

CAPM Dumps

Certified Associate in Project Management (PMI-100)

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NEW QUESTION 1

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 2

- (Exam Topic 3)

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 3

- (Exam Topic 3)

Which type of analysis would be used for the Plan Quality process?

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

Answer: D

NEW QUESTION 4

- (Exam 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 5

- (Exam Topic 3)

An input required in Define Scope is an organizational:

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

Answer: B

NEW QUESTION 6

- (Exam Topic 3)

A procurement management plan is a subsidiary of which other type of plan?

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

Answer: B

NEW QUESTION 7

- (Exam 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 8

- (Exam Topic 3)

Which document includes the project scope, major deliverables, assumptions, and constraints?

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

Answer: B

NEW QUESTION 9

- (Exam Topic 3)

Organizational planning impacts projects by means of project prioritization based on risk, funding, and an organizations:

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

Answer: D

NEW QUESTION 10

- (Exam Topic 3)

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 10

- (Exam 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 11

- (Exam 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 14

- (Exam Topic 3)

Which of the following tools or techniques is used for Estimate Activity Durations?

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

Answer: D

NEW QUESTION 15

- (Exam Topic 3)

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 17

- (Exam Topic 3)

Which of the following is contained within the communications management plan?

- A. An organizational chart
- B. Glossary of common terminology
- C. Organizational process assets
- D. Enterprise environmental factors

Answer: B

NEW QUESTION 21

- (Exam Topic 3)

What is the term assigned to products or services having the same functional use but different technical characteristics?

- A. Scope
- B. Quality
- C. Specification
- D. Grade

Answer: D

NEW QUESTION 23

- (Exam Topic 3)

Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

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

Answer: B

NEW QUESTION 27

- (Exam Topic 3)

What is the function of a Project Management Office (PMO)?

- A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
- B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
- C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
- D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

Answer: A

NEW QUESTION 32

- (Exam Topic 3)

Conflict should be best addressed in which manner?

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

Answer: A

NEW QUESTION 34

- (Exam Topic 3)

What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

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

Answer: C

NEW QUESTION 36

- (Exam Topic 3)

Work performance information and cost forecasts are outputs of which Project Cost Management process?

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

Answer: D

NEW QUESTION 37

- (Exam Topic 3)

The project manager notes that stakeholders are aware of the project and potential impacts and are actively engaged in ensuring that the project is a success. The engagement level of the stakeholders should be classified as:

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

Answer: B

NEW QUESTION 38

- (Exam Topic 3)

Organizations perceive risks as:

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

Answer: B

NEW QUESTION 39

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 41

- (Exam Topic 3)

A collection of projects managed as a group to achieve strategic objectives is referred to as a:

- A. plan
- B. process
- C. program
- D. portfolio

Answer: D

NEW QUESTION 46

- (Exam Topic 3)

Taking out insurance in relation to risk management is called what?

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

Answer: A

NEW QUESTION 51

- (Exam Topic 3)

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 55

- (Exam Topic 3)

What is the probability of occurrence if the risk rating is 0.56 and the impact if the risk does occur is very high (0.80)?

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

Answer: C

NEW QUESTION 60

- (Exam Topic 3)

Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

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

Answer: D

NEW QUESTION 65

- (Exam Topic 3)

Which is one of the major outputs of Sequence Activities?

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

Answer: C

NEW QUESTION 69

- (Exam Topic 3)

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 70

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 75

- (Exam Topic 3)

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 78

- (Exam 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 83

- (Exam 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 87

- (Exam Topic 3)

The Define Scope process is in which of the following Process Groups?

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

Answer: B

NEW QUESTION 90

- (Exam Topic 3)

Assigned risk ratings are based upon:

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

Answer: B

NEW QUESTION 91

- (Exam Topic 3)

The stakeholder register is an output of:

- A. Identify Stakeholders.
- B. Plan Stakeholder Management.
- C. Control Stakeholder Engagement.
- D. Manage Stakeholder Engagement.

Answer: A

NEW QUESTION 95

- (Exam Topic 3)

Which Project Management Process Group includes Collect Requirements, Define Activities, Sequence Activities, Perform Qualitative Risk Analysis, and Perform Quantitative Risk Analysis?

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

Answer: C

NEW QUESTION 100

- (Exam Topic 3)

What is the total float of the critical path?

- A. Can be any number
- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

Answer: C

NEW QUESTION 102

- (Exam Topic 3)

Outputs of the Control Communications process include:

- A. expert judgment and change requests
- B. work performance information and change requests
- C. project management plan updates and work performance information

D. issue logs and organizational process assets updates

Answer: B

NEW QUESTION 104

- (Exam Topic 3)

What is one of the objectives of Project Risk Management?

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

Answer: C

NEW QUESTION 108

- (Exam Topic 3)

Which of the following investigates the likelihood that each specific risk will occur?

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

Answer: D

NEW QUESTION 109

- (Exam 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 113

- (Exam Topic 3)

What cost control technique is used to compare actual project performance to planned or expected performance?

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

Answer: D

NEW QUESTION 117

- (Exam Topic 3)

Plan Risk Management is the process of defining how to:

- A. Communicate identified risks to the project stakeholders.
- B. Conduct risk management activities for a project.
- C. Analyze the impact a specific risk may have on the project.
- D. Address unexpected risks that may occur during a project.

Answer: B

NEW QUESTION 119

- (Exam 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 124

- (Exam Topic 3)

Which group creativity technique asks a selected group of experts to answer questionnaires and provide feedback regarding the responses from each round of requirements gathering?

- A. The Delphi technique
- B. Nominal group technique
- C. Affinity diagram
- D. Brainstorming

Answer: A

NEW QUESTION 128

- (Exam Topic 3)

Which defines the portion of work included in a contract for items being purchased or acquired?

- A. Procurement management plan
- B. Evaluation criteria
- C. Work breakdown structure
- D. Procurement statement of work

Answer: D

NEW QUESTION 130

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 131

- (Exam Topic 3)

The formal and informal interaction with others in an organization industry, or professional environment is known as:

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

Answer: D

NEW QUESTION 132

- (Exam 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 133

- (Exam Topic 3)

What is the definition of Direct and Manage Project Execution?

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

Answer: B

NEW QUESTION 138

- (Exam Topic 3)

What type of planning is used where the work to be accomplished in the near term is planned in detail, while work in the future is planned at a higher level?

- A. Finish-to-start planning
- B. Rolling wave planning
- C. Short term planning
- D. Dependency determination

Answer: B

NEW QUESTION 141

- (Exam Topic 3)

The procurement process that documents agreements and related documentation for future reference is known as:

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

Answer: C

NEW QUESTION 143

- (Exam 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 145

- (Exam 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 147

- (Exam 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 148

- (Exam Topic 2)

Which output is the approved version of the time-phased project budget?

- A. Resource calendar
- B. Scope baseline
- C. Trend analysis
- D. Cost baseline

Answer: D

NEW QUESTION 149

- (Exam Topic 2)

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 153

- (Exam Topic 2)

High-level project risks are included in which document?

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

Answer: C

NEW QUESTION 154

- (Exam Topic 2)

The degree, amount, or volume of risk that an organization or individual will withstand is known as its risk:

- A. Analysis
- B. Appetite
- C. Tolerance
- D. Response

Answer: C

NEW QUESTION 155

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 157

- (Exam Topic 2)

Project Scope Management is primarily concerned with:

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

Answer: C

NEW QUESTION 161

- (Exam 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 165

- (Exam Topic 2)

Which term describes an assessment of correctness?

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

Answer: A

NEW QUESTION 166

- (Exam Topic 2)

The most appropriate project life cycle model for an environment with a high level of change and extensive stakeholder involvement in projects is:

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

Answer: A

NEW QUESTION 168

- (Exam Topic 2)

In a typical project, project managers spend most of their time:

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

Answer:

D

NEW QUESTION 169

- (Exam Topic 2)

A project's purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

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

Answer: C

NEW QUESTION 173

- (Exam Topic 2)

Which action is included in the Control Costs process?

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

Answer: D

NEW QUESTION 176

- (Exam 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 179

- (Exam Topic 2)

Perform Integrated Change Control is the process of:

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

Answer: A

NEW QUESTION 182

- (Exam Topic 2)

Which process is conducted from project inception through completion and is ultimately the responsibility of the project manager?

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

Answer: D

NEW QUESTION 184

- (Exam Topic 2)

Which items are components of a project management plan?

- A. Change management plan, process improvement plan, and scope management plan
- B. Agreements, procurement management plan, and work performance information
- C. Schedule management plan, project schedule, and resource calendars
- D. Scope baseline, project statement of work, and requirements traceability matrix

Answer: A

NEW QUESTION 187

- (Exam Topic 2)

In project management, a temporary project can be:

- A. Completed without planning
- B. A routine business process
- C. Long in duration

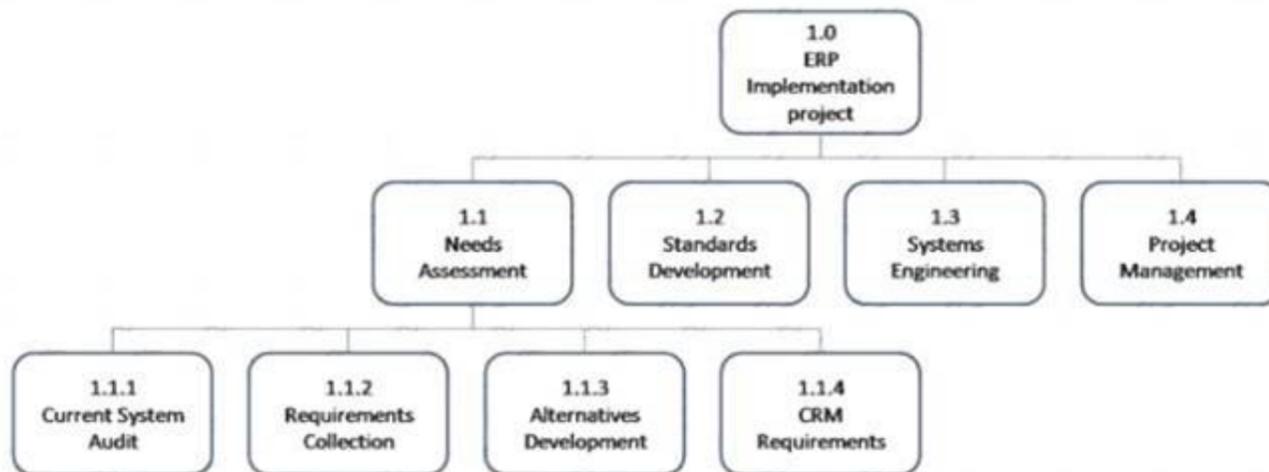
D. Ongoing to produce goods

Answer: C

NEW QUESTION 188

- (Exam Topic 2)

Which type of graphic is displayed below?



- A. Work breakdown structure
- B. Context diagram
- C. Control chart
- D. Pareto diagram

Answer: A

NEW QUESTION 193

- (Exam 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 196

- (Exam 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 198

- (Exam Topic 2)

Variance and trend analysis is a tool and technique used in which process?

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

Answer: C

NEW QUESTION 201

- (Exam Topic 2)

The risk response strategy in which the project team acts to reduce the probability of occurrence or impact of a risk is known as:

- A. exploit
- B. avoid
- C. mitigate
- D. share

Answer: C

NEW QUESTION 205

- (Exam Topic 2)

Requirements documentation will typically contain at least:

- A. Stakeholder requirements, staffing requirements, and transition requirements.
- B. Business requirements, the stakeholder register, and functional requirements.
- C. Stakeholder impact, budget requirements, and communications requirements.
- D. Business objectives, stakeholder impact, and functional requirements.

Answer: D

NEW QUESTION 206

- (Exam Topic 2)

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 209

- (Exam Topic 2)

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 214

- (Exam 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 218

- (Exam Topic 2)

Stakeholder communication requirements should be included as a component of:

- A. enterprise environmental factors
- B. organizational process assets
- C. the project management plan
- D. the stakeholder register

Answer: C

NEW QUESTION 223

- (Exam Topic 2)

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 226

- (Exam Topic 2)

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 230

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 232

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 236

- (Exam Topic 2)

Progressively elaborating high-level information into detailed plans is performed by the:

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

Answer: D

NEW QUESTION 240

- (Exam 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 244

- (Exam 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 248

- (Exam Topic 2)

Which process involves determining, documenting, and managing stakeholders' needs and requirements to meet project objectives?

- A. Collect Requirements
- B. Plan Scope Management
- C. Define Scope
- D. Define Activities

Answer: A

NEW QUESTION 252

- (Exam Topic 2)

Which Perform Quality Assurance tool or technique is used to identify a problem, discover the underlying causes that lead to it, and develop preventative actions?

- A. Inspection
- B. Quality audits
- C. Design of experiments
- D. Root cause analysis

Answer: D

NEW QUESTION 255

- (Exam Topic 2)

Success is measured by benefits realization for a:

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

Answer: C

NEW QUESTION 260

- (Exam Topic 2)

Stakeholders can be identified in later stages of the project because the Identify Stakeholders process should be:

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

Answer: A

NEW QUESTION 265

- (Exam Topic 2)

Specification of both the deliverables and the processes is the focus of:

- A. Change control
- B. Configuration control
- C. Project monitoring and control
- D. Issue control

Answer: B

NEW QUESTION 270

- (Exam Topic 2)

The degree, amount, or volume of risk that an organization or individual will withstand is called risk:

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

Answer: B

NEW QUESTION 275

- (Exam Topic 2)

A project manager who communicates to the project team through email is using which type of communication?

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

Answer: B

NEW QUESTION 276

- (Exam Topic 2)

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 280

- (Exam Topic 2)

The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

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

Answer:

D

NEW QUESTION 284

- (Exam Topic 2)

Which schedule method allows the project team to place buffers on the project schedule path to account for limited resources and project uncertainties?

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

Answer: B

NEW QUESTION 288

- (Exam Topic 2)

Which tool or technique is required in order to determine the project budget?

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

Answer: B

NEW QUESTION 292

- (Exam Topic 2)

Project deliverables that have been completed and checked for correctness through the Control Quality process are known as:

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

Answer: A

NEW QUESTION 297

- (Exam Topic 2)

Which tools or techniques are used during the Close Project or Phase process?

- A. Reserve analysis and expert judgment
- B. Facilitation techniques and meetings
- C. Expert judgment and analytical techniques
- D. Performance reviews and meetings

Answer: C

NEW QUESTION 298

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 303

- (Exam Topic 2)

Which enterprise environmental factors may influence Plan Schedule Management?

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

Answer: D

NEW QUESTION 307

- (Exam Topic 2)

Skills necessary for project management such as motivating to provide encouragement; listening actively; persuading a team to perform an action; and summarizing, recapping, and identifying next steps are known as:

- A. organizational skills
- B. technical skills
- C. communication skills

D. hard skills

Answer: C

NEW QUESTION 312

- (Exam Topic 1)

A project charter is an output of which Process Group?

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

Answer: C

NEW QUESTION 316

- (Exam Topic 1)

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 320

- (Exam Topic 1)

What is the schedule performance index (SPI) if the planned value (PV) is \$100, the actual cost (AC) is \$150, and the earned value (EV) is \$50?

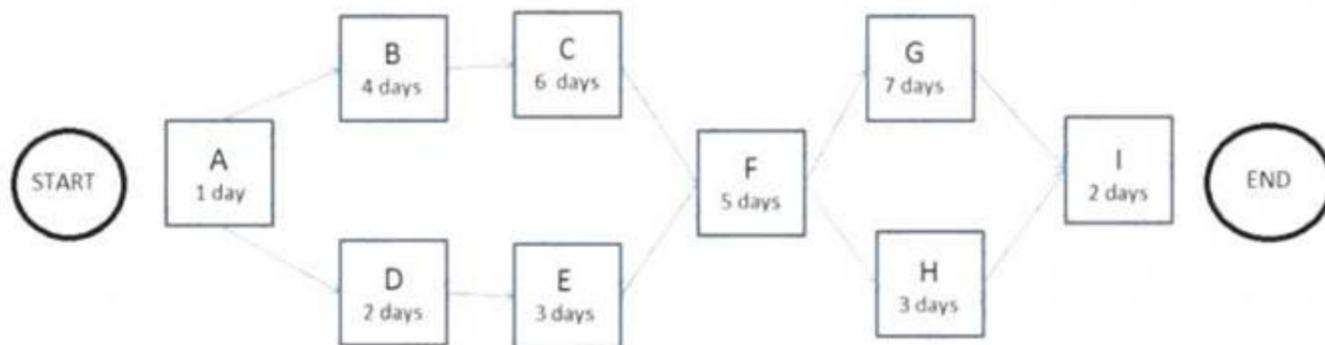
- A. 0.50
- B. 0.67
- C. 1.50
- D. 2.00

Answer: A

NEW QUESTION 322

- (Exam Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

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

Answer: A

NEW QUESTION 324

- (Exam Topic 1)

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 328

- (Exam Topic 1)

An input to the Plan Stakeholder Management process is:

- A. The project charter.

- B. The stakeholder analysis.
- C. A communication management plan.
- D. A stakeholder register.

Answer: D

NEW QUESTION 333

- (Exam 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 335

- (Exam Topic 1)

Which item is a formal proposal to modify any document, deliverable, or baseline?

- A. Change request
- B. Requirements documentation
- C. Scope baseline
- D. Risk urgency assessment

Answer: A

NEW QUESTION 338

- (Exam Topic 1)

An input to the Manage Project Team process is:

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

Answer: A

NEW QUESTION 343

- (Exam Topic 1)

Which risk management strategy seeks to eliminate the uncertainty associated with a particular upside risk by ensuring that the opportunity is realized?

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

Answer: C

NEW QUESTION 345

- (Exam Topic 1)

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 349

- (Exam Topic 1)

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 351

- (Exam Topic 1)

Which grid shows which resources are tied to work packages?

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

Answer: B

NEW QUESTION 354

- (Exam Topic 1)

Which Collect Requirements output links the product requirements to the deliverables that satisfy them?

- A. Requirements documentation
- B. Requirements traceability matrix
- C. Project management plan updates
- D. Project documents updates

Answer: B

NEW QUESTION 356

- (Exam Topic 1)

Reserve analysis is a tool and technique used in which process?

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

Answer: D

NEW QUESTION 359

- (Exam Topic 1)

Which Process Group and Knowledge Area include the Sequence Activities process?

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

Answer: C

NEW QUESTION 362

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 367

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 372

- (Exam Topic 1)

The basis of identification for current or potential problems to support later claims or new procurements is provided by:

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

Answer: C

NEW QUESTION 373

- (Exam Topic 1)

An input to Conduct Procurements is:

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

Answer: C

NEW QUESTION 376

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 378

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 383

- (Exam Topic 1)

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 386

- (Exam Topic 1)

Which process determines the risks that may affect the project and documents their characteristics?

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

Answer: D

NEW QUESTION 391

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 396

- (Exam Topic 1)

What are the Project Procurement Management processes?

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

Answer: C

NEW QUESTION 401

- (Exam Topic 1)

Which tool or technique is effective in a project in which the deliverable is not a service or result?

- A. Inspection
- B. Variance analysis
- C. Decomposition
- D. Product analysis

Answer: D

NEW QUESTION 403

- (Exam Topic 1)

Which type of dependency is legally or contractually required or inherent in the nature of work and often involves physical limitations?

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

Answer: A

NEW QUESTION 404

- (Exam Topic 1)

Which input provides suppliers with a clear set of goals, requirements, and outcomes?

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

Answer: A

NEW QUESTION 408

- (Exam Topic 1)

The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 409

- (Exam Topic 1)

The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

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

Answer: A

NEW QUESTION 413

- (Exam Topic 1)

An input to the Identify Stakeholders process is:

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

Answer: C

NEW QUESTION 416

- (Exam Topic 1)

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

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

Answer:

A

NEW QUESTION 420

- (Exam Topic 1)

Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

- A. Perform Quality Assurance
- B. Direct and Manage Project Work
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

Answer: D

NEW QUESTION 421

- (Exam Topic 1)

The Identify Stakeholders process is found in which Process Group?

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

Answer: A

NEW QUESTION 425

- (Exam Topic 1)

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 430

- (Exam Topic 1)

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 434

- (Exam Topic 1)

Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

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

Answer: B

NEW QUESTION 435

- (Exam Topic 1)

Which type of dependency is established based on knowledge of best practices within a particular application area or some unusual aspect of the project in which a specific sequence is desired, even though there may be other acceptable sequences?

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

Answer: D

NEW QUESTION 437

- (Exam Topic 1)

Which cost is associated with nonconformance?

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

D. Equipment

Answer: A

NEW QUESTION 439

- (Exam Topic 1)

Which process involves subdividing project deliverables and project work into smaller, more manageable portions?

- A. Develop Schedule
- B. Create WBS
- C. Estimate Activity Resources
- D. Define Scope

Answer: B

NEW QUESTION 442

- (Exam 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 446

- (Exam Topic 1)

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 451

- (Exam 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 Team.

Answer: B

NEW QUESTION 456

- (Exam 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 458

- (Exam Topic 1)

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 463

- (Exam Topic 1)

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 468

- (Exam 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 470

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 472

- (Exam Topic 1)

Scope, schedule, and cost parameters are integrated in the:

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

Answer: A

NEW QUESTION 475

- (Exam Topic 1)

Sending letters, memos, reports, emails, and faxes to share information is an example of which type of communication?

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

Answer: D

NEW QUESTION 479

- (Exam Topic 1)

Sensitivity analysis is typically displayed as a/an:

- A. Decision tree diagram.
- B. Tornado diagram.
- C. Pareto diagram.
- D. Ishikawa diagram.

Answer: B

NEW QUESTION 480

- (Exam Topic 1)

The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule is known as:

- A. Plan Schedule Management.
- B. Develop Project Charter.
- C. Develop Schedule.
- D. Plan Scope Management.

Answer: A

NEW QUESTION 484

- (Exam Topic 1)

An example of a group decision-making technique is:

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

Answer: B

NEW QUESTION 489

- (Exam Topic 6)

Which is the correct hierarchy in a project environment, from most to least Inclusive?

- A. Projects, portfolios, then programs
- B. Portfolios, programs, then projects
- C. Portfolios, projects, then programs
- D. Projects, programs, then portfolios

Answer: D

NEW QUESTION 492

- (Exam Topic 6)

What type of change requires the submission of a change request?

- A. Changes in assigned resources
- B. Changes in a technical solution
- C. Changes in status reporting
- D. Changes in the project's scope

Answer: D

NEW QUESTION 496

- (Exam Topic 6)

Which group of inputs will a project manager use during the Monitor Stakeholder Engagement process?

- A. Project charter, business documents, and project management plan
- B. Agreements, scope baseline, and project management plan
- C. Project charter, business case, and project management plan
- D. Work performance data, enterprise environmental factors, and project management plan

Answer: D

NEW QUESTION 499

- (Exam Topic 6)

Creating the project scope statement is part of which process?

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

Answer: C

NEW QUESTION 501

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 505

- (Exam Topic 6)

Which is an example of analogous estimating?

- A. Estimates are created by individuals or groups with specialized knowledge.
- B. Estimates are created by using information about resources of previous similar projects.
- C. Estimates are created by analyzing data.
- D. Estimates are created at the task level and aggregated upwards.

Answer: B

NEW QUESTION 509

- (Exam Topic 6)

Which is the tool or technique that is used to obtain the list of activities from the work packages?

- A. Data analysis
- B. Leads and lags
- C. Precedence diagramming method
- D. Decomposition

Answer: D

NEW QUESTION 511

- (Exam Topic 6)

Which term refers to the work performed to deliver results with specified features and functions?

- A. Project scope
- B. Product scope
- C. Change request
- D. Acceptance criteria

Answer: A

NEW QUESTION 512

- (Exam Topic 6)

Which contract type is least desirable to a vendor?

- A. Fixed price with economic price adjustment (FPEPA)
- B. Firm fixed price (FFP)
- C. Cost plus fixed fee (CPFF)
- D. Cost plus award fee (CPAF)

Answer: B

NEW QUESTION 515

- (Exam Topic 6)

A project manager is assigned to a strategic project. Senior management asks the project manager to give a presentation in order to request support that will ensure the success of the project.

Which entities will the project manager attempt to influence?

- A. The project and the organization
- B. The organization and the industry
- C. The subject matter experts and the project
- D. The change control board and the organization

Answer: D

NEW QUESTION 519

- (Exam Topic 5)

Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

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

Answer: C

NEW QUESTION 524

- (Exam Topic 5)

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 528

- (Exam Topic 5)

Risk responses reflect an organization's perceived balance between:

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

Answer: A

NEW QUESTION 533

- (Exam 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 536

- (Exam Topic 5)

Which of the following response strategies are appropriate for negative risks or threats?

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

Answer: D

NEW QUESTION 540

- (Exam Topic 5)

Which process requires implementation of approved changes?

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

Answer: A

NEW QUESTION 543

- (Exam Topic 5)

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 548

- (Exam Topic 5)

Which Control Scope input is compared to actual results to determine if corrective action is required for the project?

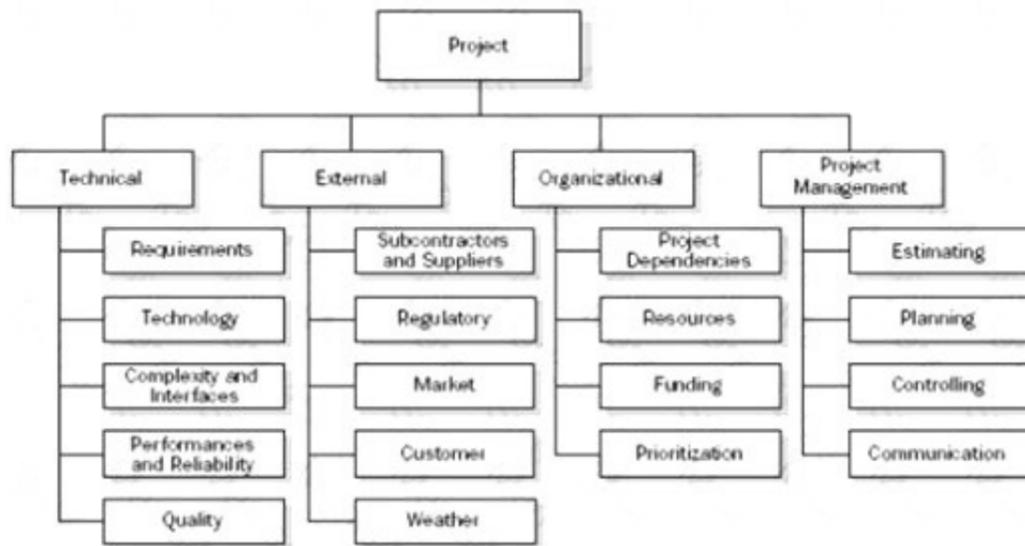
- A. Scope baseline
- B. Scope management plan
- C. Change management plan
- D. Cost baseline

Answer: A

NEW QUESTION 550

- (Exam Topic 5)

The diagram below is an example of a:



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

Answer: A

NEW QUESTION 553

- (Exam 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 556

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 559

- (Exam Topic 5)

The risk shared between the buyer and seller is determined by the:

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

Answer: D

NEW QUESTION 562

- (Exam Topic 5)

Identify Stakeholders is the process of identifying all of the people or organizations impacted by the project and documenting relevant information regarding their interests in, involvement in, and impact on the project:

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

Answer: B

NEW QUESTION 564

- (Exam Topic 5)

Which of the following is a group decision-making technique?

- A. Brainstorming
- B. Focus groups
- C. Affinity diagram

D. Plurality

Answer: D

NEW QUESTION 567

- (Exam Topic 5)

Plan-do-check-act is also known as:

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

Answer: D

NEW QUESTION 570

- (Exam Topic 5)

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 571

- (Exam 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 576

- (Exam Topic 5)

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 578

- (Exam Topic 5)

Inputs to the Plan Risk Management process include the:

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

Answer: A

NEW QUESTION 581

- (Exam Topic 5)

Which of the following is a strategy to deal with positive risks or opportunities?

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

Answer: C

NEW QUESTION 582

- (Exam Topic 5)

Which of the following are three inputs to the risk register?

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

Answer: C

NEW QUESTION 585

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 587

- (Exam Topic 5)

Which is an output of the Collect Requirements process?

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

Answer: A

NEW QUESTION 588

- (Exam 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 Schedule.

Answer: A

NEW QUESTION 589

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 591

- (Exam 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 596

- (Exam Topic 5)

A tool and technique used during the Define Scope process is:

- A. facilitated workshops.
- B. observations.
- C. questionnaires and surveys.
- D. group creativity techniques.

Answer: A

NEW QUESTION 598

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 603

- (Exam Topic 5)

Who is responsible for initiating a project?

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

Answer: A

NEW QUESTION 604

- (Exam Topic 5)

The completion of the project scope is measured against the:

- A. requirements documentation.
- B. project scope statement.
- C. project management plan.
- D. work performance measurements.

Answer: C

NEW QUESTION 609

- (Exam Topic 5)

Funding limit reconciliation is a tool and technique used in which process?

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

Answer: B

NEW QUESTION 610

- (Exam 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 earned.

Answer: B

NEW QUESTION 611

- (Exam Topic 5)

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost = \$50,000, Plan cost = \$45,000, Earned value = \$40,000. What is the cost performance index?

- A. 0.8
- B. 0.89
- C. 1.13
- D. 1.25

Answer: A

NEW QUESTION 616

- (Exam Topic 5)

Which statement correctly describes the value of a business case?

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

Answer: A

NEW QUESTION 619

- (Exam Topic 5)

An input to the Collect Requirements process is the:

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

Answer: A

NEW QUESTION 624

- (Exam Topic 5)

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 626

- (Exam Topic 5)

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 629

- (Exam Topic 4)

A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario, the schedule activity is estimated to last 12 weeks. Given these three estimates, what is the expected duration of the activity?

- A. Three weeks
- B. Four weeks
- C. Five weeks
- D. Six weeks

Answer: C

NEW QUESTION 630

- (Exam Topic 4)

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 635

- (Exam Topic 4)

Which activity involves ensuring that the composition of a projects configuration items is correct?

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

Answer: C

NEW QUESTION 637

- (Exam 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 638

- (Exam Topic 4)

Which of the following characteristics are found in a functional organizational structure?

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

Answer: A

NEW QUESTION 641

- (Exam Topic 4)

Which of the following is an example of schedule compression?

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

Answer: D

NEW QUESTION 643

- (Exam 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 647

- (Exam Topic 4)

Documented identification of a flaw in a project component together with a recommendation is termed a:

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

Answer: D

NEW QUESTION 652

- (Exam Topic 4)

In which Project Management Process Group is the project charter developed?

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

Answer: C

NEW QUESTION 656

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 661

- (Exam Topic 4)

In the Estimate Activity Durations process, productivity metrics and published commercial information inputs are part of the:

- A. enterprise environmental factors.
- B. organizational process assets.
- C. project management plan,

D. project funding requirements.

Answer: A

NEW QUESTION 665

- (Exam Topic 4)

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 669

- (Exam Topic 4)

Which of the following schedule network analysis techniques is applied when a critical path method calculation has been completed and resources availability is critical?

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

Answer: B

NEW QUESTION 673

- (Exam 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 676

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 681

- (Exam Topic 4)

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 684

- (Exam Topic 4)

Which of the following strategies is used to deal with risks that may have a negative impact on project objectives?

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

Answer: D

NEW QUESTION 686

- (Exam Topic 4)

What provides information regarding the ways people, teams, and organizational units behave?

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

Answer: B

NEW QUESTION 688

- (Exam Topic 4)

Co-location is a tool and technique of:

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

Answer: C

NEW QUESTION 689

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 692

- (Exam Topic 4)

When calculating the cost of quality (COQ) for a product or service, money spent for cost of conformance would include the areas of:

- A. training, testing, and warranty work.
- B. equipment, rework, and scrap.
- C. training, document processes, and inspections.
- D. inspections, rework, and warranty work.

Answer: C

NEW QUESTION 694

- (Exam Topic 4)

The key benefit of the Monitoring and Controlling Process Group is the ability to:

- A. establish and manage project communication channels, both external and internal to the project team.
- B. influence the stakeholders that want to circumvent integrated change control so that their changes are implemented.
- C. monitor the ongoing project team against the team performance assessments and the project performance baseline.
- D. observe and measure project performance regularly and consistently to identify variances from the project management plan.

Answer: D

NEW QUESTION 698

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 699

- (Exam Topic 4)

A method to manage stakeholder expectations in the scope statement is to clearly:

- A. state the guiding principles of the organization.
- B. identify alternatives to generate different approaches.
- C. state what is out of scope.
- D. outline the results of the Delphi technique.

Answer: C

NEW QUESTION 702

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 707

- (Exam 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 712

- (Exam Topic 4)

Which characteristic do projects and operational work share in common?

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

Answer: B

NEW QUESTION 713

- (Exam Topic 4)

One of the tools and techniques of the Manage Project Team process is:

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

Answer: D

NEW QUESTION 714

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 718

- (Exam Topic 4)

As the project progresses, which of the following is routinely collected from the project activities?

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

Answer: D

NEW QUESTION 722

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 723

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 726

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 729

- (Exam Topic 4)

Which technique is commonly used for the Perform Quantitative Risk Analysis process?

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

Answer: C

NEW QUESTION 730

- (Exam Topic 4)

Which of the following is a tool or technique of the Define Activities process?

- A. Rolling wave planning
- B. Precedence diagramming method (PDM)
- C. Alternatives analysis
- D. Parametric estimating

Answer: A

NEW QUESTION 731

- (Exam Topic 4)

Which of the following types of a dependency determination is used to define the sequence of activities?

- A. Legal
- B. Discretionary
- C. Internal
- D. Resource

Answer: B

NEW QUESTION 732

- (Exam Topic 4)

The PV is \$1000, EV is \$2000, and AC is \$1500. What is CPI?

- A. 1.33
- B. 2
- C. 0.75
- D. 0.5

Answer: A

NEW QUESTION 733

- (Exam 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 737

- (Exam Topic 4)

Which of the following is an example of the simplest fixed-price contract?

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

Answer: B

NEW QUESTION 740

- (Exam Topic 4)

Which Process Group contains those processes performed to define a new project?

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

Answer: A

NEW QUESTION 742

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 745

- (Exam Topic 4)

What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

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

Answer: D

NEW QUESTION 747

- (Exam Topic 4)

Types of internal failure costs include:

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

Answer: D

NEW QUESTION 748

- (Exam Topic 4)

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 750

- (Exam Topic 4)

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 753

- (Exam Topic 4)

Which of the following events would result in a baseline update?

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

Answer: B

NEW QUESTION 754

- (Exam Topic 6)

A project manager is searching for solutions that bring some degree of satisfaction to all parties in order to temporarily resolve a conflict. What conflict management technique is described in this situation?

- A. Withdraw/avoid
- B. Smooth /accommodate
- C. Collaborate/problem solve
- D. Compromise/ reconcile

Answer: D

NEW QUESTION 759

- (Exam Topic 6)

Perform Quantitative Risk Analysis focuses on:

- A. compiling a list of known risks and preparing responses to them.
- B. assessing the probability of occurrence and Impact for every risk in the risk register.
- C. evaluating the contingency and management reserves required for the project.
- D. analyzing numerically the impact of individual risks on the overall project's time and cost objectives.

Answer: D

NEW QUESTION 760

- (Exam Topic 6)

Which are the main objectives of Project Risk Management?

- A. Increase the probability of positive risks and decrease the probability of negative risks
- B. Avoid all kind of risks
- C. Increase the probability of positive risks and eliminate all negative risks
- D. Identify positive and negative risks

Answer: A

NEW QUESTION 762

- (Exam Topic 6)

Which of the following is used as an input to prepare a cost management plan?

- A. Expert judgment
- B. Lessons learned
- C. Cost estimates
- D. Project management plan

Answer: D

NEW QUESTION 764

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 766

- (Exam Topic 6)

What is one of the main purposes of the project charter?

- A. Formal authorization of the existence of the project
- B. Formal acceptance of the project management plan
- C. Formal approval of the detailed project budget
- D. Formal definition of stakeholder roles and responsibilities

Answer: A

NEW QUESTION 771

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 776

- (Exam Topic 6)

If you established a contingency reserve including time, money, and resources, how are you handling risk?

- A. Accepting
- B. Transferring
- C. Avoiding
- D. Mitigating

Answer: A

NEW QUESTION 777

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 780

- (Exam Topic 6)

Match the project life cycle type with its corresponding definition.

<u>Project Life Cycle Type</u>		<u>Definition</u>
Adaptive		The detailed scope is defined and approved before the start of an iteration.
Incremental		The project scope is determined early in the project life cycle, but time and cost estimates are modified as an understanding of the product increases.
Predictive		The project's scope, time, and cost are determined in the early phases of the life cycle.
Iterative		The deliverable is produced through a series of iterations that successively add functionality within a predetermined timeframe.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

ADAPTATIVE ITERATIVE PREDICTIVE
INCREMENTAL

NEW QUESTION 784

- (Exam Topic 6)

In which Project Cost Management process is work performance data included?

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

Answer: D

NEW QUESTION 788

- (Exam Topic 6)

A project manager is in the process of working with stakeholders to meet their needs and expectations, and identifying and fostering communication and involvement. Which process does this typically represent?

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

Answer: D

NEW QUESTION 792

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 794

- (Exam Topic 6)

Which of the following tasks focuses on decomposing work packages?

- A. Adjust duration estimates
- B. Define activities
- C. Complete rolling wave planning
- D. Develop milestone list

Answer: C

NEW QUESTION 799

- (Exam Topic 6)

What important leadership quality/qualities should project managers possess?

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

Answer: C

NEW QUESTION 804

- (Exam Topic 6)

Tailoring considerations for project scope management may include:

- A. requirements management, stability of requirements, development approach, and validation and control.
- B. WBS guidelines, requirements templates, deliverable acceptance forms, and verified deliverables.
- C. business needs, product descriptions, project restrictions, and project management plan.
- D. issues defining and controlling what is included in the project, vended deliverables, and quality reports.

Answer: A

NEW QUESTION 805

- (Exam Topic 6)

What are the key tools for managing project knowledge?

- A. Expert judgment and data gathering
- B. Networking and storytelling
- C. Data analysis and decision making
- D. Prototypes and product analysis

Answer: A

NEW QUESTION 807

- (Exam Topic 6)

Which of these is true of project integration management?

- A. Project Integration Management is mandatory and more effective in larger projects.
- B. Project Integration Management and expert judgment are mutually exclusive.
- C. Project Integration Management is the responsibility of the project manager
- D. Project Integration Management excludes the triple constraints if cost performance index (CPI) equals zero.

Answer: D

NEW QUESTION 810

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 815

- (Exam Topic 6)

Which is the best way for a project manager to ensure efficient and frequent communication with management and stakeholders in an agile/adaptive environment?

- A. Post project artifacts in a transparent fashion and engage stakeholders on a regular basis.
- B. Make surveys among the stakeholders and meet with the team once a month.
- C. Create a social network and post news there.
- D. Create personalized emails for each stakeholder, asking for requests and reviewing objectives with them periodically.

Answer: A

NEW QUESTION 819

- (Exam Topic 6)

A sponsor asks a project manager to provide a project's expected total costs based on its progress. What formula should the project manager use to determine this?

- A. Eamed value (EV) / actual cost (AC)
- B. Estimate at completion (EAC) - AC
- C. Budget at completion (BAC) / cost performance index (CPI)
- D. EV - planned value (PV)

Answer: B

NEW QUESTION 823

- (Exam Topic 6)

What can increase the complexity of the Manage Stakeholder Engagement process?

- A. The project must be of high quality.
- B. The stakeholders are from different countries.
- C. The project must comply with strict local government regulations.
- D. The project has a tight budget and timeline.

Answer: B

NEW QUESTION 827

- (Exam Topic 6)

Which is a list of organizational systems that may have an impact on a project?

- A. Internal policies, company procedures, and organizational resources
- B. Company culture, purchasing system, and project management information system
- C. Organizational structure, governance framework, and management elements
- D. Organizational process assets, enterprise environmental factors, and corporate knowledge

Answer: D

NEW QUESTION 832

- (Exam Topic 6)

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

- A. Matrix-weak
- B. Matrix-balanced

- C. Matrix-strong
- D. Organic or simple

Answer: C

NEW QUESTION 835

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 838

- (Exam Topic 6)

Which of the following lists represents the outputs of the Monitor Communications process?

- A. Project communications, project management plan updates, project documents updates, and organizational process assets updates
- B. Work performance information, change requests, project management plan updates, and project documents updates
- C. Communications management plan, project management plan updates, work performance report, and project documents update
- D. Stakeholder engagement plan, change requests, project management plan updates, and project documents updates

Answer: B

NEW QUESTION 839

- (Exam Topic 6)

What communication methods would a project manager use for overall effective project communication?

- A. Interactive communication, push communication, interpersonal communication
- B. Interactive communication, push communication, pull communication
- C. Push communication, pull communication, interpersonal communication
- D. Pull communication, interactive communication, interpersonal communication

Answer: C

NEW QUESTION 840

- (Exam Topic 6)

Which of the following is an example of tacit knowledge?

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

Answer: C

NEW QUESTION 845

- (Exam Topic 6)

A project manager needs to demonstrate that the project meets quality standards and success criteria. For that reason, the project manager is defining the quality objectives of the project, the quality tools that will be used, and quality metrics for the project deliverables.

Which process is the project manager executing?

- A. Manage Quality
- B. Plan Quality Management
- C. Control Quality
- D. Plan Scope Management

Answer: B

NEW QUESTION 848

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 852

- (Exam Topic 6)

Which of the following is an example of an organizational system that is arranged based on the job being performed?

- A. Simple
- B. Multi-divisional
- C. Functional
- D. Project-oriented

Answer: C

NEW QUESTION 854

- (Exam Topic 6)

Which of the following is an example of an internal factor that influences the outcome of the project?

- A. Legal restrictions
- B. Financial considerations
- C. Commercial database
- D. Geographic distribution of facilities

Answer: D

Explanation:

(Geographic distribution of facilities and resources) EEFs internal to the organization pg 76 of 6th Edition. All other options are listed under the EEFs External to the organization

NEW QUESTION 856

- (Exam Topic 6)

Which knowledge area includes the processes to identify, define, and unify the various project management processes?

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

Answer: A

NEW QUESTION 859

- (Exam Topic 6)

What is a tailoring consideration in Project Integration Management?

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

Answer: A

NEW QUESTION 860

- (Exam Topic 6)

What are the inputs of the Estimate Costs process?

- A. Project management plan, work performance data, enterprise environmental factors, and organizational process assets
- B. Project management plan, project documents, enterprise environmental factors, and organizational process assets
- C. Cost baseline, enterprise environmental factors, benefits management plan, and organizational process assets
- D. Project management plan, enterprise environmental factors, basis of estimates, and organizational process assets

Answer: C

NEW QUESTION 861

- (Exam Topic 6)

A project manager is identifying the risks of a project. Which technique should the project manager use?

- A. Representations of uncertainty
- B. Prompt lists
- C. Audits
- D. Risk categorization

Answer: B

NEW QUESTION 865

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 867

- (Exam Topic 6)

Which components of the project management plan are inputs used when creating the stakeholder engagement plan?

- A. Risk, resource, and communications management plans
- B. Scope, quality, and resource management plans
- C. Procurement, integration, and risk management plans
- D. Communications, schedule, and cost management plans

Answer: A

NEW QUESTION 868

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 871

- (Exam Topic 6)

In a functional organization, the director of an important stakeholder business group expressed concern to a line manager about the progress of the project. What should the line manager do next?

- A. Hold a face-to-face meeting with the project manager and warn them.
- B. Point the director to a link where they can take a look at the reports.
- C. Invite stakeholders to attend monthly progress review meetings.
- D. Ask the project manager to update the monthly status report distribution list.

Answer: C

NEW QUESTION 872

- (Exam Topic 6)

Which type of project life cycle uses an iteration plan?

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

Answer: A

NEW QUESTION 876

- (Exam Topic 6)

An important project stakeholder has low risk tolerance. Which type of communication should a project manager use to provide this stakeholder with a difficult update?

- A. Informal conversation
- B. Face-to-face meeting
- C. Short email update
- D. Written report

Answer: A

NEW QUESTION 881

- (Exam Topic 6)

A company must implement sales software because it is opening a new branch in a foreign market. Although this software is used in every domestic branch, multiple changes are expected during the implementation because it is a foreign location.

Which type of life cycle would the project manager use in this case?

- A. Predictive life cycle
- B. Waterfall life cycle
- C. Hybrid life cycle
- D. Product life cycle

Answer: C

NEW QUESTION 885

- (Exam Topic 6)

In which sphere of influence is the project manager demonstrating the value of project management and advancing the efficacy of the project management office (PMO)?

- A. The organization
- B. The project
- C. The industry
- D. The product

Answer: B

NEW QUESTION 887

- (Exam Topic 6)

The project manager is working in an agile/adaptive environment. The project manager is considering different approaches for applying Project Integration Management in this environment. How can the project manager ensure that this will work for the project?

- A. Take control of all decisions and product planning.
- B. Build a team that can respond to changes within a collaborative, decision-making environment.
- C. Promote a team with a narrow specialization within a hierarchical environment.
- D. Delegate project decisions to the product owner and sponsor.

Answer: D

NEW QUESTION 888

- (Exam Topic 6)

Due to today's competitive global market, organizations require more than technical project management skills. Which of the following skills can support long-range strategic objectives that contribute to the bottom line?

- A. Planning and risk management skills
- B. Communication and time management skills
- C. Business intelligence and leadership skills
- D. Strategic and business management skills

Answer: C

NEW QUESTION 890

- (Exam Topic 6)

The project manager is working with some functional managers and stakeholders on the resource management plan. Which elements may be included in this plan?

- A. Team values, team agreements, and conflict resolution process
- B. Conflict resolution process, communication guidelines, and meeting schedules
- C. Team roles and responsibilities, team management, and training plan
- D. Resource requirements, resource assignments, and team performance assessments

Answer: D

NEW QUESTION 895

- (Exam Topic 6)

In a large organization, with projects of different types and sizes, what kind of approach or method would be best to use?

- A. Predictive
- B. Adaptive
- C. A mix
- D. Agile

Answer: C

NEW QUESTION 896

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 898

- (Exam Topic 6)

During which process of Project Cost Management does a project manager produce the cost baseline?

- A. Estimate Costs
- B. Control Schedule
- C. Determine Budget
- D. Develop Project Charter

Answer: C

NEW QUESTION 902

- (Exam Topic 6)

Which set of activities should a project manager use as part of the Develop Team process?

- A. Training and establishing ground rules
- B. Networking activities and estimating team resources
- C. Conflict management activities and tracking team performance
- D. Recruit new team members and training

Answer: A

NEW QUESTION 906

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