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Project Management Professional

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NEW QUESTION 1
- (Topic 1)
Which of the following is an example of contract administration?

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

Answer: B

NEW QUESTION 2
- (Topic 1)
In the Plan Stakeholder Management process, expert judgment is used to:

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

Answer: D

NEW QUESTION 3
- (Topic 1)
What is the most accurate rough order of magnitude (ROM)?

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

Answer: A

NEW QUESTION 4
- (Topic 1)
Which of the following forecasting methods uses historical data as the basis for estimating future outcomes?

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

Answer: A

NEW QUESTION 5
- (Topic 1)
Which type of analysis is used as a general management technique within the Plan Procurements process?

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

Answer: B

NEW QUESTION 6
- (Topic 1)
Every project creates a unique product, service, or result that may be:

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

Answer: A

NEW QUESTION 7
- (Topic 1)
The ability to influence cost is greatest during which stages of the project?

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

Answer: A

NEW QUESTION 8
- (Topic 1)
Which is the document that presents a hierarchical project organization?

A. WBS
B. CPI
C. OBS
D. BOM

Answer: C

NEW QUESTION 9
- (Topic 1)
Which element does a project charter contain?

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

Answer: C

NEW QUESTION 10
- (Topic 1)
The project governance approach should be described in the:

A. change control plan
B. project scope
C. statement of work
D. project management plan

Answer: D

NEW QUESTION 10
- (Topic 1)
Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

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

Answer: A

NEW QUESTION 14
- (Topic 1)
What is the definition of project plan execution?

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

Answer: B

NEW QUESTION 19
- (Topic 1)
Which type of managers do composite organizations involve?

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

Answer: A

NEW QUESTION 22
- (Topic 1)
Which of the following tools and techniques is used in the Develop Project Team process?

A. Acquisitions
B. Organizational theories
C. Team-building activities

D. Virtual teams

Answer: C

NEW QUESTION 26
- (Topic 1)
An input required to develop a preliminary project scope statement is:

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

Answer: B

NEW QUESTION 29
- (Topic 1)
Which of the following strategies is used to deal with risks that may have a negative impact on project objectives?

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

Answer: D

NEW QUESTION 33
- (Topic 1)
A primary function of a project management office is to support project managers in a variety of ways, including which of the following?

A. Developing and managing project policies, procedures, templates, and other shared documentation
B. Acting as the project sponsor by providing financial resources to the project
C. Resolving issues and change management within a shared governance structure
D. Aligning organizational/strategic direction that affects project and program goals

Answer: A

NEW QUESTION 36
- (Topic 1)
Who is responsible for determining which processes from the Process Groups will be employed and who will be performing them?

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

Answer: C

NEW QUESTION 38
- (Topic 1)
Which of the following is TRUE about most project life cycles?

A. Staffing level is highest at the start.
B. The stakeholders' influence is highest at the start.
C. The level of uncertainty is lowest at the start.
D. The cost of changes is highest at the start.

Answer: B

NEW QUESTION 40
- (Topic 1)
Which statement correctly describes the value of a business case?

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

Answer: A

NEW QUESTION 43
- (Topic 1)
In which process is a project manager identified and given the authority to apply resources to project activities?

A. Acquire Project Team

B. Develop Project Management Plan
C. Manage Project Execution
D. Develop Project Charter

Answer: D

NEW QUESTION 44
- (Topic 1)
High-level project risks are included in which document?

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

Answer: C

NEW QUESTION 47
- (Topic 1)
Which Knowledge Area involves identifying the people, groups, or organizations that may be impacted by or impact a project?

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

Answer: D

NEW QUESTION 49
- (Topic 1)
The formal and informal interaction with others in an organization industry, or professional environment is known as:

A. negotiation
B. organizational theory
C. meeting
D. networking

Answer: D

NEW QUESTION 50
- (Topic 1)
Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

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

Answer: B

NEW QUESTION 54
- (Topic 1)
The risk management team of a software project has decided that due to the lack of adequate talent in the company, development of a specific part of the system is under high risk, so the team has decided to outsource it. This is an example of which risk response?

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

Answer: A

NEW QUESTION 57
- (Topic 1)
Soft logic is also known as what type of dependency?

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

Answer: B

NEW QUESTION 61
- (Topic 1)

Risk responses reflect an organization's perceived balance between:

A. risk taking and risk avoidance.
B. known risk and unknown risk.
C. identified risk and analyzed risk.
D. varying degrees of risk.

Answer: A

NEW QUESTION 65
- (Topic 1)
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

Answer: B

NEW QUESTION 70
- (Topic 1)
Which enterprise environmental factors are considered during cost estimating?

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

Answer: A

NEW QUESTION 73
- (Topic 1)
Which of the following is a strategy to deal with positive risks or opportunities?

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

Answer: C

NEW QUESTION 77
- (Topic 1)
Which process is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses?

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

Answer: C

NEW QUESTION 82
- (Topic 1)
Which characteristics do effective project managers possess?

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

Answer: A

NEW QUESTION 86
- (Topic 1)
What is the probability of occurrence if the risk rating is 0.56 and the impact if the risk does occur is very high (0.80)?

A. 0.45
B. 0.56
C. 0.70
D. 1.36

Answer: C

NEW QUESTION 89

- (Topic 1)
In project management, a temporary project can be:

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

Answer: C

NEW QUESTION 93
- (Topic 1)
An input to Develop Project Charter is a/an:

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

Answer: A

NEW QUESTION 96
- (Topic 1)
The risk shared between the buyer and seller is determined by the:

A. assumption log.
B. quality checklist.
C. risk register.
D. contract type.

Answer: D

NEW QUESTION 97
- (Topic 1)
Which Control Scope input is compared to actual results to determine if corrective action is required for the project?

A. Scope baseline
B. Scope management plan
C. Change management plan
D. Cost baseline

Answer: A

NEW QUESTION 98
- (Topic 1)
What type of project structure is a hierarchically organized depiction of the resources by type?

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

Answer: B

NEW QUESTION 101
- (Topic 1)
Stakeholders can be identified in later stages of the project because the Identify Stakeholders process should be:

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

Answer: A

NEW QUESTION 104
- (Topic 1)
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).

Answer: A

NEW QUESTION 109
- (Topic 1)
Which of the following tools and techniques is used in the Verify Scope process?

A. Inspection
B. Variance analysis
C. Expert judgment
D. Decomposition

Answer: A

NEW QUESTION 111
- (Topic 1)
Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact takes place in which process?

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

Answer: C

NEW QUESTION 115
- (Topic 1)
Which of the following is an output of the Distribute Information process?

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

Answer: C

NEW QUESTION 118
- (Topic 1)
Which statement is true about the project management body of knowledge?

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

Answer: B

NEW QUESTION 123
- (Topic 1)
The Define Scope process is in which of the following Process Groups?

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

Answer: B

NEW QUESTION 126
- (Topic 1)
An output of the Develop Project Team process is:

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

Answer: B

NEW QUESTION 130
- (Topic 1)
Risk exists the moment that a project is:

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

Answer: B

NEW QUESTION 134
- (Topic 1)
Which of the following reduces the probability of potential consequences of project risk events?

A. Preventive action
B. Risk management
C. Corrective action
D. Defect repair

Answer: A

NEW QUESTION 137
- (Topic 1)
Which technique is commonly used for the Perform Quantitative Risk Analysis process?

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

Answer: C

NEW QUESTION 141
- (Topic 1)
Most experienced project managers know that:

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

Answer: B

NEW QUESTION 144
- (Topic 1)
Which stakeholder approves a project's result?

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

Answer: A

NEW QUESTION 146
- (Topic 1)
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.

Answer: B

NEW QUESTION 151
- (Topic 1)
Scope verification is PRIMARILY concerned with which of the following?

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

Answer: A

NEW QUESTION 152
- (Topic 1)
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

Answer: A

NEW QUESTION 153
- (Topic 1)
An element of the project scope statement is:

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

Answer: A

NEW QUESTION 156
- (Topic 1)
At which point of the project is the uncertainty the highest and the risk of failing the greatest?

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

Answer: B

NEW QUESTION 161
- (Topic 1)
The scope of a project cannot be defined without some basic understanding of how to create the specified:

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

Answer: C

NEW QUESTION 164
- (Topic 1)
Which of the following terms indicates a deliverable-oriented hierarchical decomposition of the project work?

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

Answer: C

NEW QUESTION 167
- (Topic 1)
One of the objectives of a quality audit is to:

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

Answer: D

NEW QUESTION 172
- (Topic 1)
What is project management?

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

Answer: B

NEW QUESTION 176
- (Topic 1)
The component of the risk management plan that documents how risk activities will be recorded is called:

A. tracking
B. scoping
C. timing

D. defining

Answer: A

NEW QUESTION 177
- (Topic 1)
Which type of dependency is contractually required or inherent in the nature of the work?

A. External
B. Lead
C. Discretionary
D. Mandatory

Answer: D

NEW QUESTION 180
- (Topic 1)
A weighting system is a tool for which area of Conduct Procurements?

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

Answer: C

NEW QUESTION 185
- (Topic 1)
In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 190
- (Topic 1)
The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 192
- (Topic 1)
Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

A. Cost Plus Award Fee Contract (CPAF)
B. Firm-Fixed -Price Contract (FFP)
C. Time and Material Contract (T&M)
D. Cost Plus Incentive Fee Contract (CPIF)

Answer: C

NEW QUESTION 194
- (Topic 1)
The process of prioritizing risks for further analysis or action is known as:

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

Answer: C

NEW QUESTION 195
- (Topic 1)
Which of the following is an information gathering technique in Identify Risks?

A. Influence diagrams

B. Brainstorming
C. Assumption analysis
D. SWOT analysis

Answer: B

NEW QUESTION 200
- (Topic 1)
Which project risk listed in the table below is most likely to occur?

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

A. 1
B. 2
C. 3
D. 4

Answer: B

NEW QUESTION 201
- (Topic 1)
Which of the following is an input to the Develop Project Charter process?

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

Answer: C

NEW QUESTION 202
- (Topic 1)
Which document describes the necessary information to determine if a project is worth the required investment?

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

Answer: D

NEW QUESTION 206
- (Topic 1)
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

Answer: A

NEW QUESTION 210
- (Topic 1)
The purpose of developing a project scope management plan is to:

A. Manage the timely completion of the project.

B. Ensure that the project includes all of the work required.
C. Make sure the project will satisfy the needs for which it was begun.
D. Reduce the risk of negative events in the project.

Answer: B

NEW QUESTION 214
- (Topic 1)
The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

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

Answer: B

NEW QUESTION 217
- (Topic 1)
Which of the following risk response strategies involves allocating ownership of a positive risk to a third party?
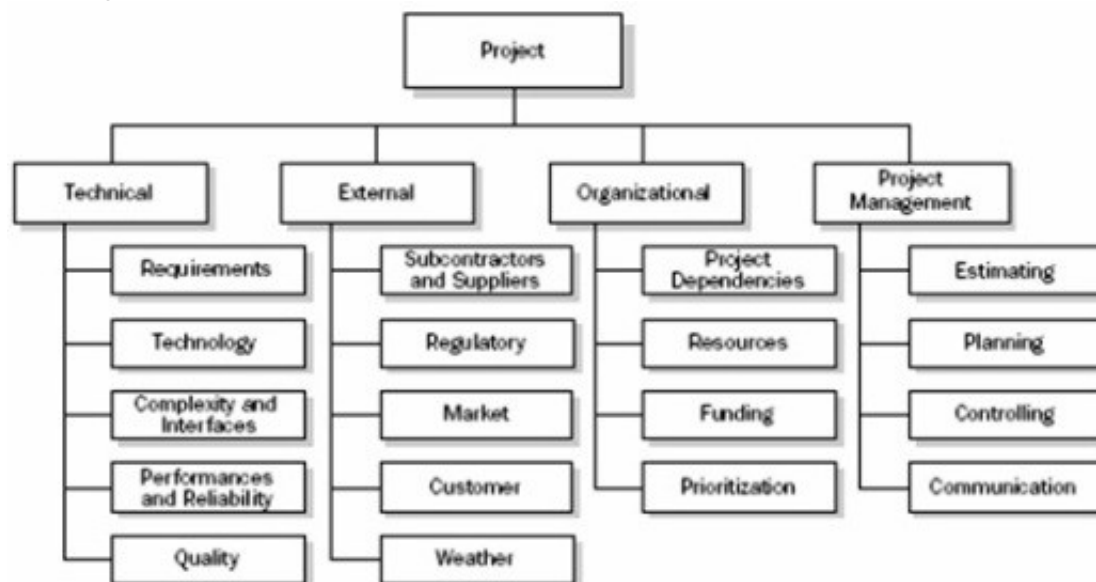
A. Mitigate
B. Transfer
C. Share
D. Avoid

Answer: C

NEW QUESTION 219
- (Topic 1)
The diagram below is an example of a:

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

Answer: A

NEW QUESTION 221
- (Topic 1)
Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

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

Answer: B

NEW QUESTION 226
- (Topic 1)
The degree, amount, or volume of risk that an organization or individual will withstand is called risk:

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

Answer: B

NEW QUESTION 228
- (Topic 1)
The project manager notes that stakeholders are aware of the project and potential impacts and are actively engaged in ensuring that the project is a success. The engagement level of the stakeholders should be classified as:

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

Answer: B

NEW QUESTION 229
- (Topic 1)
Which document in the project management plan can be updated in the Plan Procurement Management process?

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

Answer: C

NEW QUESTION 234
- (Topic 1)
A complete set of concepts, terms, and activities that make up an area of specialization is known as:

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

Answer: A

NEW QUESTION 237
- (Topic 1)
Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

Answer: C

NEW QUESTION 238
- (Topic 1)
Define Activities and Estimate Activity Resources are processes in which project management Knowledge Area?

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

Answer: A

NEW QUESTION 239
- (Topic 1)
In the Initiating Process Group, at what point does the project become officially authorized?

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

Answer: A

NEW QUESTION 243
- (Topic 1)
Which input to the Identify Stakeholders process provides information about internal or external parties related to the project?

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

Answer: C

NEW QUESTION 248
- (Topic 1)
Stakeholder satisfaction should be managed as a key project:

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

Answer: C

NEW QUESTION 250
- (Topic 2)
An input to the Identify Risks process is the:

A. Risk register.
B. Risk probability and impact assessment.
C. Communications management plan.
D. Risk management plan.

Answer: D

NEW QUESTION 255
- (Topic 2)
The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

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

Answer: D

NEW QUESTION 260
- (Topic 2)
Which of the following is a tool and technique for Estimate Activity Durations?

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

Answer: A

NEW QUESTION 263
- (Topic 2)
During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 268
- (Topic 2)
What is an objective of the Develop Project Team process?

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

Answer: A

NEW QUESTION 272
- (Topic 2)
Which tool or technique is an examination of industry and specific vendor capabilities?

A. Independent estimates
B. Market research

C. Analytical techniques
D. Bidder conferences

Answer: B

NEW QUESTION 274
- (Topic 2)
Projects can be divided into phases to provide better management control. Collectively,
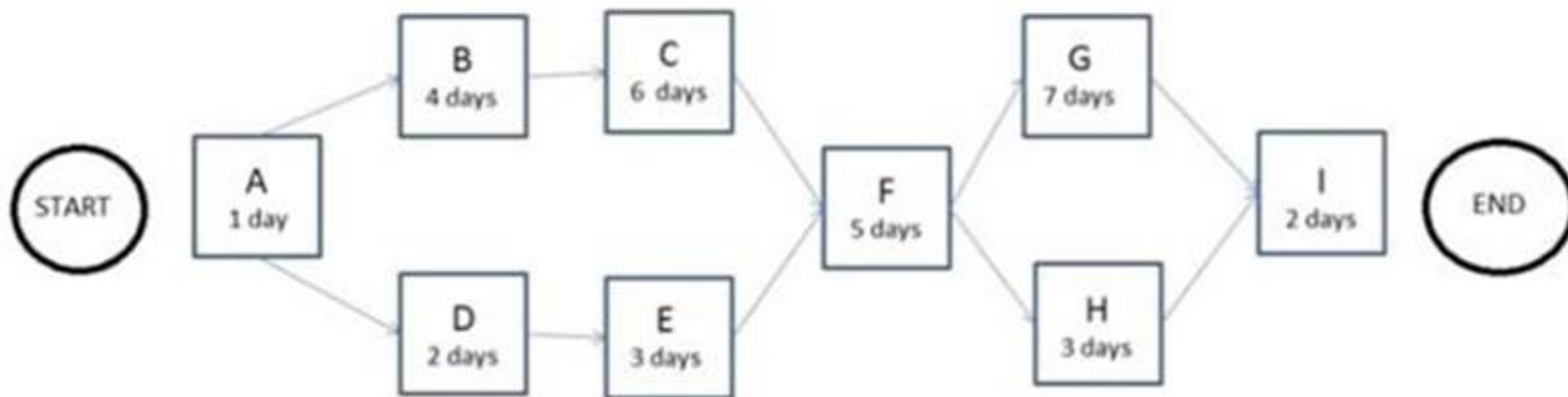what are these phases known as?

A. Complete project phase
B. Project life
C. The project life cycle
D. Project cycle

Answer: C

NEW QUESTION 279
- (Topic 2)
The following is a network diagram for a project.

The free float for Activity E is how many days?

A. 2
B. 3
C. 5
D. 8

Answer: C

NEW QUESTION 280
- (Topic 2)
A regression line is used to estimate:

A. Whether or not a process is stable or has predictable performance.
B. How a change to the independent variable influences the value of the dependent variable.
C. The upper and lower specification limits on a control chart.
D. The central tendency, dispersion, and shape of a statistical distribution.

Answer: B

NEW QUESTION 282
- (Topic 2)
Which process involves the creation of a document that provides the project manager with the authority to apply resources to a project?

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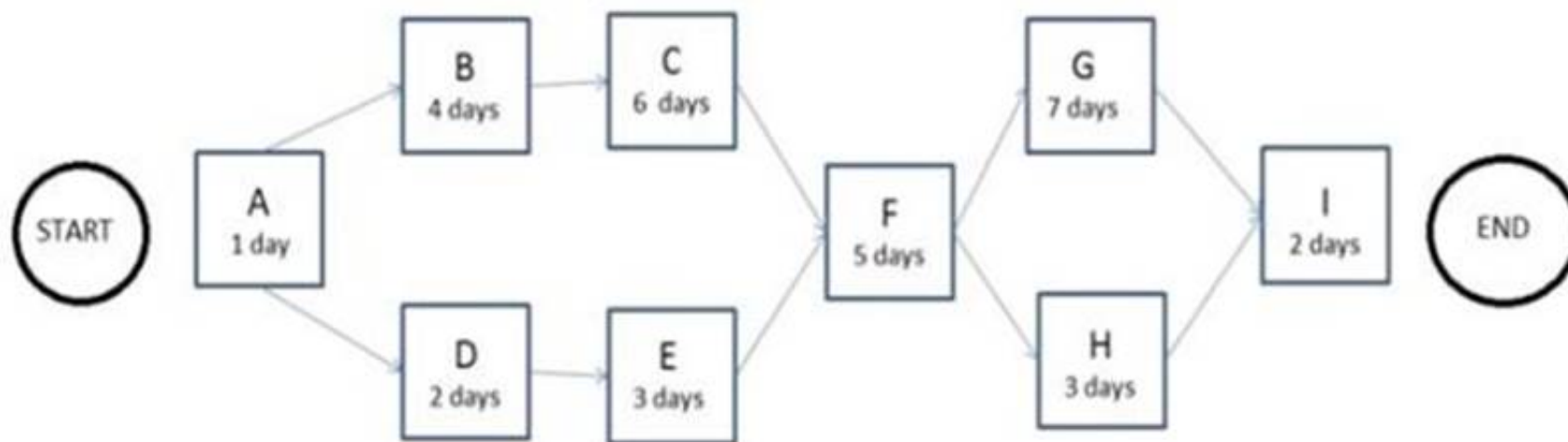C. Develop Project Management Plan
D. Develop Project Charter

Answer: D

NEW QUESTION 285
- (Topic 2)
The following is a network diagram for a project.

The total float for the project is how many days?

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

Answer: B

NEW QUESTION 288
- (Topic 2)
Which input will be used when tasked with developing the human resource plan?

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

Answer: B

NEW QUESTION 293
- (Topic 2)
In Plan Risk Management, which of the management plans determines who will be available to share information on various risks and responses at different times and locations?

A. Schedule
B. Quality
C. Communications
D. Cost

Answer: C

NEW QUESTION 296
- (Topic 2)
Quality metrics are an output of which process?

A. Plan Quality
B. Perform Quality Control
C. Perform Quality Assurance
D. Perform Qualitative Risk Analysis

Answer: A

NEW QUESTION 297
- (Topic 2)
A project team attempts to produce a deliverable and finds that they have neither the expertise nor the time to complete the deliverable in a timely manner. This issue could have been avoided if they had created and followed a:

A. risk management plan
B. human resource management plan
C. scope management plan
D. procurement management plan

Answer: D

NEW QUESTION 298
- (Topic 2)
When can pre-assignment of project team members occur?

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

Answer: D

NEW QUESTION 299
- (Topic 2)
Which piece of information is part of the WBS Dictionary?

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

Answer: A

NEW QUESTION 301
- (Topic 2)
Which of the following lists contain processes that are included within Project Procurement Management?

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

Answer: A

NEW QUESTION 302
- (Topic 2)
Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

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

Answer: D

NEW QUESTION 305
- (Topic 2)
The lowest level normally depicted in a work breakdown structure (WBS) is called a/an:

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

Answer: A

NEW QUESTION 308
- (Topic 2)
A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

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

Answer: C

NEW QUESTION 309
- (Topic 2)
The milestone list is an input to which process from the Planning Process Group?

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

Answer: D

NEW QUESTION 311
- (Topic 2)
The staffing management plan is part of the:

A. organizational process assets.
B. resource calendar.
C. human resource plan.

D. Develop Project Team process.

Answer: C

NEW QUESTION 313
- (Topic 2)
An example of a group decision-ma king technique is:

A. Nominal group technique.
B. Majority.
C. Affinity diagram.
D. Multi-criteria decision analysis.

Answer: B

NEW QUESTION 318
- (Topic 2)
Activity cost estimates are quantitative assessments of the probable costs required to:

A. Create WBS.
B. complete project work.
C. calculate costs.
D. Develop Project Management Plan.

Answer: B

NEW QUESTION 320
- (Topic 2)
In the Define Activities process, the schedule management plan is used to:

A. Capture the lessons learned from other projects for comparison.
B. Contain the standard activity list.
C. Document and support the project change requests.
D. Prescribe the level of detail needed to manage the work.

Answer: D

NEW QUESTION 323
- (Topic 2)
When does the project team determine which dependencies are discretionary?

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

Answer: D

NEW QUESTION 325
- (Topic 2)
Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?
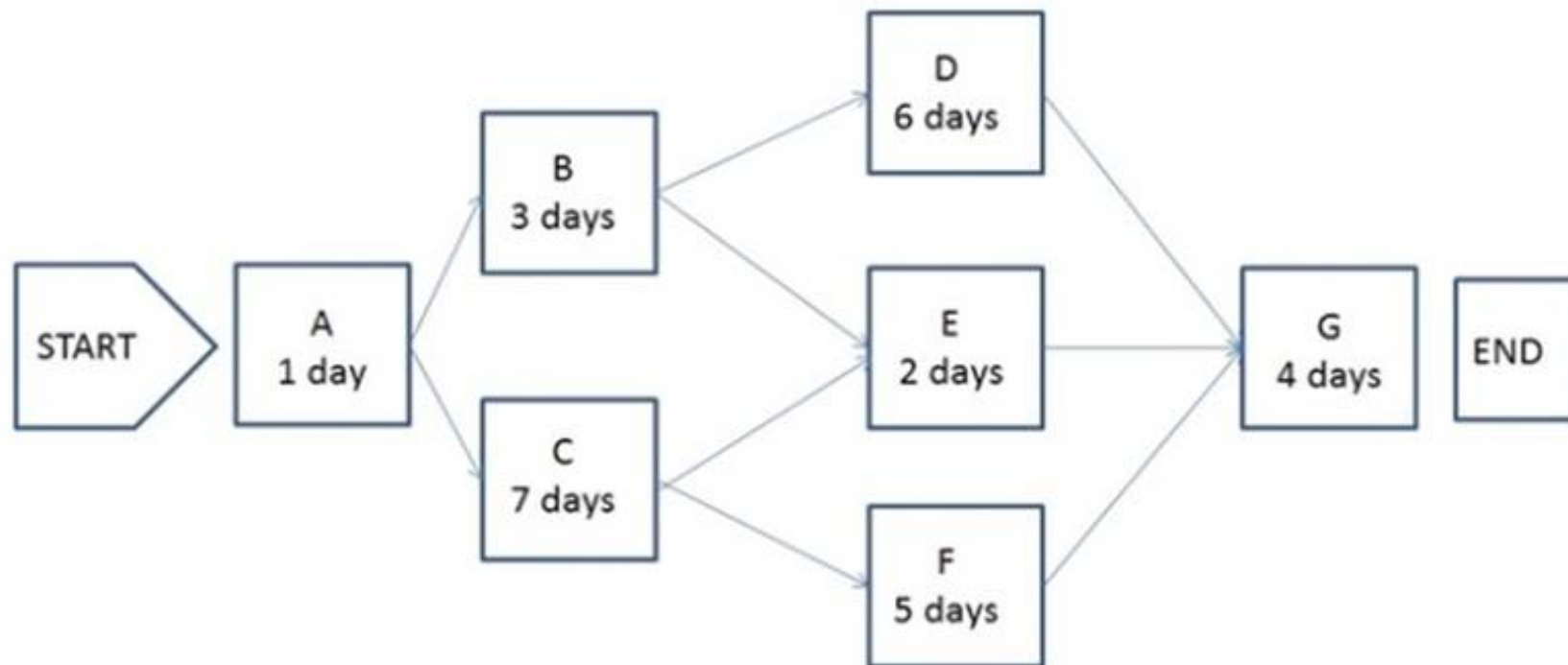
A. Project Integration Management
B. Project Communications Management
C. Project Information Management System (PIMS)
D. Project Scope Management

Answer: B

NEW QUESTION 330
- (Topic 2)
The following is a network diagram for a project.

The total float for the project is how many days?

A. 3
B. 5
C. 7
D. 9

Answer: A

NEW QUESTION 331
- (Topic 2)
Risk categorization is a tool or technique used in which process?

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

Answer: C

NEW QUESTION 335
- (Topic 2)
The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 336
- (Topic 2)
Which Plan Schedule Management tool or technique may involve choosing strategic options to estimate and schedule the project?

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

Answer: C

NEW QUESTION 338
- (Topic 2)
The organizational process assets that are of particular importance to Plan Communications are:

A. Formal plans and procedures
B. Lessons learned and historical information
C. Guidelines and knowledge bases
D. Stakeholder positions and their influence

Answer: B

NEW QUESTION 343
- (Topic 2)
Which tool or technique of Plan Quality involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a

basis by which to measure performance?

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

Answer: C

NEW QUESTION 346
- (Topic 2)
Which of the following tools or techniques is used for Estimate Activity Durations?

A. Critical path method
B. Rolling wave planning
C. Precedence diagramming method
D. Parametric estimating

Answer: D

NEW QUESTION 348
- (Topic 2)
Which tool or technique is required in order to determine the project budget?

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

Answer: B

NEW QUESTION 353
- (Topic 2)
A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

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

Answer: A

NEW QUESTION 354
- (Topic 2)
Organizational theory is a tool used in which Project Human Resource Management process?
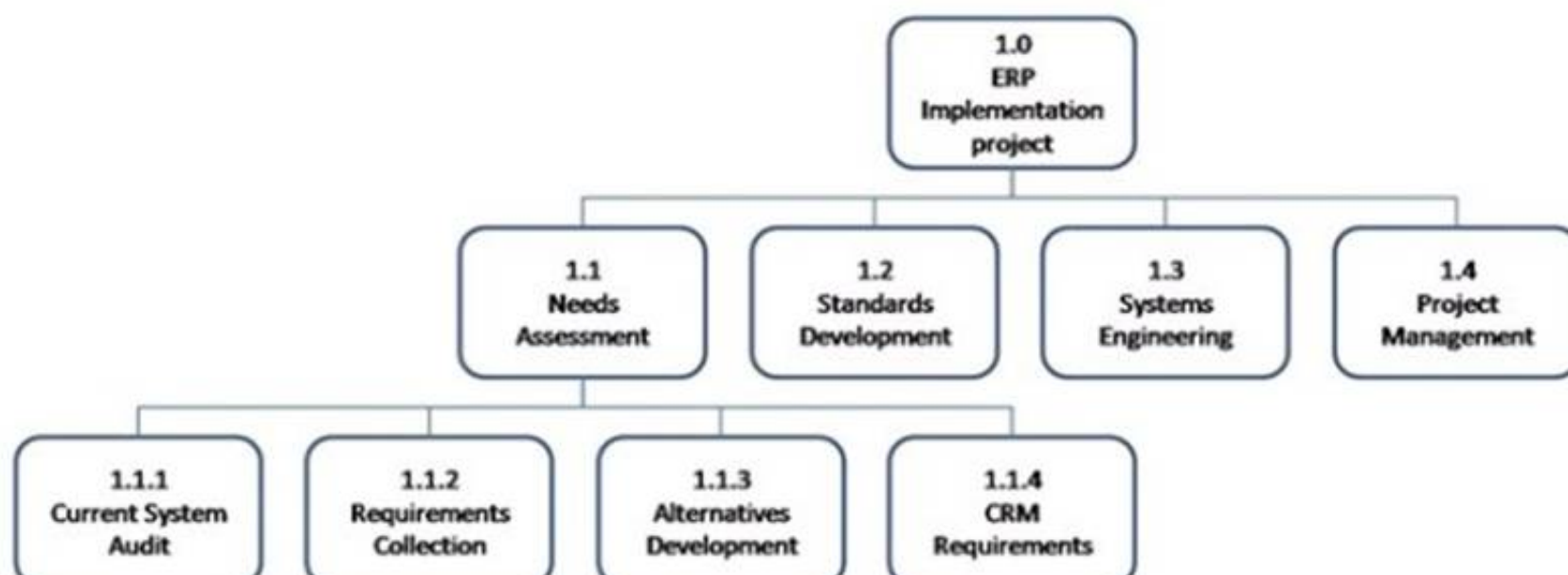
A. Manage Project Team
B. Acquire Project Team
C. Develop Project Team
D. Plan Human Resource Management

Answer: D

NEW QUESTION 356
- (Topic 2)
Which type of graphic is displayed below?

A. Work breakdown structure

B. Context diagram
C. Control chart
D. Pareto diagram

Answer: A

NEW QUESTION 361
- (Topic 2)
A required input for Create WBS is a project:

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

Answer: D

NEW QUESTION 364
- (Topic 2)
When should quality planning be performed?

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

Answer: B

NEW QUESTION 365
- (Topic 2)
During which process group is the quality policy determined?

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

Answer: C

NEW QUESTION 366
- (Topic 2)
Which item is a formal proposal to modify any document, deliverable, or baseline?
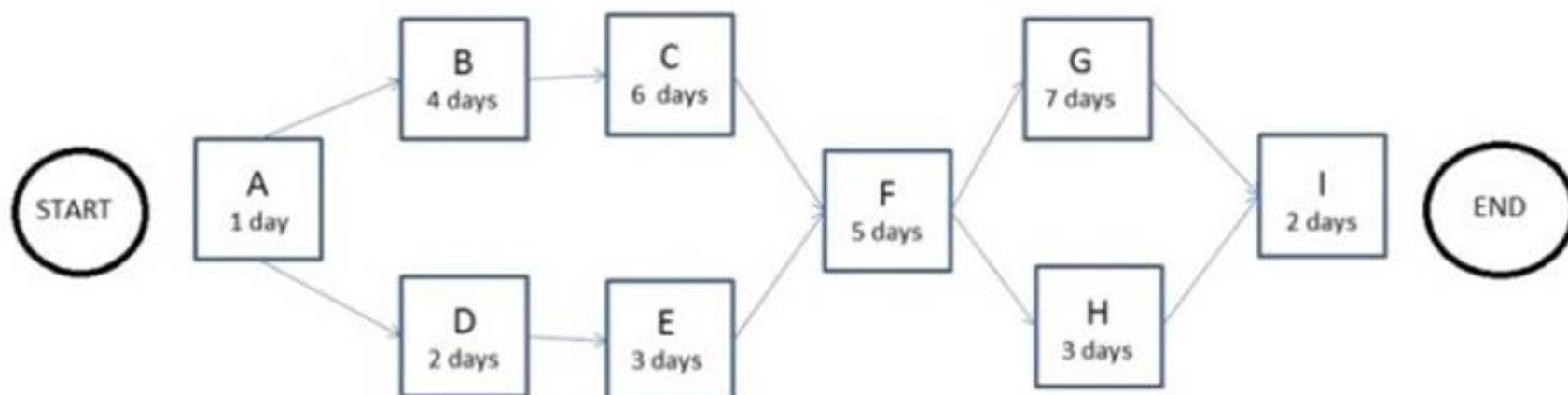
A. Change request
B. Requirements documentation
C. Scope baseline
D. Risk urgency assessment

Answer: A

NEW QUESTION 370
- (Topic 2)
The following is a network diagram for a project.

What is the critical path for the project?

A. A-B-C-F-G-I
B. A-B-C-F-H-I
C. A-D-E-F-G-I
D. A-D-E-F-H-I
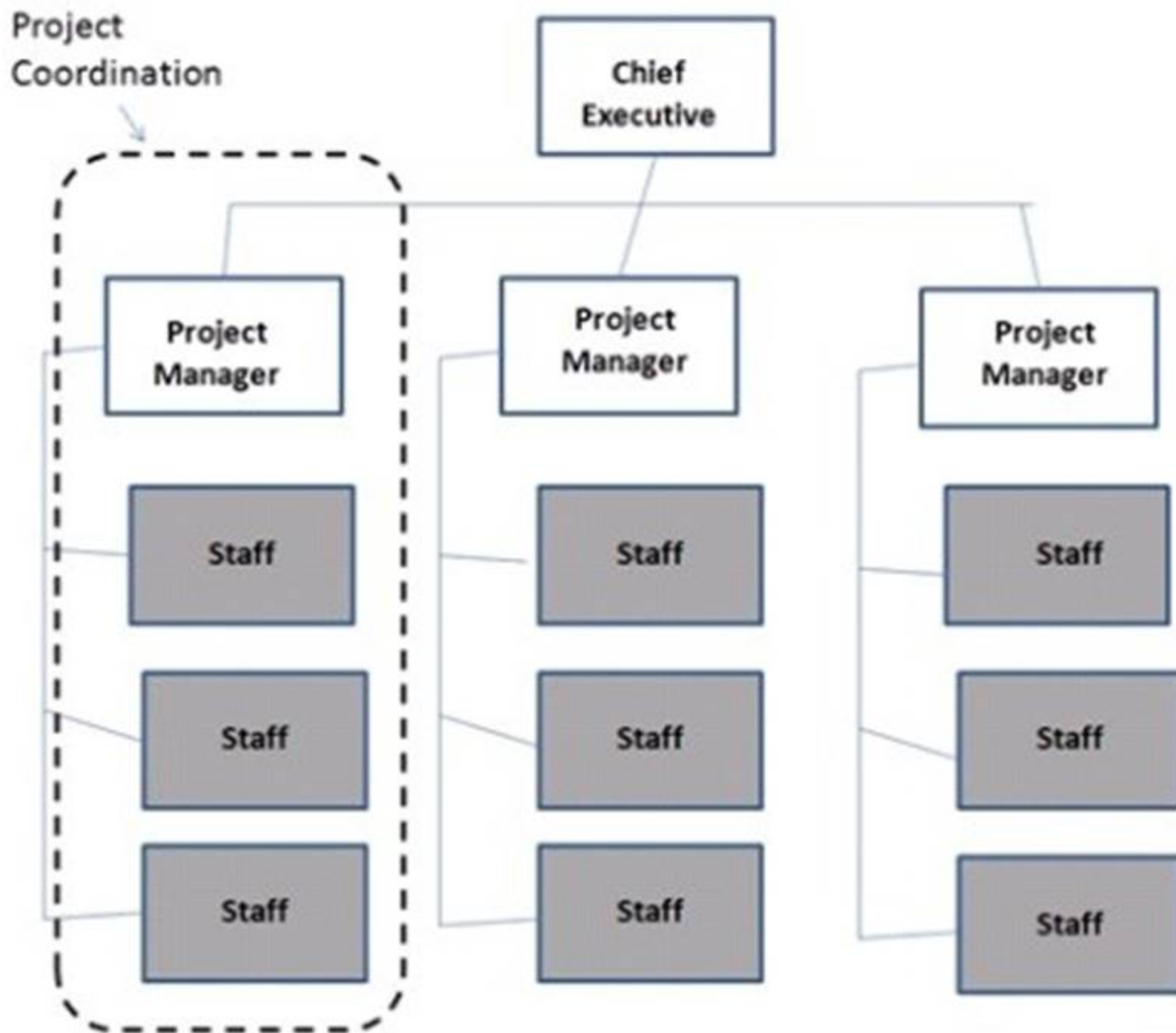
Answer: A

NEW QUESTION 374

- (Topic 2)
Which type of organizational structure is displayed in the diagram provided?

A. Balanced matrix
B. Projectized
C. Strong matrix
D. Functional

Answer: B

NEW QUESTION 375
- (Topic 2)
Which type of analysis is used to develop the communications management plan?

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

Answer: C

NEW QUESTION 379
- (Topic 2)
A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables is called a:

A. triangular distribution
B. tornado diagram
C. beta distribution
D. fishbone diagram

Answer: B

NEW QUESTION 380
- (Topic 2)
Which document includes the project scope, major deliverables, assumptions, and constraints?

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

Answer: B

NEW QUESTION 385
- (Topic 2)
Which of the following are placed at selected points in the work breakdown structure (WBS) for performance measurement?

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

Answer: A

NEW QUESTION 387
- (Topic 2)
Funding limit reconciliation is a tool and technique of which Project Cost Management process?

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

Answer: D

NEW QUESTION 390
- (Topic 2)
Outputs of the Control Communications process include:

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

Answer: B

NEW QUESTION 393
- (Topic 2)
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.

Answer: A

NEW QUESTION 394
- (Topic 2)
While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e-mail. In which part of the plan will this type of information be included?

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

Answer: A

NEW QUESTION 399
- (Topic 2)
Which risk management strategy seeks to eliminate the uncertainty associated with a particular upside risk by ensuring that the opportunity is realized?

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

Answer: C

NEW QUESTION 401
- (Topic 2)
Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

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

Answer: C

NEW QUESTION 406
- (Topic 2)
Which of the following inputs is required for the WBS creation?

A. Project Quality Plan
B. Project Schedule Network
C. Project Management Software
D. Project Scope Management Plan

Answer: D

NEW QUESTION 409
- (Topic 2)
Which is an output from Distribute Information?

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

Answer: C

NEW QUESTION 410
- (Topic 2)
Tools and techniques used for Plan Communications include the communication:

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

Answer: A

NEW QUESTION 414
- (Topic 2)
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

Answer: C

NEW QUESTION 416
- (Topic 2)
The process of identifying the stakeholders' information needs is completed during:

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

Answer: A

NEW QUESTION 421
- (Topic 2)
Inputs to the Plan Risk Management process include the:

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

Answer: D

NEW QUESTION 425
- (Topic 2)
Sending letters, memos, reports, emails, and faxes to share information is an example of which type of communication?

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

Answer: D

NEW QUESTION 429
- (Topic 2)
"Tailoring" is defined as the:

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

Answer: A

NEW QUESTION 430
- (Topic 2)
Which is an input to the Verify Scope process?

A. Performance report
B. Work breakdown structure (WBS)
C. Requested changes
D. Project management plan

Answer: D

NEW QUESTION 435
- (Topic 2)
What component of the project scope definition defines project exclusions?

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

Answer: A

NEW QUESTION 439
- (Topic 3)
At which stage of team development do members begin to work together, adjust work habits, and trust each other?

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

Answer: C

NEW QUESTION 444
- (Topic 3)
Which of following could be organizational process assets?

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

Answer: A

NEW QUESTION 449
- (Topic 3)
Which of the following processes are within the Initiating Process Group?

A. Develop Project Management Plan and Identify Stakeholders
B. Develop Project Management Plan and Plan Communications
C. Develop Project Charter and Identify Stakeholders

D. Develop Project Charter and Develop Project Scope Statement

Answer: C

NEW QUESTION 450
- (Topic 3)
A project has an EV of 100 workdays, an AC of 120 workdays, and a PV of 80 workdays. What should be the concern?

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

Answer: B

NEW QUESTION 452
- (Topic 3)
Which of the following processes is necessary to ensure that the project employs all processes needed to meet its requirements?

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

Answer: C

NEW QUESTION 455
- (Topic 3)
The precedence diagramming method (PDM) is also known as:

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

Answer: C

NEW QUESTION 459
- (Topic 3)
What is the schedule performance index (SPI) using the following data? BAC = $100,000 PV = $50,000 AC = $80,000 EV = $40,000

A. 1
B. 0.4
C. 0.5
D. 0.8

Answer: D

NEW QUESTION 460
- (Topic 3)
A large portion of a projects budget is typically expended on the processes in which Process Group?

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

Answer: A

NEW QUESTION 465
- (Topic 3)
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. $200

Answer: D

Explanation:
EAC=BAC/CPI and CPI=EV/AC CPI = EV/ AC = 25/50 = 0.5
EAC = BAC/ CPI = 100/0.5 = $200

NEW QUESTION 470

- (Topic 3)
Which of the following makes changes to formally control documentation to reflect modified or additional ideas or content?

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

Answer: B

NEW QUESTION 475
- (Topic 3)
Which of the following methods of performance review examines project performance over time to determine if performance is improving or deteriorating?

A. Earned value performance
B. Trend analysis
C. Cost-benefit analysis
D. Variance analysis

Answer: B

NEW QUESTION 476
- (Topic 3)
Which of the following correctly lists the configuration management activities included in the
Integrated Change Control process?

A. Configuration definition, configuration status accounting, configuration monitoring and control
B. Configuration identification, configuration status accounting, configuration verification and audit
C. Configuration identification, configuration status reporting, configuration verification and audit
D. Configuration definition, configuration status reporting, configuration monitoring and Control

Answer: B

NEW QUESTION 477
- (Topic 3)
What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

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

Answer: D

NEW QUESTION 479
- (Topic 3)
A process is defined as:

A. A set of interrelated actions and activities performed to achieve a certain objective.
B. A set of guidelines that explains how to carry out a particular task.
C. The inputs for a task and the tools and techniques required to carry out the task.
D. A collection of logically related project activities, usually culminating in the completion of a major deliverable.

Answer: A

NEW QUESTION 480
- (Topic 3)
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

Answer: C

NEW QUESTION 483
- (Topic 3)
The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

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

Answer: B

NEW QUESTION 486
- (Topic 3)
The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:

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

Answer: C

NEW QUESTION 488
- (Topic 3)
Which type of management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation?

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

Answer: D

NEW QUESTION 493
- (Topic 3)
Which type of analysis would be used for the Plan Quality process?

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

Answer: D

NEW QUESTION 494
- (Topic 3)
What is a tool and technique used in the Develop Project Management Plan process?

A. Project management information system (PMIS)
B. Project charter
C. Quality assurance
D. Expert judgment

Answer: D

NEW QUESTION 498
- (Topic 3)
Organizational process assets can be divided into which of the following two categories?

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

Answer: D

NEW QUESTION 499
- (Topic 3)
Tools and techniques used in Direct and Manage Project Work include:

A. Process analysis and expert judgment
B. Analytical techniques and a project management information system
C. Performance reviews and meetings
D. Expert judgment and meetings

Answer: D

NEW QUESTION 502
- (Topic 3)
Which illustrates the connection between work that needs to be done and its project team members?

A. Work breakdown structure
B. Network diagrams
C. Staffing management plan
D. Responsibility matrix

Answer: D

NEW QUESTION 504
- (Topic 3)
An input to the Perform Integrated Change Control process is:

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

Answer: D

NEW QUESTION 509
- (Topic 3)
The number of potential communication channels for a project with 5 stakeholders is:

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

Answer: A

NEW QUESTION 511
- (Topic 3)
How is scheduled variance calculated using the earned value technique?

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

Answer: C

NEW QUESTION 514
- (Topic 3)
Who is responsible for developing the project management plan and all related component plans?

A. Project team
B. Portfolio manager
C. Project manager
D. Project management office

Answer: C

NEW QUESTION 515
- (Topic 3)
Which Process Group typically consumes the bulk of a project's budget?

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

Answer: B

NEW QUESTION 520
- (Topic 3)
What is a tool to improve team performance?

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

Answer: D

NEW QUESTION 523
- (Topic 3)
When would resource leveling be applied to a schedule model?

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

Answer:

C

NEW QUESTION 525
- (Topic 3)
A disadvantage associated with virtual teams is that they:

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

Answer: D

NEW QUESTION 527
- (Topic 3)
A project charter is an output of which Process Group?

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

Answer: C

NEW QUESTION 532
- (Topic 3)
A project management office manages a number of aspects including the:

A. Project scope, schedule, cost, and quality of the products of the work packages.
B. Central coordination of communication management across projects.
C. Assignment of project resources to best meet project objectives.
D. Overall risk, overall opportunity, and interdependencies among projects at the enterprise level.

Answer: D

NEW QUESTION 537
- (Topic 3)
The Project Management Process Group in which performance is observed and measured regularly from project initiation through completion is:

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

Answer: C

NEW QUESTION 538
- (Topic 3)
Which process should be conducted from the project inception through completion?

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

Answer: C

NEW QUESTION 540
- (Topic 3)
Based on the following metrics: EV=$20,000, AC=$22,000, and PV=$28,000, what is the project CV?

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

Answer: B

NEW QUESTION 543
- (Topic 3)
What are assigned risk ratings based upon?

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

Answer: B

NEW QUESTION 547
- (Topic 3)
Who is responsible for reviewing change requests and approving or rejecting the change requests?

A. Change control board
B. Project manager
C. Project management office
D. Project sponsor

Answer: B

NEW QUESTION 551
- (Topic 3)
How many Project Management Process Groups are there?

A. 3
B. 4
C. 5
D. 6

Answer: C

NEW QUESTION 554
- (Topic 3)
Which characteristic is unique to project work and does not apply to operational work?

A. Performed by individuals
B. Limited by constraints
C. Temporary
D. Performed to achieve organizational objectives

Answer: C

NEW QUESTION 556
- (Topic 3)
Organizational planning impacts projects by means of project prioritization based on risk, funding, and an organizations:

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

Answer: D

NEW QUESTION 559
- (Topic 3)
The project has a current cost performance index of 0.80. Assuming this performance wi continue, the new estimate at completion is $1000. What was the original budget at completion for the project?

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

Answer: A

NEW QUESTION 562
- (Topic 3)
Which document describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results?

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

Answer: B

NEW QUESTION 566
- (Topic 3)
Project Management Process Groups are linked by:

A. the outputs they produce

B. discrete or one-time events
C. the project management plan
D. common tools and techniques

Answer: A

NEW QUESTION 569
- (Topic 3)
Which of the following is an input into the Develop Project Team process?

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

Answer: C

NEW QUESTION 574
- (Topic 3)
A Pareto chart is a specific type of:

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

Answer: B

NEW QUESTION 575
- (Topic 3)
Which of the following involves making information available to project stakeholders in a timely manner?

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

Answer: D

NEW QUESTION 577
- (Topic 3)
Which of the following factors is lowest at the start of the project?

A. Cost of changes
B. Stakeholder influences
C. Risk
D. Uncertainty

Answer: A

NEW QUESTION 582
- (Topic 3)
Which of the following is an input to the Plan Risk Responses process?

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

Answer: C

NEW QUESTION 586
- (Topic 3)
What's budget?

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

Answer: C

NEW QUESTION 588
- (Topic 3)
What are the Project Procurement Management processes?

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

Answer: C

NEW QUESTION 593
- (Topic 3)
Which of the following is an output of the Conduct Procurements process?

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

Answer: B

NEW QUESTION 595
- (Topic 3)
Design of experiments (DOE) should be used during which of the following processes?

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

Answer: D

NEW QUESTION 599
- (Topic 3)
Which schedule development tool and technique produces a theoretical early start date and late start date?

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

Answer: A

NEW QUESTION 600
- (Topic 3)
Which of the following procurement processes results in the awarding of a procurement contract?

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

Answer: C

NEW QUESTION 604
- (Topic 3)
Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

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

Answer: C

NEW QUESTION 605
- (Topic 3)
Which of the following is a means of reaching a group decision in which everyone agrees on a single course of action?

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

Answer: D

NEW QUESTION 608

- (Topic 3)
Information distribution involves making needed information available to project stakeholders in a timely manner. What is an output from information distribution?

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

Answer: C

NEW QUESTION 609
- (Topic 3)
Which of the following are inputs to the Plan Procurements process?

A. Risk register, scope baseline, enterprise environmental factors, organizational process assets, project schedule
B. Risk register, scope baseline, make-or-buy decisions, organizational process assets, project schedule
C. Project management plan, qualified seller list, contract, enterprise environmental factors, teaming agreements
D. Project management plan, qualified seller list, contract, make-or-buy decisions, teaming agreements

Answer: A

NEW QUESTION 614
- (Topic 3)
Which of the following buffers protects the target finish date from slippage along the critical chain?

A. Critical buffer
B. Project buffer
C. Duration buffer
D. Feeding buffer

Answer: B

NEW QUESTION 619
- (Topic 3)
Inputs to the Define Activities process include:

A. Project scope statement, resource calendars, and work performance information.
B. Scope baseline, enterprise environmental factors, and organizational process assets.
C. Project scope statement, approved change requests, and WBS dictionary.
D. Scope baseline, enterprise environmental factors, and activity duration estimates.

Answer: B

NEW QUESTION 624
- (Topic 3)
In which process might you use risk reassessment as a tool and technique?

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

Answer: B

NEW QUESTION 629
- (Topic 3)
An input to the Identify Stakeholders process is:

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

Answer: C

NEW QUESTION 632
- (Topic 3)
Which of the following techniques is used during Control Scope?

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

Answer: B

NEW QUESTION 633
- (Topic 3)
Status of deliverables, implementation status for change requests, and forecasted estimates to complete are examples of:

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

Answer: D

NEW QUESTION 636
- (Topic 3)
Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

A. Influencing
B. Motivation
C. Negotiation
D. Trust building

Answer: B

NEW QUESTION 637
- (Topic 3)
Your project has an EV of 100 work-days, an AC of 120 work-days, and a PV of 80 work days. What should be your concern?

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

Answer: B

NEW QUESTION 639
- (Topic 3)
Which of the following is an output from Control Scope?

A. Change requests
B. Variance analysis
C. Accepted deliverables
D. Requirements documentation

Answer: A

NEW QUESTION 644
- (Topic 3)
Which of the following correctly describes when organizations and stakeholders are willing to accept varying degrees of risk?

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

Answer: B

NEW QUESTION 645
- (Topic 3)
Which stakeholder communicates with higher levels of management to gather organizational support and promote project benefits?

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

Answer: B

NEW QUESTION 646
- (Topic 3)
A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

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

Answer: B

NEW QUESTION 651
- (Topic 3)

Activity Duration	Days	Predecessor
A	5	
B	2	
C	4	A
D	2	B,C
E	5	D

Which of the following is the correct network diagram for the table?

A. Begin-A-C-D-E-End-B-D
B. Begin-A-B-C-D-E-End
C. Begin-A-B-D-E-End A-C-D
D. Begin-A-C-D-E-End-B-C

Answer: A

NEW QUESTION 654
- (Topic 3)
Change request status updates are an output of which process?

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

Answer: A

NEW QUESTION 659
- (Topic 3)
Which of the following is an input to the Direct and Manage Project Execution process?

A. Approved change requests
B. Approved contract documentation
C. Work performance information
D. Rejected change requests

Answer: A

NEW QUESTION 660
- (Topic 3)
The integrative nature of project management requires which Process Group to interact with the other Process Groups?

A. Planning
B. Executing
C. Monitoring and Controlling
D. Project Management

Answer: C

NEW QUESTION 664
- (Topic 3)
Which quality tool incorporates the upper and lower specification limits allowed within an agreement?

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

Answer: A

NEW QUESTION 667

- (Topic 3)
Managing procurement relationships and monitoring contract performance are part of which process?

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

Answer: C

NEW QUESTION 671
- (Topic 3)
The basis of identification for current or potential problems to support later claims or new procurements is provided by:

A. A risk urgency assessment.
B. The scope baseline.
C. Work performance information.
D. Procurement audits.

Answer: C

NEW QUESTION 676
- (Topic 3)
The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

A. Continuous improvement.
B. Predictive planning.
C. Progressive elaboration.
D. Quality assurance.

Answer: C

NEW QUESTION 679
- (Topic 3)
The definition of operations is a/an:

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

Answer: D

NEW QUESTION 683
- (Topic 3)
The cost of nonconformance in a project includes:

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

Answer: B

NEW QUESTION 684
- (Topic 3)
Change requests, project management plan updates, project document updates, and organizational process assets updates are all outputs of which project management process?

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

Answer: B

NEW QUESTION 688
- (Topic 4)
Which Control Quality tool is also known as an arrow diagram?

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

Answer: D

NEW QUESTION 691
- (Topic 4)
An output of Control Schedule is:

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

Answer: D

NEW QUESTION 696
- (Topic 4)
The process to ensure that appropriate quality standards and operational definitions are used is:

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

Answer: B

NEW QUESTION 697
- (Topic 4)
Whose approval may be required for change requests after change control board (CCB) approval?

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

Answer: C

NEW QUESTION 702
- (Topic 4)
Which written document helps monitor who is responsible for resolving specific problems and concerns by a target date?

A. Project Plan
B. Responsibility Matrix
C. Issue Log
D. Scope Document

Answer: C

NEW QUESTION 704
- (Topic 4)
What cost control technique is used to compare actual project performance to planned or expected performance?

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

Answer: D

NEW QUESTION 706
- (Topic 4)
Cost baseline is an output of which of the following processes?

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

Answer: B

NEW QUESTION 711
- (Topic 4)
Which change request is an intentional activity that realigns the performance of the project work with the project management plan?

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

Answer: D

NEW QUESTION 716
- (Topic 4)
An output of the Plan Quality Management process is:

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

Answer: A

NEW QUESTION 720
- (Topic 4)
Success is measured by benefits realization for a:

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

Answer: D

NEW QUESTION 721
- (Topic 4)
Which of the following outputs from the Schedule Control process aids in the communication of SV, SPI or any performance status to stakeholders?

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

Answer: C

NEW QUESTION 722
- (Topic 4)
Activity cost estimates and the project schedule are inputs to which Project Cost Management process?

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

Answer: D

NEW QUESTION 724
- (Topic 4)
The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

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

Answer: D

NEW QUESTION 728
- (Topic 4)
Which item is an input to the Define Activities process?

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

Answer: D

NEW QUESTION 731
- (Topic 4)
The contract in which the seller is reimbursed for all allowable costs for performing the contract work and then receives a fee based upon achieving certain performance objectives is called a:

A. Cost Plus Incentive Fee Contract (CPIF).
B. Cost Plus Fixed Fee Contract (CPFF).
C. Fixed Price Incentive Fee Contract (FPIF).
D. Time and Material Contract (T&M).

Answer: A

NEW QUESTION 736
- (Topic 4)
Which of the following is a tool or technique used in the Determine Budget process?

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

Answer: D

NEW QUESTION 740
- (Topic 4)
The process of monitoring the status of the project and product scope as well as managing the changes to the scope baseline is known as:

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

Answer: C

NEW QUESTION 743
- (Topic 4)
Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

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

Answer: D

NEW QUESTION 746
- (Topic 4)
The following chart contains information about the tasks in a project.

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

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

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

Answer: D

NEW QUESTION 747
- (Topic 4)
A technique used to determine the cause and degree of difference between baseline and actual performance is:

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

Answer: B

NEW QUESTION 751
- (Topic 4)
What happens to a stakeholder's project influence over time?

A. Increases
B. Decreases
C. Stays the same.
D. Has no bearing.

Answer: B

NEW QUESTION 752
- (Topic 4)
What is the critical chain method?

A. A technique to calculate the theoretical early start and finish dates and late start and finish dates
B. A schedule network analysis technique that modifies the project schedule to account for limited resources
C. A schedule compression technique that analyzes cost and schedule trade-offs to determine how to obtain the greatest amount of compression for the least

incremental cost
D. A technique to estimate project duration when there is a limited amount of detailed information about the project

Answer: B

NEW QUESTION 754
- (Topic 4)
Which Activity Duration Estimating technique incorporates additional timing for contingency purposes?

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

Answer: D

NEW QUESTION 756
- (Topic 4)
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

Answer: A

NEW QUESTION 757
- (Topic 4)
Which is a communication method used in the Report Performance process?

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

Answer: D

NEW QUESTION 760
- (Topic 4)
Which standard examines an enterprise's project management process capabilities?

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

Answer: C

NEW QUESTION 762
- (Topic 4)
An input of the Control Schedule process is the:

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

Answer: D

NEW QUESTION 763
- (Topic 4)
Which process involves monitoring the status of the project to update the project costs and managing changes to the cost baseline?

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

Answer: B

NEW QUESTION 764
- (Topic 4)
Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and operational definitions are used?

A. Perform Quality Control
B. Quality Metrics
C. Perform Quality Assurance
D. Plan Quality

Answer: C

NEW QUESTION 765
- (Topic 4)
Using the following data, what is the Schedule Performance Index (SPI)? EV= $500 PV= $750 AC= $1000 BAC= $1200

A. 0.67
B. 1.5
C. 0.75
D. 0.5

Answer: A

NEW QUESTION 768
- (Topic 4)
Labor, materials, equipment, and supplies are examples of:

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

Answer: C

NEW QUESTION 772
- (Topic 4)
When a control chart is used to monitor performance of a process, which of the following will be set by the project manager and the appropriate stakeholders to reflect the point(s) at which corrective action will be taken to prevent exceeding the specification limits?

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

Answer: A

NEW QUESTION 776
- (Topic 4)
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)

Answer: B

NEW QUESTION 780
- (Topic 4)
Which of the following events would result in a baseline update?

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

Answer: B

NEW QUESTION 783
- (Topic 4)
Cost aggregation is typically performed by aggregating work packages in accordance with the:

A. Program evaluation and review technique (PERT).
B. Cost of quality (COQ).
C. Rough order of magnitude (ROM).
D. Work breakdown structure (WBS).

Answer: D

NEW QUESTION 788

- (Topic 4)
Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

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

Answer: D

NEW QUESTION 793
- (Topic 4)
Plan Schedule Management is a process in which Knowledge Area?

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

Answer: D

NEW QUESTION 797
- (Topic 4)
Which of the following schedule network analysis techniques is applied when a critical path method calculation has been completed and resources availability is critical?

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

Answer: B

NEW QUESTION 801
- (Topic 4)
Plan-do-check-act is also known as:

A. prevention over inspection.
B. statistical sampling.
C. management responsibility,
D. continuous improvement.

Answer: D

NEW QUESTION 802
- (Topic 4)
Which earned value management (EVM) metric is a measure of the cost efficiency of budgeted resources expressed as a ratio of earned value (EV) to actual cost (AC) and is considered a critical EVM metric?

A. Cost variance (CV)
B. Cost performance index (CPI)
C. Budget at completion (BAC)
D. Variance at completion (VAC)

Answer: B

NEW QUESTION 803
- (Topic 4)
Testing falls into which of the following categories of cost of quality?

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

Answer: C

NEW QUESTION 804
- (Topic 4)
Cost baseline is an output of which of the following processes?

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

Answer: C

NEW QUESTION 807
- (Topic 4)
What is the primary benefit of meeting quality requirements?

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

Answer: B

NEW QUESTION 811
- (Topic 4)
A key benefit of the Manage Communications process is that it enables:

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

Answer: B

NEW QUESTION 814
- (Topic 4)
What is the name of the statistical method that helps identify which factors may influence
specific variables of a product or process under development or in production?

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

Answer: B

NEW QUESTION 818
- (Topic 4)
An input of the Plan Procurement Management process is:

A. Make-or-buy decisions.
B. Activity cost estimates.
C. Seller proposals.
D. Procurement documents.

Answer: B

NEW QUESTION 819
- (Topic 4)
Which enterprise environmental factors may influence Plan Schedule Management?

A. Cultural views regarding time schedules and professional and ethical behaviors
B. Historical information and change control procedures
C. Risk control procedures and the probability and impact matrix
D. Resource availability and organizational culture and structure

Answer: D

NEW QUESTION 824
- (Topic 4)
While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

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

Answer: A

NEW QUESTION 829
- (Topic 4)
Which Perform Quality Control tool graphically represents how various elements of a system interrelate?

A. Control chart
B. Flowchart
C. Run chart
D. Pareto chart

Answer: B

NEW QUESTION 834
- (Topic 4)
What happens to a stakeholder's project influence over time?

A. Increases
B. Decreases
C. Stays the same
D. Has no bearing

Answer: B

NEW QUESTION 835
- (Topic 4)
At the start of a typical project life cycle, costs are:

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

Answer: A

NEW QUESTION 837
- (Topic 4)
The following chart contains information about the tasks in a project.

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

Based on the chart, what is the schedule performance index (5PI) for Task 4?

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

Answer: C

NEW QUESTION 838
- (Topic 4)
A measure of cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal and is expressed as the ratio of the cost needed for finishing the outstanding work to the remaining budget is known as the:

A. budget at completion (BAC)
B. earned value management (EVM)
C. to-complete performance index
D. cost performance index

Answer: C

NEW QUESTION 841
- (Topic 4)
Which type of analysis is used to determine the cause and degree of difference between the baseline and actual performance?

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

Answer: D

NEW QUESTION 846
- (Topic 4)
The cost performance baseline is typically displayed in the form of:

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

Answer: A

NEW QUESTION 851
- (Topic 4)
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

Answer: D

NEW QUESTION 854
- (Topic 4)
When painting a bedroom, preparing the walls can be done while the paint is being chosen. This is an example of a:

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

Answer: A

NEW QUESTION 857
- (Topic 4)
An input to the Perform Quantitative Risk Analysis process is the:

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

Answer: D

NEW QUESTION 861
- (Topic 4)
Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

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

Answer:

D

NEW QUESTION 865
- (Topic 4)
Which of the following is a schedule network analysis technique that takes limited resources into account?

A. Network reserve analysis
B. Critical chain method
C. Lead and lag adjustment
D. Critical path method

Answer: B

NEW QUESTION 870
- (Topic 4)
An input to the Plan Procurement Management process is:

A. Source selection criteria.
B. Market research.
C. A stakeholder register.
D. A records management system.

Answer: C

NEW QUESTION 873
- (Topic 4)
Which of the following outputs from the Control Schedule process aids in the communication of schedule variance (SV), schedule performance index (SPI), or any performance status to stakeholders?

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

Answer: C

NEW QUESTION 875
- (Topic 4)
Which is one of the major outputs of Sequence Activities?

A. Responsibility assignment matrix (RAM)
B. Work breakdown structure (WBS) update
C. Project schedule network diagram
D. Mandatory dependencies list

Answer: C

NEW QUESTION 876
- (Topic 4)
Cost of quality (COQ) refers to total cost of/to:

A. All efforts related to quality.
B. Product inspection activities.
C. Maintain plan quality.
D. Perform quality control.

Answer: B

NEW QUESTION 880
- (Topic 4)
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

Answer: B

NEW QUESTION 883
- (Topic 4)
Which items are an output of the Perform Integrated Change Control process?

A. Work performance reports
B. Accepted deliverables
C. Project management plan updates

D. Organizational process assets

Answer: C

NEW QUESTION 885
- (Topic 4)
A logical relationship in which a successor activity cannot start until a predecessor activity has finished is known as:

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

Answer: C

NEW QUESTION 886
- (Topic 5)
Which of the following tools and techniques are utilized in the Close Project or Phase process?

A. Project management information system
B. Product analysis
C. Expert judgment
D. Inspection

Answer: C

NEW QUESTION 887
- (Topic 5)
At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project. Which item did this project create?

A. Result
B. Product
C. Service
D. Improvement

Answer: A

NEW QUESTION 892
- (Topic 5)
Which of the following is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen?

A. Sensitivity analysis
B. Three-point estimate
C. Modeling and simulation
D. Expected monetary value analysis

Answer: D

NEW QUESTION 896
- (Topic 5)
Which schedule compression technique has phases or activities done in parallel that would normally have been done sequentially?

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

Answer: B

NEW QUESTION 899
- (Topic 5)
Lessons learned are created and project resources are released in which Process Group?

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

Answer: C

NEW QUESTION 902
- (Topic 5)
Updates to organizational process assets such as procurement files, deliverable acceptances, and lessons learned documentation are typical outputs of which process?

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

Answer: D

NEW QUESTION 903
- (Topic 5)
When alternative dispute resolution (ADR) is necessary, which tool or technique should be utilized?

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

Answer: B

NEW QUESTION 907
- (Topic 5)
An example of a group decision-making technique is:

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

Answer: A

NEW QUESTION 910
- (Topic 5)
Which type of dependency is legally or contractually required or inherent in the nature of work and often involves physical limitations?

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

Answer: A

NEW QUESTION 914
- (Topic 5)
Which of the following characteristics are found in a functional organizational structure?

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

Answer: A

NEW QUESTION 918
- (Topic 5)
Conflict should be best addressed in which manner?

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

Answer: A

NEW QUESTION 919
- (Topic 5)
An output of the Close Project (or Close Phase) process is:

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

Answer: B

NEW QUESTION 923
- (Topic 5)

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

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

Answer: B

NEW QUESTION 928
- (Topic 5)
Which of the following is a measure of the value of work completed compared to the actual cost or progress made on the project?

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

Answer: B

NEW QUESTION 933
- (Topic 5)
Which organizational process assets update is performed during the Close Procurements process?

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

Answer: B

NEW QUESTION 934
- (Topic 5)
The person assigned by the performing organization to be responsible for achieving the project objectives is the:

A. functional manager
B. program manager
C. project manager
D. portfolio manager

Answer: C

NEW QUESTION 936
- (Topic 5)
During which process would stakeholders provide formal acceptance of the completed project scope?

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

Answer: B

NEW QUESTION 939
- (Topic 5)
Completion of the product scope is measured against the product:

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

Answer: B

NEW QUESTION 941
- (Topic 5)
Lessons learned documentation is gathered during which of the following Project Management Process Groups?

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

Answer: C

NEW QUESTION 945

- (Topic 5)
Which is the correct formula for calculating expected activity cost for three-point estimating?
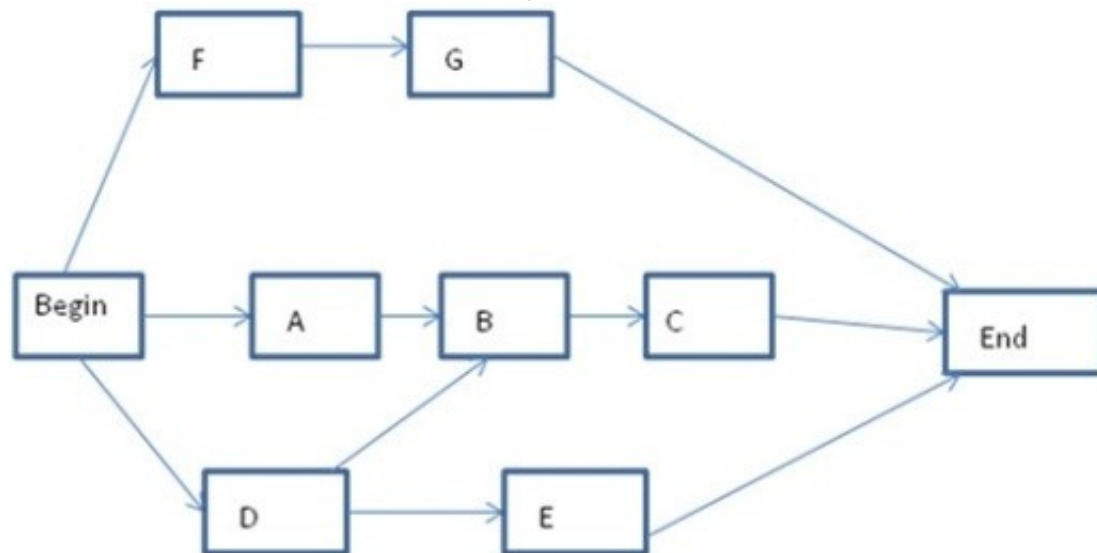
A. Ce = (C0 + 6Cm + Cp)/4
B. Ce = (6C0 + Cm + Cp)/4
C. Ce = (C0 + 4Cm + Cp)/6
D. Ce = (C0 + C,,, + 4Cp) / 6

Answer: C

NEW QUESTION 946
- (Topic 5)
Exhibit A is an example of which of the following types of Sequence Activities?

Exhibit A

A. Activity-on-arrow diagramming
B. Precedence diagramming
C. Project schedule network diagramming
D. Mathematical analysis diagramming

Answer: B

NEW QUESTION 951
- (Topic 5)
What type of reward can hurt team cohesiveness?

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

Answer: B

NEW QUESTION 953
......

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