

PMI

Exam Questions CAPM

Certified Associate in Project Management (PMI-100)



NEW QUESTION 1

- (Exam Topic 3)

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

- A. -700
- B. -200
- C. 200
- D. 500

Answer: A

NEW QUESTION 2

- (Exam Topic 3)

When does Monitor and Control Risks occur?

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

Answer: C

NEW QUESTION 3

- (Exam Topic 3)

An input required in Define Scope is an organizational:

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

Answer: B

NEW QUESTION 4

- (Exam Topic 3)

Which of the following is an input to Direct and Manage Project Execution?

- A. Requested changes
- B. Approved change requests
- C. Work performance information
- D. Implemented defect repair

Answer: B

NEW QUESTION 5

- (Exam Topic 3)

When is a Salience Model used?

- A. In a work breakdown structure (WBS)
- B. During quality assurance
- C. In stakeholder analysis
- D. During quality control (QC)

Answer: C

NEW QUESTION 6

- (Exam Topic 3)

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 7

- (Exam Topic 3)

Which technique is used in Perform Quantitative Risk Analysis?

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

Answer: A

NEW QUESTION 8

- (Exam Topic 3)

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 9

- (Exam Topic 3)

Conflict should be best addressed in which manner?

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

Answer: A

NEW QUESTION 10

- (Exam Topic 3)

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 10

- (Exam Topic 3)

Organizations perceive risks as:

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

Answer: B

NEW QUESTION 14

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 15

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 19

- (Exam Topic 3)

The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:

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

D. finish-to-finish (FF)

Answer: C

NEW QUESTION 21

- (Exam Topic 3)

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 26

- (Exam 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 31

- (Exam Topic 3)

An input of the Control Schedule process is the:

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

Answer: D

NEW QUESTION 34

- (Exam Topic 3)

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 37

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 42

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 46

- (Exam Topic 3)

When can pre-assignment of project team members occur?

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

Answer: D

NEW QUESTION 47

- (Exam Topic 3)

Sharing good practices introduced or implemented in similar projects in the organization and/or industry is an example of:

- A. quality audits
- B. process analysis
- C. statistical sampling
- D. benchmarking

Answer: A

NEW QUESTION 49

- (Exam Topic 3)

An output of Control Schedule is:

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

Answer: D

NEW QUESTION 52

- (Exam Topic 3)

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

- (Exam Topic 3)

Perform Quality Control is accomplished by:

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

Answer: B

NEW QUESTION 58

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 60

- (Exam Topic 3)

A project manager seeking insight on previous stakeholder management plans and their effectiveness should evaluate:

- A. Historical information and the lessons-learned database.
- B. Historical information and the stakeholder register.
- C. Organizational process assets and the lessons-learned database.
- D. Project documents and historical information.

Answer: A

NEW QUESTION 61

- (Exam Topic 3)

Which of the following risk response strategies involves allocating ownership of a positive risk to a third party?

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

Answer: C

NEW QUESTION 65

- (Exam Topic 3)

What is the definition of Direct and Manage Project Execution?

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

Answer: B

NEW QUESTION 70

- (Exam Topic 2)

A full-time project manager with low to moderate authority and part-time administrative staff is working in an organizational structure with which type of matrix?

- A. Strong
- B. Weak
- C. Managed
- D. Balanced

Answer: D

NEW QUESTION 72

- (Exam Topic 2)

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 76

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 80

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 84

- (Exam Topic 2)

Which term describes an assessment of correctness?

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

Answer: A

NEW QUESTION 89

- (Exam Topic 2)

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 93

- (Exam Topic 2)

Which Manage Communications tool or technique focuses on identifying and managing barriers?

- A. Communication methods
- B. Information technology
- C. Communication models
- D. Information management systems

Answer: C

NEW QUESTION 98

- (Exam Topic 2)

An element of the modern quality management approach used to achieve compatibility with the International Organization for Standardization (ISO) is known as:

- A. Forecasting,
- B. Brainstorming.
- C. Historical databases.
- D. Cost of quality.

Answer: D

NEW QUESTION 102

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 107

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 109

- (Exam Topic 2)

While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

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

Answer: A

NEW QUESTION 110

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 112

- (Exam Topic 2)

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

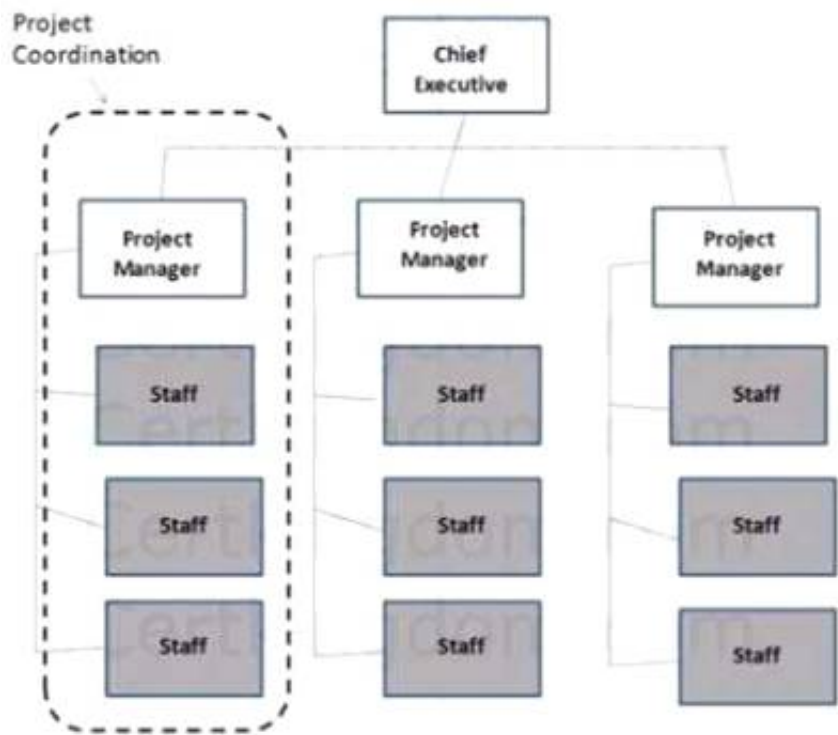
- A. Quality assurance.
- B. A stakeholder management plan.
- C. Project team building.
- D. Integrated change control.

Answer: D

NEW QUESTION 113

- (Exam 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 117

- (Exam Topic 2)

The chart below is an example of a:

ID	Requirements Description	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001						
002						
003						

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS)
- C. RACI chart
- D. Requirements traceability matrix

Answer: D

NEW QUESTION 120

- (Exam 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 121

- (Exam Topic 2)

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

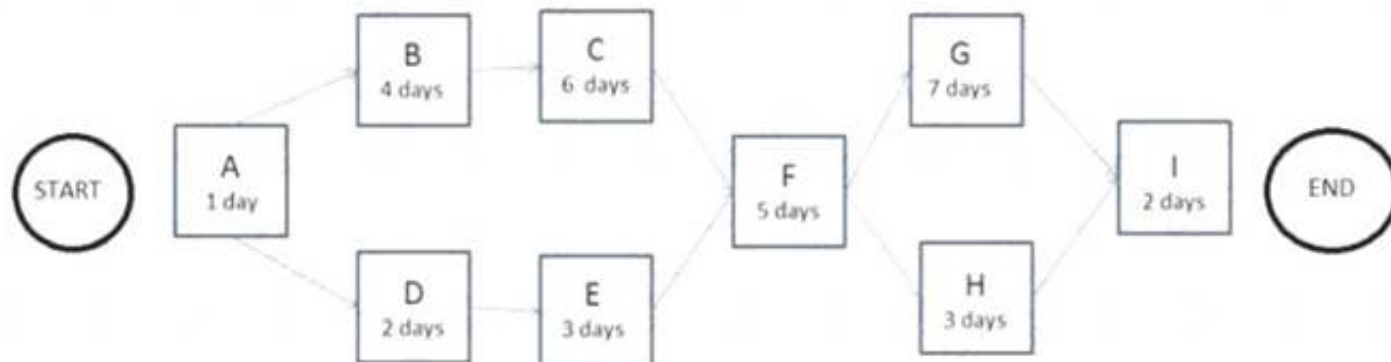
- A. management
- B. response
- C. tolerance
- D. appetite

Answer: D

NEW QUESTION 123

- (Exam Topic 2)

The following is a network diagram for a project.



How many possible paths are identified for this project?

- A. 3
- B. 4
- C. 6
- D. 7

Answer: B

NEW QUESTION 125

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 127

- (Exam Topic 2)

Which type of analysis is used to determine the cause and degree of difference between the baseline and actual performance?

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

Answer: D

NEW QUESTION 129

- (Exam Topic 2)

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

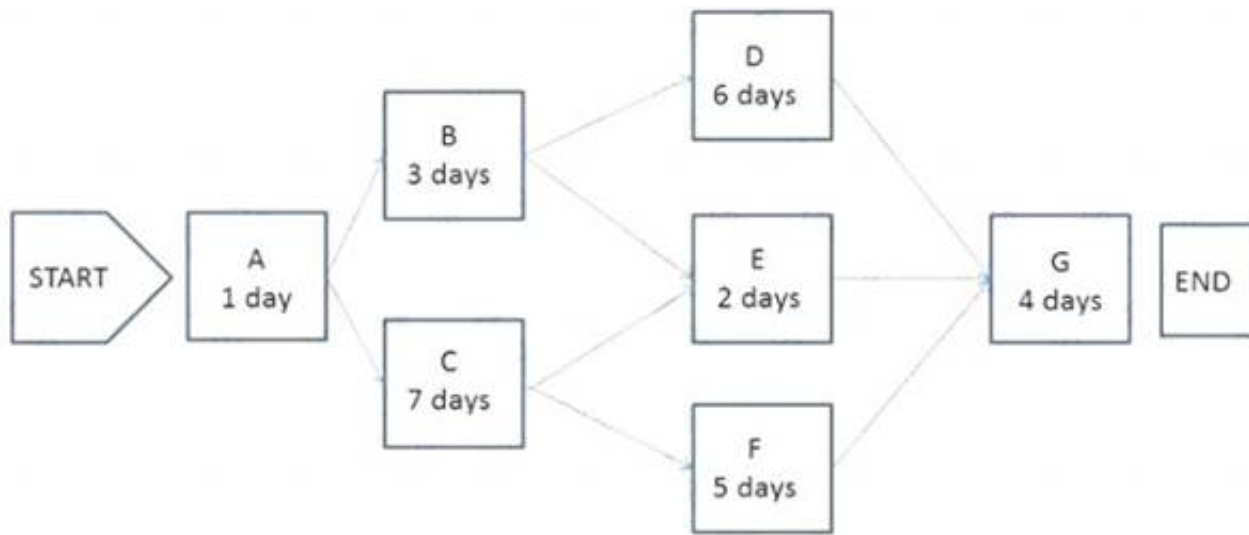
- A. Validate Scope.
- B. Plan Scope Management.
- C. Control Scope.
- D. Define Scope.

Answer: C

NEW QUESTION 132

- (Exam Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

- A. A-B-D-G
- B. A-B-E-G
- C. A-C-F-G
- D. A-C-E-G

Answer: C

NEW QUESTION 136

- (Exam Topic 2)

Project management processes ensure the:

- A. alignment with organizational strategy
- B. efficient means to achieve the project objectives
- C. performance of the project team
- D. effective flow of the project throughout its life cycle

Answer: D

NEW QUESTION 141

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 142

- (Exam Topic 2)

The primary benefit of the Plan Schedule Management process is that it:

- A. provides guidance to identify time or schedule challenges within the project.
- B. tightly links processes to create a seamless project schedule.
- C. guides how the project schedule will be managed throughout the project.
- D. creates an overview of all activities broken down into manageable subsections.

Answer: C

NEW QUESTION 145

- (Exam 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 148

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 153

- (Exam Topic 2)

A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables is called a:

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

Answer: B

NEW QUESTION 155

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 160

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 165

- (Exam Topic 1)

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

- A. Project Communications Management
- B. Project Integration Management
- C. Project Risk Management
- D. Project Scope Management

Answer: B

NEW QUESTION 168

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 172

- (Exam Topic 1)

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 176

- (Exam Topic 1)

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 177

- (Exam Topic 1)

Identify Risks is part of which Process Group?

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

Answer: A

NEW QUESTION 179

- (Exam Topic 1)

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 184

- (Exam Topic 1)

Which grid shows which resources are tied to work packages?

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

Answer: B

NEW QUESTION 189

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 192

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 193

- (Exam Topic 1)

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

- A. Monitor and Control Project Work
- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

Answer: C

NEW QUESTION 198

- (Exam Topic 1)

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

- A. Listening

- B. Facilitation
- C. Meeting management
- D. Presentation

Answer: B

NEW QUESTION 200

- (Exam Topic 1)

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 205

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 210

- (Exam Topic 1)

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

- A. Projectized
- B. Weak matrix
- C. Functional
- D. Balanced matrix

Answer: A

NEW QUESTION 212

- (Exam Topic 1)

The organization's perceived balance between risk taking and risk avoidance is reflected in the risk:

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

Answer: A

NEW QUESTION 217

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 222

- (Exam Topic 1)

What are the Project Procurement Management processes?

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

Answer: C

NEW QUESTION 224

- (Exam Topic 1)

An output of the Create WBS process is:

- A. Scope baseline.
- B. Change requests.
- C. Accepted deliverables.
- D. Variance analysis.

Answer: A

NEW QUESTION 229

- (Exam Topic 1)

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 233

- (Exam Topic 1)

A regression line is used to estimate:

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

Answer: B

NEW QUESTION 238

- (Exam Topic 1)

When should quality planning be performed?

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

Answer: B

NEW QUESTION 242

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 245

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 249

- (Exam Topic 1)

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 252

- (Exam Topic 1)

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 253

- (Exam Topic 1)

Typical outcomes of a project include:

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

Answer: A

NEW QUESTION 254

- (Exam Topic 1)

Which cost is associated with nonconformance?

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

Answer: A

NEW QUESTION 256

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 259

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 260

- (Exam Topic 1)

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 262

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 266

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 269

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 272

- (Exam Topic 6)

Creating the project scope statement is part of which process?

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

Answer: C

NEW QUESTION 274

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 278

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 282

- (Exam Topic 5)

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 287

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 291

- (Exam Topic 5)

Which of the following is an output of the Conduct Procurements process?

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

Answer: B

NEW QUESTION 296

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 299

- (Exam 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 304

- (Exam Topic 5)

When a permitting agency takes longer than planned to issue a permit, this can be described as a risk:

- A. event.
- B. response,
- C. perception.
- D. impact.

Answer: A

NEW QUESTION 306

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 309

- (Exam Topic 5)

Under which type of contract does the seller receive reimbursement for all allowable costs for performing contract work, as well as a fixed-fee payment calculated as a percentage of the initial estimated project costs?

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

Answer: A

NEW QUESTION 310

- (Exam Topic 5)

Inputs to the Plan Risk Management process include the:

- A. cost management plan.

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

Answer: A

NEW QUESTION 312

- (Exam Topic 5)

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 317

- (Exam Topic 5)

Which type of dependency is contractually required or inherent in the nature of the work?

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

Answer: D

NEW QUESTION 318

- (Exam Topic 5)

At which stage of team development do members begin to work together, adjust work habits, and trust each other?

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

Answer: C

NEW QUESTION 319

- (Exam Topic 5)

The cost benefit analysis tool is used for creating:

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

Answer: B

NEW QUESTION 320

- (Exam Topic 5)

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 325

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 327

- (Exam Topic 5)

The technique of subdividing project deliverables into smaller, more manageable components until the work and deliverables are defined to the work package level is called:

- A. a control chart.
- B. baseline.
- C. Create WBS.
- D. decomposition.

Answer: D

NEW QUESTION 329

- (Exam Topic 5)

Which of the following is a tool or technique used in the Acquire Project Team process?

- A. Networking
- B. Training
- C. Negotiation
- D. Issue log

Answer: C

NEW QUESTION 332

- (Exam Topic 5)

The initial development of a Project Scope Management plan uses which technique?

- A. Alternatives identification
- B. Scope decomposition
- C. Expert judgment
- D. Product analysis

Answer: C

NEW QUESTION 336

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 338

- (Exam Topic 5)

Which statement correctly describes the value of a business case?

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

Answer: A

NEW QUESTION 339

- (Exam Topic 5)

Which technique is utilized in the Control Schedule process?

- A. Performance measure
- B. Baseline schedule
- C. Schedule network analysis
- D. Variance analysis

Answer: D

NEW QUESTION 341

- (Exam Topic 4)

What causes replanning of the project scope?

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

Answer: D

NEW QUESTION 343

- (Exam Topic 4)

What is the schedule performance index (SPI) using the following data? BAC = \$100,000 PV = \$50,000 AC = \$80,000 EV = \$40,000

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

Answer: D

NEW QUESTION 345

- (Exam Topic 4)

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 347

- (Exam Topic 4)

Which of the following is a set of interrelated actions and activities performed to achieve a prespecified product, result, or service?

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

Answer: B

NEW QUESTION 348

- (Exam Topic 4)

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 349

- (Exam Topic 4)

A tool and technique used during the Perform Qualitative Risk Analysis process is:

- A. risk data quality assessment.
- B. variance and trend analysis.
- C. data gathering and representation techniques.
- D. risk audits.

Answer: A

NEW QUESTION 352

- (Exam Topic 4)

Which written document helps monitor who is responsible for resolving specific problems and concerns by a target date?

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

Answer: C

NEW QUESTION 357

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 361

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 364

- (Exam 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 368

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 373

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 377

- (Exam Topic 4)

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 382

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 386

- (Exam 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 389

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 394

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 397

- (Exam Topic 4)

Lessons learned documentation is gathered during which of the following Project Management Process Groups?

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

Answer: C

NEW QUESTION 398

- (Exam Topic 4)

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 401

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 404

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 406

- (Exam Topic 4)

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

- A. WBS directory
- B. Activity list

- C. WBS
- D. Project schedule

Answer: C

NEW QUESTION 407

- (Exam Topic 4)

Which process occurs within the Monitoring and Controlling Process Group?

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

Answer: A

NEW QUESTION 408

- (Exam Topic 4)

The Project Management Process Group in which performance is observed and measured regularly from project initiation through completion is:

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

Answer: C

NEW QUESTION 409

- (Exam Topic 4)

Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact takes place in which process?

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

Answer: C

NEW QUESTION 414

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 418

- (Exam Topic 4)

Which of the following are outputs of Develop Project Team?

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

Answer: D

NEW QUESTION 420

- (Exam Topic 4)

The progressive detailing of the project management plan is called:

- A. expert judgment.
- B. rolling wave planning.
- C. work performance information.
- D. specification.

Answer: B

NEW QUESTION 421

- (Exam Topic 4)

Which tool within the Perform Quality Control process identifies whether or not a process has a predictable performance?

- A. Cause and effect diagram
- B. Control charts
- C. Pareto chart
- D. Histogram

Answer: B

NEW QUESTION 425

- (Exam Topic 4)

Which is the correct formula for calculating expected activity cost for three-point estimating?

- A. $C_e = (C_0 + 6C_m + C_p)/4$
- B. $C_e = (6C_0 + C_m + C_p)/4$
- C. $C_e = (C_0 + 4C_m + C_p)/6$
- D. $C_e = (C_0 + C_{,,} + 4C_p) / 6$

Answer: C

NEW QUESTION 426

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 430

- (Exam Topic 4)

Which type of estimating is used to improve the accuracy of an activity's duration?

- A. Analogous
- B. Parametric
- C. Three-point
- D. What-if scenario analysis

Answer: C

NEW QUESTION 431

- (Exam Topic 4)

Which cost estimate technique includes contingencies to account for cost uncertainty?

- A. Vendor bid analysis
- B. Three-point estimates
- C. Parametric estimating
- D. Reserve analysis

Answer: D

NEW QUESTION 435

- (Exam Topic 4)

The output that defines an approach to increase the support and minimize negative impacts of stakeholders is the:

- A. stakeholder management strategy.
- B. communications management plan,
- C. stakeholder register,
- D. performance report.

Answer: A

NEW QUESTION 437

- (Exam Topic 4)

Another name for an Ishikawa diagram is:

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

Answer: A

NEW QUESTION 439

- (Exam Topic 4)

A project has an EV of 100 workdays, an AC of 120 workdays, and a PV of 80 workdays. What should be the concern?

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

Answer: B

NEW QUESTION 442

- (Exam Topic 4)

Monte Carlo is which type of risk analysis technique?

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

Answer: B

NEW QUESTION 447

- (Exam Topic 4)

A purchase order for a specified item to be delivered by a specified date for a specified price is the simplest form of what type of contract?

- A. Cost-reimbursable
- B. Time and material
- C. Fixed price or lump-sum
- D. Cost-plus-fixed-fee

Answer: C

NEW QUESTION 449

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 451

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 455

- (Exam Topic 4)

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 457

- (Exam Topic 4)

Types of internal failure costs include:

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

Answer: D

NEW QUESTION 459

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 461

- (Exam Topic 4)

"Tailoring" is defined as the:

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

Answer: A

NEW QUESTION 464

- (Exam 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 469

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 471

- (Exam Topic 6)

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

- A. Government standards
- B. Organizational culture
- C. Employee capabilities
- D. Organizational knowledge bases

Answer: D

NEW QUESTION 473

- (Exam Topic 6)

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

- A. Least cost
- B. Qualifications only
- C. Sole source
- D. Fixed budget

Answer: B

NEW QUESTION 478

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 482

- (Exam Topic 6)

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

- A. Procurement statement of work (SOW)
- B. Procurement strategy
- C. Terms of reference
- D. Change request

Answer: B

NEW QUESTION 487

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 490

- (Exam Topic 6)

With regard to a project manager's sphere of influence in a project, which of the following does the project manager influence most directly?

- A. Suppliers
- B. Customers
- C. Governing bodies
- D. Project team

Answer: D

NEW QUESTION 491

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 492

- (Exam Topic 6)

During the planning phase, a project manager must create a work breakdown structure (WBS) to improve management of the project's components. What should be included in the WBS?

- A. Activity dependencies
- B. Work package risks
- C. Description of work
- D. Resource estimates

Answer: C

NEW QUESTION 496

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 500

- (Exam Topic 6)

What organizational asset can influence the Plan Risk Management process?

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

Answer: C

NEW QUESTION 501

- (Exam Topic 6)

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

- A. Time and material (T&M)
- B. Fixed price incentive fee (FPIF)
- C. Cost plus fixed fee (CPFF)
- D. Cost plus award fee (CPAF)

Answer: C

NEW QUESTION 506

- (Exam Topic 6)

What important leadership quality/qualities should project managers possess?

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

Answer: C

NEW QUESTION 509

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

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

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

How long will it take to complete the project?

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

Answer: D

NEW QUESTION 513

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 517

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 522

- (Exam Topic 6)

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

- A. Project management aligns initiatives, prioritizes work, and provides resources.
- B. Project management provides the strategic vision (or an organization to achieve its goals).
- C. Project management enables the achievement of organizational goals and objectives.
- D. Project management harmonizes components and controls interdependencies to realize specific benefits.

Answer: C

NEW QUESTION 525

- (Exam Topic 6)

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

- A. Matrix-weak
- B. Matrix-balanced
- C. Matrix-strong
- D. Organic or simple

Answer: C

NEW QUESTION 530

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 535

- (Exam Topic 6)

Which of the following is an example of tacit knowledge?

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

Answer: C

NEW QUESTION 537

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 542

- (Exam Topic 6)

What is a tailoring consideration in Project Integration Management?

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

Answer: A

NEW QUESTION 543

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 545

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 548

- (Exam Topic 6)

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

- A. Power interest grid
- B. Stakeholder cube
- C. Salience model
- D. Directions of influence

Answer: C

NEW QUESTION 550

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 555

- (Exam Topic 6)

Which type of project life cycle uses an iteration plan?

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

Answer: A

NEW QUESTION 557

- (Exam Topic 6)

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

What are these elements called?

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

Answer: B

NEW QUESTION 561

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 564

- (Exam Topic 6)

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

- A. Communicate Plan
- B. Manage Communications
- C. Report Performance
- D. Control Communications

Answer: B

NEW QUESTION 566

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 567

- (Exam Topic 6)

The primary purpose of the stakeholder register is to:

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

Answer: C

NEW QUESTION 572

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 577

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 580

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 584

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