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Project Management Professional

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NEW QUESTION 1
- (Topic 1)
Which process determines the risks that might affect the project?

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

Answer: B

NEW QUESTION 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 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

Answer: B

NEW QUESTION 4
- (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 5
- (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 6
- (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 7
- (Topic 1)
Which of the following is an input to the Perform Qualitative Risk Analysis process?

A. Risk register
B. Risk data quality assessment
C. Risk categorization
D. Risk urgency

Answer: A

NEW QUESTION 8
- (Topic 1)
Which of the following is a project constraint?

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

Answer: D

NEW QUESTION 9
- (Topic 1)
Which of the following is the primary output of the Identify Risks process?

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

Answer: B

NEW QUESTION 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)
Monte Carlo is which type of risk analysis technique?

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

Answer: B

NEW QUESTION 12
- (Topic 1)
Which Process Group and Knowledge Area include the Sequence Activities process?

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

Answer: C

NEW QUESTION 17
- (Topic 1)
In which type of organizational structure are staff members grouped by specialty?

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

Answer: A

NEW QUESTION 22
- (Topic 1)
The application of knowledge, skills, tools, and techniques to project activities to meet project requirements describes management of which of the following?

A. Project
B. Scope
C. Contract

D. Program

Answer: A

NEW QUESTION 25
- (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 29
- (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 32
- (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 33
- (Topic 1)
What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

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

Answer: C

NEW QUESTION 38
- (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 43
- (Topic 1)
Who selects the appropriate processes for a project?

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

Answer: C

NEW QUESTION 44
- (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 47
- (Topic 1)
The component of the human resource management plan that includes ways in which team members can obtain certifications that support their ability to benefit the project is known as:

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

Answer: D

NEW QUESTION 50
- (Topic 1)
Who is responsible for initiating a project?

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

Answer: A

NEW QUESTION 53
- (Topic 1)
Which of the following project documents is an input to the Control Scope process?

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

Answer: C

NEW QUESTION 54
- (Topic 1)
What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

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

Answer: C

NEW QUESTION 56
- (Topic 1)
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

Answer: D

NEW QUESTION 59
- (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 60
- (Topic 1)

Which of the following helps to ensure that each requirement adds business value by linking it to the business and project objectives?

A. Requirements traceability matrix
B. Work breakdown structure (WBS) dictionary
C. Requirements management plan
D. Requirements documentation

Answer: A

NEW QUESTION 63
- (Topic 1)
Which is the Define Scope technique used to generate different approaches to execute and perform the work of the project?

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

Answer: C

NEW QUESTION 66
- (Topic 1)
An issue log is an input to which Project Human Resource Management process?

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

Answer: A

NEW QUESTION 69
- (Topic 1)
Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:

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

Answer: A

NEW QUESTION 70
- (Topic 1)
The project management processes are usually presented as discrete processes with defined interfaces, while in practice they:

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

Answer: C

NEW QUESTION 71
- (Topic 1)
Organizations perceive risks as:

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

Answer: B

NEW QUESTION 72
- (Topic 1)
The methodology that combines scope, schedule, and resource measurements to assess project performance and progress is known as:

A. Earned value management.
B. Forecasting.
C. Critical chain methodology.
D. Critical path methodology.

Answer: A

NEW QUESTION 74
- (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 76
- (Topic 1)
Which item is an example of personnel assessment?

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

Answer: D

NEW QUESTION 80
- (Topic 1)
Which Process Group contains those processes performed to define a new project?

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

Answer: A

NEW QUESTION 81
- (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 83
- (Topic 1)
Which of the following investigates the likelihood that each specific risk will occur?

A. Risk register
B. Risk audits
C. Risk urgency assessment
D. Risk probability and impact assessment

Answer: D

NEW QUESTION 87
- (Topic 1)
Which type of risk diagram is useful for showing time ordering of events?

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

Answer: C

NEW QUESTION 88
- (Topic 1)
Assigned risk ratings are based upon:

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

Answer: B

NEW QUESTION 92
- (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 97
- (Topic 1)
Which is an output of the Collect Requirements process?

A. Requirements traceability matrix
B. Project scope statement
C. WBS dictionary
D. Work performance measurements

Answer: A

NEW QUESTION 101
- (Topic 1)
What is a hierarchically organized depiction of the identified project risks arranged by risk category?

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

Answer: B

NEW QUESTION 105
- (Topic 1)
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

Answer: A

NEW QUESTION 106
- (Topic 1)
Documented identification of a flaw in a project component together with a recommendation is termed a:

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

Answer: D

NEW QUESTION 107
- (Topic 1)
In which Project Management Process Group is the project charter developed?

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

Answer: C

NEW QUESTION 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 113
- (Topic 1)
Projects are separated into phases or subprojects; these phases include:

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

Answer: A

NEW QUESTION 114
- (Topic 1)
Which is a tool or technique used in scope definition?

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

Answer: C

NEW QUESTION 117
- (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 122
- (Topic 1)
When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

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

Answer: A

NEW QUESTION 125
- (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 128
- (Topic 1)
Which of the following is an example of a technique used in quantitative risk analysis?

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

Answer: A

NEW QUESTION 129
- (Topic 1)
The degree of uncertainty an entity is willing to take on in anticipation of a reward is known as its risk:

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

Answer: D

NEW QUESTION 131
- (Topic 1)
Which of the following response strategies are appropriate for negative risks or threats?

A. Share, Accept, Transfer, or Mitigate
B. Exploit, Enhance, Share, or Accept
C. Mitigate, Share, Avoid, or Accept
D. Avoid, Mitigate, Transfer, or Accept

Answer: D

NEW QUESTION 133
- (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 136
- (Topic 1)
In which type of contract are the performance targets established at the onset and the final contract price determined after completion of all work based on the sellers performance?

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

Answer: C

NEW QUESTION 137
- (Topic 1)
When addressing roles and responsibilities,which item ensures that the staff has the skills required to complete project activities?

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

Answer: C

NEW QUESTION 138
- (Topic 1)
Which of the following is a narrative description of products, services, or results to be delivered by a project?

A. Project statement of work
B. Business case
C. Accepted deliverable
D. Work performance information

Answer: A

NEW QUESTION 142
- (Topic 1)
Which is an input to the Scope Verification Process?

A. Performance report
B. Work breakdown structure
C. Requested changes
D. Project scope statement

Answer: D

NEW QUESTION 143
- (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 148
- (Topic 1)
The probability and impact matrix is primarily used to:

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

Answer: C

NEW QUESTION 151
- (Topic 1)
What is one of the objectives of Project Risk Management?

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

Answer: C

NEW QUESTION 155
- (Topic 1)
What process determines which risks might affect the project?

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

Answer: B

NEW QUESTION 158
- (Topic 1)
Which of the following Process Groups covers all Project Management Knowledge Areas?

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

Answer: C

NEW QUESTION 160
- (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 164
- (Topic 1)
A projects purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

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

Answer: C

NEW QUESTION 166
- (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 168
- (Topic 1)
PMBOI Guide is a standard that describes:

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

Answer: B

NEW QUESTION 170
- (Topic 1)
In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 174
- (Topic 1)
Which of the following are an enterprise environmental factor that can influence the Identify Risks process?

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

Answer: D

NEW QUESTION 176
- (Topic 1)
Identify Stakeholders is the process of identifying all of the people or organizations impacted by the project and documenting relevant information regarding their interests in, involvement in, and impact on the project:

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

Answer: B

NEW QUESTION 180
- (Topic 1)
What characteristic do project and operational work share in common?

A. Performed by systems
B. Constrained by limited resources
C. Repetitiveness
D. Uniqueness

Answer: B

NEW QUESTION 181
- (Topic 1)
Which type of agreement is legal, contractual, and between two or more entities to form a partnership, joint venture, or some other arrangement as defined by the parties?

A. Teaming
B. Collective bargaining
C. Sharing
D. Working

Answer: A

NEW QUESTION 183
- (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 186
- (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 190
- (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 191
- (Topic 1)
A project lifecycle is defined as:

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

Answer: A

NEW QUESTION 195
- (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 196
- (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 199
- (Topic 1)
Projects are undertaken by an organization to support the:

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

Answer: D

NEW QUESTION 204
- (Topic 1)
Which Control Stakeholder Engagement tool or technique allows the project manager to consolidate and facilitate distribution of reports?

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

Answer: A

NEW QUESTION 207
- (Topic 1)
An input to the Collect Requirements process is the:

A. stakeholder register.
B. project management plan.
C. project scope statement.
D. requirements management plan.

Answer: A

NEW QUESTION 210
- (Topic 1)
Technical capability, past performance, and intellectual property rights are examples of:

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

Answer: B

NEW QUESTION 214
- (Topic 1)
The organization's perceived balance between risk taking and risk avoidance is reflected in the risk:

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

Answer: A

NEW QUESTION 215
- (Topic 1)
Which of the following methods is a project selection technique?

A. Flowcharting
B. Earned value
C. Cost-benefit analysis
D. Pareto analysis

Answer: C

NEW QUESTION 220
- (Topic 1)
Which tool or technique is used to develop a project charter?

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

Answer: B

NEW QUESTION 224
- (Topic 1)
An input required in Define Scope is an organizational:

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

Answer: B

NEW QUESTION 228
- (Topic 1)
In which Knowledge Area is the project charter developed?

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

Answer: D

NEW QUESTION 229
- (Topic 1)
Which process is conducted from project inception through completion and is ultimately the responsibility of the project manager?

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

Answer: D

NEW QUESTION 232
- (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 237
- (Topic 1)
What are the components of the "triple constraint"?

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

Answer: D

NEW QUESTION 239
- (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 244
- (Topic 1)
Which of the following documents allows the project manager to assess risks that may require near term action?

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

Answer: C

NEW QUESTION 248
- (Topic 1)
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

Answer: A

NEW QUESTION 249
- (Topic 2)
An input to the Create WBS process is a:

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

Answer: C

NEW QUESTION 253
- (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 255
- (Topic 2)
The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

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

Answer: A

NEW QUESTION 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 262
- (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 267

- (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 269

- (Topic 2)
Which of the following is used to illustrate the connections between work packages or activities and project team members?

A. Hierarchical-type charts (HTC)
B. Organizational breakdown structure (OBS)
C. Work breakdown structure (WBS)
D. Responsibility assignment matrix (RAM)

Answer: D

NEW QUESTION 273

- (Topic 2)
A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

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

Answer: D

NEW QUESTION 275

- (Topic 2)
When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?

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

Answer: A

NEW QUESTION 280

- (Topic 2)
The only Process Group that comprises processes that typically occur from the beginning to the end of the project life cycle is:
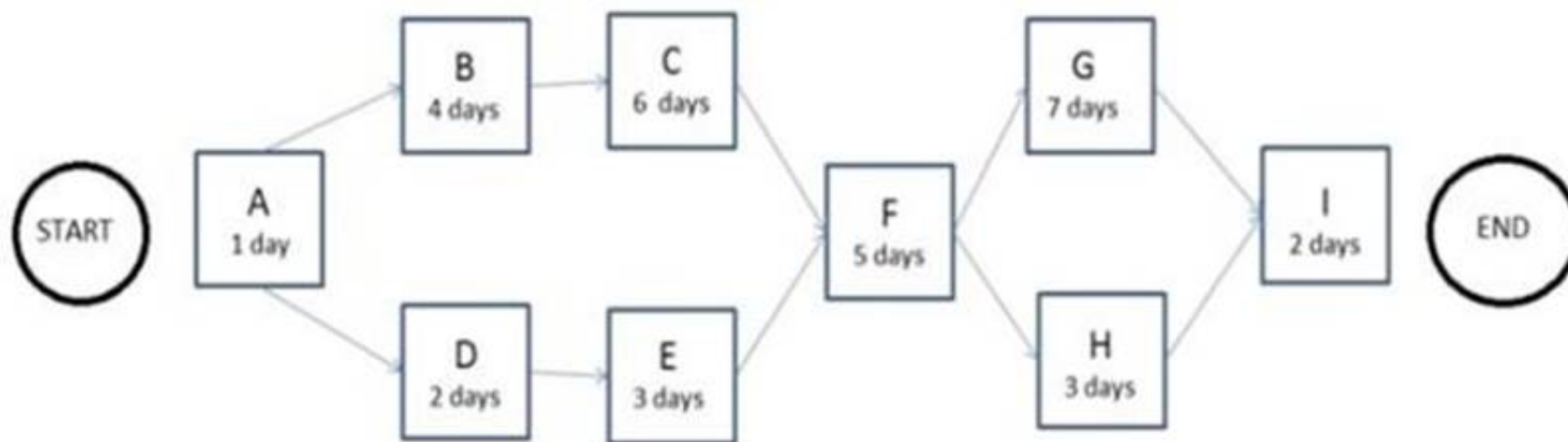
A. Planning.
B. Executing,
C. Monitoring and Controlling.
D. Closing.

Answer: A

NEW QUESTION 283

- (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 284
- (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 286
- (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 288
- (Topic 2)
Which is used to solicit proposals from prospective sellers?

A. Procurement statement of work
B. Resource calendars
C. Procurement document
D. Independent estimates

Answer: C

NEW QUESTION 290
- (Topic 2)
The processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project has been undertaken to achieve are grouped within which Process Group?

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

Answer: B

NEW QUESTION 294
- (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 299
- (Topic 2)
Which tool is used to develop technical details within the project management plan?

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

Answer: A

NEW QUESTION 303
- (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 304
- (Topic 2)
Project Scope Management is primarily concerned with:

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

Answer: C

NEW QUESTION 305
- (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 309
- (Topic 2)
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

Answer: A

NEW QUESTION 310
- (Topic 2)
Which tool or technique is used in the Plan Scope Management process?

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

Answer: D

NEW QUESTION 313
- (Topic 2)
An input of the Create WBS process is:

A. requirements documentation.
B. scope baseline.
C. project charter.

D. validated deliverables.

Answer: A

NEW QUESTION 314
- (Topic 2)
A contract management plan is a subsidiary of what other type of plan?

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

Answer: B

NEW QUESTION 316
- (Topic 2)
Which quality tool may prove useful in understanding and estimating the cost of quality in a process?

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

Answer: C

NEW QUESTION 317
- (Topic 2)
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.

Answer: A

NEW QUESTION 319
- (Topic 2)
Which component of the human resource management plan describes when and how project team members are acquired and how long they will be needed?

A. Resource breakdown structure
B. Staffing management plan
C. Project organizational chart
D. Scope management plan

Answer: B

NEW QUESTION 324
- (Topic 2)
Taking out insurance in relation to risk management is called what?

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

Answer: A

NEW QUESTION 325
- (Topic 2)
The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 327
- (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?
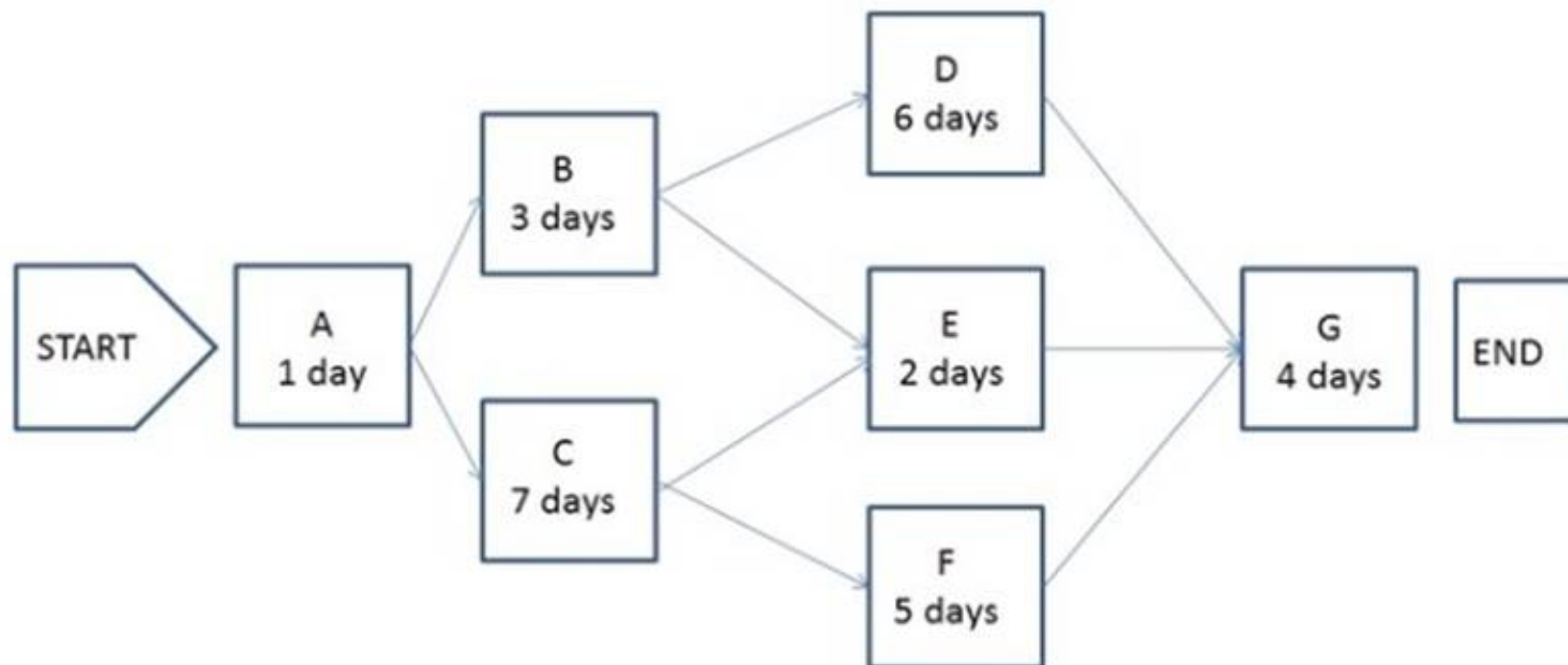
A. Project Integration Management
B. Project Communications Management
C. Project Information Management System (PIMS)
D. Project Scope Management

Answer: B

NEW QUESTION 329
- (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)
Which of the following are three inputs to the risk register?

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

Answer: C

NEW QUESTION 334
- (Topic 2)
Which of the following is an input to Control Scope?

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

Answer: B

NEW QUESTION 336
- (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 339
- (Topic 2)
Progressively elaborating high-level information into detailed plans is performed by the:

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

Answer: D

NEW QUESTION 343
- (Topic 2)
What are the identified risks for doing excessive decomposition in a WBS?

A. Insufficient project funding and disqualification of sellers
B. Insufficient project funding and ineffective use of resources
C. Disqualification of sellers and non-productive management efforts
D. Non-productive management effort and inefficient use of resources

Answer: D

NEW QUESTION 344
- (Topic 2)
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 348
- (Topic 2)
Enterprise environmental factors are an input to which process?

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

Answer: C

NEW QUESTION 350
- (Topic 2)
Payback period, return on investment, internal rate of return, discounted cash flow, and net present value are all examples of:

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

Answer: B

NEW QUESTION 354
- (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 355
- (Topic 2)
Units of measure, level of precision, level of accuracy, control thresholds, and rules of performance measurement are examples of items that are established in the:

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

Answer: A

NEW QUESTION 358

- (Topic 2)
The item that provides more detailed descriptions of the components in the work breakdown structure (WB5) is called a WBS:

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

Answer: A

NEW QUESTION 363
- (Topic 2)
During which process group is the quality policy determined?

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

Answer: C

NEW QUESTION 368
- (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 369
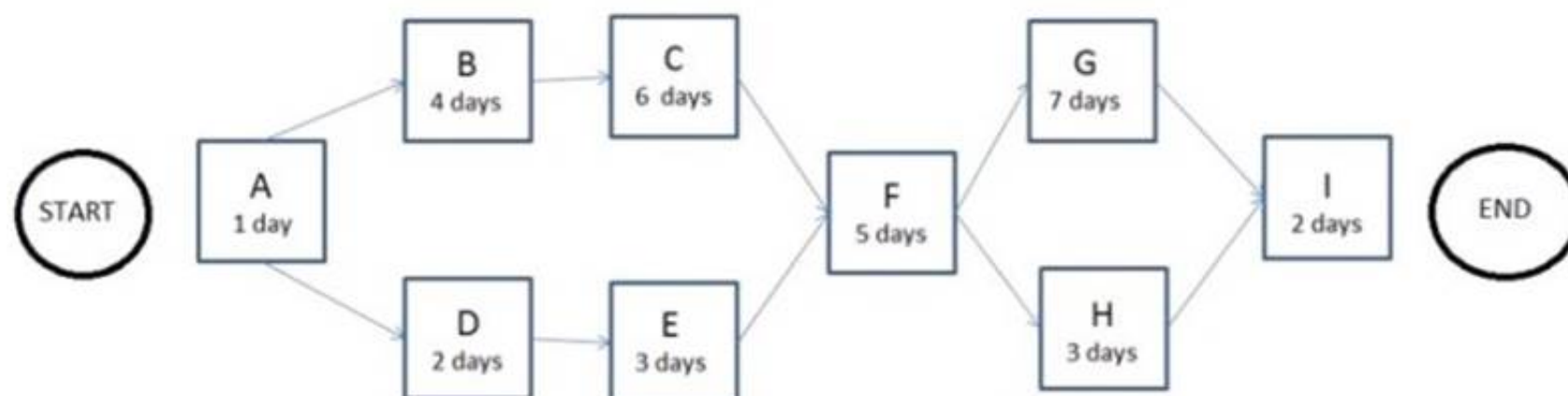- (Topic 2)
Which is an example of Administer Procurements?

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

Answer: B

NEW QUESTION 374
- (Topic 2)
The following is a network diagram for a project.

The free float for Activity H is how many days?

A. 4
B. 5
C. 10
D. 11

Answer: A

NEW QUESTION 379
- (Topic 2)
Which can be used to determine whether a process is stable or has predictable performance?

A. Matrix diagram
B. Histogram
C. Control chart
D. Flowchart

Answer: C

NEW QUESTION 382
- (Topic 2)
You are assigned to implement the project control plan. What should you do to ensure the plan is effective and current?

A. Perform periodic project performance reviews.
B. Identify quality project standards.
C. Follow ISO 9000 quality standards.
D. Complete the quality control checklist.

Answer: A

NEW QUESTION 386
- (Topic 2)
Which basic quality tool is most useful when gathering attributes data in an inspection to identify defects?

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

Answer: D

NEW QUESTION 388
- (Topic 2)
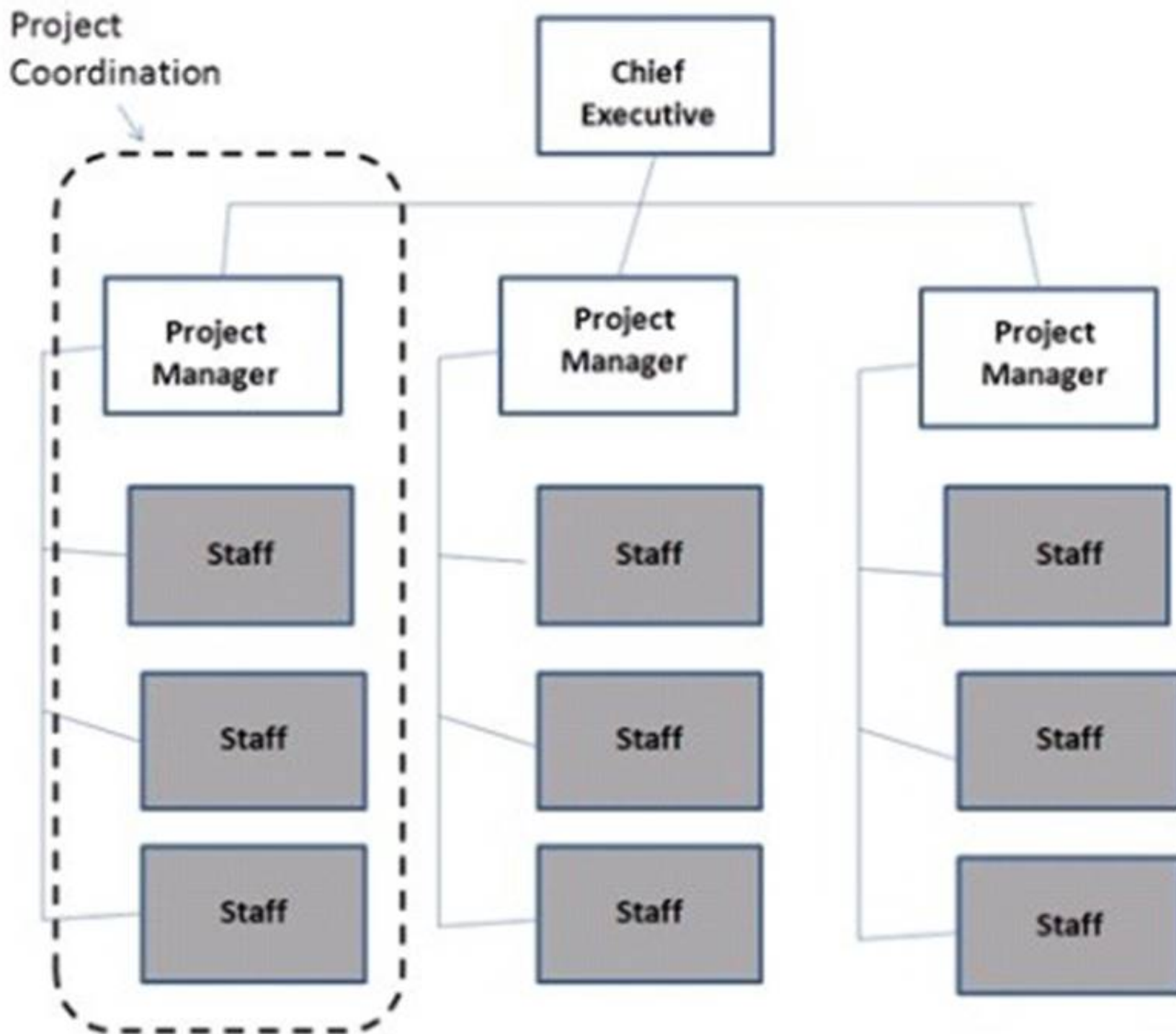Which of the following statements correctly characterizes pull communication?

A. It includes letters, memos, reports, emails, and faxes.
B. It requires recipients to access communication content at their own discretion.
C. It is the most efficient way to ensure a common understanding among all participants.
D. It is primarily used when the volume of information to be transferred is minimal.

Answer: B

NEW QUESTION 392
- (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 394
- (Topic 2)
Which quality management and control tool is useful in visualizing parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship?

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

Answer: B

NEW QUESTION 395
- (Topic 2)
An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 397
- (Topic 2)
Which tool and technique of quality planning involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?
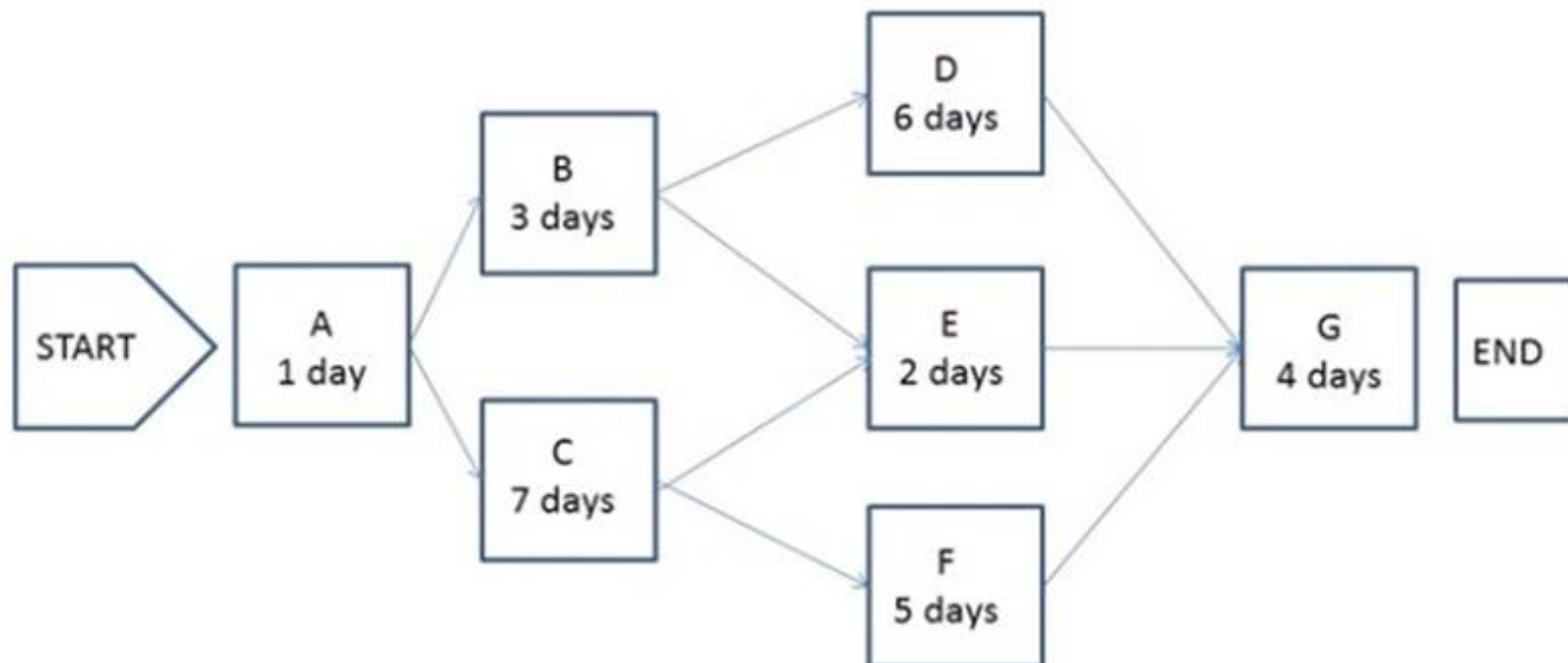
A. Histogram
B. Quality audits
C. Benchmarking
D. Performance measurement analysis

Answer: C

NEW QUESTION 399
- (Topic 2)
The following is a network diagram for a project.

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

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

Answer: A

NEW QUESTION 400
- (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 402
- (Topic 2)
Which of the following tools or techniques is used for Estimate Activity Duration?

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

Answer: D

NEW QUESTION 407
- (Topic 2)
For a project to be successful, the project team must do which of the following?

A. Complete the project in sequential phases.
B. Overlook minor stakeholders.
C. Produce ongoing repetitive products, services, or results.
D. Select the appropriate processes required to meet the project objective.

Answer: D

NEW QUESTION 408
- (Topic 2)
Using values such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous similar project as the basis for estimating the same parameter or measurement for a current project describes which type of estimating?

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

Answer: C

NEW QUESTION 411
- (Topic 2)
Create WBS is part of which of the following Knowledge Areas?

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

Answer: B

NEW QUESTION 416
- (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 417
- (Topic 2)
Which tool is used to develop technical details within the project management plan?

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

Answer: A

NEW QUESTION 418
- (Topic 2)
Which process determines the risks that may affect the project and documents their characteristics?

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

Answer: D

NEW QUESTION 423
- (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 425
- (Topic 2)
In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet
the procurement documents requirements?

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

Answer: A

NEW QUESTION 427

- (Topic 2)
Organizations manage portfolios based on which of the following types of plans?

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

Answer: A

NEW QUESTION 430
- (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 433
- (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 437
- (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 439
- (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 440
- (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 444
- (Topic 2)
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

Answer: B

NEW QUESTION 447
- (Topic 2)
The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

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

Answer: A

NEW QUESTION 451
- (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 456
- (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 460
- (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 462
- (Topic 3)
An output of the Manage Project Team process is:

A. project management plan updates
B. project staff assignments updates
C. team performance assessments
D. resource calendar updates

Answer: A

NEW QUESTION 466
- (Topic 3)
The process of developing a detailed description of the project and product is known as:

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

Answer: D

NEW QUESTION 469
- (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 470
- (Topic 3)
An input to the Estimate Activity Resources process is:

A. Activity resource requirements.
B. Published estimating data.
C. Resource calendars.
D. Resource breakdown structure (RBS).

Answer: C

NEW QUESTION 474
- (Topic 3)
An imposed date for completion of the project by the customer is an example of a project:

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

Answer: C

NEW QUESTION 478
- (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 479
- (Topic 3)
The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

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

Answer: A

NEW QUESTION 484
- (Topic 3)
Which process requires implementation of approved changes?

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

Answer: A

NEW QUESTION 488
- (Topic 3)
Which illustrates the connection between work that needs to be done and its project team members?

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

Answer: D

NEW QUESTION 492
- (Topic 3)
Which of the following is a tool and technique used in all processes within Project Integration Management?

A. Records management system
B. Expert judgment
C. Project management software

D. Issue log

Answer: B

NEW QUESTION 496
- (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 500
- (Topic 3)
The group technique that enhances brainstorming with a voting process used to rank the most useful ideas for prioritization is called the:

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

Answer: B

NEW QUESTION 503
- (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 507
- (Topic 3)
The project manager for XYZ stationers is sequencing the activities for the project to set up a new office. It is known from knowledge of best practices that it is better to wait for the painters to finish painting the walls before the new floors are installed. This is an example of which of the following types of dependency?

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

Answer: B

NEW QUESTION 512
- (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 517
- (Topic 3)
The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

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

Answer: A

NEW QUESTION 520
- (Topic 3)
Which of the following is a component of three-point estimates?

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

Answer: B

NEW QUESTION 525
- (Topic 3)
Which item is an output of Plan Quality Management and an input to Perform Quality
Assurance?

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

Answer: B

NEW QUESTION 530
- (Topic 3)
After Define Activities and Sequence Activities, the next process is:

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

Answer: A

NEW QUESTION 531
- (Topic 3)
Who determines which dependencies are mandatory during the Sequence Activities process?

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

Answer: D

NEW QUESTION 535
- (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 540
- (Topic 3)
A project manager should communicate to stakeholders about resolved project issues by updating the:

A. project records
B. project reports
C. stakeholder notifications
D. stakeholder register

Answer: C

NEW QUESTION 542
- (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 546

- (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 549
- (Topic 3)
What are the formal and informal policies, procedures, and guidelines that could impact how the project's scope is managed?

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

Answer: A

NEW QUESTION 550
- (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 555
- (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 558
- (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 563
- (Topic 3)
Which of the following is an example of schedule compression?

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

Answer: D

NEW QUESTION 566
- (Topic 3)
To which process is work performance information an input?

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

Answer: C

NEW QUESTION 568
- (Topic 3)
Which Process Group contains the processes performed to complete the work defined in the project management plan to satisfy the project specifications?

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

Answer: C

NEW QUESTION 573
- (Topic 3)
One of the tools and techniques of the Manage Project Team process is:

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

Answer: D

NEW QUESTION 576
- (Topic 3)
Which of the following is an output of the Plan Quality process?

A. Project document update
B. Control chart
C. Cost performance baseline
D. Organizational process asset update

Answer: A

NEW QUESTION 580
- (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 583
- (Topic 3)
A car company authorized a project to build more fuel-efficient cars in response to gasoline shortages. With which of the following strategic considerations was this project mainly concerned?

A. Market demand
B. Legal requirements
C. Strategic Opportunity
D. Technological advance

Answer: A

NEW QUESTION 587
- (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 590
- (Topic 3)
A project charter is an output of which Process Group?

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

Answer:

C

NEW QUESTION 595
- (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 597
- (Topic 3)
When large or complex projects are separated into distinct phases or subprojects, all of the Process Groups would normally be:

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

Answer: B

NEW QUESTION 600
- (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 604
- (Topic 3)
Which of the following is a schematic display of the project's schedule activities and the logical relationships among them?

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

Answer: B

NEW QUESTION 607
- (Topic 3)
In which domain of project management would a Pareto chart provide useful information?

A. Project Scope Management
B. Project Time Management
C. Project Communications Management
D. Project Quality Management

Answer: D

NEW QUESTION 609
- (Topic 3)
An input to Conduct Procurements is:

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

Answer: C

NEW QUESTION 610
- (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 614
- (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 619
- (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 623
- (Topic 3)
What provides information regarding the ways people, teams, and organizational units
behave?

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

Answer: B

NEW QUESTION 626
- (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 628
- (Topic 3)
Managing ongoing production of goods and services to ensure business continues efficiently describes which type of management?

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

Answer: D

NEW QUESTION 630
- (Topic 3)
Decomposition, rolling wave planning, and templates are all tools and techniques for which of the following?

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

Answer: A

NEW QUESTION 634
- (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 635
- (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 638
- (Topic 3)
Which characteristic do projects and operational work share in common?

A. Performed by systems
B. Constrained by limited resources
C. Repetitiveness
D. Uniqueness

Answer: B

NEW QUESTION 642
- (Topic 3)
Which of the following is an input to Direct and Manage Project Execution?

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

Answer: D

NEW QUESTION 646
- (Topic 3)
In which of the following types of organizations is resource availability moderate to high?

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

Answer: C

NEW QUESTION 647
- (Topic 3)
The project manager needs to review the templates in use. The templates are part of the:

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

Answer: C

NEW QUESTION 651
- (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 653
- (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 658
- (Topic 3)
A project manager managing a cross-cultural virtual project team across several time
zones should be concerned about the impacts of which communication technology factor?

A. Urgent information need
B. Sensitivity of information
C. Project environment
D. Ease of use

Answer: C

NEW QUESTION 663
- (Topic 3)
In a typical project, project managers spend most of their time:

A. Estimating
B. Scheduling
C. Controlling
D. Communicating

Answer: D

NEW QUESTION 668
- (Topic 3)
Which of the following are inputs into the Administer Procurements process?

A. Payment systems, organizational process assets update, and claims administration
B. Inspections and audits, contract change control system, and project management plan updates
C. Procurement documents, performance reports, and approved change requests
D. Project documents, seller proposals, and payment systems

Answer: C

NEW QUESTION 670
- (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 673
- (Topic 3)
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

Answer: D

NEW QUESTION 678
- (Topic 3)
Fast tracking is a schedule compression technique used to shorten the project schedule without changing project scope. Which of the following can result from fast tracking?

A. The risk of achieving the shortened project time is increased.
B. The critical path will have positive total float.
C. Contingency reserves are released for redeployment by the project manager.
D. Duration buffers are added to maintain a focus on planned activity durations.

Answer: A

NEW QUESTION 683
- (Topic 3)
Which tool or technique measures performance of the project as it moves from project initiation through project closure?

A. Resource leveling
B. Parametric measuring
C. Pareto chart
D. Earned value

Answer: D

NEW QUESTION 685
- (Topic 3)
Overlooking negative stakeholders can result in a/an:

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

Answer: C

NEW QUESTION 688
- (Topic 3)
The Process Group in which the internal and external stakeholders interact and influence the overall outcome of the project is the:

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

Answer: B

NEW QUESTION 692
- (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 695
- (Topic 3)
The Human Resource Management processes are:

A. Develop Human Resource Plan, Acquire Project Team, Develop Project Team, and Manage Project Team.
B. Acquire Project Team, Manage Project Team, Manage Stakeholder Expectations, and Develop Project Team.
C. Acquire Project Team, Develop Human Resource Plan, Conflict Management, and Manage Project Team.
D. Develop Project Team, Manage Project Team, Estimate Activity Resources, and Acquire Project Team.

Answer: A

NEW QUESTION 699
- (Topic 3)
The Process Group that involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan is known as:

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

Answer: C

NEW QUESTION 703
- (Topic 3)
As the project progresses, which of the following is routinely collected from the project activities?

A. Communication management activities
B. Change requests
C. Configuration verification and audit
D. Work performance information

Answer:

D

NEW QUESTION 704
- (Topic 3)
An input to the Manage Project Team process is:

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

Answer: A

NEW QUESTION 708
- (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 709
- (Topic 3)
Which tools or techniques will a project manager use for Develop Project Team?

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

Answer: C

NEW QUESTION 712
- (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 716
- (Topic 3)
Which schedule method allows the project team to place buffers on the project schedule path to account for limited resources and project uncertainties?

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

Answer: B

NEW QUESTION 719
- (Topic 3)
Which activity involves ensuring that the composition of a projects configuration items is correct?

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

Answer: C

NEW QUESTION 723
- (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 724
- (Topic 3)
The three types of estimates that PERT uses to define an approximate range for an activity's cost are:

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

Answer: D

NEW QUESTION 726
- (Topic 3)
Which type of manager is assigned by the performing organization to lead the team that is responsible for achieving the project objectives?

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

Answer: C

NEW QUESTION 729
- (Topic 3)
A project manager has created an issue log to document issues communicated by project team members during weekly team meetings. This is an input of:

A. Manage Stakeholder Expectations.
B. Monitor and Control Risks.
C. Plan Risk Management.
D. Report Performance.

Answer: A

NEW QUESTION 734
- (Topic 3)
Which of the following strategic considerations often results in project authorization?

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

Answer: D

NEW QUESTION 736
- (Topic 3)
Which process involves identifying and documenting the logical relationships between project activities?

A. Develop Schedule
B. Sequence Activities
C. Create WBS
D. Applying leads and lags

Answer: B

NEW QUESTION 737
- (Topic 3)
A tool or technique in Perform Quality Control that a project manager would use is:

A. quality audits.
B. process analysis.
C. benchmarking.
D. inspection.

Answer: D

NEW QUESTION 740
- (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 741
- (Topic 3)
Which of the following Project Communication Management processes uses performance reports as an input?

A. Manage Stakeholder Expectations
B. Report Performance
C. Distribute Information
D. Plan Communications

Answer: C

NEW QUESTION 746
- (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 749
- (Topic 3)
What is the tool and technique used to request seller responses?

A. Procurement documents
B. Expert judgment
C. Bidder conferences
D. Contract types

Answer: C

NEW QUESTION 751
- (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 752
- (Topic 3)
The most appropriate project life cycle model for an environment with a high level of change and extensive stakeholder involvement in projects is:

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

Answer: A

NEW QUESTION 755
- (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 757
- (Topic 3)
Within project integration management, the statement of work (SOW) references which aspects of the project?

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

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

Answer: A

NEW QUESTION 759
- (Topic 3)
An intentional activity to modify a nonconforming product or product component is called:

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

Answer: A

NEW QUESTION 762
- (Topic 3)
To which process is work performance information an input?

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

Answer: A

NEW QUESTION 763
- (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 767
- (Topic 3)
Which input provides suppliers with a clear set of goals, requirements, and outcomes?

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

Answer: A

NEW QUESTION 768
- (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 771
- (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 774
- (Topic 3)
The Plan Procurements process includes documenting project purchasing decisions and what other steps?

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

Answer: A

NEW QUESTION 775
- (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 779
- (Topic 3)
Which of the following can be used as an input for Define Scope?

A. Product analysis
B. Project charter
C. Scope baseline
D. Project scope statement

Answer: B

NEW QUESTION 784
- (Topic 3)
When managing a project team, what helps to reduce the amount of conflict?

A. Clear role definition
B. Negotiation
C. Risk response planning
D. Team member replacement

Answer: A

NEW QUESTION 787
- (Topic 3)
The correct equation for schedule variance (SV) is earned value:

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

Answer: A

NEW QUESTION 790
- (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 793
- (Topic 3)
Approved change requests, approved corrective actions, and updates to organizational process assets are all outputs of which project management process?

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

Answer: B

NEW QUESTION 795
- (Topic 3)

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

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

Answer: A

NEW QUESTION 799
- (Topic 4)
Which technique is commonly used for the Quantitative Risk Analysis activity?

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

Answer: C

NEW QUESTION 802
- (Topic 4)
Projects are authorized by which of the following individuals?

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

Answer: D

NEW QUESTION 803
- (Topic 4)
Perform Integrated Change Control is the process of:

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

Answer: A

NEW QUESTION 804
- (Topic 4)
In Project Cost Management, which input is exclusive to the Determine Budget process?

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

Answer: D

NEW QUESTION 806
- (Topic 4)
When cost variance is negative and schedule variance is positive, the project is:

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

Answer: B

NEW QUESTION 811
- (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 schedulevariance (SV) for Task 8?

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

Answer: B

NEW QUESTION 812
- (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 814
- (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 815
- (Topic 4)
A collection of projects managed as a group to achieve strategic objectives is referred to as a:

A. plan
B. process

C. program
D. portfolio

Answer: D

NEW QUESTION 818
- (Topic 4)
The review of a sellers progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:

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

Answer: D

NEW QUESTION 819
- (Topic 4)
What are the key components of the communication model?

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

Answer: A

NEW QUESTION 822
- (Topic 4)
One of the fundamental tenets of modern quality management states that quality is:

A. planned, designed, and built in.
B. planned, designed, and inspected in.
C. built in, created, and reviewed.
D. built in, created, and standardized.

Answer: A

NEW QUESTION 826
- (Topic 4)
On what is project baseline development established?

A. Approved product requirements
B. Estimated project cost and schedule
C. Actual project cost and schedule
D. Revised project cost and schedule

Answer: B

NEW QUESTION 829
- (Topic 4)
Scope, schedule, and cost parameters are integrated in the:

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

Answer: A

NEW QUESTION 832
- (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 837
- (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 839
- (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 844
- (Topic 4)
In the Estimate Activity Durations process, productivity metrics and published commercial
information inputs are part of the:

A. enterprise environmental factors.
B. organizational process assets.
C. project management plan,
D. project funding requirements.

Answer: A

NEW QUESTION 848
- (Topic 4)
An effective technique for resolving conflict that incorporates multiple viewpoints from differing perspectives to achieve consensus and commitment is:

A. smooth/accommodate.
B. force/direct,
C. collaborate/problem solve,
D. compromise/reconcile.

Answer: C

NEW QUESTION 851
- (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 852
- (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 855
- (Topic 4)
Which quality control technique illustrates the 80/20 principle?

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

Answer: D

NEW QUESTION 857
- (Topic 4)
The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

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

Answer: A

NEW QUESTION 858
- (Topic 4)
Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

A. Project team

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

Answer: C

NEW QUESTION 862
- (Topic 4)
An output of the Validate Scope process is:

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

Answer: D

NEW QUESTION 863
- (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 865
- (Topic 4)
Analogous cost estimating relies on which of the following techniques?

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

Answer: A

NEW QUESTION 867
- (Topic 4)
The total of the planned value (PV) is also known as:

A. work breakdown structure (WBS).
B. schedule target.
C. performance measurement baseline (PMB).
D. earned value baseline.

Answer: C

NEW QUESTION 871
- (Topic 4)
Schedule milestones and a predefined budget are examples of:

A. Project constraints.
B. Requirements documentation.
C. Organizational process assets.
D. Activity cost estimates.

Answer: A

NEW QUESTION 876
- (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 878
- (Topic 4)
Which schedule development technique modifies the project schedule to account for limited resources?

A. Human resource planning
B. Fast tracking
C. Critical chain method
D. Rolling wave planning

Answer: C

NEW QUESTION 882
- (Topic 4)
Which key interpersonal skill of a project manager is defined as the strategy of sharing power and relying on interpersonal skills to convince others to cooperate toward common goals?

A. Collaboration
B. Negotiation
C. Decision making
D. Influencing

Answer: D

NEW QUESTION 885
- (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 887
- (Topic 4)
Which action is included in the Control Costs process?

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

Answer: D

NEW QUESTION 889
- (Topic 4)
Which Process Group's purpose is to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes?

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

Answer: A

NEW QUESTION 892
- (Topic 4)
Which type of dependency used in the Sequence Activities process is sometimes referred to as preferred logic, preferential logic, or soft logic?

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

Answer: C

NEW QUESTION 893
- (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 898
- (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 899
- (Topic 4)
Which of the following are outputs of the Monitor and Control Project Work process?

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

Answer: A

NEW QUESTION 901
- (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 903
- (Topic 4)
Forecasts, requested changes, recommended corrective actions, and organizational process asset updates are all outputs of which process?

A. Risk response planning
B. Risk monitoring and control
C. Performance reporting
D. Manage stakeholders

Answer: B

NEW QUESTION 906
- (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 910
- (Topic 4)
Which type of estimating can produce higher levels of accuracy, depending upon the sophistication and underlying data built into the model?

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

Answer: C

NEW QUESTION 912
- (Topic 4)
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

Answer:

A

NEW QUESTION 913
- (Topic 4)
Change requests are processed for review and disposition according to which process?

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

Answer: D

NEW QUESTION 914
- (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 918
- (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 923
- (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 927
- (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 931
- (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 935
- (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 936
- (Topic 4)
Which process in Project Time Management includes reserve analysis as a tool or technique?

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

Answer: C

NEW QUESTION 939
- (Topic 4)
Which item is a cost of conformance?

A. Training
B. Liabilities
C. Lost business
D. Scrap

Answer: A

NEW QUESTION 940
- (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 942
- (Topic 4)
The CPI is .92, and the EV is US$172,500. What is the actual cost of the project?

A. US$158,700
B. US$172,500
C. US$187,500
D. US$245,600

Answer: C

NEW QUESTION 945
- (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 949
- (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 953
- (Topic 4)
A tool or technique used during the Administer Procurements process is:

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

Answer: D

NEW QUESTION 958
- (Topic 4)
The Perform Integrated Change Control process occurs in which Process Group?

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

Answer: C

NEW QUESTION 962
- (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 963
- (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 965
- (Topic 4)
The Monitoring and Controlling Process Group includes processes that:

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

Answer: C

NEW QUESTION 969
- (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 970
- (Topic 4)
How is quality control performed?

A. By identifying quality standards that are relevant to the project and determining how to satisfy them
B. By monitoring specific project results in compliance with relevant quality standards and determining corrective actions as needed
C. By ensuring that the entire project team has been adequately trained in quality assurance processes
D. By applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards

Answer: B

NEW QUESTION 971
- (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 976
- (Topic 4)
What is an objective of the Developing Project Team Process?

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

Answer: A

NEW QUESTION 977
- (Topic 4)
What is the schedule performance index (SPI) if the planned value (PV) is $100, the actual cost (AC) is $150, and the earned value (EV) is $50?

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

Answer: A

NEW QUESTION 982
- (Topic 4)
Which tool or technique is used in validating the scope of a project?

A. Facilitated workshops

B. Interviews
C. Inspection
D. Meetings

Answer: C

NEW QUESTION 986
- (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 991
- (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 992
- (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 994
- (Topic 4)
Which is a tool used in monitoring and controlling project work?

A. Work performance information
B. Project management information system (PMIS)
C. Activity duration estimates
D. Scheduled network analysis

Answer: B

NEW QUESTION 996
- (Topic 5)
Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

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

Answer: C

NEW QUESTION 998
- (Topic 5)
Which of the following is an example of the simplest fixed-price contract?

A. Purchase requisition
B. Purchase order
C. Verbal agreement
D. Request for quote

Answer: B

NEW QUESTION 1002
- (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 1006
- (Topic 5)
Procurement audits, negotiated settlements, and a records management system are tools and techniques used in which Procurement Management process?

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

Answer: A

NEW QUESTION 1009
- (Topic 5)
Types of internal failure costs include:

A. inspections.
B. equipment and training.
C. lost business.
D. reworking and scrapping.

Answer: D

NEW QUESTION 1010
- (Topic 5)
What is a technique used in the performance reporting process?

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

Answer: D

NEW QUESTION 1015
- (Topic 5)
During which process would you obtain stakeholders' formal acceptance of the completed project scope?

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

Answer: B

NEW QUESTION 1018
- (Topic 5)
At the end of the project, what will be the value of SV?

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

Answer: B

NEW QUESTION 1019
- (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 1021

- (Topic 5)
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

Answer: C

NEW QUESTION 1026
- (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 1028
- (Topic 5)
Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

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

Answer: C

NEW QUESTION 1030
- (Topic 5)
Which category of contracts are sellers legally obligated to complete, with possible financial damages if the project objectives are not met?

A. Cost-reimbursable contracts
B. Time and Material contracts (T&M)
C. Fixed-price contracts
D. Cost Plus Fixed Fee Contracts (CPFF)

Answer: C

NEW QUESTION 1031
- (Topic 5)
Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

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

Answer: C

NEW QUESTION 1035
- (Topic 5)
Which of the following is an output of Close Procurements?

A. Accepted deliverables
B. Organizational process assets updates
C. Managing stakeholder expectations
D. Performance reports

Answer: B

NEW QUESTION 1038
- (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 1043
- (Topic 5)
External organizations that have a special relationship with the enterprise and provide specialized expertise are called:

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

Answer: B

NEW QUESTION 1048
- (Topic 5)
Which technique should a project manager use in a situation in which a collaborative approach to conflict management is not possible?

A. Coaching
B. Avoidance
C. Consensus
D. Influencing

Answer: B

NEW QUESTION 1051
- (Topic 5)
The Closing Process Group includes which of the following Knowledge Areas?

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

Answer: B
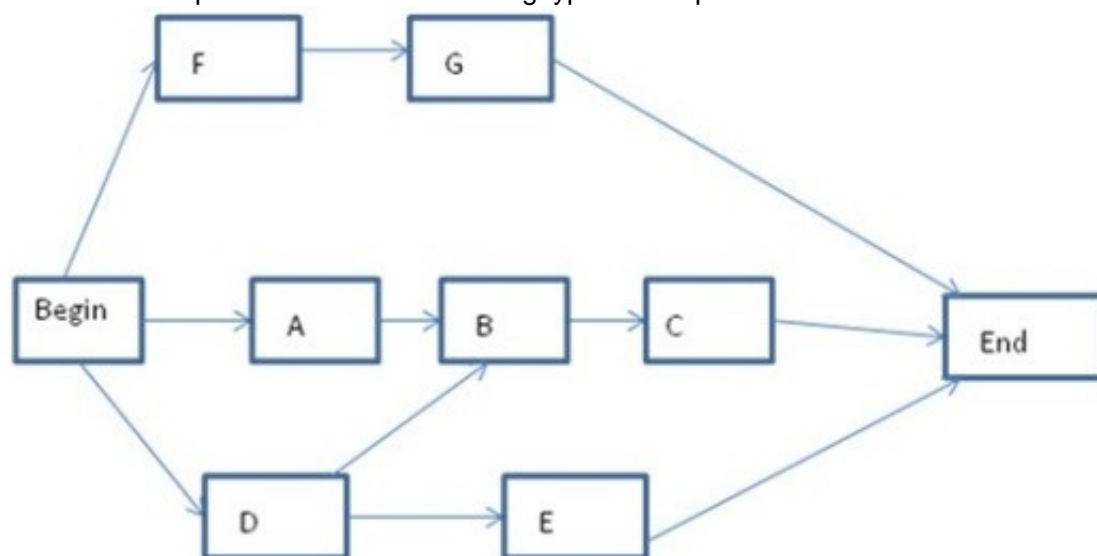

NEW QUESTION 1055
- (Topic 5)
Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

A. Smooth/accommodate
B. Withdraw/avoid
C. Compromise/reconcile
D. Force/direct

Answer: B

NEW QUESTION 1059
- (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 1062
- (Topic 5)
When sequencing activities, what does the common acronym FF stand for?

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

Answer: D

NEW QUESTION 1066
- (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 1071
- (Topic 5)
The end point of a project phase can be referred to as:

A. project failure
B. closing process
C. stage gate
D. lifecycle

Answer: C

NEW QUESTION 1076
- (Topic 5)
When are deliverables accepted or not accepted?

A. When the project is initiated
B. As an output of the scope verification process
C. When the project is closing
D. In the contract closure process

Answer: B

NEW QUESTION 1079
- (Topic 5)
When closing a project or phase, part of the process may require the use of which type of analysis?

A. Reserve analysis
B. Regression analysis
C. Document analysis
D. Product analysis

Answer: B

NEW QUESTION 1081
- (Topic 5)
The process of identifying and documenting relationships among the project activities is known as:

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

Answer: B

NEW QUESTION 1086
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