



## **PMI**

### **Exam Questions CAPM**

Certified Associate in Project Management (PMI-100)

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#### NEW QUESTION 1

- (Topic 1)

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

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

**Answer: D**

#### NEW QUESTION 2

- (Topic 1)

Units of measure, level of precision, level of accuracy, control thresholds, and rules of performance measurement are examples of items that are established in the:

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

**Answer: A**

#### NEW QUESTION 3

- (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 4

- (Topic 1)

Which document defines how a project is executed, monitored and controlled, and closed?

- A. Strategic plan
- B. Project charter
- C. Project management plan
- D. Service level agreement

**Answer: C**

#### NEW QUESTION 5

- (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 6

- (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 7

- (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 8

- (Topic 1)

An input to the Plan Procurement Management process is:

- A. Source selection criteria.
- B. Market research.
- C. A stakeholder register.
- D. A records management system

**Answer: C**

#### NEW QUESTION 9

- (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 10

- (Topic 1)

The review of a seller's progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:

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

**Answer: D**

#### NEW QUESTION 10

- (Topic 1)

Which input may influence quality assurance work and should be monitored within the context of a system for configuration management?

- A. Work performance data
- B. Project documents
- C. Scope baseline
- D. Requirements documentation

**Answer: B**

#### NEW QUESTION 15

- (Topic 1)

An input to Conduct Procurements is:

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

**Answer: C**

#### NEW QUESTION 19

- (Topic 1)

An output of the Create WBS process is:

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

**Answer: A**

#### NEW QUESTION 21

- (Topic 1)

A temporary endeavor that creates a unique product or service is called a:

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

**Answer:** A

#### NEW QUESTION 25

- (Topic 1)

The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

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

**Answer:** A

#### NEW QUESTION 30

- (Topic 1)

Which quality management and control tool is useful in visualizing parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship?

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

**Answer:** B

#### NEW QUESTION 33

- (Topic 1)

Sensitivity analysis is typically displayed as a/an:

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

**Answer:** B

#### NEW QUESTION 36

- (Topic 1)

Which tool or technique is used in validating the scope of a project?

- A. Facilitated workshops
- B. Interviews
- C. Inspection
- D. Meetings

**Answer:** C

#### NEW QUESTION 39

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 44

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 49

- (Topic 1)

Stakeholder satisfaction should be managed as a key project:

- A. Benefit
- B. Initiative
- C. Objective
- D. Process

**Answer: C**

#### NEW QUESTION 52

- (Topic 1)

Enterprise environmental factors are an input to which process?

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

**Answer: C**

#### NEW QUESTION 55

- (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 60

- (Topic 1)

Updates to organizational process assets such as procurement files, deliverable acceptances, and lessons learned documentation are typical outputs of which process?

- A. Close Project or Phase
- B. Conduct Procurements
- C. Control Procurements
- D. Close Procurements

**Answer: D**

#### NEW QUESTION 64

- (Topic 1)

Which stakeholder classification model groups stakeholders based on their level of authority and their active involvement in the project?

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

**Answer: A**

#### NEW QUESTION 65

- (Topic 1)

Which process in Project Time Management includes reserve analysis as a tool or technique?

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

**Answer: C**

#### NEW QUESTION 68

- (Topic 1)

Market conditions and published commercial information are examples of which input to the Estimate Costs process?

- A. Scope baseline
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk register

**Answer: C**

#### NEW QUESTION 72

- (Topic 1)

In a project, total float measures the:

- A. Ability to shuffle schedule activities to lessen the duration of the project.
- B. Amount of time an activity can be extended or delayed without altering the project finish date.
- C. Cost expended to restore order to the project schedule after crashing the schedule.
- D. Estimate of the total resources needed for the project after performing a forward pass

**Answer: B**

#### NEW QUESTION 77

- (Topic 1)

Inputs to the Plan Schedule Management process include:

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

**Answer: A**

#### NEW QUESTION 80

- (Topic 1)

The process of estimating the type and quantity of material, human resources, equipment, or supplies required to perform each activity is known as:

- A. Collect Requirements.
- B. Conduct Procurements.
- C. Estimate Activity Durations.
- D. Estimate Activity Resource

**Answer: D**

#### NEW QUESTION 82

- (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 technique

**Answer: B**

#### NEW QUESTION 87

- (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 88

- (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 93

- (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 98**

- (Topic 1)

Which input to the Manage Stakeholder Engagement process provides guidance on how stakeholders can best be involved in a project?

- A. Feedback analysis
- B. Stakeholder analysis
- C. Communication management plan
- D. Stakeholder management plan

**Answer: D**

**NEW QUESTION 99**

- (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 103**

- (Topic 1)

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

- A. Continuous improvement.
- B. Predictive planning.
- C. Progressive elaboration.
- D. Quality assurance

**Answer: C**

**NEW QUESTION 106**

- (Topic 1)

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

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

**Answer: B**

**NEW QUESTION 111**

- (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 114**

- (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 119**

- (Topic 1)

Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

- A. Supportive
- B. Directive
- C. Controlling
- D. Instructive

**Answer:** A

**NEW QUESTION 121**

- (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 124**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 126**

- (Topic 1)

When should quality planning be performed?

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

**Answer:** B

**NEW QUESTION 127**

- (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 130**

- (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 133**

- (Topic 1)

When does the project team determine which dependencies are discretionary?

- A. Before the Define Activities process
- B. During the Define Activities process
- C. Before the Sequence Activities process
- D. During the Sequence Activities process

**Answer:** D

**NEW QUESTION 136**

- (Topic 1)

An output of the Plan Quality Management process is:

- A. A process improvement plan,
- B. Quality control measurements.
- C. Work performance information,

D. The project management plan.

**Answer:** A

**NEW QUESTION 141**

- (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 145**

- (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 146**

- (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 148**

- (Topic 2)

Which stakeholder approves a project's result?

- A. Customer
- B. Sponsor
- C. Seller
- D. Functional manager

**Answer:** A

**NEW QUESTION 152**

- (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 155**

- (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 156**

- (Topic 2)

The lowest level normally depicted in a work breakdown structure (WBS) is called a/an:

- A. work package

- B. deliverable
- C. milestone
- D. activity

**Answer:** A

**NEW QUESTION 157**

- (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 159**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 161**

- (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 166**

- (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 167**

- (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 projec

**Answer:** B

**NEW QUESTION 172**

- (Topic 2)

An input to the Control Quality process is:

- A. Activity attributes
- B. Quality control measurements
- C. Enterprise environmental factors
- D. Deliverables

**Answer:** D

**NEW QUESTION 173**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 177**

- (Topic 2)

In which phase of team building activities do team members begin to work together and adjust their work habits and behavior to support the team?

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

**Answer: C**

**NEW QUESTION 181**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 183**

- (Topic 2)

Which process involves the creation of a document that provides the project manager with the authority to apply resources to a project?

- A. Define Activities
- B. Direct and Manage Project Work
- C. Develop Project Management Plan
- D. Develop Project Charter

**Answer: D**

**NEW QUESTION 188**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 189**

- (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 192**

- (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 195**

- (Topic 2)

Which quality tool incorporates the upper and lower specification limits allowed within an agreement?

- A. Control chart
- B. Flowchart
- C. Checksheet
- D. Pareto diagram

**Answer:** A

**NEW QUESTION 197**

- (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 200**

- (Topic 2)

An output of the Perform Integrated Change Control process is:

- A. Deliverables.
- B. Validated changes.
- C. The change log.
- D. The requirements traceability matrix

**Answer:** C

**NEW QUESTION 203**

- (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 208**

- (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 211**

- (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 214**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 216**

- (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 220**

- (Topic 2)

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 223**

- (Topic 2)

Completion of the product scope is measured against the product:

- A. prototypes
- B. requirements
- C. analyses
- D. benchmarks

**Answer: B**

#### **NEW QUESTION 226**

- (Topic 2)

Correlated and contextualized information on how closely the scope is being maintained relative to the scope baseline is contained within:

- A. project documents updates.
- B. project management plan updates.
- C. change requests.
- D. work performance informatio

**Answer: D**

#### **NEW QUESTION 227**

- (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 229**

- (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 232**

- (Topic 2)

An input to the Perform Integrated Change Control process is:

- A. expert judgment
- B. seller proposals
- C. the project charter
- D. the project management plan

**Answer: D**

#### NEW QUESTION 234

- (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 237

- (Topic 2)

For a stakeholder with low interest and high power, the project manager should:

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

**Answer: C**

#### NEW QUESTION 240

- (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 241

- (Topic 2)

Analytical techniques are a tool and technique of which process in Project Procurement Management?

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

**Answer: C**

#### NEW QUESTION 243

- (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 245

- (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 arise

**Answer: D**

#### NEW QUESTION 249

- (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 end.

**Answer:**

A

**NEW QUESTION 253**

- (Topic 2)

When painting a bedroom, preparing the walls can be done while the paint is being chosen. This is an example of a:

- A. lead
- B. lag
- C. mandatory dependency
- D. internal dependency

**Answer: A**

**NEW QUESTION 254**

- (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 255**

- (Topic 2)

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

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

**Answer: C**

**NEW QUESTION 257**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 262**

- (Topic 2)

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

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

**Answer: C**

**NEW QUESTION 264**

- (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 deliverable

**Answer: C**

**NEW QUESTION 268**

- (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 269**

- (Topic 2)

Which element does a project charter contain?

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

**Answer: C**

**NEW QUESTION 272**

- (Topic 2)

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

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

**Answer: B**

**NEW QUESTION 274**

- (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 275**

- (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 278**

- (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 279**

- (Topic 3)

Change requests are an output from which Project Integration Management process?

- A. Direct and Manage Project Execution
- B. Develop Project Management Plan
- C. Close Project
- D. Develop Project Charter

**Answer: A**

**NEW QUESTION 280**

- (Topic 3)

Perform Quality Control is accomplished by:

- A. Identifying quality standards that are relevant to the project and determining how to satisfy them.

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

**Answer: B**

#### NEW QUESTION 285

- (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 288

- (Topic 3)

Which action should a project manager take to ensure that the project management plan is effective and current?

- A. Conduct periodic project performance reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards.
- D. Complete the quality control checklis

**Answer: A**

#### NEW QUESTION 290

- (Topic 3)

Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

- A. Analogous
- B. Parametric
- C. Bottom-up
- D. Top-down

**Answer: A**

#### NEW QUESTION 291

- (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 293

- (Topic 3)

Which Process Group typically consumes the bulk of a project's budget?

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

**Answer: B**

#### NEW QUESTION 294

- (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 296

- (Topic 3)

Which of the following consists of the detailed project scope statement and its associated WBS and WBS dictionary?

- A. Scope plan
- B. Product scope
- C. Scope management plan
- D. Scope baseline

**Answer: D**

**NEW QUESTION 300**

- (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 301**

- (Topic 3)

The CPI is .92, and the EV is US\$172,500. What is the actual cost of the project?

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

**Answer: C**

**NEW QUESTION 305**

- (Topic 3)

Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

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

**Answer: B**

**NEW QUESTION 307**

- (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 309**

- (Topic 3)

Which process is included in the Project Integration Management Knowledge Area?

- A. Manage Project Team
- B. Collect Requirements
- C. Sequence Activities
- D. Direct and Manage Project Work

**Answer: D**

**NEW QUESTION 314**

- (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 319**

- (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 323

- (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 325

- (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 328

- (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 329

- (Topic 3)

When is a project finished?

- A. After verbal acceptance of the customer or sponsor
- B. After lessons learned have been documented in contract closure
- C. When the project objectives have been met
- D. After resources have been released

**Answer: C**

#### NEW QUESTION 333

- (Topic 3)

Which of the following statements correctly characterizes pull communication?

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

**Answer: B**

#### NEW QUESTION 335

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 338**

- (Topic 3)

Which of the following involves making information available to project stakeholders in a timely manner?

- A. Plan Communications
- B. Performance reporting
- C. Project status reports
- D. Distribute Information

**Answer: D**

**NEW QUESTION 340**

- (Topic 3)

When does Monitor and Control Risks occur?

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

**Answer: C**

**NEW QUESTION 343**

- (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 344**

- (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 346**

- (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 349**

- (Topic 3)

The Verify Scope process is primarily concerned with:

- A. formalizing acceptance of the completed project deliverables.
- B. accuracy of the work deliverables.
- C. formalizing approval of the scope statement.
- D. accuracy of the work breakdown structure (WBS).

**Answer: A**

**NEW QUESTION 350**

- (Topic 3)

Most experienced project managers know that:

- A. every project requires the use of all processes in the PMBOK® Guide.
- B. there is no single way to manage a project.
- C. project management techniques are risk free.
- D. there is only one way to manage projects successful

**Answer:**

B

**NEW QUESTION 353**

- (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 358**

- (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 360**

- (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 364**

- (Topic 3)

What is a hierarchically organized depiction of the identified project risks arranged by risk category?

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

**Answer: B**

**NEW QUESTION 366**

- (Topic 3)

The stakeholder register is an output of:

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

**Answer: A**

**NEW QUESTION 370**

- (Topic 3)

The project management processes presented in the PMBOK Guide® should:

- A. always be applied uniformly.
- B. be selected as appropriate by the sponsor.
- C. be selected as appropriate by the project team.
- D. be applied based on ISO guideline

**Answer: C**

**NEW QUESTION 372**

- (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 Procurement

**Answer: C**

**NEW QUESTION 375**

- (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 376**

- (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 379**

- (Topic 3)

What type of reward can hurt team cohesiveness?

- A. Sole-sum
- B. Win-lose
- C. Lose-win
- D. Partial-sum

**Answer: B**

**NEW QUESTION 381**

- (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 384**

- (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 387**

- (Topic 3)

During which process group is the quality policy determined?

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

**Answer: C**

**NEW QUESTION 390**

- (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 391**

- (Topic 3)

Which enterprise environmental factors are considered during Estimate Costs?

- A. Market conditions and published commercial information
- B. Company structure and market conditions
- C. Commercial information and company structure
- D. Existing human resources and market conditions

**Answer:** A

**NEW QUESTION 393**

- (Topic 3)

A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

- A. To the project management plan.
- B. To the risk register.
- C. In the scope verification processes.
- D. And their impact to the project in terms of time, cost, and risk

**Answer:** D

**NEW QUESTION 396**

- (Topic 3)

What are the formal and informal policies, procedures, and guidelines that could impact how the project's scope is managed?

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

**Answer:** A

**NEW QUESTION 398**

- (Topic 3)

What is an objective of the Develop Project Team process?

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

**Answer:** A

**NEW QUESTION 402**

- (Topic 3)

Which is an example of Administer Procurements?

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

**Answer:** B

**NEW QUESTION 403**

- (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 407**

- (Topic 3)

An input of the Plan Procurement Management process is:

- A. Make-or-buy decisions.
- B. Activity cost estimates.
- C. Seller proposals.
- D. Procurement document

**Answer: B**

**NEW QUESTION 408**

- (Topic 3)

Which schedule compression technique has phases or activities done in parallel that would normally have been done sequentially?

- A. Crashing
- B. Fast tracking
- C. Leads and lags adjustment
- D. Parallel task development

**Answer: B**

**NEW QUESTION 409**

- (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 410**

- (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 413**

- (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 415**

- (Topic 3)

When would resource leveling be applied to a schedule model?

- A. Before constraints have been identified
- B. Before it has been analyzed by the critical path method
- C. After it has been analyzed by the critical path method
- D. After critical activities have been removed from the critical path

**Answer: C**

**NEW QUESTION 416**

- (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 417**

- (Topic 3)

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

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

**Answer: C**

#### NEW QUESTION 421

- (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 426

- (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 427

- (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 package

**Answer: A**

#### NEW QUESTION 428

- (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 431

- (Topic 3)

An output of the Develop Project Team process is:

- A. change requests
- B. team performance assessments
- C. project staff assignments
- D. project documents updates

**Answer: B**

#### NEW QUESTION 434

- (Topic 4)

What is the responsibility of the project manager and the functional manager respectively?

- A. Oversight for an administrative area; a facet of the core business
- B. Achieving the project objectives; providing management oversight for an administrative area
- C. A facet of the core business; achieving the project objectives
- D. Both are responsible for achieving the project objective

**Answer: B**

**NEW QUESTION 436**

- (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 440**

- (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 442**

- (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 444**

- (Topic 4)

To please the customer, a project team member delivers a requirement which is uncontrolled. This is not part of the plan. This describes:

- A. scope creep.
- B. a change request.
- C. work performance information.
- D. deliverable

**Answer: A**

**NEW QUESTION 449**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 452**

- (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 456**

- (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 460**

- (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 465**

- (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 467**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 471**

- (Topic 4)

Which of the following reduces the probability of potential consequences of project risk events?

- A. Preventive action
- B. Risk management
- C. Corrective action
- D. Defect repair

**Answer:** A

**NEW QUESTION 476**

- (Topic 4)

Which of the following are outputs of Develop Project Team?

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

**Answer:** D

**NEW QUESTION 477**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 480**

- (Topic 4)

Which category of contracts are sellers legally obligated to complete, with possible financial damages if the project objectives are not met?

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

**Answer: C**

**NEW QUESTION 484**

- (Topic 4)

Which of the following is an output from Control Scope?

- A. Change requests
- B. Variance analysis
- C. Accepted deliverables
- D. Requirements documentation

**Answer: A**

**NEW QUESTION 486**

- (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 491**

- (Topic 4)

Which piece of information is part of the WBS Dictionary?

- A. Responsible organization
- B. Change requests
- C. Validated deliverables
- D. Organizational process assets

**Answer: A**

**NEW QUESTION 496**

- (Topic 4)

Which of the following is a tool and technique used in the Develop Schedule process?

- A. Three-point estimates
- B. Resource leveling
- C. Precedence diagramming method
- D. Bottom-up estimating

**Answer: B**

**NEW QUESTION 501**

- (Topic 4)

The purpose of inspection in Perform Quality Control is to keep errors:

- A. in line with a measured degree of conformity.
- B. out of the hands of the customer.
- C. in a specified range of acceptable results.
- D. out of the process

**Answer: B**

**NEW QUESTION 502**

- (Topic 4)

Which activity involves ensuring that the composition of a project's configuration items is correct?

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

**Answer: C**

**NEW QUESTION 505**

- (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 analysis

**Answer:** A

#### NEW QUESTION 510

- (Topic 4)

Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

- A. Project sponsor
- B. Project manager
- C. Person responsible for project scheduling
- D. Person who is most familiar with the task

**Answer:** D

#### NEW QUESTION 511

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 516

- (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 519

- (Topic 4)

Labor, materials, equipment, and supplies are examples of:

- A. Resource attributes.
- B. Resource types.
- C. Resource categories.
- D. Resource breakdown structures (RBS).

**Answer:** C

#### NEW QUESTION 520

- (Topic 4)

Which process should be conducted from the project inception through completion?

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

**Answer:** C

#### NEW QUESTION 523

- (Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 526

- (Topic 4)

Which of the following is developed from the project scope baseline and defines only that portion of the project scope that is to be included within a related contract?

- A. Product scope description
- B. Procurement statement of work
- C. Project schedule
- D. Work breakdown structure (WBS)

**Answer: B**

#### NEW QUESTION 527

- (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 529

- (Topic 4)

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

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

**Answer: D**

#### NEW QUESTION 530

- (Topic 4)

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

- A. Project management plan
- B. Change request status updates
- C. Organizational process assets updates
- D. Work performance information

**Answer: D**

#### NEW QUESTION 534

- (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 535

- (Topic 4)

Based on the following metrics: EV= \$20,000, AC= \$22,000, and PV= \$28,000, what is the project CV?

- A. -8000
- B. -2000
- C. 2000
- D. 8000

**Answer: B**

#### NEW QUESTION 537

- (Topic 4)

What is the primary benefit of meeting quality requirements?

- A. Quality metrics
- B. Less rework
- C. Quality control measurements
- D. Benchmarking

**Answer: B**

**NEW QUESTION 540**

- (Topic 4)

What is a tool to improve team performance?

- A. Staffing plan
- B. External feedback
- C. Performance reports
- D. Co-location

**Answer: D**

**NEW QUESTION 543**

- (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 545**

- (Topic 4)

In which Process Group are lessons learned documented?

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

**Answer: B**

**NEW QUESTION 546**

- (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 548**

- (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 553**

- (Topic 4)

Which of the following is an information gathering technique in Identify Risks?

- A. Influence diagrams
- B. Brainstorming
- C. Assumption analysis
- D. SWOT analysis

**Answer: B**

**NEW QUESTION 557**

- (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 559**

- (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 562**

- (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 563**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 565**

- (Topic 4)

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

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

**Answer: A**

**NEW QUESTION 567**

- (Topic 4)

In Project Cost Management, which input is exclusive to the Determine Budget process?

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

**Answer: D**

**NEW QUESTION 568**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 573**

- (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 576**

- (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 578**

- (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 579**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 580**

- (Topic 4)

The definition of operations is a/an:

- A. organizational function performing the temporary execution of activities that produce the same product or provide repetitive service.
- B. temporary endeavor undertaken to create a unique product, service, or result.
- C. organization that provides oversight for an administrative area.
- D. organizational function performing the ongoing execution of activities that produce the same product or provide repetitive service.

**Answer: D**

**NEW QUESTION 583**

- (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 585**

- (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 589**

- (Topic 5)

What happens to a stakeholder's project influence over time?

- A. Increases

- B. Decreases
- C. Stays the same
- D. Has no bearing

**Answer: B**

#### NEW QUESTION 592

- (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 595

- (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 598

- (Topic 5)

Administer Procurements is part of which Process Group?

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

**Answer: C**

#### NEW QUESTION 602

- (Topic 5)

The cost benefit analysis tool is used for creating:

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

**Answer: B**

#### NEW QUESTION 605

- (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 technique

**Answer: A**

#### NEW QUESTION 607

- (Topic 5)

Which of the following is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen?

- A. Sensitivity analysis
- B. Three-point estimate
- C. Modeling and simulation
- D. Expected monetary value analysis

**Answer: D**

#### NEW QUESTION 610

- (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 613**

- (Topic 5)

The probability and impact matrix is primarily used to:

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

**Answer: C**

**NEW QUESTION 614**

- (Topic 5)

In Plan Risk Management, which of the management plans determines who will be available to share information on various risks and responses at different times and locations?

- A. Schedule
- B. Quality
- C. Communications
- D. Cost

**Answer: C**

**NEW QUESTION 618**

- (Topic 5)

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

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

**Answer: C**

**NEW QUESTION 621**

- (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 626**

- (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 measurement

**Answer: C**

**NEW QUESTION 631**

- (Topic 5)

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

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

**Answer: A**

#### NEW QUESTION 632

- (Topic 5)

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

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

**Answer: D**

#### NEW QUESTION 636

- (Topic 5)

An input to the Estimate Activity Resources process is:

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

**Answer: C**

#### NEW QUESTION 638

- (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 639

- (Topic 5)

A project manager has created an issue log to document issues communicated by project team members during weekly team meetings. This is an input of:

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

**Answer: A**

#### NEW QUESTION 644

- (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 648

- (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 653

- (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 657**

- (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 660**

- (Topic 5)

Which Process Group contains the processes performed to complete the work defined in the project management plan to satisfy the project specifications?

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

**Answer: C**

**NEW QUESTION 664**

- (Topic 5)

An input of the Create WBS process is:

- A. requirements documentation.
- B. scope baseline.
- C. project charter.
- D. validated deliverable

**Answer: A**

**NEW QUESTION 668**

- (Topic 5)

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

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

**Answer: A**

**NEW QUESTION 670**

- (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 671**

- (Topic 5)

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

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

**Answer: A**

**NEW QUESTION 674**

- (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 Pla

**Answer: B**

**NEW QUESTION 676**

- (Topic 5)

The process for performing variance analysis may vary, depending on:

- A. scenario building, technology forecasting, and forecast by analogy.
- B. working relationships among various stakeholders and team members.
- C. application area, the standard used, and the industry,
- D. work to be completed nex

**Answer: C**

**NEW QUESTION 678**

- (Topic 5)

Which baselines make up the performance measurement baseline?

- A. Scope baseline, cost baseline, and schedule baseline
- B. Scope baseline, project management baseline, and quality baseline
- C. Cost baseline, schedule baseline, and risk baseline
- D. Cost baseline, project management baseline, and schedule baseline

**Answer: A**

**NEW QUESTION 679**

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