Exam Questions CAPM

Certified Associate in Project Management (PMI-100)

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NEW QUESTION 1
- (Topic 1)
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 2
- (Topic 1)
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 description

Answer: B

NEW QUESTION 3
- (Topic 1)
Which item is an example of personnel assessment?

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

Answer: D

NEW QUESTION 4
- (Topic 1)
Using values such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous similar project as the basis for estimating the same parameter or measurement for a current project describes which type of estimating?

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

Answer: C

NEW QUESTION 5
- (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 6
- (Topic 1)
An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 7
- (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 8
- (Topic 1)
Which basic quality tool is most useful when gathering attributes data in an inspection to identify defects?

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

Answer: D

NEW QUESTION 9
- (Topic 1)
An input to Close Project or Phase is:

A. Accepted deliverables,
B. Final products or services,
C. Document updates,
D. Work performance information.

Answer: A

NEW QUESTION 10
- (Topic 1)
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 10
- (Topic 1)
The Perform Quality Assurance process occurs in which Process Group?

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

Answer: A

NEW QUESTION 12
- (Topic 1)
A key benefit of the Manage Communications process is that it enables:

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

Answer: B

NEW QUESTION 17
- (Topic 1)
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 19
- (Topic 1)
Which tool or technique is an examination of industry and specific vendor capabilities?

A. Independent estimates

B. Market research
C. Analytical techniques
D. Bidder conferences

Answer: B

NEW QUESTION 22
- (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 performanc

Answer: A

NEW QUESTION 27
- (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 product

Answer: A

NEW QUESTION 31
- (Topic 1)
Which process involves defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive plan?

A. Direct and Manage Project Work
B. Develop Project Management Plan
C. Plan Quality Management
D. Monitor and Control Project Work

Answer: B

NEW QUESTION 32
- (Topic 1)
Which document describes the necessary information to determine if a project is worth the required investment?

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

Answer: D

NEW QUESTION 36
- (Topic 1)
The Monitoring and Controlling Process Group includes processes that:

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

Answer: C

NEW QUESTION 38
- (Topic 1)
Which input to the Plan Risk Management process provides information on high-level risks?

A. Project charter
B. Enterprise environmental factors
C. Stakeholder register
D. Organizational process assets

Answer: A

NEW QUESTION 41
- (Topic 1)
An element of the project scope statement is:

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

Answer: A

NEW QUESTION 44
- (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 46
- (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 Analysi

Answer: C

NEW QUESTION 49
- (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 52
- (Topic 1)
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 53
- (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 54
- (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 56

- (Topic 1)
The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

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

Answer: B

NEW QUESTION 57
- (Topic 1)
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 60
- (Topic 1)
An output of the Manage Stakeholder Engagement process is:

A. change requests
B. enterprise environmental factors
C. the stakeholder management plan
D. the change log

Answer: A

NEW QUESTION 63
- (Topic 2)
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 64
- (Topic 2)
An issue log is an input to which Project Human Resource Management process?

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

Answer: A

NEW QUESTION 69
- (Topic 2)
Using parametric estimating, if an assigned resource is capable of producing 120 units per hour, how many hours are required to produce 12,000 units?

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

Answer: A

NEW QUESTION 73
- (Topic 2)
Project deliverables that have been completed and checked for correctness through the Control Quality process are known as:

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

Answer: A

NEW QUESTION 76
- (Topic 2)
Which change request is an intentional activity that realigns the performance of the project work with the project management plan?

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

Answer: D

NEW QUESTION 81
- (Topic 2)
When the business objectives of an organization change, project goals need to be:

A. realigned.
B. performed.
C. improved.
D. controlle

Answer: A

NEW QUESTION 82
- (Topic 2)
Which process is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses?

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

Answer: C

NEW QUESTION 84
- (Topic 2)
Which project document is updated in the Control Stakeholder Engagement process?

A. Project reports
B. Issue log
C. Lessons learned documentation
D. Work performance information

Answer: B

NEW QUESTION 86
- (Topic 2)
Which items are an output of the Perform Integrated Change Control process?

A. Work performance reports
B. Accepted deliverables
C. Project management plan updates
D. Organizational process assets

Answer: C

NEW QUESTION 89
- (Topic 2)
When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

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

Answer: A

NEW QUESTION 93
- (Topic 2)
Those who enter into a contractual agreement to provide services necessary for a project are:

A. buyers
B. sellers
C. business partners
D. product users

Answer: B

NEW QUESTION 96
- (Topic 2)
Processes in the Initiating Process Group may be completed at the organizational level and be outside of the project's:

A. Level of control.
B. Communication channels.
C. Scope.
D. Strategic alignmen

Answer: A

NEW QUESTION 100
- (Topic 2)
A project manager should communicate to stakeholders about resolved project issues by updating the:

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

Answer: C

NEW QUESTION 103
- (Topic 2)
A complete set of concepts, terms, and activities that make up an area of specialization is known as:

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

Answer: A

NEW QUESTION 106
- (Topic 2)
The component of the risk management plan that documents how risk activities will be recorded is called:

A. tracking
B. scoping
C. timing
D. defining

Answer: A

NEW QUESTION 107
- (Topic 2)
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 109
- (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 113
- (Topic 2)
The methodology that combines scope, schedule, and resource measurements to assess project performance and progress is known as:

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

Answer: A

NEW QUESTION 118
- (Topic 2)
Which item is a cost of conformance?

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

Answer: A

NEW QUESTION 120
- (Topic 2)
Which Project Time Management process includes bottom-up estimating as a tool or technique?

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

Answer: A

NEW QUESTION 125
- (Topic 2)
Funding limit reconciliation is a tool and technique of which Project Cost Management process?

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

Answer: D

NEW QUESTION 129
- (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. deviate

Answer: A

NEW QUESTION 130
- (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 133
- (Topic 2)
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 134
- (Topic 2)
A disadvantage associated with virtual teams is that they:

A. Require communication technology that is not readily available.

B. Create difficulties when including people with disabilities.
C. Often cannot accommodate teams that work different hours or shifts.
D. Create the possibility for misunderstandings to aris

Answer: D

NEW QUESTION 137
- (Topic 2)
At the start of a typical project life cycle, costs are:

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

Answer: A

NEW QUESTION 139
- (Topic 2)
A graphic display of project team members and their reporting relationships is known as a:

A. Resource calendar.
B. Project organization chart.
C. Resource breakdown structure (RBS).
D. Responsibility assignment matrix (RAM).

Answer: B

NEW QUESTION 141
- (Topic 2)
Through whom do project managers accomplish work?

A. Consultants and stakeholders
B. Stakeholders and functional managers
C. Project team members and consultants
D. Project team members and stakeholders

Answer: D

NEW QUESTION 142
- (Topic 2)
Technical capability, past performance, and intellectual property rights are examples of:

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

Answer: B

NEW QUESTION 144
- (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 148
- (Topic 3)
Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

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

Answer: D

NEW QUESTION 153
- (Topic 3)
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 154
- (Topic 3)
Portfolio Management is management of:

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

Answer: D

NEW QUESTION 156
- (Topic 3)
Which type of estimating can produce higher levels of accuracy, depending upon the sophistication and underlying data built into the model?

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

Answer: C

NEW QUESTION 160
- (Topic 3)
An input of the Control Schedule process is the:

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

Answer: D

NEW QUESTION 162
- (Topic 3)
Which Process Group's purpose is to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes?

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

Answer: A

NEW QUESTION 163
- (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 166
- (Topic 3)
The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

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

Answer: B

NEW QUESTION 168

- (Topic 3)
Project or phase closure guidelines or requirements, historical information, and the lessons learned knowledge base are examples of which input to the Close Project or Phase process?

A. Organizational process assets
B. A work breakdown structure
C. The project management plan
D. Enterprise environmental factors

Answer: A

NEW QUESTION 169
- (Topic 3)
Which is the Define Scope technique used to generate different approaches to execute and perform the work of the project?

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

Answer: C

NEW QUESTION 173
- (Topic 3)
Which schedule network analysis technique modifies the project schedule to account for limited resources?

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

Answer: C

NEW QUESTION 175
- (Topic 3)
Which activity is an input to the Conduct Procurements process?

A. Organizational process assets
B. Resource availability
C. Perform Integrated Change Control
D. Team performance assessment

Answer: A

NEW QUESTION 177
- (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 182
- (Topic 3)
Who selects the appropriate processes for a project?

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

Answer: C

NEW QUESTION 187
- (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 191
- (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 193
- (Topic 3)
What is the name of a graphic display of project team members and their reporting relationships?

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

Answer: C

NEW QUESTION 197
- (Topic 3)
The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

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

Answer: A

NEW QUESTION 202
- (Topic 3)
Which illustrates the connection between work that needs to be done and its project team members?

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

Answer: D

NEW QUESTION 207
- (Topic 3)
Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

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

Answer: C

NEW QUESTION 212
- (Topic 3)
Which of the following is TRUE about most project life cycles?

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

Answer: B

NEW QUESTION 217
- (Topic 3)
What is the difference between the critical path and the critical chain?

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

Answer: B

NEW QUESTION 222
- (Topic 3)
Which of the following processes are part of the Project Integration Management Knowledge Area?

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

Answer: D

NEW QUESTION 227
- (Topic 3)
Information collected on the status of project activities being performed to accomplish the project work is known as what?

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

Answer: B

NEW QUESTION 231
- (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 235
- (Topic 3)
What type of project structure is a hierarchically organized depiction of the resources by type?

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

Answer: B

NEW QUESTION 239
- (Topic 3)
Which of the following techniques is used during Control Scope?

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

Answer: B

NEW QUESTION 240
- (Topic 3)
Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

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

Answer: D

NEW QUESTION 241
- (Topic 3)
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 242
- (Topic 3)
The process of formalizing acceptance of the completed project deliverables is known as:

A. Validate Scope.
B. Close Project or Phase.
C. Control Quality.
D. Verify Scop

Answer: A

NEW QUESTION 244
- (Topic 3)
The scope of a project cannot be defined without some basic understanding of how to create the specified:

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

Answer: C

NEW QUESTION 246
- (Topic 3)
In an organization with a projectized organizational structure, who controls the project budget?

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

Answer: B

NEW QUESTION 251
- (Topic 3)
An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 255
- (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 objective

Answer: B

NEW QUESTION 259
- (Topic 3)
The scope management plan is a subsidiary of which project document?

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

Answer: B

NEW QUESTION 260
- (Topic 4)
Which can be used to determine whether a process is stable or has predictable performance?

A. Matrix diagram

B. Histogram
C. Control chart
D. Flowchart

Answer: C

NEW QUESTION 265
- (Topic 4)
Which type of chart is a graphic representation of a process showing the relationships among process steps?

A. Control
B. Bar
C. Flow
D. Pareto

Answer: C

NEW QUESTION 269
- (Topic 4)
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 273
- (Topic 4)
In the Estimate Activity Durations process, productivity metrics and published commercial information inputs are part of the:

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

Answer: A

NEW QUESTION 278
- (Topic 4)
Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

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

Answer: C

NEW QUESTION 282
- (Topic 4)
Which is an output from Distribute Information?

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

Answer: C

NEW QUESTION 284
- (Topic 4)
Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and operational definitions are used?

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

Answer: C

NEW QUESTION 285
- (Topic 4)

In which domain of project management would a Pareto chart provide useful information?

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

Answer: D

NEW QUESTION 290
- (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 repor

Answer: A

NEW QUESTION 292
- (Topic 4)
Monte Carlo is which type of risk analysis technique?

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

Answer: B

NEW QUESTION 295
- (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 299
- (Topic 4)
The milestone list is an input to which process from the Planning Process Group?

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

Answer: D

NEW QUESTION 302
- (Topic 4)
Which tool or technique is used in Manage Stakeholder Expectations?

A. Stakeholder management strategy
B. Communication methods
C. Issue log
D. Change requests

Answer: B

NEW QUESTION 306
- (Topic 4)
The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

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

Answer: A

NEW QUESTION 309
- (Topic 4)
Tools and techniques used for Plan Communications include the communication:

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

Answer: A

NEW QUESTION 312
- (Topic 4)
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 315
- (Topic 4)
Which of the following outputs from the Control Schedule process aids in the communication of schedule variance (SV), schedule performance index (SPI), or any performance status to stakeholders?

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

Answer: C

NEW QUESTION 317
- (Topic 4)
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 diagra

Answer: C

NEW QUESTION 318
- (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 320
- (Topic 4)
Which of the following is an input to Control Scope?

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

Answer: D

NEW QUESTION 321
- (Topic 4)
Which of the following is the primary output of the Identify Risks process?

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

Answer:

B

NEW QUESTION 324
- (Topic 4)
Define Activities and Estimate Activity Resources are processes in which project management Knowledge Area?

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

Answer: A

NEW QUESTION 329
- (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 331
- (Topic 4)
Another name for an Ishikawa diagram is:

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

Answer: A

NEW QUESTION 335
- (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 338
- (Topic 4)
Which of the following is an input to Develop Human Resource Plan?

A. Team performance assessment
B. Roles and responsibilities
C. Staffing management plan
D. Enterprise environmental factors

Answer: D

NEW QUESTION 342
- (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 344
- (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 346
- (Topic 4)
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 347
- (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 349
- (Topic 4)
In which process might a project manager use risk reassessment as a tool and technique?

A. Perform Qualitative Risk Analysis
B. Monitor and Control Risk
C. Monitor and Control Project Work
D. Plan Risk Responses

Answer: B

NEW QUESTION 352
- (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 subproject

Answer: B

NEW QUESTION 355
- (Topic 4)
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 356
- (Topic 4)
Which standard has interrelationships to other project management disciplines such as program management and portfolio management?

A. Program Management Body of Knowledge Guide
B. The Standard for Program Management
C. Organizational Project Management Maturity Model (OPM3$)
D. Guide to the Project Management Body of Knowledge (PMBOK®)

Answer: D

NEW QUESTION 357
- (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 361
- (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 366
- (Topic 4)
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 371
- (Topic 4)
When addressing roles and responsibilities,which item ensures that the staff has the skills required to complete project activities?

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

Answer: C

NEW QUESTION 372
- (Topic 5)
Which of the following is an input to the Develop Project Charter process?

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

Answer: C

NEW QUESTION 377
- (Topic 5)
Administer Procurements is part of which Process Group?

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

Answer: C

NEW QUESTION 382
- (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 384
- (Topic 5)

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 386
- (Topic 5)
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 389
- (Topic 5)
Which quality control technique illustrates the 80/20 principle?

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

Answer: D

NEW QUESTION 394
- (Topic 5)
Who determines which dependencies are mandatory during the Sequence Activities process?

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

Answer: D

NEW QUESTION 397
- (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 402
- (Topic 5)
Which is one of the determining factors used to calculate CPI?

A. EV
B. SPI
C. PV
D. ETC

Answer: A

NEW QUESTION 407
- (Topic 5)
When cost variance is negative and schedule variance is positive, the project is:

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

Answer: B

NEW QUESTION 410
- (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 415
- (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 advantage

Answer: A

NEW QUESTION 418
- (Topic 5)
In the basic communication model, which term refers to the method that is used to convey the message?

A. Decode
B. Encode
C. Medium
D. Noise

Answer: C

NEW QUESTION 420
- (Topic 5)
The process improvement plan details the steps for analyzing processes to identify activities which enhance their:

A. quality.
B. value.
C. technical performance.
D. statu

Answer: B

NEW QUESTION 421
- (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 423
- (Topic 5)
A project manager at a publishing company decides to initiate the editing phase of the project as soon as each chapter is written. Which type of Sequence Activities tool and technique is involved, considering that there was a start-to-start relationship with a 15-day delay?

A. Slack
B. Float
C. Lag
D. Lead

Answer: C

NEW QUESTION 424
- (Topic 5)
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 425
- (Topic 5)
Risk exists the moment that a project is:

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

Answer: B

NEW QUESTION 430
- (Topic 5)
The process of identifying specific actions to be performed to produce project deliverables is:

A. Define Activities.
B. Create WBS.
C. Define Scope.
D. Develop Schedul

Answer: A

NEW QUESTION 431
- (Topic 5)
Inputs to the Plan Risk Management process include the:

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

Answer: A

NEW QUESTION 432
- (Topic 5)
The application of knowledge, skills, tools, and techniques to project activities to meet project requirements describes management of which of the following?

A. Project
B. Scope
C. Contract
D. Program

Answer: A

NEW QUESTION 437
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