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

Answer: B

NEW QUESTION 39

- (Exam 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 43

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 46

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 48

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 53

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 57

- (Exam Topic 3)

Projects are undertaken by an organization to support the:

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

Answer: D

NEW QUESTION 60

- (Exam Topic 3)

Which action should a project manager take to ensure that the project management plan is effective and current?

- A. Conduct 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 61

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 66

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 67

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 68

- (Exam Topic 3)

An input of the Control Schedule process is the:

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

Answer: D

NEW QUESTION 71

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 72

- (Exam Topic 3)

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 73

- (Exam Topic 3)

The stakeholder register is an output of:

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

Answer: A

NEW QUESTION 76

- (Exam Topic 3)

The individual or group that provides resources and support for a project and is accountable for success is the:

- A. sponsor
- B. customer
- C. business partners
- D. functional managers

Answer:

A

NEW QUESTION 81

- (Exam Topic 3)

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 86

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 90

- (Exam Topic 3)

Which is a tool or technique used in Define Scope?

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

Answer: C

NEW QUESTION 92

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 96

- (Exam Topic 3)

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 97

- (Exam Topic 3)

Perform Quality Control is accomplished by:

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

Answer: B

NEW QUESTION 100

- (Exam Topic 3)

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

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

D. Plan Risk Responses

Answer: A

NEW QUESTION 103

- (Exam Topic 3)

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 105

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 109

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 111

- (Exam Topic 3)

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 116

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 119

- (Exam Topic 3)

What is the definition of Direct and Manage Project Execution?

- A. Integrating all planned activities
- B. Performing the activities included in the plan
- C. Developing and maintaining the plan
- D. Execution of deliverables

Answer: B

NEW QUESTION 120

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 124

- (Exam Topic 3)

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

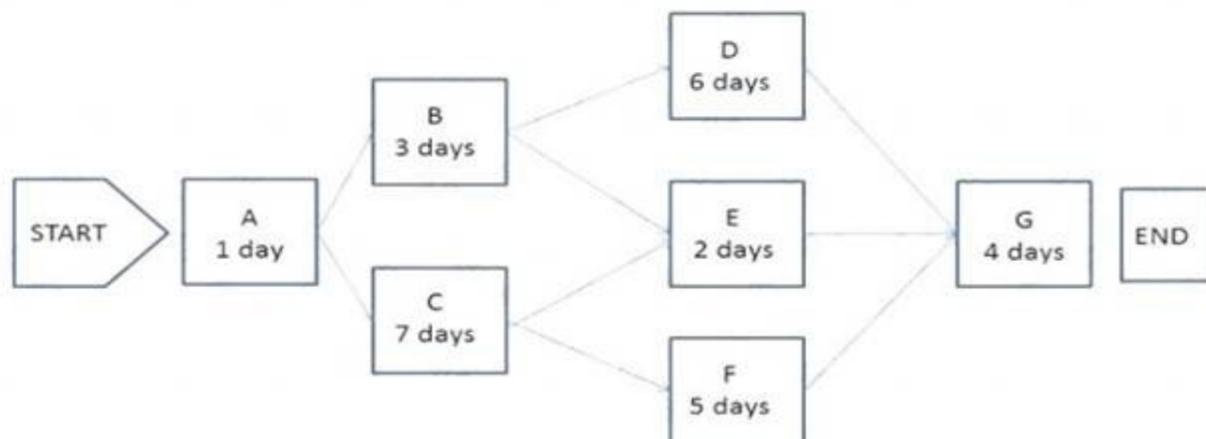
- A. Project management information system
- B. Work performance information
- C. Work breakdown structure
- D. Variance analysis

Answer: B

NEW QUESTION 128

- (Exam 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 129

- (Exam Topic 2)

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 131

- (Exam Topic 2)

An input to the Control Quality process is:

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

Answer: D

NEW QUESTION 133

- (Exam Topic 2)

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 137

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 141

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 145

- (Exam Topic 2)

Project Scope Management is primarily concerned with:

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

Answer: C

NEW QUESTION 147

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 152

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 154

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 156

- (Exam Topic 2)

Which action is included in the Control Costs process?

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

Answer: D

NEW QUESTION 160

- (Exam Topic 2)

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

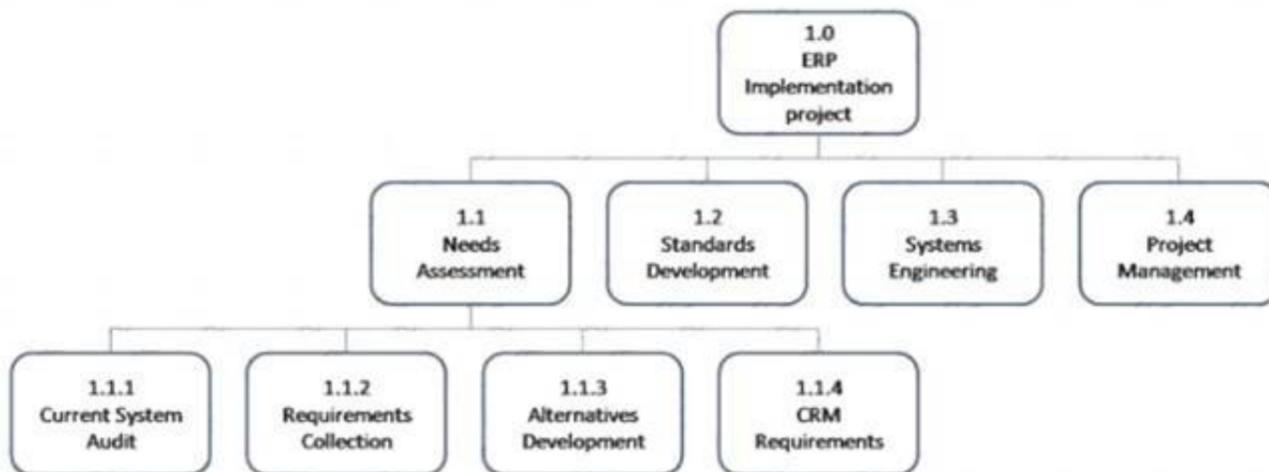
- A. Activity cost estimates
- B. Earned value management
- C. Cost management plan
- D. Cost baseline

Answer: A

NEW QUESTION 162

- (Exam Topic 2)

Which type of graphic is displayed below?



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

Answer: A

NEW QUESTION 166

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 168

- (Exam Topic 2)

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 173

- (Exam Topic 2)

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 176

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 179

- (Exam Topic 2)

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:

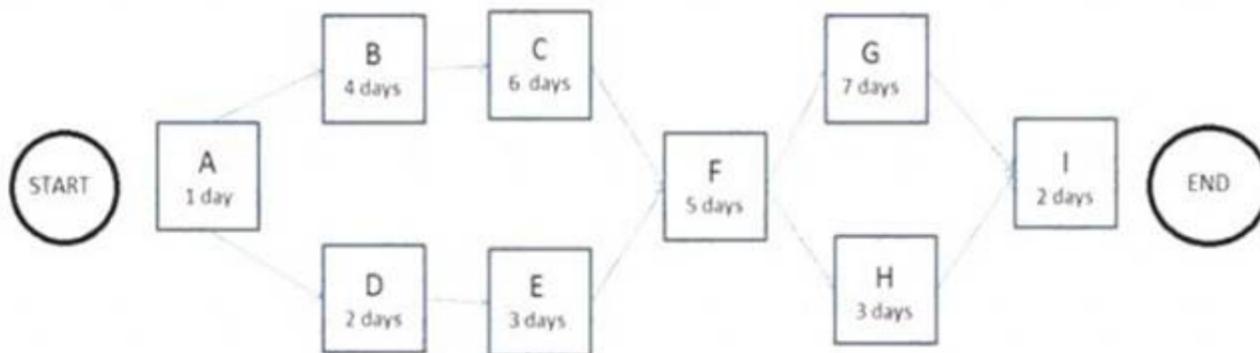
- A. ends.
- B. begins.
- C. delays.
- D. deviates.

Answer: A

NEW QUESTION 182

- (Exam Topic 2)

The following is a network diagram for a project.



The total float for the project is how many days?

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

Answer: B

NEW QUESTION 186

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 187

- (Exam Topic 2)

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

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

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

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

Answer: D

NEW QUESTION 191

- (Exam Topic 2)

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 196

- (Exam Topic 2)

Requirements documentation will typically contain at least:

- A. Stakeholder requirements, staffing requirements, and transition requirements.
- B. Business requirements, the stakeholder register, and functional requirements.
- C. Stakeholder impact, budget requirements, and communications requirements.
- D. Business objectives, stakeholder impact, and functional requirements.

Answer: D

NEW QUESTION 201

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 204

- (Exam Topic 2)

Which of the Perform Quality Assurance tools and techniques may enhance the creation of the work breakdown structure (WBS) to give structure to the decomposition of the scope?

- A. Activity network diagrams
- B. Affinity diagrams
- C. Matrix diagrams
- D. Interrelationship digraphs

Answer: B

NEW QUESTION 209

- (Exam Topic 2)

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

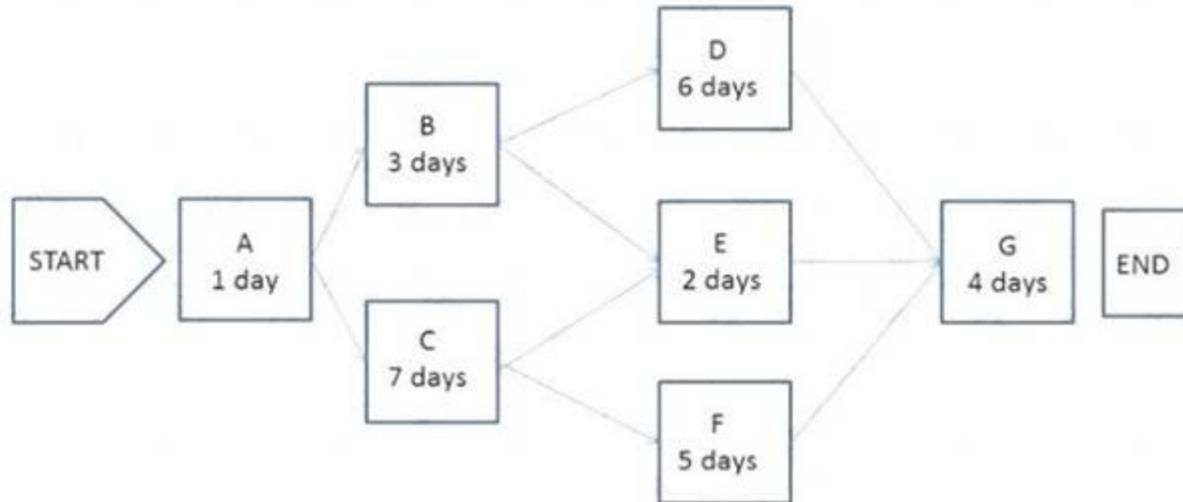
- A. tangible
- B. targeted
- C. organized
- D. variable

Answer: A

NEW QUESTION 213

- (Exam 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 218

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 221

- (Exam Topic 2)

Outputs of the Control Communications process include:

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

Answer: B

NEW QUESTION 224

- (Exam Topic 2)

An intentional activity to modify a nonconforming product or product component is called:

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

Answer: A

NEW QUESTION 226

- (Exam Topic 2)

The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

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

Answer: A

NEW QUESTION 230

- (Exam Topic 2)

In complex projects/ initiating processes should be completed:

- A. Within a work package.
- B. In each phase of the project.
- C. To estimate schedule constraints.
- D. To estimate resource allocations.

Answer: B

NEW QUESTION 233

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 235

- (Exam Topic 2)

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 238

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 243

- (Exam Topic 2)

Project Stakeholder Management focuses on:

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

Answer: C

NEW QUESTION 245

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 250

- (Exam Topic 2)

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

- A. Define Scope.
- B. Develop Project Management Plan.
- C. Plan Scope Management.

D. Plan Quality Management.

Answer: C

NEW QUESTION 252

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 256

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 260

- (Exam Topic 2)

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 263

- (Exam Topic 2)

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 268

- (Exam Topic 2)

Which element does a project charter contain?

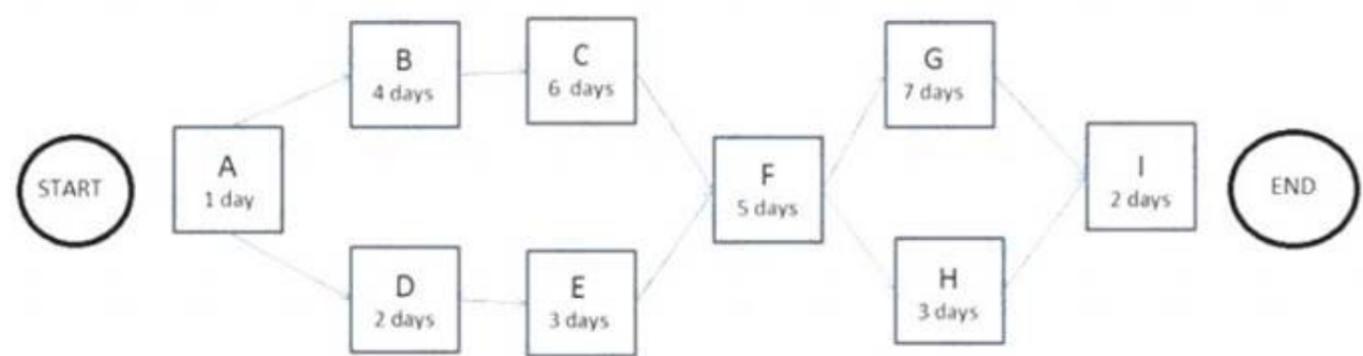
- A. Management reserves
- B. Work breakdown structure
- C. Stakeholder list
- D. Stakeholder register

Answer: C

NEW QUESTION 271

- (Exam Topic 2)

The following is a network diagram for a project.



The free float for Activity H is how many days?

- A. 4

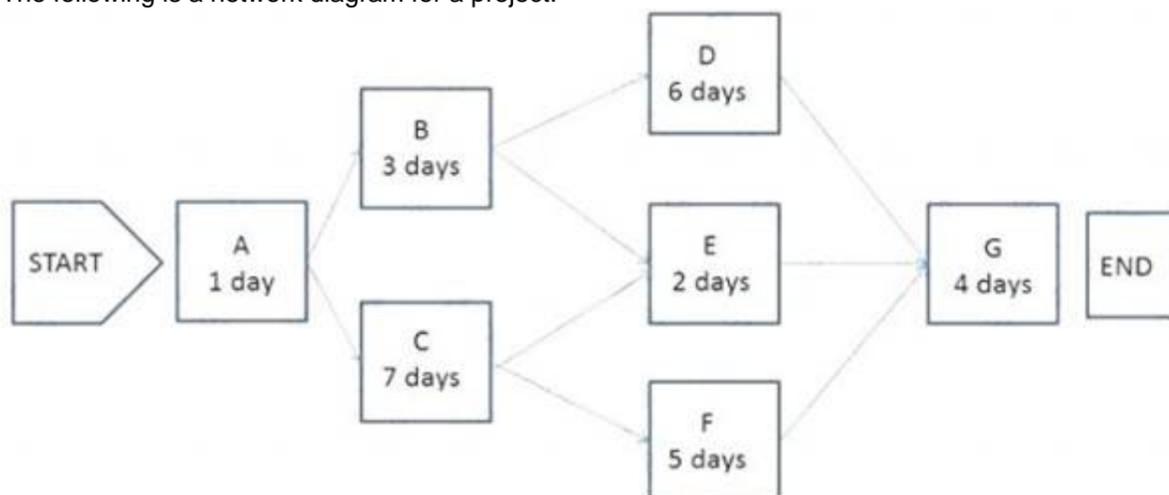
- B. 5
- C. 10
- D. 11

Answer: A

NEW QUESTION 274

- (Exam 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 278

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 283

- (Exam Topic 2)

An input to the Perform Integrated Change Control process is:

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

Answer: D

NEW QUESTION 288

- (Exam Topic 2)

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

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

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

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

Answer: C

NEW QUESTION 289

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 291

- (Exam Topic 2)

A tool and technique used in the Develop Project Charter process is:

- A. change control tools
- B. expert judgment
- C. meetings
- D. analytical techniques

Answer: B

NEW QUESTION 293

- (Exam Topic 2)

Processes in the Initiating Process Group may be completed at the organizational level and be outside of the project's:

- A. Level of control.
- B. Communication channels.
- C. Scope.
- D. Strategic alignment.

Answer: A

NEW QUESTION 296

- (Exam Topic 2)

Which Define Activities tool or technique is used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts?

- A. Decomposition
- B. Inspection
- C. Project analysis
- D. Document analysis

Answer: A

NEW QUESTION 298

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 303

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 304

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 307

- (Exam Topic 1)

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 310

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 311

- (Exam Topic 1)

The Monitoring and Controlling Process Group includes processes that:

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

Answer: C

NEW QUESTION 316

- (Exam Topic 1)

An input to the Plan Stakeholder Management process is:

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

Answer: D

NEW QUESTION 318

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 319

- (Exam Topic 1)

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

- A. Cost management plan.
- B. Work performance information.
- C. Quality management plan.
- D. Work breakdown structure.

Answer: A

NEW QUESTION 320

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 324

- (Exam Topic 1)

An input to the Manage Project Team process is:

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

Answer: A

NEW QUESTION 328

- (Exam Topic 1)

Inputs to the Plan Schedule Management process include:

- A. Organizational process assets and the project charter,
- B. Enterprise environmental factors and schedule tools.
- C. Time tables and Pareto diagrams.
- D. Activity attributes and resource calendars.

Answer: A

NEW QUESTION 329

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 332

- (Exam Topic 1)

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

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

Answer:

C

NEW QUESTION 336

- (Exam Topic 1)

Which item is an input to the Define Activities process?

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

Answer: D

NEW QUESTION 339

- (Exam Topic 1)

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 344

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 349

- (Exam Topic 1)

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 350

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 354

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 356

- (Exam Topic 1)

An input to Conduct Procurements is:

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

Answer: C

NEW QUESTION 360

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 361

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 363

- (Exam 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 365

- (Exam 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 370

- (Exam Topic 1)

Which tool or technique is used in the Estimate Costs process?

- A. Acquisition
- B. Earned value management
- C. Vendor bid analysis
- D. Forecasting

Answer: C

NEW QUESTION 371

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 374

- (Exam Topic 1)

A regression line is used to estimate:

- A. Whether or not a process is stable or has predictable performance.
- B. How a change to the independent variable influences the value of the dependent variable.
- C. The upper and lower specification limits on a control chart.

D. The central tendency, dispersion, and shape of a statistical distribution.

Answer: B

NEW QUESTION 377

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 378

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 383

- (Exam Topic 1)

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 387

- (Exam Topic 1)

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 392

- (Exam Topic 1)

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 397

- (Exam Topic 1)

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 402

- (Exam Topic 1)

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 406

- (Exam 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 411

- (Exam Topic 1)

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 412

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 416

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 421

- (Exam Topic 1)

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 425

- (Exam Topic 1)

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 428

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 430

- (Exam Topic 1)

An output of the Validate Scope process is:

- A. A requirements traceability matrix.
- B. The scope management plan.
- C. Work performance reports.
- D. Change requests.

Answer: D

NEW QUESTION 434

- (Exam Topic 1)

A risk response strategy in which the project team shifts the impact of a threat, together with ownership of the response, to a third party is called:

- A. mitigate
- B. accept
- C. transfer
- D. avoid

Answer: C

NEW QUESTION 439

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 443

- (Exam Topic 1)

An output of the Manage Stakeholder Engagement process is:

- A. change requests
- B. enterprise environmental factors
- C. the stakeholder management plan
- D. the change log

Answer: A

NEW QUESTION 445

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 448

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 449

- (Exam Topic 1)

A reward can only be effective if it is:

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

Answer: D

NEW QUESTION 451

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 455

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 460

- (Exam Topic 1)

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

- A. Deliverables.
- B. Activity lists.
- C. A work breakdown structure.
- D. A scope statement.

Answer: A

NEW QUESTION 461

- (Exam Topic 1)

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 463

- (Exam 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 467

- (Exam Topic 1)

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

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

Answer:

C

NEW QUESTION 470

- (Exam Topic 1)

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 471

- (Exam Topic 6)

What are the objectives of Initiation processes?

- A. Initiation processes are performed in order to develop the project charter and identify stakeholders.
- B. Initiation processes are performed in order to obtain budget approval for a project or phase and approve scope with customers.
- C. Initiation processes are performed to identify business objectives for a project or phase and identify stakeholders' goals.
- D. Initiation processes are performed to map initial requirements for a project or phase and prioritize them with stakeholders.

Answer: D

NEW QUESTION 474

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 476

- (Exam Topic 6)

The project manager is distributing project communications, collecting and storing project information, and retrieving documents when required. In which process is the project manager involved?

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

Answer: C

NEW QUESTION 478

- (Exam Topic 6)

The features and functions that characterize a result, product, or service can refer to:

- A. project scope
- B. product scope
- C. service scope
- D. product breakdown structure

Answer: B

NEW QUESTION 483

- (Exam Topic 6)

Creating the project scope statement is part of which process?

- A. Manage Scope
- B. Collect Requirements
- C. Define Scope
- D. Validate Scope

Answer: C

NEW QUESTION 487

- (Exam Topic 6)

Why is tailoring in a project necessary?

- A. Requirements keep changing.
- B. An artifact must be produced.

- C. A tool or technique is required.
- D. Each project is unique.

Answer: D

Explanation:

Each project is unique, and the members of the project team should select the appropriate tools, techniques, inputs, and outputs from the PMBOK Guide.

NEW QUESTION 492

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 494

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 499

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 500

- (Exam Topic 6)

A project manager is reviewing the change requests for project documents, deliverables, and the project plan. In which project management process does this review belong?

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

Answer: D

NEW QUESTION 501

- (Exam Topic 6)

Which conflict resolution technique produces the most lasting results?

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

Answer: C

NEW QUESTION 503

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 507

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 510

- (Exam Topic 5)

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 512

- (Exam Topic 5)

The diagram below is an example of a:



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

Answer: A

NEW QUESTION 513

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 517

- (Exam Topic 5)

Which input will be used when tasked with developing the human resource plan?

- A. Project management plan
- B. Activity resource requirements
- C. Resource calendar
- D. Project staff assignments

Answer: B

NEW QUESTION 522

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 525

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 527

- (Exam Topic 5)

During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 530

- (Exam Topic 5)

At the end of the project, what will be the value of SV?

- A. Positive
- B. Zero
- C. Negative
- D. Greater than one

Answer: B

NEW QUESTION 531

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 534

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 536

- (Exam Topic 5)

Which characteristics do effective project managers possess?

- A. Project management knowledge, performance skills, and personal effectiveness
- B. Preparedness, project management knowledge, and personality characteristics
- C. General management, preparedness, and project management knowledge
- D. Assertiveness, collaboration, and performance skills

Answer: A

NEW QUESTION 540

- (Exam Topic 5)

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 542

- (Exam Topic 5)

Inputs to the Plan Risk Management process include the:

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

Answer: A

NEW QUESTION 544

- (Exam Topic 5)

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 548

- (Exam Topic 5)

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

- A. operate separately.
- B. move together in batches,
- C. overlap and interact.
- D. move in a sequence.

Answer: C

NEW QUESTION 553

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 555

- (Exam Topic 5)

The project has a current cost performance index of 0.80. Assuming this performance will 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 557

- (Exam Topic 5)

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

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

Answer:

C

NEW QUESTION 560

- (Exam Topic 5)

Which of the following is a project constraint?

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

Answer: D

NEW QUESTION 565

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 569

- (Exam Topic 5)

What is project management?

- A. A logical grouping of project management inputs, outputs, tools, and techniques
- B. Applying knowledge, skills, tools, and techniques to project activities to meet the project requirements
- C. Launching a process that can result in the authorization of a new project
- D. A formal, approved document that defines how the project is executed, monitored, and controlled

Answer: B

NEW QUESTION 573

- (Exam 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 576

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 578

- (Exam Topic 5)

Which is one of the determining factors used to calculate CPI?

- A. EV
- B. SPI
- C. PV
- D. ETC

Answer: A

NEW QUESTION 583

- (Exam Topic 5)

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

- A. The risk of achieving the shortened project time is increased.
- B. The critical path will have positive total float.

- C. Contingency reserves are released for redeployment by the project manager.
- D. Duration buffers are added to maintain a focus on planned activity durations.

Answer: A

NEW QUESTION 584

- (Exam Topic 5)

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 587

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 592

- (Exam Topic 5)

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 596

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 598

- (Exam Topic 4)

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 601

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 606

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 611

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 614

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 619

- (Exam Topic 4)

Which piece of information is part of the WBS Dictionary?

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

Answer: A

NEW QUESTION 620

- (Exam Topic 4)

How is the schedule variance calculated using the earned value technique?

- A. EV less AC
- B. AC less PV
- C. EV less PV
- D. AC less EV

Answer: C

NEW QUESTION 621

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 622

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 627

- (Exam Topic 4)

The project scope statement and resource calendars are inputs to which Project Time Management process?

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

Answer: C

NEW QUESTION 630

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 633

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 634

- (Exam Topic 4)

Which of the following strategies is used to deal with risks that may have a negative impact on project objectives?

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

Answer: D

NEW QUESTION 636

- (Exam Topic 4)

Analogous cost estimating relies on which of the following techniques?

- A. Expert judgment
- B. Project management software
- C. Vendor bid analysis
- D. Reserve analysis

Answer: A

NEW QUESTION 637

- (Exam Topic 4)

Co-location is a tool and technique of:

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

Answer: C

NEW QUESTION 638

- (Exam Topic 4)

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 641

- (Exam Topic 4)

What is a tool to improve team performance?

- A. Staffing plan
- B. External feedback
- C. Performance reports
- D. Co-location

Answer: D

NEW QUESTION 645

- (Exam Topic 4)

Labor, materials, equipment, and supplies are examples of:

- A. Resource attributes.
- B. Resource types.
- C. Resource categories.
- D. Resource breakdown structures (RBS).

Answer: C

NEW QUESTION 648

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 650

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 653

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 654

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 659

- (Exam Topic 4)

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

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

Answer:

C

NEW QUESTION 664

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 668

- (Exam Topic 4)

Which of the following is an input to Develop Human Resource Plan?

- A. Team performance assessment
- B. Roles and responsibilities
- C. Staffing management plan
- D. Enterprise environmental factors

Answer: D

NEW QUESTION 672

- (Exam 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 675

- (Exam Topic 4)

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 677

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 678

- (Exam Topic 4)

The precedence diagramming method (PDM) is also known as:

- A. Arrow Diagram.
- B. Critical Path Methodology (CPM).
- C. Activity-On-Node (AON).
- D. schedule network diagram.

Answer: C

NEW QUESTION 682

- (Exam Topic 4)

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

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

D. Develop Project Charter

Answer: D

NEW QUESTION 685

- (Exam Topic 4)

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

- A. updates.
- B. defect repairs.
- C. preventive actions.
- D. corrective actions.

Answer: A

NEW QUESTION 688

- (Exam Topic 4)

Control charts, flowcharting, histograms, Pareto charts, and scatter diagrams are tools and techniques of which process?

- A. Perform Quality Control
- B. Perform Quality Assurance
- C. Plan Quality
- D. Report Performance

Answer: C

NEW QUESTION 693

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 698

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 703

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 707

- (Exam Topic 4)

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 708

- (Exam Topic 4)

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

- A. organization charts.
- B. ground rules.
- C. organizational theory,
- D. conflict management.

Answer: D

NEW QUESTION 711

- (Exam Topic 4)

In which Process Group are lessons learned documented?

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

Answer: B

NEW QUESTION 713

- (Exam Topic 4)

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 716

- (Exam Topic 4)

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 717

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 721

- (Exam Topic 4)

Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

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

Answer: C

NEW QUESTION 725

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 730

- (Exam Topic 4)

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 734

- (Exam Topic 4)

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 737

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 738

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 742

- (Exam Topic 4)

Another name for an Ishikawa diagram is:

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

Answer: A

NEW QUESTION 747

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 752

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 757

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 762

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 767

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 771

- (Exam Topic 4)

Which of the following statements is true regarding project and product lifecycles?

- A. A single product lifecycle may consist of multiple project lifecycles.
- B. A product lifecycle is always shorter than the project lifecycle.
- C. A single product lifecycle can only have one project lifecycle.
- D. A single project lifecycle may consist of multiple product lifecycles.

Answer: A

NEW QUESTION 775

- (Exam Topic 4)

"Tailoring" is defined as the:

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

Answer: A

NEW QUESTION 778

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 780

- (Exam Topic 6)

Match the project manager's sphere of influence with the associated primary role.

Project Manager's Sphere of Influence		Project Manager's Primary Role
Professional discipline		Use informal and formal networks for communication among the sponsor, team, and stakeholders.
The industry		Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding.
The project		Apply and transfer knowledge continuously to related professions.
The organization		Keep abreast of emerging technology developments and the changing market.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Project Manager's Sphere of Influence		Project Manager's Primary Role
Professional discipline	The project	Use informal and formal networks for communication among the sponsor, team, and stakeholders.
The industry	Professional discipline	Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding.
The project	The industry	Apply and transfer knowledge continuously to related professions.
The organization	The organization	Keep abreast of emerging technology developments and the changing market.

NEW QUESTION 781

- (Exam Topic 6)

Which tool should a project manager consider to deal with multiple sources of risk?

- A. An updated risk register
- B. Risk breakdown structure
- C. Issue log
- D. Stakeholder register

Answer: B

NEW QUESTION 784

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 788

- (Exam Topic 6)

Which process is engaged when a project team member makes a change to project budget with the project manager's approval?

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

Answer: A

NEW QUESTION 790

- (Exam Topic 6)

To which knowledge area does the Collect Requirements process belong?

- A. Quality Management
- B. Scope Management
- C. Cost Management
- D. Integration Management

Answer: B

NEW QUESTION 792

- (Exam Topic 6)

What is the project manager's responsibility in Project Integration Management?

- A. Ensuring that requirements-related work is clarified in the project management plan
- B. Investing sufficient effort in acquiring, managing, motivating, and empowering the project team
- C. Combining the results in all other knowledge areas, and overseeing the project as a whole
- D. Developing a strategy to ensure effective stakeholder communication

Answer: A

NEW QUESTION 797

- (Exam Topic 6)

Which are the main objectives of Project Risk Management?

- A. Increase the probability of positive risks and decrease the probability of negative risks
- B. Avoid all kind of risks
- C. Increase the probability of positive risks and eliminate all negative risks
- D. Identify positive and negative risks

Answer: A

NEW QUESTION 799

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 803

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 804

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 808

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 810

- (Exam Topic 6)

Which project manager competency is displayed through the knowledge, skills, and behaviors related to specific domains of project, program, and portfolio management?

- A. Leadership management
- B. Technical project management
- C. Strategic management
- D. Business management

Answer: B

NEW QUESTION 815

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 818

- (Exam Topic 6)

Company A has just been notified about a new legal requirement for its business operations. What is the classification of this item?

- A. Internal enterprise environmental factor
- B. Risk register database
- C. External enterprise environmental factor
- D. Organizational process asset

Answer: C

NEW QUESTION 820

- (Exam Topic 6)

In an adaptive or agile life cycle, how are the customer and sponsor involved in the project scope management activities?

- A. Involvement is needed only during project initiation.
- B. Minimal involvement of stakeholders is sufficient.
- C. They should be continuously engaged.
- D. They should be involved only during phase or deliverable reviews.

Answer: C

NEW QUESTION 822

- (Exam Topic 6)

In which Project Cost Management process is work performance data included?

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

Answer: D

NEW QUESTION 823

- (Exam Topic 6)

What is the difference between verified and accepted deliverables?

- A. Accepted deliverables have been completed and checked for correctness; verified deliverables have been formally approved by the customer or authorized stakeholder.

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

Answer: D

NEW QUESTION 824

- (Exam Topic 6)

A functional manager is delegating a key project to a project team without a project manager. Which communication method will be most effective?

- A. Interactive
- B. Push
- C. Verbal
- D. Oral

Answer: A

NEW QUESTION 826

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 827

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 828

- (Exam Topic 6)

A project manager has to share a status report with a new stakeholder and is trying to determine the level of detail to include in the report. Which document best details the information the project manager needs to make this decision?

- A. Organizational process assets
- B. Change management plan
- C. Communications management plan
- D. Resource management plan

Answer: C

NEW QUESTION 832

- (Exam Topic 6)

What important leadership quality/qualities should project managers possess?

- A. Skills and behaviors related to specific domains of project management
- B. Skills and behaviors needed to guide a team and help an organization reach its goals
- C. Industry expertise that helps to better deliver business outcomes
- D. Industry and organizational expertise that enhances performance

Answer: C

NEW QUESTION 833

- (Exam Topic 6) Given the following information. Activity A takes one week.

Activity B takes three weeks. Activity C takes two weeks. Activity D takes five weeks.

Activity A starts at the same time as Activity B. Activity C follows Activity B and Activity A. Activity D follows Activity C.

How long will it take to complete the project?

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

Answer: D

NEW QUESTION 834

- (Exam Topic 6)

What is a tailoring consideration for the application of Project Risk Management processes?

- A. Project complexity
- B. Procurement criteria
- C. Communication technology
- D. Knowledge management

Answer: A

NEW QUESTION 837

- (Exam Topic 6)

A project manager is experiencing a project with a high degree of change. Which type of stakeholder engagement does this project require?

- A. Discussing with management
- B. Escalating to the sponsors
- C. Engaging regularly with stakeholders
- D. Engaging only with decision makers

Answer: C

NEW QUESTION 839

- (Exam Topic 6)

Which are inputs for the Plan Quality Management process?

- A. Quality metrics, project documents, and financial performance
- B. Quality management plan, project documents, and quality metrics
- C. Project management plan, project documents, and organizational process assets
- D. Project management plan, quality metric
- E. and project documents

Answer: C

NEW QUESTION 843

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 845

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 848

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 851

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 855

- (Exam Topic 6)

Which of the following is an example of tacit knowledge?

- A. Risk register
- B. Project requirements
- C. Expert judgment
- D. Make-or-buy analysis

Answer: C

NEW QUESTION 856

- (Exam Topic 6)

Which of the following is an example of an organizational system that is arranged based on the job being performed?

- A. Simple
- B. Multi-divisional
- C. Functional
- D. Project-oriented

Answer: C

NEW QUESTION 858

- (Exam Topic 6)

A project is in progress and about to move to a different phase, according to the plan. This will be a good opportunity for the project manager to:

- A. create the project management plan.
- B. identify the project objectives.
- C. review and update stakeholder engagement.
- D. create the schedule baseline.

Answer: C

NEW QUESTION 863

- (Exam Topic 6)

When should Project Risk Management be conducted?

- A. Project Planning
- B. Monitoring and Controlling
- C. Quality Planning
- D. Throughout the project lifecycle

Answer: C

NEW QUESTION 866

- (Exam Topic 6)

How can a project manager determine if the project activities comply with organizational and project policies, processes, and procedures?

- A. Look at the quality metrics.
- B. Validate the scope.
- C. Review the quality checklist.
- D. Conduct a quality audit.

Answer: D

NEW QUESTION 871

- (Exam Topic 6)

A project manager needs to tailor the Project Cost Management process. Which considerations should the project manager apply?

- A. Diversity background
- B. Stakeholder's relationships
- C. Technical expertise
- D. Knowledge management

Answer: D

NEW QUESTION 873

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 877

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 878

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 880

- (Exam Topic 6)

Which of the following can a project manager use to represent defined team member roles in a group of tasks?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Organizational breakdown structure (OBS)
- D. Resource breakdown structure (RBS)

Answer: B

NEW QUESTION 881

- (Exam Topic 6)

Make-or-buy analysis is a tool and technique of which process?

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

Answer: B

NEW QUESTION 882

- (Exam Topic 6)

The project manager is using co-location and providing training to the project team. On which of the following Project Resource Management processes is the project manager working?

- A. Acquire Resources
- B. Control Resources
- C. Manage Team
- D. Develop Team

Answer: D

NEW QUESTION 885

- (Exam Topic 6)

The project manager is dividing the project scope into smaller pieces, and repeating this process until no more subdivisions are required. At this point the project manager is able to estimate costs and activities for each element. What are these elements called?

- A. Project activities
- B. Work packages
- C. Planning packages
- D. Project deliverables

Answer: B

NEW QUESTION 887

- (Exam Topic 6)

A project team conducts regular standup meetings to keep everyone updated on what each one of them is working on. What type of communication is this?

- A. Informal
- B. Unofficial
- C. Formal
- D. Hierarchical

Answer: A

NEW QUESTION 892

- (Exam Topic 6)

A project manager is monitoring and recording results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations. Which output is the project manager using?

- A. Approved change requests
- B. Verified deliverables
- C. Lessons learned
- D. Work performance data

Answer: B

NEW QUESTION 895

- (Exam Topic 6)

A project manager is determining the amount of contingency needed for a project. Which analysis is the project manager using?

- A. What-if scenario analysis
- B. Simulation
- C. Alternatives analysis
- D. Reserve analysis

Answer: D

NEW QUESTION 898

- (Exam Topic 6)

In which sphere of influence is the project manager demonstrating the value of project management and advancing the efficacy of the project management office (PMO)?

- A. The organization
- B. The project
- C. The industry
- D. The product

Answer: B

NEW QUESTION 902

- (Exam Topic 6)

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

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

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

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

NEW QUESTION 905

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 907

- (Exam Topic 6)

The project manager is working with some functional managers and stakeholders on the resource management plan. Which elements may be included in this plan?

- A. Team values, team agreements, and conflict resolution process
- B. Conflict resolution process, communication guidelines, and meeting schedules
- C. Team roles and responsibilities, team management, and training plan
- D. Resource requirements, resource assignments, and team performance assessments

Answer: D

NEW QUESTION 908

- (Exam Topic 6)

A project is just beginning, and management creates a long list of potential stakeholders. Which statement about identifying and engaging stakeholders is correct?

- A. The project manager should identify and deal with stakeholders only during the execution phase.
- B. Stakeholder satisfaction should be identified immediately and managed as a project objective.
- C. The project manager should focus on project objectives and deal with stakeholders as a secondary priority.
- D. Stakeholder satisfaction is the most important goal, and project objectives should be considered a secondary priority.

Answer: B

NEW QUESTION 912

- (Exam Topic 6)

In a large organization, with projects of different types and sizes, what kind of approach or method would be best to use?

- A. Predictive
- B. Adaptive
- C. A mix
- D. Agile

Answer: C

NEW QUESTION 916

- (Exam Topic 6)

Which set of competencies should a project manager have?

- A. Leadership, strategic and business management, and technical project management
- B. Expertise in the industry, leadership and business management, and bilingual skills
- C. Technical project management, expertise in every role, and PMP certification
- D. Expertise in every detail on project activities
- E. PMP certification, and leadership

Answer: A

NEW QUESTION 920

- (Exam Topic 6)

Which action should the project manager take after the team finishes executing the scope?

- A. Verify the deliverables to ensure that they are correct and meet the customer's satisfaction.
- B. Accept all the deliverables and deliver them to the customer for final acceptance.
- C. Conduct a joint session with the customer, change the deliverables, and then request approval.
- D. Check that all change requests were implemented and release deliverables to the customer.

Answer: A

NEW QUESTION 924

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 928

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 930

- (Exam Topic 6)

Which set of activities should a project manager use as part of the Develop Team process?

- A. Training and establishing ground rules
- B. Networking activities and estimating team resources
- C. Conflict management activities and tracking team performance
- D. Recruit new team members and training

Answer: A

NEW QUESTION 934

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 939

- (Exam Topic 6)

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

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

Answer: D

Explanation:

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

NEW QUESTION 944

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