

PMP Dumps

Project Management Professional

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NEW QUESTION 1

- (Topic 1)

Which of the following is an example of contract administration?

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

Answer: B

NEW QUESTION 2

- (Topic 1)

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 3

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

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

Answer: B

NEW QUESTION 6

- (Topic 1)

Which of the following is an example of a risk symptom?

- A. Failure to meet intermediate milestones
- B. Force of nature, such as a flood
- C. Risk threshold target
- D. Crashing, front loading, or fast tracking

Answer: A

NEW QUESTION 7

- (Topic 1)

Which element does a project charter contain?

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

Answer: C

NEW QUESTION 8

- (Topic 1)

What is the definition of project plan execution?

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

Answer: B

NEW QUESTION 9

- (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 10

- (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 10

- (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 13

- (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 18

- (Topic 1)

Which statement correctly describes the value of a business case?

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

Answer: A

NEW QUESTION 21

- (Topic 1)

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

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

D. secondary risk

Answer: D

NEW QUESTION 25

- (Topic 1)

A tool and technique used during the Collect Requirements process is:

- A. prototypes.
- B. expert judgment.
- C. alternatives identification.
- D. product analysis.

Answer: A

NEW QUESTION 30

- (Topic 1)

Prototype development may be used as a tool for which of the following risk response strategies?

- A. Avoid
- B. Accept
- C. Mitigate
- D. Exploit

Answer: C

NEW QUESTION 33

- (Topic 1)

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

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

Answer: A

NEW QUESTION 38

- (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 41

- (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 43

- (Topic 1)

Projects that share common outcomes, collective capability, knowledge, or skills are often grouped into a:

- A. portfolio
- B. program
- C. selection
- D. sub portfolio

Answer: B

NEW QUESTION 46

- (Topic 1)

What risk technique is used to quantify the probability and impact of risks on project objectives?

- A. Expert judgment

- B. Risk registry
- C. Risk response planning
- D. Interviewing

Answer: D

NEW QUESTION 49

- (Topic 1)

Which is an enterprise environmental factor?

- A. Marketplace conditions
- B. Policies and procedures
- C. Project files from previous projects
- D. Lessons learned from previous projects

Answer: A

NEW QUESTION 53

- (Topic 1)

Which characteristics do effective project managers possess?

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

Answer: A

NEW QUESTION 54

- (Topic 1)

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

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

Answer: C

NEW QUESTION 59

- (Topic 1)

The project charter is an input to which process?

- A. Develop Project Charter
- B. Develop Project Management Plan
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

Answer: B

NEW QUESTION 64

- (Topic 1)

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

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

Answer: C

NEW QUESTION 66

- (Topic 1)

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

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

Answer: C

NEW QUESTION 70

- (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 75

- (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 79

- (Topic 1)

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

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

Answer: B

NEW QUESTION 83

- (Topic 1)

One of the objectives of a quality audit is to:

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

Answer: D

NEW QUESTION 84

- (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 85

- (Topic 1)

In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 90

- (Topic 1)

The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 95

- (Topic 1)

Which basic quality tool explains a change in the dependent variable in relationship to a change observed in the corresponding independent variable?

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

Answer: D

NEW QUESTION 98

- (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 102

- (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 107

- (Topic 1)

Which project risk listed in the table below is most likely to occur?

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

Answer: B

NEW QUESTION 110

- (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 113

- (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 118

- (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 120

- (Topic 1)

An electronics firm authorizes a new project to develop a faster, cheaper, and smaller laptop after improvements in the industry and electronics technology. With which of the following strategic considerations is this project mainly concerned?

- A. Customer request
- B. Market demand
- C. Technological advance
- D. Strategic opportunity

Answer: C

NEW QUESTION 121

- (Topic 1)

Requirements documentation, requirements management plan, and requirements traceability matrix are all outputs of which process?

- A. Control Scope
- B. Collect Requirements
- C. Create WBS
- D. Define Scope

Answer: B

NEW QUESTION 122

- (Topic 1)

What are the five Project Management Process Groups?

- A. Initiating, Planning, Executing, Monitoring and Controlling, and Closing
- B. Introduction, Planning, Executing, Monitoring and Controlling, and Closing
- C. Initiating, Planning, Executing, Monitoring and Controlling, and Ending
- D. Introduction, Planning, Implementation, Monitoring and Controlling, and Closure

Answer: A

NEW QUESTION 124

- (Topic 1)

Who MUST know when a risk event occurs so that a response can be implemented?

- A. Customers
- B. Project sponsors
- C. Project management team
- D. Insurance claims department

Answer: C

NEW QUESTION 129

- (Topic 1)

In the Initiating Process Group, at what point does the project become officially authorized?

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

Answer: A

NEW QUESTION 134

- (Topic 1)

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Progressively elaborate the characteristics of the product, service, or result.
- C. Describe the project in great detail.
- D. Define the process and criteria for accepting a completed product, service, or result.

Answer:

B

NEW QUESTION 136

- (Topic 1)

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

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

Answer: A

NEW QUESTION 138

- (Topic 2)

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

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

Answer: B

NEW QUESTION 139

- (Topic 2)

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

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

Answer: D

NEW QUESTION 143

- (Topic 2)

The specific technique for identifying a problem, discovering the causes that lead to it, and developing preventive actions is:

- A. Inspection
- B. Use of quality checklists
- C. Root cause analysis
- D. Use of matrix diagrams

Answer: C

NEW QUESTION 148

- (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 151

- (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 152

- (Topic 2)

The following is a network diagram for a project.

The free float for Activity E is how many days?

- A. 2

- B. 3
- C. 5
- D. 8

Answer: C

NEW QUESTION 154

- (Topic 2)

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

- A. Benchmarking, expert judgment, and analytical techniques
- B. Statistical sampling, benchmarking, and meetings
- C. Negotiations, pre-assignment, and multi-criteria decision analysis
- D. Expert judgment, analytical techniques, and meetings

Answer: D

NEW QUESTION 156

- (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 160

- (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 164

- (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 169

- (Topic 2)

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

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

Answer: C

NEW QUESTION 173

- (Topic 2)

The staffing management plan is part of the:

- A. organizational process assets.
- B. resource calendar.
- C. human resource plan.
- D. Develop Project Team process.

Answer: C

NEW QUESTION 175

- (Topic 2)

Activity cost estimates are quantitative assessments of the probable costs required to:

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

Answer: B

NEW QUESTION 178

- (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 181

- (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 182

- (Topic 2)

Risk categorization is a tool or technique used in which process?

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

Answer: C

NEW QUESTION 186

- (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 188

- (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 192

- (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 193

- (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 195

- (Topic 2)

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

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

Answer: D

NEW QUESTION 197

- (Topic 2)

During which process group is the quality policy determined?

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

Answer: C

NEW QUESTION 202

- (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 204

- (Topic 2)

Inputs to the Plan Schedule Management process include:

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

Answer: A

NEW QUESTION 208

- (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 210

- (Topic 2)

A tool and technique used during the Create WBS process is:

- A. decomposition
- B. expert judgment
- C. inspection
- D. variance analysis

Answer: A

NEW QUESTION 211

- (Topic 2)

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

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

Answer: A

NEW QUESTION 214

- (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 218

- (Topic 2)

Outputs of the Control Communications process include:

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

Answer: B

NEW QUESTION 222

- (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 226

- (Topic 2)

Which of the following is a tool and technique for activity duration estimating?

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

Answer: A

NEW QUESTION 229

- (Topic 2)

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

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

Answer: C

NEW QUESTION 233

- (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 235

- (Topic 3)

A risk may be graded into different priorities by which process?

- A. Risk monitoring and controlling
- B. Risk response planning
- C. Qualitative risk analysis
- D. Quantitative risk analysis

Answer: C

NEW QUESTION 237

- (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 239

- (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 242

- (Topic 3)

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

- A. \$50
- B. \$100
- C. \$125
- D. \$200

Answer: D

Explanation:

$EAC = BAC / CPI$ and $CPI = EV / AC$ $CPI = EV / AC = 25 / 50 = 0.5$

$EAC = BAC / CPI = 100 / 0.5 = \200

NEW QUESTION 244

- (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 249

- (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 251

- (Topic 3)

Which of the following is an example of push communication?

- A. Intranet sites
- B. Video conferencing
- C. Knowledge repositories
- D. Press releases

Answer: D

NEW QUESTION 252

- (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 255

- (Topic 3)

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

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

Answer: D

NEW QUESTION 256

- (Topic 3)

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

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

Answer: D

NEW QUESTION 259

- (Topic 3)

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- A. Business case
- B. Work breakdown structure
- C. Requirements documentation
- D. Risk register

Answer: C

NEW QUESTION 263

- (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 268

- (Topic 3)

How is scheduled variance calculated using the earned value technique?

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

Answer: C

NEW QUESTION 269

- (Topic 3)

Who is responsible for developing the project management plan and all related component plans?

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

Answer: C

NEW QUESTION 271

- (Topic 3)

Which type of elaboration allows a project management team to manage at a greater level of detail as the project evolves?

- A. Cyclic
- B. Progressive
- C. Repetitive
- D. Iterative

Answer: B

NEW QUESTION 276

- (Topic 3)

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 277

- (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 282

- (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 286

- (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 289

- (Topic 3)

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

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

Answer: D

NEW QUESTION 294

- (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 299

- (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 303

- (Topic 3)

Which of the following is an input of the Define Activities process?

- A. Scope baseline
- B. Milestone list
- C. Resource calendars
- D. Activity list

Answer: A

NEW QUESTION 304

- (Topic 3)

An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 306

- (Topic 3)

Which tool or technique is used in Close Procurements?

- A. Contract plan
- B. Procurement plan
- C. Closure process
- D. Procurement audits

Answer: D

NEW QUESTION 307

- (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 309

- (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 311

- (Topic 3)

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 315

- (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 317

- (Topic 3)

Which of the following is a tool or technique for the Plan Procurements process?

- A. Bidder conferences
- B. Proposal evaluation techniques
- C. Contract types
- D. Contract change control systems

Answer: C

NEW QUESTION 321

- (Topic 3)

Which of the following factors is lowest at the start of the project?

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

Answer:

A

NEW QUESTION 325

- (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 329

- (Topic 3)

Which of the following is an input to the Plan Risk Responses process?

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

Answer: C

NEW QUESTION 331

- (Topic 3)

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

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

Answer: B

NEW QUESTION 332

- (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 334

- (Topic 3)

Which of the seven basic quality tools is especially useful for gathering attributes data while performing inspections to identify defects?

- A. Histograms
- B. Scatter diagrams
- C. Flowcharts
- D. Checksheets

Answer: D

NEW QUESTION 335

- (Topic 3)

Which schedule development tool and technique produces a theoretical early start date and late start date?

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

Answer: A

NEW QUESTION 337

- (Topic 3)

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

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

Answer: B

NEW QUESTION 339

- (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 343

- (Topic 3)

The run chart created during the Perform Quality Control process on a project is used to show the:

- A. relationship between two variables
- B. data points plotted in the order in which they occur
- C. most common cause of problems in a process
- D. frequency of occurrence

Answer: B

NEW QUESTION 348

- (Topic 3)

The traditional organization chart structure that can be used to show positions and relationships in a graphic top-down format is called a:

- A. Responsible, accountable, consult, and inform (RACI) chart.
- B. Matrix-based chart.
- C. Human resource chart.
- D. Hierarchical-type chart.

Answer: D

NEW QUESTION 352

- (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 354

- (Topic 3)

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 356

- (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 361

- (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 365

- (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 367

- (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 372

- (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 374

- (Topic 3)

Which tool and technique is used in Conduct Procurements?

- A. Teaming agreements
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

Answer: C

NEW QUESTION 375

- (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 378

- (Topic 3)

Which of the following will provide the basis for estimating, scheduling, executing, and monitoring and controlling project work?

- A. Activities
- B. Milestone list
- C. Work breakdown structure (WBS)
- D. Work packages

Answer: A

NEW QUESTION 382

- (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 383

- (Topic 3)

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

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

Answer: A

NEW QUESTION 388

- (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 393

- (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 397

- (Topic 3)

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

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

Answer: C

NEW QUESTION 401

- (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 402

- (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 407

- (Topic 3)

The cost of nonconformance in a project includes:

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

Answer: B

NEW QUESTION 412

- (Topic 3)

In complex projects/ initiating processes should be completed:

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

Answer: B

NEW QUESTION 413

- (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 417

- (Topic 4)

An output of Control Schedule is:

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

Answer: D

NEW QUESTION 421

- (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 423

- (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 427

- (Topic 4)

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 429

- (Topic 4)

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 433

- (Topic 4)

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

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

Answer: C

NEW QUESTION 437

- (Topic 4)

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

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

Answer: D

NEW QUESTION 442

- (Topic 4)

Which of the following is a tool and technique used to monitor risk?

- A. Technical performance measurement
- B. Cost performance baseline
- C. Benchmarking
- D. Cost of quality

Answer:

A

NEW QUESTION 446

- (Topic 4)

Which of the following is a tool or technique used in the Determine Budget process?

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

Answer: D

NEW QUESTION 447

- (Topic 4)

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

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

Answer: A

NEW QUESTION 451

- (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 455

- (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 456

- (Topic 4)

Which process is responsible for monitoring the status of the project and product scope and managing changes to the scope baseline?

- A. Variance Analysis
- B. Define Scope
- C. Verify Scope
- D. Control Scope

Answer: D

NEW QUESTION 461

- (Topic 4)

Which Activity Duration Estimating technique incorporates additional timing for contingency purposes?

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

Answer: D

NEW QUESTION 466

- (Topic 4)

Which is a communication method used in the Report Performance process?

- A. Expert judgment
- B. Project management methodology
- C. Stakeholder analysis

D. Status review meetings

Answer: D

NEW QUESTION 468

- (Topic 4)

Which standard examines an enterprise's project management process capabilities?

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

Answer: C

NEW QUESTION 472

- (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 473

- (Topic 4)

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

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

Answer: B

NEW QUESTION 477

- (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 480

- (Topic 4)

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

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

Answer: A

NEW QUESTION 482

- (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 484

- (Topic 4)

Cost aggregation is typically performed by aggregating work packages in accordance with the:

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

Answer: D

NEW QUESTION 485

- (Topic 4)

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 486

- (Topic 4)

Which of the following is an output of the Monitor and Control Project Work process?

- A. Change requests
- B. Performance reports
- C. Organizational process assets
- D. Project management plan

Answer: A

NEW QUESTION 488

- (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 489

- (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 490

- (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 492

- (Topic 4)

The approaches, tools, and data sources that will be used to perform risk management on a project are determined by the:

- A. Methodology
- B. Risk category
- C. Risk attitude
- D. Assumption analysis

Answer: A

NEW QUESTION 496

- (Topic 4)

Which of the Project Time Management processes analyzes activity sequencing, durations, resource requirements, and schedule constraints?

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

Answer: D

NEW QUESTION 501

- (Topic 4)

An output of the Develop Project Team process is:

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

Answer: B

NEW QUESTION 505

- (Topic 4)

Which item is a cost of conformance?

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

Answer: A

NEW QUESTION 509

- (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 514

- (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 519

- (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 522

- (Topic 4)

Budgets reserved for unplanned changes to project scope and cost are:

- A. Contingency reserves.
- B. Management reserves.
- C. Authorized budgets.
- D. Cost baselines.

Answer: B

NEW QUESTION 524

- (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 525

- (Topic 4)

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

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

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

Answer: C

NEW QUESTION 527

- (Topic 4)

The cost performance baseline is typically displayed in the form of:

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

Answer: A

NEW QUESTION 530

- (Topic 4)

Which of the following is a schedule network analysis technique that takes limited resources into account?

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

Answer: B

NEW QUESTION 532

- (Topic 4)

Which knowledge area employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

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

Answer: C

NEW QUESTION 534

- (Topic 4)

Which type of control tool 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 539

- (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 540

- (Topic 4)

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

Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

Answer: C

NEW QUESTION 545

- (Topic 4)

Which term describes an assessment of correctness?

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

Answer: A

NEW QUESTION 546

- (Topic 4)

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

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

Answer: B

NEW QUESTION 551

- (Topic 4)

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

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

Answer: C

NEW QUESTION 552

- (Topic 5)

At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project. Which item did this project create?

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

Answer: A

NEW QUESTION 557

- (Topic 5)

A reward can only be effective if it is:

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

Answer: D

NEW QUESTION 560

- (Topic 5)

When alternative dispute resolution (ADR) is necessary, which tool or technique should be utilized?

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

Answer: B

NEW QUESTION 561

- (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 564

- (Topic 5)

If the most likely duration of an activity is five weeks, the best-case duration is two weeks, and the worst-case duration is 14 weeks, how many weeks is the expected duration of the activity?

- A. One
- B. Five
- C. Six
- D. Seven

Answer: C

NEW QUESTION 566

- (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 567

- (Topic 5)

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 571

- (Topic 5)

Which Knowledge Areas include processes from the Closing Process Group?

- A. Project Quality Management and Project Time Management
- B. Project Scope Management and Project Risk Management
- C. Project Stakeholder Management and Project Cost Management
- D. Project Integration Management and Project Procurement Management

Answer: D

NEW QUESTION 576

- (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 577

- (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 580

- (Topic 5)

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

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

Answer: D

NEW QUESTION 584

- (Topic 5)

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

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

Answer: B

NEW QUESTION 585

- (Topic 5)

Completion of the product scope is measured against the product:

- A. prototypes
- B. requirements

- C. analyses
- D. benchmarks

Answer: B

NEW QUESTION 588

- (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 591

- (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 593

- (Topic 5)

Which of the following choices is a contract closure tool or technique?

- A. Contract plan
- B. Procurement plan
- C. Closure process
- D. Procurement audits

Answer: D

NEW QUESTION 597

- (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 600

- (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 601

- (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 604

- (Topic 5)

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

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

Answer: C

NEW QUESTION 609

- (Topic 5)

Which activity may occur at project or phase closure?

- A. Acceptance of deliverables
- B. Change requests
- C. Project management plan updates
- D. Benchmarking

Answer: A

NEW QUESTION 613

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