Exam Code: CAPM
Exam Name: Certified Associate in Project Management (PMI-100)
Certification Provider: PMI

Vdumps

Exam A

QUESTION 1
Which tool or technique is used in the Plan Scope Management process?

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

Correct Answer: D
Section:

QUESTION 2
Which tool or technique is an examination of industry and specific vendor capabilities?

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

Correct Answer: B
Section:

QUESTION 3
An input used in developing the communications management plan is:

A. Communication models.
B. Enterprise environmental factors.
C. Organizational communications,
D. Organizational cultures and styles.

Correct Answer: B
Section:

QUESTION 4
Regression analysis, failure mode and effect analysis (FMEA), fault tree analysis (FTA), and trend analysis are examples of which tool or technique?

A. Expert judgment
B. Forecasting methods
C. Earned value management
D. Analytical techniques

Correct Answer: D

Section:

QUESTION 5
The Perform Quality Assurance process occurs in which Process Group?

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

Correct Answer: A
Section:

QUESTION 6
Enterprise environmental factors are an input to which process?

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

Correct Answer: C
Section:

QUESTION 7
Which process develops options and actions to enhance opportunities and reduce threats to project objectives?

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

Correct Answer: D
Section:

QUESTION 8
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.

Correct Answer: A
Section:

QUESTION 9

Which input to the Manage Stakeholder Engagement process is used to document changes that occur during the project?

A. Issue log
B. Change log
C. Expert judgment
D. Change requests

Correct Answer: B
Section:

QUESTION 10
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.

Correct Answer: D
Section:

QUESTION 11
An input to the Plan Cost Management process is:

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

Correct Answer: C
Section:

QUESTION 12
A technique used to determine the cause and degree of difference between baseline and actual performance is:

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

Correct Answer: B
Section:

QUESTION 13
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.

Correct Answer: D
Section:

QUESTION 14
Which type of dependency is legally or contractually required or inherent in the nature of work and often involves physical limitations?

A. Mandatory

B. Discretionary

C. Internal

D. External

Correct Answer: A
Section:

QUESTION 15
During which process does a project manager review all prior information to ensure that all project work is completed and that the project has met its objectives?

A. Monitor and Control Project Work

B. Perform Quality Assurance

C. Close Project or Phase

D. Control Scope

Correct Answer: C
Section:

QUESTION 16
An input to the Manage Project Team process is:

A. Work performance reports.

B. Change requests.

C. Activity resource requirements.

D. Enterprise environmental factors.

Correct Answer: A
Section:

QUESTION 17
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

Correct Answer: A
Section:

QUESTION 18
A large portion of a projects budget is typically expended on the processes in which Process Group?

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

Correct Answer: B
Section:

QUESTION 19
A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

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

Correct Answer: B
Section:

QUESTION 20
Scope, schedule, and cost parameters are integrated in the:

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

Correct Answer: A
Section:

QUESTION 21
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

Correct Answer: B
Section:

QUESTION 22
What is the schedule performance index (SPI) if the planned value (PV) is $100, the actual cost (AC) is $150, and the earned value (EV) is $50?

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

Correct Answer: A
Section:

QUESTION 23
Which item is an input to the Define Activities process?

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

Correct Answer: D
Section:

QUESTION 24
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

Correct Answer: B
Section:

QUESTION 25
Which quality management and control tool is useful in visualizing parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship?

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

Correct Answer: B
Section:

QUESTION 26
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.

Correct Answer: C
Section:

QUESTION 27
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

Correct Answer: D
Section:

QUESTION 28
Which tools or techniques are used in the Plan Schedule Management process?

A. Benchmarking, expert judgment, and analytical techniques

B. Statistical sampling, benchmarking, and meetings

C. Negotiations, pre-assignment, and multi-criteria decision analysis

D. Expert judgment, analytical techniques, and meetings

Correct Answer: D
Section:

QUESTION 29
A project manager is appointed full-time to a project and is given full-time administrative staff and full-time project team members. This situation describes which type of organizational structure?

A. Projectized

B. Weak matrix

C. Functional

D. Balanced matrix

Correct Answer: A
Section:

QUESTION 30
A project charter is an output of which Process Group?

A. Executing

B. Planning

C. Initiating

D. Closing

Correct Answer: C
Section:

QUESTION 31
Which tool or technique is effective in a project in which the deliverable is not a service or result?

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

Correct Answer: D
Section:

QUESTION 32
An element of the project scope statement is:

A. Acceptance criteria.
B. A stakeholder list.
C. A summary budget,
D. High-level risks.

Correct Answer: A
Section:

QUESTION 33
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

Correct Answer: D
Section:

QUESTION 34
Which process involves monitoring the status of the project to update the project costs and managing changes to the cost baseline?

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

Correct Answer: B

Section:

QUESTION 35
Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

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

Correct Answer: C
Section:

QUESTION 36
Plan Schedule Management is a process in which Knowledge Area?

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

Correct Answer: D
Section:

QUESTION 37
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.

Correct Answer: D
Section:

QUESTION 38
The Perform Integrated Change Control process occurs in which Process Group?

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

Correct Answer: C
Section:

QUESTION 39

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

Correct Answer: A
Section:

QUESTION 40
Which input may influence quality assurance work and should be monitored within the context of a system for configuration management?

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

Correct Answer: B
Section:

QUESTION 41
Change requests are processed for review and disposition according to which process?

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

Correct Answer: D
Section:

QUESTION 42
The review of a sellers progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:

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

Correct Answer: D
Section:

QUESTION 43
The iterative and interactive nature of the Process Groups creates the need for the processes in which Knowledge Area?

A. Project Communications Management

B. Project Integration Management
C. Project Risk Management
D. Project Scope Management

Correct Answer: B
Section:

QUESTION 44
Market conditions and published commercial information are examples of which input to the Estimate Costs process?

A. Scope baseline
B. Organizational process assets
C. Enterprise environmental factors
D. Risk register

Correct Answer: C
Section:

QUESTION 45
An output of the Develop Project Team process is:

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

Correct Answer: B
Section:

QUESTION 46
The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

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

Correct Answer: B
Section:

QUESTION 47
Which item is an example of personnel assessment?

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

Correct Answer: D
Section:

QUESTION 48
The Plan Stakeholder Management process belongs to which Process Group?

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

Correct Answer: C
Section:

QUESTION 49
Which input to the Manage Stakeholder Engagement process provides guidance on how stakeholders can best be involved in a project?

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

Correct Answer: D
Section:

QUESTION 50
A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

A. Benchmarking.
B. Context diagrams.
C. Brainstorming.
D. Prototyping.

Correct Answer: D
Section:

QUESTION 51
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

Correct Answer: A
Section:

QUESTION 52

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

A. Facilitation techniques

B. Expert judgment

C. Analytical techniques

D. Variance analysis

Correct Answer: C
Section:

QUESTION 53

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

A. Control charts

B. Pareto diagrams

C. Ishikavva diagrams

D. Checksheets

Correct Answer: D
Section:

QUESTION 54

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.

Correct Answer: D
Section:

QUESTION 55

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

Correct Answer: C
Section:

QUESTION 56

The Identify Stakeholders process is found in which Process Group?

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

Correct Answer: A
Section:

QUESTION 57
An input to Develop Project Charter is a/an:

A. Business case.
B. Activity list.
C. Project management plan.
D. Cost forecast.

Correct Answer: A
Section:

QUESTION 58
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

Correct Answer: A
Section:

QUESTION 59
Which process determines the risks that may affect the project and documents their characteristics?

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

Correct Answer: D
Section:

QUESTION 60
An example of a group decision-ma king technique is:

A. Nominal group technique.
B. Majority.
C. Affinity diagram.

D. Multi-criteria decision analysis.

Correct Answer: B
Section:

QUESTION 61
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

Correct Answer: C
Section:

QUESTION 62
An output of the Plan Quality Management process is:

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

Correct Answer: A
Section:

QUESTION 63
A project manager should document the escalation path for unresolved project risks in the:

A. Change control plan
B. Stakeholder register
C. Risk log
D. Communications management plan

Correct Answer: D
Section:

QUESTION 64
Which process in Project Time Management includes reserve analysis as a tool or technique?

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

Correct Answer: C

Section:

QUESTION 65
Which risk management strategy seeks to eliminate the uncertainty associated with a particular upside risk by ensuring that the opportunity is realized?

A. Enhance

B. Share

C. Exploit

D. Accept

Correct Answer: C
Section:

QUESTION 66
Payback period, return on investment, internal rate of return, discounted cash flow, and net present value are all examples of:

A. Expert judgment.

B. Analytical techniques.

C. Earned value management.

D. Group decision-making techniques.

Correct Answer: B
Section:

QUESTION 67
The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

A. Timing

B. Methodology

C. Risk categories

D. Budgeting

Correct Answer: A
Section:

QUESTION 68
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

Correct Answer: C
Section:

QUESTION 69

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.

Correct Answer: D
Section:

QUESTION 70
Which tool or technique allows a large number of ideas to be classified into groups for review and analysis?

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

Correct Answer: C
Section:

QUESTION 71
Using values such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous similar project as the basis for estimating the same parameter or measurement for a current project describes which type of estimating?

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

Correct Answer: C
Section:

QUESTION 72
Sending letters, memos, reports, emails, and faxes to share information is an example of which type of communication?

A. Direct
B. Interactive
C. Pull
D. Push

Correct Answer: D
Section:

QUESTION 73
Which earned value management (EVM) metric is a measure of the cost efficiency of budgeted resources expressed as a ratio of earned value (EV) to actual cost (AC) and is considered a critical EVM metric?

A. Cost variance (CV)

B. Cost performance index (CPI)

C. Budget at completion (BAC)

D. Variance at completion (VAC)

Correct Answer: B
Section:

QUESTION 74
Which process involves defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive plan?

A. Direct and Manage Project Work

B. Develop Project Management Plan

C. Plan Quality Management

D. Monitor and Control Project Work

Correct Answer: B
Section:

QUESTION 75
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.

Correct Answer: A
Section:

QUESTION 76
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

Correct Answer: A
Section:

QUESTION 77
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

Correct Answer: D
Section:

QUESTION 78
Which input to Collect Requirements is used to identify stakeholders who can provide information on requirements?

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

Correct Answer: A
Section:

QUESTION 79
Which process identifies whether the needs of a project can best be met by acquiring products, services, or results outside of the organization?

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

Correct Answer: A
Section:

QUESTION 80
Which tool or technique is used to manage change requests and the resulting decisions?

A. Change control tools
B. Expert judgment
C. Delphi technique
D. Change log

Correct Answer: A
Section:

QUESTION 81
The planned work contained in the lowest level of work breakdown structure (WBS) components is known as:

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

Correct Answer: A

Section:

QUESTION 82
In which Knowledge Area is the project charter developed?

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

Correct Answer: D
Section:

QUESTION 83
The ability to influence cost is greatest during which stages of the project?

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

Correct Answer: A
Section:

QUESTION 84
Which process involves developing an approximation of the monetary resources needed to complete project activities?

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

Correct Answer: A
Section:

QUESTION 85
Which tool or technique is used in the Develop Project Management Plan process?

A. Pareto diagram
B. Performance reporting
C. SWOT analysis
D. Expert judgment

Correct Answer: D
Section:

QUESTION 86

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

A. Planning

B. Executing

C. Closing

D. Initiating

Correct Answer: C
Section:

QUESTION 87
Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

A. Perform Quality Assurance

B. Direct and Manage Project Work

C. Monitor and Control Project Work

D. Perform Integrated Change Control

Correct Answer: D
Section:

QUESTION 88
Which tool or technique is used in the Estimate Costs process?

A. Acquisition

B. Earned value management

C. Vendor bid analysis

D. Forecasting

Correct Answer: C
Section:

QUESTION 89
Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

A. Supportive

B. Directive

C. Controlling

D. Instructive

Correct Answer: A
Section:

QUESTION 90
Which Define Activities output extends the description of the activity by identifying the multiple components associated with each activity?

A. Project document updates

B. Activity list

C. Activity attributes

D. Project calendars

Correct Answer: C
Section:

QUESTION 91
An input to the Identify Stakeholders process is:

A. The project management plan.

B. The stakeholder register.

C. Procurement documents.

D. Stakeholder analysis.

Correct Answer: C
Section:

QUESTION 92
Identify Risks is part of which Process Group?

A. Planning

B. Executing

C. Closing

D. Initiating

Correct Answer: A
Section:

QUESTION 93
Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

A. Force/direct

B. Withdraw/avoid

C. Compromise/reconcile

D. Collaborate/problem solve

Correct Answer: C
Section:

QUESTION 94
Which tool or technique is used in the Perform Integrated Change Control process?

A. Decomposition

B. Modeling techniques

C. Resource optimization

D. Meetings

Correct Answer: D
Section:

QUESTION 95
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).

Correct Answer: C
Section:

QUESTION 96
Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

A. Cost Plus Incentive Fee (CPIF)
B. Fixed Price Incentive Fee (FPIF)
C. Cost Pius Award Re (CPAF)
D. Time and Material (T&M)

Correct Answer: B
Section:

QUESTION 97
What is the estimate at completion (EAC) if the budget at completion (BAC) is $100, the actual cost (AC) is $50, and the earned value (EV) is $25?

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

Correct Answer: C
Section:

QUESTION 98
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.

Correct Answer: B
Section:

QUESTION 99
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

Correct Answer: C
Section:

QUESTION 100
In the Plan Stakeholder Management process, expert judgment is used to:

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

Correct Answer: D
Section:
Explanation:
Topic 2, Volume B

QUESTION 101
The degree, amount, or volume of risk that an organization or individual will withstand is known as its risk:

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

Correct Answer: C
Section:

QUESTION 102
Project deliverables that have been completed and checked for correctness through the Control Quality process are known as:

A. Verified deliverables.
B. Validated deliverables.
C. Acceptance criteria.
D. Activity resource requirements.

Correct Answer: A
Section:

QUESTION 103

An output of the Perform Integrated Change Control process is:

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

Correct Answer: C
Section:

QUESTION 104
During which process does the project team receive bids and proposals?

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

Correct Answer: A
Section:

QUESTION 105
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.

Correct Answer: C
Section:

QUESTION 106
Which output is the approved version of the time-phased project budget?

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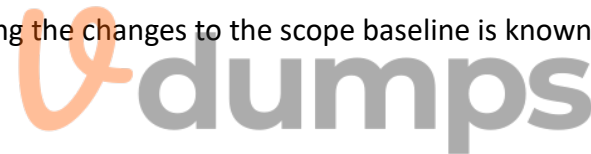B. Scope baseline
C. Trend analysis
D. Cost baseline

Correct Answer: D
Section:

QUESTION 107
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.

Correct Answer: D
Section:

QUESTION 108
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.

Correct Answer: A
Section:

QUESTION 109
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

Correct Answer: A
Section:

QUESTION 110
Power, urgency, and legitimacy are attributes of which stakeholder classification model?

A. Salience

B. Influence/impact

C. Power/interest

D. Power/influence

Correct Answer: A
Section:

QUESTION 111
Through whom do project managers accomplish work?

A. Consultants and stakeholders

B. Stakeholders and functional managers

C. Project team members and consultants

D. Project team members and stakeholders

Correct Answer: D
Section:

QUESTION 112
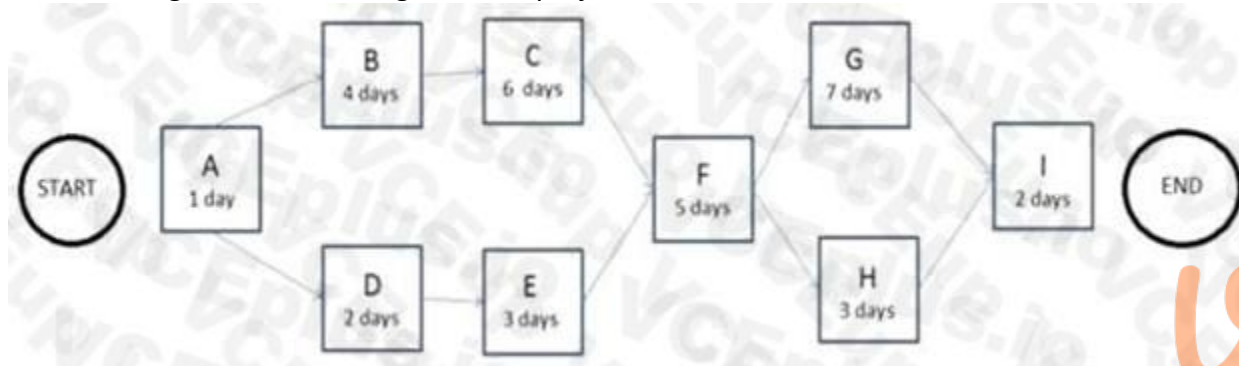Which quality tool may prove useful in understanding and estimating the cost of quality in a process?

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

Correct Answer: C
Section:

QUESTION 113
The following is a network diagram for a project.
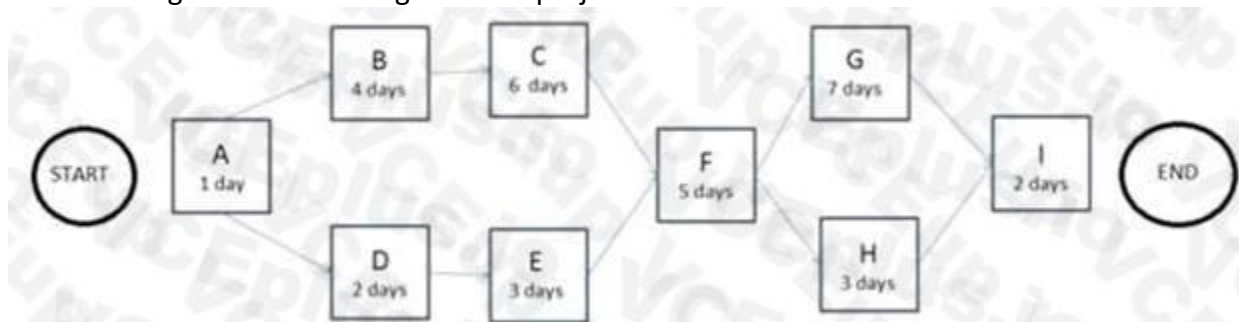

The total float for the project is how many days?

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

Correct Answer: B
Section:

QUESTION 114
The following is a network diagram for a project.

The free float for Activity E is how many days?

A. 2

B. 3

C. 5

D. 8

Correct Answer: C
Section:

QUESTION 115
Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

A. Smooth/accommodate

B. Withdraw/avoid

C. Compromise/reconcile

D. Force/direct

Correct Answer: B
Section:

QUESTION 116
Specification of both the deliverables and the processes is the focus of:

A. Change control

B. Configuration control

C. Project monitoring and control

D. Issue control

Correct Answer: B
Section:

QUESTION 117
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

Correct Answer: A
Section:

QUESTION 118
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.

Correct Answer: A
Section:

QUESTION 119
A stakeholder expresses a need not known to the project manager. The project manager most likely missed a step in which stakeholder management process?

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

Correct Answer: A
Section:

QUESTION 120
Skills necessary for project management such as motivating to provide encouragement; listening actively; persuading a team to perform an action; and summarizing, recapping, and identifying next steps are known as:

A. organizational skills
B. technical skills
C. communication skills
D. hard skills

Correct Answer: C
Section:

QUESTION 121
Which tools or techniques are used during the Close Project or Phase process?

A. Reserve analysis and expert judgment
B. Facilitation techniques and meetings
C. Expert judgment and analytical techniques
D. Performance reviews and meetings

Correct Answer: C
Section:

QUESTION 122
When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

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

Correct Answer: A
Section:

QUESTION 123

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

A. management

B. response

C. tolerance

D. appetite

Correct Answer: D
Section:

QUESTION 124

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.

Correct Answer: C
Section:

QUESTION 125

Which type of graphic is displayed below?
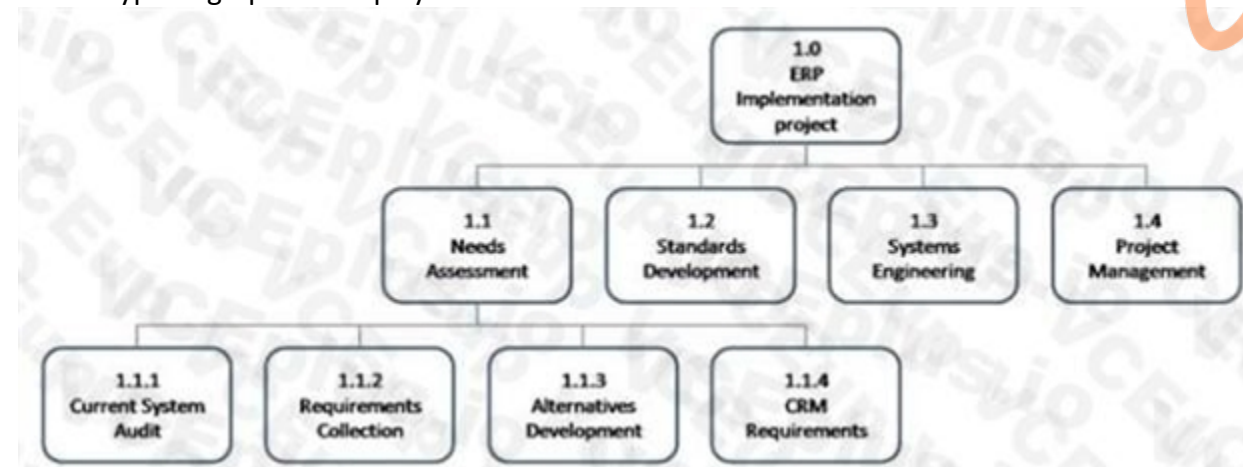
A. Work breakdown structure

B. Context diagram

C. Control chart

D. Pareto diagram

Correct Answer: A
Section:

QUESTION 126

An example of a group decision-making technique is:

A. nominal group technique

B. majority

C. affinity diagram

D. multi-criteria decision analysis

Correct Answer: B
Section:

QUESTION 127
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

Correct Answer: B
Section:

QUESTION 128
Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

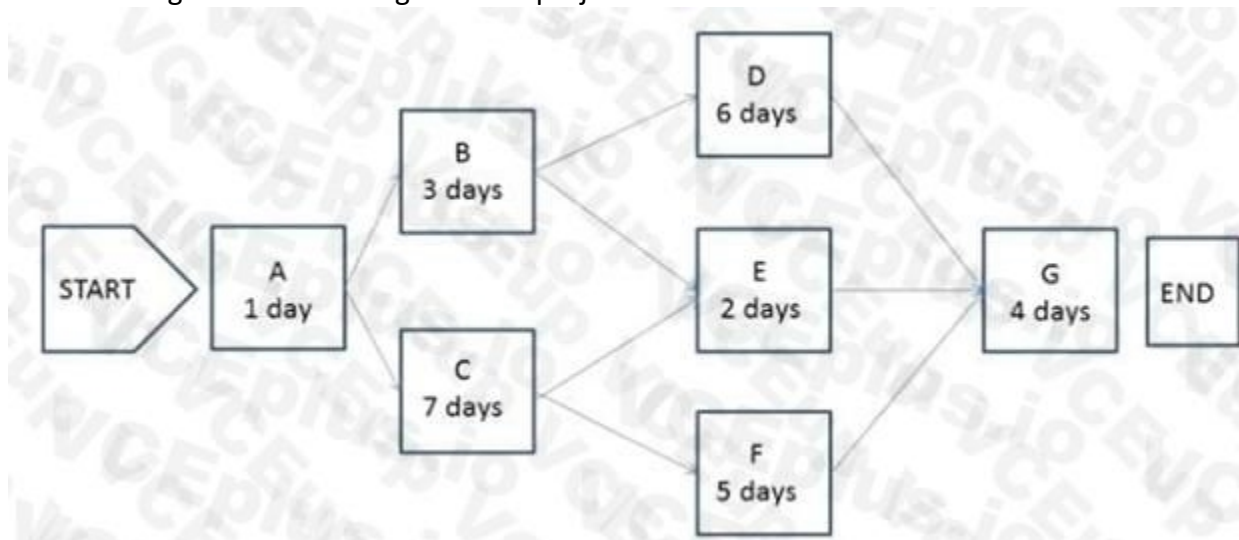A. Influencing

B. Motivation

C. Negotiation

D. Trust building

Correct Answer: B
Section:

QUESTION 129
The following is a network diagram for a project.

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

A. 10

B. 12

C. 14

D. 16

Correct Answer: A
Section:

QUESTION 130
The following is a network diagram for a project.
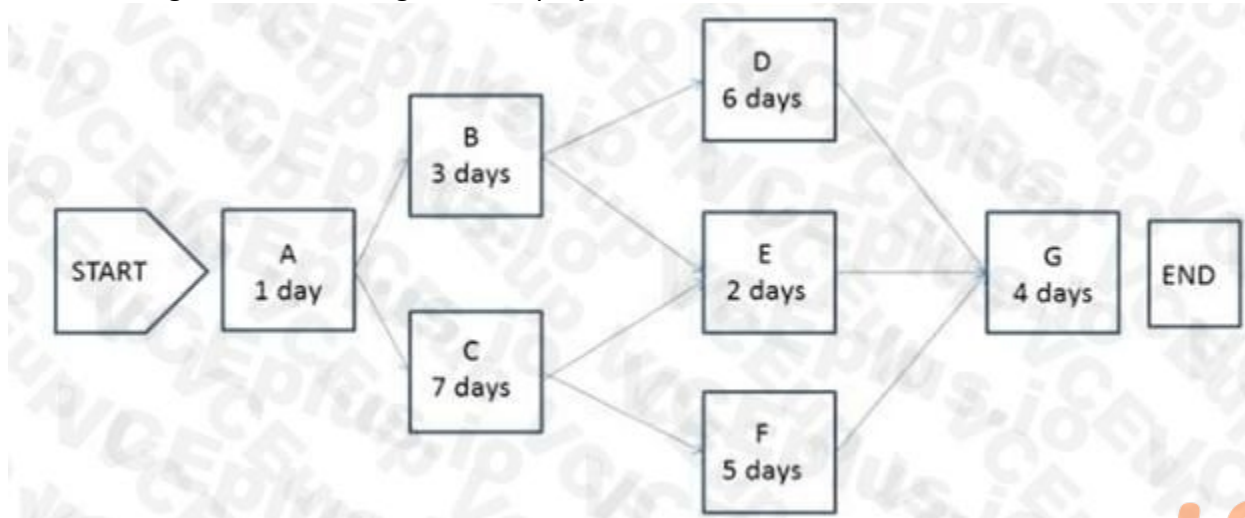
The critical path for the project is how many days in duration?

A. 10

B. 12

C. 14

D. 17

Correct Answer: D
Section:

QUESTION 131
The component of the human resource management plan that includes ways in which team members can obtain certifications that support their ability to benefit the project is known as:

A. recognition and rewards

B. compliance

C. staff acquisition

D. training needs

Correct Answer: D
Section:

QUESTION 132
Stakeholders can be identified in later stages of the project because the Identify Stakeholders process should be:

A. Continuous

B. Discrete

C. Regulated

D. Arbitrary

Correct Answer: A
Section:

QUESTION 133
A graphic display of project team members and their reporting relationships is known as a:

A. Resource calendar.

B. Project organization chart.

C. Resource breakdown structure (RBS).

D. Responsibility assignment matrix (RAM).

Correct Answer: B
Section:

QUESTION 134
Which item is a cost of conformance?

A. Training

B. Liabilities

C. Lost business

D. Scrap

Correct Answer: A
Section:

QUESTION 135
Which key interpersonal skill of a project manager is defined as the strategy of sharing power and relying on interpersonal skills to convince others to cooperate toward common goals?

A. Collaboration

B. Negotiation

C. Decision making

D. Influencing

Correct Answer: D
Section:

QUESTION 136
Activity cost estimates and the project schedule are inputs to which Project Cost Management process?

A. Estimate Costs

B. Control Costs

C. Plan Cost Management

D. Determine Budget

Correct Answer: D
Section:

QUESTION 137
In project management, a temporary project can be:

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

Correct Answer: C
Section:

QUESTION 138
Which document in the project management plan can be updated in the Plan Procurement Management process?

A. Budget estimates
B. Risk matrix
C. Requirements documentation
D. Procurement documents

Correct Answer: C
Section:

QUESTION 139
Which type of probability distribution is used to represent uncertain events such as the outcome of a test or a possible scenario in a decision tree?

A. Uniform
B. Continuous
C. Discrete
D. Linear

Correct Answer: C
Section:

QUESTION 140
Which change request is an intentional activity that realigns the performance of the project work with the project management plan?

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

Correct Answer: D
Section:

QUESTION 141

Using parametric estimating, if an assigned resource is capable of producing 120 units per hour, how many hours are required to produce 12,000 units?

A. 100
B. 120
C. 1,000
D. 1,200

Correct Answer: A
Section:

QUESTION 142

Which stakeholder approves a project's result?

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

Correct Answer: A
Section:

QUESTION 143

Which process involves determining, documenting, and managing stakeholders' needs and requirements to meet project objectives?

A. Collect Requirements
B. Plan Scope Management
C. Define Scope
D. Define Activities

Correct Answer: A
Section:

QUESTION 144

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

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

Correct Answer: A
Section:

QUESTION 145

Perform Integrated Change Control is the process of:

A. Reviewing, approving, and managing all change requests
B. Facilitating change management, manuals, or automation tools
C. Comparing actual results with planned results in order to expand or change a project
D. Documenting changes according to the change control system by the change control board

Correct Answer: A
Section:

QUESTION 146
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

Correct Answer: A
Section:

QUESTION 147
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

Correct Answer: D
Section:

QUESTION 148
What is the risk rating if the probability of occurrence is 0.30 and the impact if it does occur is moderate (0.20)?

A. 0.03
B. 0.06
C. 0.10
D. 0.50

Correct Answer: B
Section:

QUESTION 149
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

Correct Answer: C
Section:

QUESTION 150
Taking out insurance in relation to risk management is called what?

A. Transference
B. Avoidance
C. Exploring
D. Mitigation

Correct Answer: A
Section:

QUESTION 151
During which process group is the quality policy determined?

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

Correct Answer: C
Section:

QUESTION 152
Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

A. Analogous
B. Parametric
C. Bottom-up
D. Top-down

Correct Answer: A
Section:

QUESTION 153
What is the difference between the critical path and the critical chain?

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

Correct Answer: B

Section:

QUESTION 154
Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

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

Correct Answer: B
Section:

QUESTION 155
The Define Scope process is in which of the following Process Groups?

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

Correct Answer: B
Section:

QUESTION 156
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.

Correct Answer: B
Section:

QUESTION 157
In an organization with a projectized organizational structure, who controls the project budget?

A. Functional manager
B. Project manager
C. Program manager
D. Project management office

Correct Answer: B
Section:

QUESTION 158

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

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

Correct Answer: D
Section:

QUESTION 159
Which enterprise environmental factors are considered during Estimate Costs?

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

Correct Answer: A
Section:

QUESTION 160
Who selects the appropriate processes for a project?

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

Correct Answer: C
Section:

QUESTION 161
The scope management plan is a subsidiary of which project document?

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

Correct Answer: B
Section:

QUESTION 162
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

Correct Answer: B
Section:

QUESTION 163
An input to the Create WBS process is a:

A. project charter.

B. stakeholder register.

C. project scope statement.

D. requirements traceability matrix.

Correct Answer: C
Section:

QUESTION 164
An input of the Control Schedule process is the:

A. resource calendar.

B. activity list.

C. risk management plan.

D. organizational process assets.

Correct Answer: D
Section:

QUESTION 165
The Verify Scope process is primarily concerned with:

A. formalizing acceptance of the completed project deliverables.

B. accuracy of the work deliverables.

C. formalizing approval of the scope statement.

D. accuracy of the work breakdown structure (WBS).

Correct Answer: A
Section:

QUESTION 166
What is the total float of the critical path?

A. Can be any number

B. Zero or positive

C. Zero or negative

D. Depends on the calendar

Correct Answer: C
Section:

QUESTION 167
Portfolio Management is management of:

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

Correct Answer: D
Section:

QUESTION 168
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.

Correct Answer: A
Section:

QUESTION 169
While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?

A. Utilize the change control process.
B. Crash the schedule to fix the defect.
C. Leave the defect in and work around it.
D. Fast-track the remaining development.

Correct Answer: A
Section:

QUESTION 170
Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

A. Scope audits
B. Scope reviews
C. Quality audits
D. Control chart

Correct Answer: C
Section:

QUESTION 171
Which type of analysis would be used for the Plan Quality process?

A. Schedule

B. Checklist

C. Assumption

D. Cost-Benefit

Correct Answer: D
Section:

QUESTION 172
The integrative nature of project management requires which Process Group to interact with the other Process Groups?

A. Planning

B. Executing

C. Monitoring and Controlling

D. Project Management

Correct Answer: C
Section:

QUESTION 173
Which is a tool or technique used in Define Scope?

A. Templates, forms, and standards

B. Change requests

C. Product analysis

D. Project assumptions

Correct Answer: C
Section:

QUESTION 174
Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

A. Work breakdown structure

B. Organizational breakdown structure

C. Resource breakdown structure

D. Bill of materials

Correct Answer: A
Section:

QUESTION 175
What is the function of a Project Management Office (PMO)?

A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.

B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.

C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.

D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

Correct Answer: A
Section:

QUESTION 176
Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

A. Product

B. Cost-benefit

C. Stakeholder

D. Research

Correct Answer: C
Section:

QUESTION 177
Which of the following is an output of the Define Activities process?

A. Activity list

B. Project plan

C. Activity duration estimates

D. Project schedule

Correct Answer: A
Section:

QUESTION 178
When is a project finished?

A. After verbal acceptance of the customer or sponsor

B. After lessons learned have been documented in contract closure

C. When the project objectives have been met

D. After resources have been released

Correct Answer: C
Section:

QUESTION 179
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

Correct Answer: B
Section:

QUESTION 180
Which Process Group typically consumes the bulk of a project's budget?

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

Correct Answer: B
Section:

QUESTION 181
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

Correct Answer: D
Section:

QUESTION 182
Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

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

Correct Answer: B
Section:

QUESTION 183
What is one of the objectives of Project Risk Management?

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

Correct Answer: C

Section:

QUESTION 184
Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

A. Collect Requirements

B. Direct and Manage Project Execution

C. Monitor and Control Project Work

D. Develop Project Management Plan

Correct Answer: D
Section:

QUESTION 185
Which Project Management Process Group includes Collect Requirements, Define Activities, Sequence Activities, Perform Qualitative Risk Analysis, and Perform Quantitative Risk Analysis?

A. Initiating

B. Monitoring and Controlling

C. Planning

D. Closing

Correct Answer: C
Section:

QUESTION 186
A work package has been scheduled to cost $1,000 to complete and was to be finished today. As of today, the actual expenditure is $1,200 and approximately half of the work has been completed. What is the cost variance?

A. -700

B. -200

C. 200

D. 500

Correct Answer: A
Section:

QUESTION 187
Which type of managers do composite organizations involve?

A. Functional managers and manager of project managers

B. Functional managers only

C. Project managers only

D. Technical managers and project managers

Correct Answer: A
Section:

QUESTION 188
Assigned risk ratings are based upon:

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

Correct Answer: B
Section:

QUESTION 189
Which tool is used to develop technical details within the project management plan?

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

Correct Answer: A
Section:

QUESTION 190
What is the name of a graphic display of project team members and their reporting relationships?

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

Correct Answer: C
Section:

QUESTION 191
Which of the following consists of the detailed project scope statement and its associatedWBSand WBS dictionary?

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

Correct Answer: D
Section:

QUESTION 192
What type of reward can hurt team cohesiveness?

A. Sole-sum

B. Win-lose

C. Lose-win

D. Partial-sum

Correct Answer: B
Section:

QUESTION 193
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

Correct Answer: B
Section:

QUESTION 194
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

Correct Answer: A
Section:

QUESTION 195
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.

Correct Answer: B
Section:

QUESTION 196
Which type of estimating can produce higher levels of accuracy, depending upon the sophistication and underlying data built into the model?

A. Bottom-up

B. Three-point

C. Parametric

D. Analogous

Correct Answer: C
Section:

QUESTION 197
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

Correct Answer: D
Section:

QUESTION 198
Which of the following statements best describes the influence of stakeholders and the cost of changes as project time advances?

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

Correct Answer: B
Section:

QUESTION 199
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

Correct Answer: A
Section:

QUESTION 200
A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

A. To the project management plan.
B. To the risk register.
C. In the scope verification processes.
D. And their impact to the project in terms of time, cost, and risk.

Correct Answer: D

Section:

QUESTION 201
A procurement management plan is a subsidiary of which other type of plan?

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

Correct Answer: B
Section:

QUESTION 202
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

Correct Answer: C
Section:

QUESTION 203
Which of the following processes are part of the Project Integration Management Knowledge Area?

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

Correct Answer: D
Section:

QUESTION 204
What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

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

Correct Answer: C
Section:

QUESTION 205
To which process is work performance information an input?

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

Correct Answer: A
Section:

QUESTION 206
Which defines the portion of work included in a contract for items being purchased or acquired?

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

Correct Answer: D
Section:

QUESTION 207
Cost baseline is an output of which of the following processes?

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

Correct Answer: B
Section:

QUESTION 208
Which group creativity technique asks a selected group of experts to answer questionnaires and provide feedback regarding the responses from each round of requirements gathering?

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

Correct Answer: A
Section:

QUESTION 209
At which point of the project is the uncertainty the highest and the risk of failing the greatest?

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

Correct Answer: B
Section:

QUESTION 210
What type of project structure is a hierarchically organized depiction of the resources by type?

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

Correct Answer: B
Section:

QUESTION 211
When can pre-assignment of project team members occur?

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

Correct Answer: D
Section:

QUESTION 212
An output of the Create WBS process is:

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

Correct Answer: A
Section:

QUESTION 213
Change requests are an output from which Project Integration Management process?

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

D. Develop Project Charter

Correct Answer: A
Section:

QUESTION 214
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.

Correct Answer: C
Section:

QUESTION 215
Under which circumstances should multiple projects be grouped in a program?

A. When they are needed to accomplish a set of goals and objectives for an organization
B. When they have the same project manager and the same organizational unit
C. When they have the same scope, budget, and schedule
D. When they are from the same unit of the organization

Correct Answer: A
Section:

QUESTION 216
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

Correct Answer: B
Section:

QUESTION 217
How should a project manager plan communications for a project which has uncertain requirements?

A. Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.
B. Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
C. Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.
D. Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.

Correct Answer: B
Section:

QUESTION 218
When developing the project schedule, a project manager uses decomposition and rolling wave planning techniques in this process.

A. Develop Schedule
B. Define Activities
C. Define Scope
D. Collect Requirements

Correct Answer: B
Section:

QUESTION 219
In a project using agile methodology, who may perform the quality control activities?

A. A group of quality experts at specific times during the project
B. The project manager only
C. All team members throughout the project life cycle
D. Selected stakeholders at specific times during the project

Correct Answer: C
Section:

QUESTION 220
Howls program success measured?

A. By delivering the benefit of managing the program's projects in a coordinated manner
B. By the quality, timeliness, cost-etfectiveness. and customer saDstaction of the product or service
C. By completing the right projects to achieve objectives rather than completing projects the right way
D. By aggregating the successes of the individual projects in the program

Correct Answer: A
Section:

QUESTION 221
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. PMP certification, and leadership

Correct Answer: A
Section:

QUESTION 222
It you established a contingency reserve including time, money, and resources, how are you handling risk?

A. Accepting

B. Transferring

C. Avoiding

D. Mitigating

Correct Answer: A
Section:

QUESTION 223
A project manager is analyzing a few network diagrams in order to determine the minimum duration of a project. Which diagram should the project manager reference?

A. A diagram in which resource optimization has been applied.

B. A diagram in which the critical path method has been applied.

C. A diagram in which a predefined series of activities has been organized.

D. A diagram which shows a combination of resource and time optimization.

Correct Answer: B
Section:

QUESTION 224
Which format can a network diagram take?

A. Flow chart

B. Control chart

C. Affinity diagram

D. Cause-and-effect diagram

Correct Answer: A
Section:

QUESTION 225
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

Correct Answer: A
Section:

QUESTION 226
How can a project manager evaluate project team development?

A. Produce team performance assessments.

B. Hold weekly meetings to engage every member

C. Complete a personal skill assessment on each team member

D. Provide recognition awards to team members

Correct Answer: A
Section:

QUESTION 227
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

Correct Answer: C
Section:

QUESTION 228
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 metrics. and project documents

Correct Answer: C
Section:

QUESTION 229
When managing costs in an agile environment, what should a project manager consider?

A. Lightweight estimation methods can be used as changes arise.

B. Agile environments make cost aggregation more difficult.

C. Agile environments make projects more costly and uncertain.

D. Detailed cost calculations benefit from frequent changes.

Correct Answer: A
Section:

QUESTION 230
A sponsor asks a project manager to provide a project's expected total costs based on its progress.
What formula should the project manager use to determine this?

A. Eamed value (EV) / actual cost (AC)

B. Estimate at completion (EAC) - AC

C. Budget at completion (BAC) / cost performance index (CPI)

D. EV - planned value (PV)

Correct Answer: B
Section:

QUESTION 231
Which of the following can a project manager use to represent dellned 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)

Correct Answer: B
Section:

QUESTION 232
A project manager is working in an environment where requirements are not very clear and may change during the project. In addition, the project has several stakeholders and is technically complex. Which strategies should the project manager take into account for risk management in this environment?

A. Occasionally identify, evaluate, and classify risks.

B. Review requirements and cross-functional project teams.

C. Include contingency reserves and update the project management plan frequently.

D. Frequently review incremental work products and update the requirements for proper prioritization.

Correct Answer: D
Section:

QUESTION 233
Tailoring considerations for project scope management may include:

A. requirements management, stability of requirements, development approach, and validation and control.

B. WBS guidelines, requirements templates, deliverable acceptance forms, and verified deliverables.

C. business needs, product descriptions, project restrictions, and project management plan.

D. issues defining and controlling what is included in the project, vended deliverables, and quality reports.

Correct Answer: A
Section:

QUESTION 234
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

Correct Answer: D
Section:

QUESTION 235
Which statement is related to the project manager's sphere of influence at the organizational level?

A. A project manager interacts with other project managers to detect common interests and impacts between their projects.
B. A project manager facilitates communication between the suppliers and contractors on the project.
C. A project manager considers the current industry trends and evaluates how they can impact or be applied to the project.
D. A project manager may inform other professionals about the value of project management.

Correct Answer: A
Section:

QUESTION 236
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

Correct Answer: B
Section:

QUESTION 237
Which are examples of processes that may be used once or at predefined points in the project life cycle?

A. Develop Project Charter and Close Project or Phase
B. Define Activities and Acquire Resources
C. Control Schedule and Conduct Procurements
D. Monitor Communications and Control Costs

Correct Answer: A
Section:

QUESTION 238
Perform Quantitative Risk Analysis focuses on:

A. compiling a list of known risks and preparing responses to them.
B. assessing the probability of occurrence and Impact for every risk in the risk register.
C. evaluating the contingency and management reserves required for the project.
D. analyzing numerically the impact of individual risks on the overall project's time and cost objectives.

Correct Answer: D
Section:

QUESTION 239
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

Correct Answer: A
Section:

QUESTION 240
Which of the following set of elements is part of an effective communications management plan?

A. Escalation processes, person responsible for communicating the information, glossary of common terminology, methods or technologies used to convey the information
B. Phone book directory, stakeholder communication requirements, project charter, glossary of common terminology
C. Organizational chart, escalation processes, person responsible for communicating the information, project management plan, glossary of common terminology
D. Glossary of common terminology, constraints denved from specific legislation and regulation, person responsible for communicating information, project management plan, resource management plan

Correct Answer: A
Section:

QUESTION 241
A new project manager wishes to recommend creating a project management office to senior management. Which statement would the project manager use to describe the Importance of creating the project management office?

A. It will give the project manager Independence to make decisions without other departmental input.
B. It Integrates organizational data and information to ensure that strategic objectives are fulfilled.
C. The project management office can execute administrative tasks.
D. The project management office can coordinate projects.

Correct Answer: B
Section:

QUESTION 242
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

Correct Answer: C
Section:

QUESTION 243
In an agile or adaptive environment. when should risk be monitored and prioritized?

A. Only during the initiation and Closing phases

B. During the initiation and Planning phases

C. During each iteration as the project progresses

D. Throughout the Planning process group and retrospective meeting

Correct Answer: C
Section:

QUESTION 244
What conflict resolution technique involves delaying the issue or letting others resolve it?

A. Smooth/accommodate

B. Collaborate/problem solve

C. Withdraw/avoid

D. Force/direct

Correct Answer: C
Section:

QUESTION 245
Which of the following is a category of organizational process assets?

A. Government standards

B. Organizational culture

C. Employee capabilities

D. Organizational knowledge bases

Correct Answer: D
Section:

QUESTION 246
Which group of inputs will a project manager use during the Monitor Stakeholder Engagement process?

A. Project charter, business documents, and project management plan

B. Agreements, scope baseline, and project management plan

C. Project charter, business case, and project management plan

D. Work performance data, enterprise environmental factors, and project management plan

Correct Answer: D
Section:

QUESTION 247
Which of the following tasks focuses on decomposing work packages?

A. Adjust duration estimates

B. Define activities

C. Complete rolling wave planning
D. Develop milestone list

Correct Answer: C
Section:

QUESTION 248
Which task will a project manager undertake while conducting Project Resource Management?

A. Identity the different aspects of me team to manage and control physical resources efficiently.
B. Procure equipment, materials, facilities, and infrastructure for the project.
C. Train the team members in project skill sets.
D. Define the roles and responsibilities of each team member.

Correct Answer: A
Section:

QUESTION 249
A project manager is working on an estimate. The project team is estimating each work package and then finding the total of all the work packages.
Which technique is the project manager using?

A. Three-point estimating
B. Parametric estimating
C. Bottom-up estimating
D. Data analysis

Correct Answer: C
Section:

QUESTION 250
Which statement about identification and engagement of stakeholders during a project is correct?

A. Project stakeholders should be Identified and engaged in every phase of the project to influence the success of the project directly.
B. Project stakeholders should be identified and engaged once the prototype is completed to provide their feedback but refrain from making inputs during the project.
C. Project stakeholders should be identified when the project chatter is being completed and engaged during requirements gathering.
D. Project stakeholders should be identified and engaged during requirements elicitation but not during the Define Scope process.

Correct Answer: A
Section:

QUESTION 251
Which of the following are outputs from the process of creating a work breakdown structure (WBS)?

A. Project scope statement and accepted deliverables
B. Scope baseline and project documents update
C. Accepted deliverables and enterprise environmental factors
D. Scope baseline and work performance information

Correct Answer: B
Section:

QUESTION 252
What is one of the main purposes of the project chatter?

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

Correct Answer: A
Section:

QUESTION 253
A project manager is assigned to a strategic project Senior management asks the project manager to give a presentation in order to request support that will ensure the success of the project. Which entities will the project manager attempt to influence?

A. The project and the organization
B. The organization and the industry
C. The subject matter experts and the project
D. The change control board and the organization

Correct Answer: D
Section:

QUESTION 254
Which of the following lists represents the outputs of the Monitor Communications process?

A. Project communications, project management plan updates, project documents updates, and organizational process assets updates
B. Work performance information, change requests, project management plan updates, and project documents updates
C. Communications management plan, project management plan updates, work performance report, and project documents update
D. Stakeholder engagement plan, change requests, project management plan updates, and project documents updates

Correct Answer: B
Section:

QUESTION 255
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.

Correct Answer: B
Section:

QUESTION 256
A company must implement sales software because it is opening a new branch in a foreign market.
Although this software is used in every domestic branch, multiple changes are expected during the implementation because It is a foreign location.
Which type of life cycle would the project manager use in this case?

A. Predictive life cycle
B. Waterfall life cycle
C. Hybrid life cycle
D. Product life cycle

Correct Answer: C
Section:

QUESTION 257
What tool or technique can improve a products final characteristics?

A. Design for X (DfX)
B. Problem solving
C. Process analysis
D. Risk report

Correct Answer: A
Section:

QUESTION 258
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

Correct Answer: B
Section:

QUESTION 259
When project requirements are documented in user stones then prioritized and refined just prior to construction, which approach is being used for scheduling?

A. Iterative scheduling with backlog
B. On-demand scheduling
C. Life cycle scheduling with backlog
D. Defining Iterative activities

Correct Answer: A
Section:

QUESTION 260

What can increase the complexity of the Manage Stakeholder Engagement process?

A. The project must be of high quality.
B. The stakeholders are from different countries.
C. The project must comply with strict local government regulations.
D. The project has a tight budget and timeline.

Correct Answer: B
Section:

QUESTION 261
Which is the correct hierarchy in a project environment, from most to least Inclusive?

A. Projects, portfolios, then programs
B. Portfolios, programs, then projects
C. Portfolios, projects, then programs
D. Projects, programs, then portfolios

Correct Answer: D
Section:

QUESTION 262
Which of the following documents ate created as part of Project Integration Management?

A. Project charter and project management plan
B. Communications management plan and scope management plan
C. Quality management plan and risk management plan
D. Project scope statement and communications management plan

Correct Answer: A
Section:

QUESTION 263
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.

Correct Answer: A
Section:

QUESTION 264
When should Project Risk Management be conducted?

A. Project Planning

B. Monitoring and Controlling

C. Quality Planning

D. Throughout the project lifecycle

Correct Answer: C
Section:

QUESTION 265
What is the first step in the Stakeholder Management process?

A. Plan Stakeholder Engagement

B. Identify Stakeholders

C. Manage Stakeholder Responsibility

D. Monitor Stakeholder Activity

Correct Answer: B
Section:

QUESTION 266
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

Correct Answer: A
Section:

QUESTION 267
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

Correct Answer: B
Section:

QUESTION 268
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

Correct Answer: D
Section:

QUESTION 269
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

Correct Answer: B
Section:

QUESTION 270
What are the objectives of Initiation processes?

A. Initiation processes are performed in order to develop the project charier 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.

Correct Answer: D
Section:

QUESTION 271
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

Correct Answer: D
Section:

QUESTION 272
A project manager held a meeting and listed all team members' ideas for improving the product on a white board. What data gathering technique did the project manager apply?

A. Focus groups
B. Interviews
C. Brainstorming
D. Delphi technique

Correct Answer: C
Section:

QUESTION 273
What is the best tool to calculate the critical path on a project?

A. Critical chain method
B. Graphical evaluation and review technique (GERT) diagram
C. Gantt chart
D. Project network diagram

Correct Answer: C
Section:

QUESTION 274
A project has an estimated duration of 10 months with a total budget of US$220,000. At the end of the fifth month, it is estimated that at completion, the project will incur US$250,000. If the actual cost (AC) calculated is US$150,000, what is the earned value (EV) of the project?

A. USS-30,000
B. US$120,000
C. US$370,000
D. US$400,000

Correct Answer: D
Section:

QUESTION 275
Which components of the project management plan are inputs used when creating the stakeholder engagement plan?

A. Risk, resource, and communications management plans
B. Scope, quality, and resource management plans
C. Procurement, integration, and risk management plans
D. Communications, schedule, and cost management plans

Correct Answer: A
Section:

QUESTION 276
A project manager is identifying the risks of a project. Which technique should the project manager use?

A. Representations of uncertainty
B. Prompt lists
C. Audits
D. Risk categorization

Correct Answer: B
Section:

QUESTION 277
The project leam is brainstorming on approaches to deliver the upcoming product launch for which the project has been chartered. The project manager is laying out hybrid, adaptive, iterative methods. What is the team

trying to address?

A. Co-location
B. Lite-cycle
C. Diversity
D. Management

Correct Answer: D
Section:

QUESTION 278
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.

Correct Answer: D
Section:

QUESTION 279
Which of the following technology platforms is most effective for sharing information when managing virtual project teams?

A. Video conferencing
B. Audio conferencing
C. Shared portal
D. Email/chat

Correct Answer: D
Section:

QUESTION 280
Which of the following sets are inputs to the Collect Requirements process?

A. Project charter and requirements documentation
B. Project charter and business documents
C. Project charter and stakeholder requirements
D. Business documents and requirements traceability matrix

Correct Answer: B
Section:

QUESTION 281
What charts and (igures should project managers use during the Perform Quantitative Risk Analysis process?

A. Tornado diagrams and influence diagrams

B. Detectability bubble charts and probability and impact matrix

C. Hierarchical charts and burndown charts

D. Flow charts and responsible, accountable, consult, and inform (RACI) charts

Correct Answer: A
Section:

QUESTION 282
Which process is engaged when a proiect learn inember 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

Correct Answer: A
Section:

QUESTION 283
Which of the following are processes associated with Project Cost Management?

A. Develop Costs. Estimate Costs, Determine Budget. Control Costs

B. Develop Budget, Determine Budget, Determine Risks, Control Costs

C. Plan Cost Management, Estimate Costs. Determine Budget. Control Costs

D. Plan Budget Management. Determine Budget, Create Cost Accounts. Control Costs

Correct Answer: C
Section:

QUESTION 284
A project manager Is addressing risks and potential concerns related to stakeholder management, and Is clarifying and resolving previously Identified issues. In which process is the project manager engaged?

A. Identify Stakeholders

B. Plan Stakeholder Engagement

C. Manage Stakeholder Engagement

D. Monitor Slakeholder Engagement

Correct Answer: B
Section:

QUESTION 285
The Agile principle "welcome changing requirement, even late in development" relates to which agile manifesto?

A. Working software over comprehensive documentation

B. Individuals and interactions over processes and tools

C. Customer collaboration over contract negotiation

D. Responding to change over following a plan

Correct Answer: D
Section:

QUESTION 286
A project manager Is in the process of working with stakeholders to meet their needs and expectations, and identifying and fostering communication and involvement. Which process does this typically represent?

A. Monitor Stakeholder Engagement

B. Monitor Communications

C. Manage Communications

D. Manage Stakeholder Engagement

Correct Answer: D
Section:

QUESTION 287
The project management plan requires the acquisition of a special part available from a supplier located abroad. Which source selection method is being used?

A. Least cost

B. Qualifications only

C. Sole source

D. Fixed budget

Correct Answer: B
Section:

QUESTION 288
What tool should a project manager use to efficiently manage project resources?

A. List of project resources

B. Resource breakdown structure

C. Resources detailed in the project scope

D. Resource requirements

Correct Answer: C
Section:

QUESTION 289
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.

Correct Answer: C
Section:

QUESTION 290
Responsible, accountable, consult and inform (RACI) is an example of which of the following?

A. Text-oriented formal
B. Resource management plan
C. Organization chart
D. Responsibility assignment matrix (RAM)

Correct Answer: D
Section:

QUESTION 291
A team was hired to develop a next generation drone. The team created a prototype and sent it to the customer for testing. The feedback collected was used to refine the requirements. What technique is the team using?

A. Early requirements gathering
B. Feedback analysis
C. Progressive elaboration
D. Requirements documentation

Correct Answer: B
Section:

QUESTION 292
A project team submits a weekly progress report to the project manager. The project manager consolidates the same report and sends a complete progress report to the stakeholders. What is this an example of?

A. Informal communication
B. Internal communication
C. Formal communication
D. Horizontal communication

Correct Answer: C
Section:

QUESTION 293
What are the inputs of the Estimate Costs process?

A. Project management plan, work performance data, enterprise environmental factors, and organizational process assets
B. Project management plan, project documents, enterprise environmental factors, and organizational process assets
C. Cost baseline, enterprise environmental factors, benefits management plan, and organizational process assets
D. Project management plan, enterprise environmental factors, basis of estimates, and organizational process assets

Correct Answer: C
Section:

QUESTION 294
An important project stakeholder has low risk tolerance. Which type ot communication should a project manager use to provide this stakeholder with a difficult update?

A. Informal conversation

B. Face-to-face meeting

C. Short email update

D. Written report

Correct Answer: A
Section:

QUESTION 295
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

Correct Answer: C
Section:

QUESTION 296
A project manager needs to demonstrate that the project meets quality standards and success criteri a. For that reason, the project manager is defining the quality objectives of the project, the quality tools that will be used, and quality metrics for the project deliverables.
Which process is the project manager executing?

A. Manage Quality

B. Plan Quality Management

C. Control Quality

D. Plan Scope Management

Correct Answer: B
Section:

QUESTION 297
Which of the following is an example of facit knowledge?

A. Risk register

B. Project requirements

C. Expert judgment

D. Make-or-buy analysis

Correct Answer: C
Section:

QUESTION 298
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.

Correct Answer: D
Section:

QUESTION 299
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

Correct Answer: C
Section:

QUESTION 300
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

Correct Answer: B
Section:

QUESTION 301
What should a project manager use to determine how much money is needed to complete a project?

A. Earned value management (EVM)

B. Estimate at completion (EAC)

C. Earned value analysis (EVA)

D. Budget at completion (BAG)

Correct Answer: B
Section:

QUESTION 302
Creating the project scope statement is part of which process?

A. Manage Scope

B. Collect Requirements

C. Define Scope

D. Validate Scope

Correct Answer: C
Section:

QUESTION 303
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 lo make this decision?

A. Organizational process assets

B. Change management plan

C. Communications management plan

D. Resource management plan

Correct Answer: C
Section:

QUESTION 304
What is a tool or technique used in the Control Quality process?

A. Attribute sampling

B. Parametric estimating

C. Statistical sampling

D. Expert judgment

Correct Answer: A
Section:

QUESTION 305
What is the role of project management in terms of organizational strategy?

A. Project management aligns initiatives, prioritizes work, and provides resources.

B. Project management provides the strategic vision (or an organization lo achieve its goals.

C. Project management enables the achievement of organizational goals and objectives.

D. Project management harmonizes components and controls interdependencies to realize specific benefits.

Correct Answer: C
Section:

QUESTION 306
Project reporting is a tool that is most closely associated with which process?

A. Communicate Plan

B. Manage Communications

C. Report Performance

D. Control Communications

Correct Answer: B
Section:

QUESTION 307
What process is included in Project Schedule Management?

A. Estimate Activity Durations
B. Create Work Breakdown Structure (WBS)
C. Direct and Manage Project Work
D. Estimate Activity Resources

Correct Answer: A
Section:

QUESTION 308
What is the difference between quality metrics and quality measurements?

A. Quality metrics are product attributes and the measurement is the result of the Monitor and Control Project process
B. Quality metrics are the result of the Monitor and Control Project process and the measurements are product attributes
C. Quality metrics and measurements are the same concept
D. Quality metrics is the general objective and the measurements are the specific objectives

Correct Answer: A
Section:

QUESTION 309
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

Correct Answer: A
Section:

QUESTION 310
A project team is discussing an upcoming planned product launch of a highly visible technologically advanced artificial intelligence tool. The team is debating the aspect of iterative and hybrid approaches. Which aspect of tailoring would this best represent?

A. Life cycle approaches
B. Resource availability
C. Project dimensions
D. Technology support

Correct Answer: D
Section:

QUESTION 311
Which conflict resolution technique produces the most lasting results?

A. Withdraw/avoid

B. Smooth/accommodate

C. Compromise/reconcile

D. Collaborate/problem solve

Correct Answer: C
Section:

QUESTION 312
What purpose does the hierarchical locus of stakeholder communications serve?

A. Maintains the focus on project and organizational stakeholders
   B. Preserves the tocus on external stakeholdersЧsuch as customers and vendorsЧas well as on other projects

B. Sustains the focus on general communication activities using email, social media, and websites

C. Keeps the focus on the position of the stakeholder or group with respect to the project team

Correct Answer: C
Section:

QUESTION 313
Which of the following is used to classify stakeholders based on their assessments of power, urgency, and legitimacy?

A. Power interest grid

B. Stakeholder cube

C. Salience model

D. Directions of influence

Correct Answer: C
Section:

QUESTION 314
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

Correct Answer: A
Section:

QUESTION 315
Which of the following must be included in the risk register when the project manager completes the Identify Risks process?

A. List of identified risks, potential risk owners, list of potential risk response

B. List of identified risks, list of causes, list of risk categories

C. Short risk titles, list of potential risk owners, list of impacts on objectives

D. List of activities affected, list of potential risk responses, list of causes

Correct Answer: A
Section:

QUESTION 316
Which contract type is least desirable to a vendor?

A. Fixed price with economic price adjustment (FPEPA)

B. Firm fixed price (FFP)

C. Cost plus fixed fee (CPFF>

D. Cost plus award fee (CPAF>

Correct Answer: B
Section:

QUESTION 317
In which organizational structure would the project manager have most authority?

A. Matrix-weak

B. Matrix-balanced

C. Matrix-strong

D. Organic or simple

Correct Answer: C
Section:

QUESTION 318
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

Correct Answer: A
Section:

QUESTION 319
Which term refers to the work performed to deliver results with specified features and functions?

A. Project scope

B. Product scope

C. Change request

D. Acceptance criteria

Correct Answer: A
Section:

QUESTION 320
Which type of project life cycle uses an iteration plan?

A. Agile
B. Predictive
C. Waterfall
D. Product

Correct Answer: A
Section:

QUESTION 321
Which of these is true of project integration management?

A. Project Integration Management is mandatory and more effective in larger projects.
B. Project Integration Management and expert judgment are mutually exclusive.
C. Project Integration Management is the responsibility of the project manager
D. Project Integration Management excludes the triple constraints if cost performance index (CPI) equals zero.

Correct Answer: D
Section:

QUESTION 322
A project manager is launching an information system to provide a lessons learned database. This action is necessary for recipients to access content at their own discretion. Which communication method is described?

A. Push communication
B. Pull communication
C. Interactive communication
D. Stakeholder communication

Correct Answer: B
Section:

QUESTION 323
What is a tailoring consideration in Project Integration Management?

A. Validation and control
B. Benefits
C. Technology support
D. Physical location

Correct Answer: A
Section:

QUESTION 324
Which of the following is used as an input to prepare a cost management plan?

A. Expert judgment

B. Lessons learned

C. Cost estimates

D. Project management plan

Correct Answer: D
Section:

QUESTION 325
Once the make-or-buy analysis is completed, which document defines the project delivery method?

A. Procurement statement of work (SOW)

B. Procurement strategy

C. Terms of reference

D. Change request

Correct Answer: B
Section:

QUESTION 326
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

Correct Answer: B
Section:

QUESTION 327
A project using the agile/adaptive approach has reached the Project Integration Management phase.
What is the project manager's key responsibility during this phase?

A. Defining the scope of the project

B. Building a collaborative environment

C. Creating a detailed project management plan

D. Directing the delivery of the project

Correct Answer: B
Section:
Explanation:
PMBOK pg. 74 Considerations for Agile Adaptive Environments: PjM's focus is on building a collaborative decision-making environment and ensuring team has ability to respond to changes.

QUESTION 328
Which two processes should be used to influence costs in the early stages of a project?

A. Estimate Costs and Determine Budget
B. Plan Cost Management and Estimate Activity Durations
C. Control Quality and Control Costs
D. Plan Stakeholder Engagement and Plan Communications Management

Correct Answer: A
Section:

QUESTION 329
In which of the Risk Management processes is the project charter used as an input?

A. Plan Risk Responses
B. Implement Risk Responses
C. Plan Risk Management
D. Perform Quantitative Risk Responses

Correct Answer: C
Section:

QUESTION 330
Deciding the phases of a project life cycle would be considered a part of which of these knowledge areas?

A. Project Schedule Management
B. Project Scope Management
C. Project Resource Management
D. Project Integration Management

Correct Answer: D
Section:

QUESTION 331
What does an S-curve from a Monte Carlo analysis show?

A. Cumulative probability distribution representing probability of achieving a particular outcome
B. Individual project risks or uncertainties that have the most potential impact on outcome
C. Best alternative out of the possible solutions, incorporating associated risks and opportunities
D. Diagram for all project uncertainties and their influence over a period of time

Correct Answer: A
Section:

QUESTION 332
Analyzing activity sequences, durations, resource requirements, and schedule constraints for project execution and monitoring and controlling relates to which process?

A. Develop Schedule

B. Control Schedule

C. Estimate Activity Durations

D. Define Activities

Correct Answer: A
Section:

QUESTION 333
A firm contracted an event management company to conduct the annual sales day event. The agreement states that the event management company will charge the firm for the actuals and receive 8% of the total cost. What type of contract Is this?

A. Time and material (T8M)

B. Fixed price incentive fee (FPIF)

C. Cost plus fixed fee (CPFF)

D. Cost plus award fee (CPAF)

Correct Answer: C
Section:

QUESTION 334
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

Correct Answer: B
Section:

QUESTION 335
At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration. Which of the following activities is done first?

A. Create Work Breakdown Structure (WBS)

B. Create Scope Baseline

C. Collect Requirements

D. Define Scope

Correct Answer: D
Section:

QUESTION 336
A project manager is formalizing acceptance of the completed project deliverables. What is an input to this process?

A. Verified deliverables

B. Validated deliverables

C. Accepted deliverables

D. Completed change requests

Correct Answer: A
Section:

QUESTION 337
What are the key tools for managing project knowledge?

A. Expert judgment and data gathering

B. Networking and storytelling

C. Data analysis and decision making

D. Prototypes and product analysis

Correct Answer: A
Section:

QUESTION 338
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

Correct Answer: B
Section:

QUESTION 339
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

Correct Answer: D
Section:
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

QUESTION 340
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

Correct Answer: C
Section:

QUESTION 341
What does expert judgment provide as an input to the resource management plan?

A. Geographic distribution of facilities and resources

B. Physical resource management policies and procedures

C. Estimated lead times based on lessons learned

D. Templates for the resource management plan

Correct Answer: A
Section:

QUESTION 342
What is the discipline that focuses on the interdependences between projects to determine the optimal approach for managing them?

A. Project Management

B. Program Management

C. Portfolio Management

D. Operations Management

Correct Answer: A
Section:

QUESTION 343
Directing another person to get from one point to another using a known set of expected behaviors and the ability to lead a team and inspire them to do their jobs well is related to?

A. Influence and challenge

B. Innovation and administration

C. Leadership and management

D. Engagement and guidance

Correct Answer: C
Section:

QUESTION 344
Which role does the project manager resemble best?

A. Orchestra conductor

B. Facilities supervisor

C. Functional manager

D. School principal

Correct Answer: A
Section:

QUESTION 345
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

Correct Answer: C
Section:

QUESTION 346
The primary purpose of the stakeholder register is to:

A. Record stakeholder issues on the project
B. Maintain lessons learned earlier in the project
C. Maintain a list of all project stakeholders
D. Document change requests and their status

Correct Answer: C
Section:

QUESTION 347
During the execution phase of a project a detect is found. The project manager takes responsibility and with the correct documentation, begins the task necessary to repair the defect. What process was applied?

A. Change request
B. Risk response
C. Risk management plan
D. Lessons learned

Correct Answer: A
Section:

QUESTION 348
Which statement summarizes the role of the change control board?

A. The change control board is responsible for presenting the change for approval.
B. The change control board will analyze the change impact in terms of cost and schedule.
C. The change control board is responsible for managing the change management and configuration management systems.
D. The change control board is responsible for reviewing and approving changes to the project.

Correct Answer: D

Section:

QUESTION 349
What organizational asset can influence the Plan Risk Management process?

A. Corporate policies and procedures for social media, ethics, and security
B. Organizational risk policy
C. Stakeholder register templates and instructions
D. Organizational communication requirements

Correct Answer: C
Section:

QUESTION 350
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.

Correct Answer: C
Section:

QUESTION 351
A project reports an earned value (EV) of USS45 for work completed with an actual cost (AC) of US$40. What is the cost performance index (CPI)?

A. 0.88
B. 1.12
C. 0.58
D. 1.58

Correct Answer: B
Section:

QUESTION 352
Which of the following is an example of an internal factor that influences the outcome of the project?

A. Legal restrictions
B. Financial considerations
C. Commercial database
D. Geographic distribution of facilities

Correct Answer: D
Section:
Explanation:
(Geographic distribution of facilities and resources) EEFs internal to the organization pg 76 of 6th Edition. All other options are listed under the EEFs External to the organization

QUESTION 353
DRAG DROP
Match each tool or technique to its corresponding Project Risk Management process. Click on the tool or technique on the left and drag it to the appropriate gray box in the middle.

Select and Place:

Tool of Technique		Project Risk Management Process
Audits		Plan Risk Responses
Risk categorization		Implement Risk Responses
Contingent response strategies		Monitor Risks
Project management information system (PMIS)		Perform Qualitative Risk Analysis

Correct Answer:

Tool of Technique		Project Risk Management Process
	Risk categorization	Plan Risk Responses
	Contingent response strategies	Implement Risk Responses
	Project management information system (PMIS)	Monitor Risks
	Audits	Perform Qualitative Risk Analysis

Section:
Explanation:

QUESTION 354

DRAG DROP
Match the role with its corresponding job description.

Select and Place:

Role		Description
Stakeholder		Manages or coordinates management staff and program and project staff that may have reporting responsibilities
Project manager		Leads the team and is responsible for achieving protect objectives
Portfolio manager		Focuses on providing management oversight for a business unit
Functional manager		Offers project input because they are affected by the activity or outcome of a project

Correct Answer:

Role		Description
	Portfolio manager	Manages or coordinates management staff and program and project staff that may have reporting responsibilities
	Project manager	Leads the team and is responsible for achieving protect objectives
	Functional manager	Focuses on providing management oversight for a business unit
	Stakeholder	Offers project input because they are affected by the activity or outcome of a project

Section:
Explanation:

QUESTION 355
DRAG DROP
A project manager is reviewing the different tools and techniques used to perform a quantitative risk analysis. Match the tool and techniques with the appropriate result.

Select and Place:

Tools and Techniques		Result
Decision Tree Analysis		Monte Carlo Output
Simulation		Tornado diagram
Sensitivity Analysis		Expected Monetary Value (EMV)

Correct Answer:

Tools and Techniques

		Result
	Simulation	Monte Carlo Output
	Sensitivity Analysis	Tornado diagram
	Decision Tree Analysis	Expected Monetary Value (EMV)

Section:
Explanation:

QUESTION 356
DRAG DROP
Match the process with its corresponding process group.

Select and Place:

Answer Area

Process		Process Group
Perform Qualitative Risk Analysis		Initiating
Identify Stakeholders		Planning
Validate Scope		Monitoring and Controlling
Manage Project Knowledge		Executing

Correct Answer:

Answer Area

Process		Process Group
	Identify Stakeholders	Initiating
	Validate Scope	Planning
	Perform Qualitative Risk Analysis	Monitoring and Controlling
	Manage Project Knowledge	Executing

Section:
Explanation:
Reference: https://projectmanagementacademy.net/articles/five-traditional-process-groups/

QUESTION 357
DRAG DROP
Match the method for categorizing stakeholders with its corresponding description.

Select and Place:

Method		Description
Salience model		Classifies stakeholders according to their impact on project work or the project team
Power/interest and power/influence grids		Groups stakeholders according to their level of authority, concern, and ability to cause changes
Directions of influence		A multi-dimensional model that improves the depiction of the stakeholder community as a multidemensional entity
Stakeholder cube		Describes classes of stakeholders based on assessments of their authority, urgency, and legitimacy

Correct Answer:

Method

		Description
	Directions of influence	Classifies stakeholders according to their impact on project work or the project team
	Power/interest and power/influence grids	Groups stakeholders according to their level of authority, concern, and ability to cause changes
	Stakeholder cube	A multi-dimensional model that improves the depiction of the stakeholder community as a multidemensional entity
	Salience model	Describes classes of stakeholders based on assessments of their authority, urgency, and legitimacy

Section:
Explanation:

QUESTION 358
DRAG DROP
Match the process with its corresponding Process Group.

Select and Place:

Process		Process Group
Identify Risks		Executing
Identify Stakeholders		Monitoring and Controlling
Acquire Resources		Planning
Validate Scope		Initiating

Correct Answer:

Process

	Acquire Resources
	Validate Scope
	Identify Risks
	Identify Stakeholders

Process Group

Executing
Monitoring and Controlling
Planning
Initiating

Section:
Explanation:

QUESTION 359
DRAG DROP
Match each tool or technique with its corresponding Project Cost Management process.

Select and Place:

Tool or Technique

Decision making
To-complete performance index (TCPI)
Meetings
Historical information review

Process

Control Costs
Plan Cost Management
Determine Budget
Estimate Costs

Correct Answer:

Tool or Technique

Process

To-complete performance index (TCPI)	Control Costs
Meetings	Plan Cost Management
Historical information review	Determine Budget
Decision making	Estimate Costs

Section:
Explanation: