



PMI

Exam Questions PMI-001

Project Management Professional

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NEW QUESTION 1

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

- A. Verified deliverable
- B. Validated deliverable
- C. Acceptance criteri
- D. Activity resource requirement

Answer: A

NEW QUESTION 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 Scop
- B. Plan Scope Managemen
- C. Control Scop
- D. Define Scop

Answer: C

NEW QUESTION 3

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 4

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

- A. Project management pla
- B. Project charte
- C. Work breakdown structur
- D. Stakeholder registe

Answer: B

NEW QUESTION 5

Identify Risks is part of which Process Group?

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

Answer: A

NEW QUESTION 6

Stakeholder satisfaction should be managed as a key project:

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

Answer: C

NEW QUESTION 7

Which cost is associated with nonconformance?

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

Answer: A

NEW QUESTION 8

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 9

In a project, total float measures the:

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

Answer: B

NEW QUESTION 10

The number of potential communication channels for a project with 5 stakeholders is:

- A. 10.
- B. 12.
- C. 20.
- D. 24.

Answer: A

NEW QUESTION 10

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 11

Typical outcomes of a project include:

- A. Products, services, and improvement
- B. Products, programs, and service
- C. Improvements, portfolios, and service
- D. Improvements, processes, and product

Answer: A

NEW QUESTION 13

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 15

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 improvemen
- B. Predictive plannin
- C. Progressive elaboratio
- D. Quality assuranc

Answer: C

NEW QUESTION 18

Processes in the Planning Process Group are typically carried out during which part of the project life cycle?

- A. Only once, at the beginning
- B. At the beginning and the end
- C. Once during each phase
- D. Repeatedly

Answer: D

NEW QUESTION 21

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 24

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 26

The Monitoring and Controlling Process Group includes processes that:

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

Answer: C

NEW QUESTION 28

An output of the Manage Stakeholder Engagement process is:

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

Answer: A

NEW QUESTION 31

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 36

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 39

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 43

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 46

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 51

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 technique
- C. Earned value management
- D. Group decision-making technique

Answer: B

NEW QUESTION 52

A reward can only be effective if it is:

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

Answer: D

NEW QUESTION 56

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 58

Inputs to the Plan Schedule Management process include: A. Organizational process assets and the project charter,

- A. Enterprise environmental factors and schedule tool
- B. Time tables and Pareto diagram
- C. Activity attributes and resource calendar

Answer: A

NEW QUESTION 61

Which input to Collect Requirements is used to identify stakeholders who can provide information on requirements?

- A. Stakeholder register
- B. Scope management plan
- C. Stakeholder management plan
- D. Project charter

Answer: A

NEW QUESTION 62

Which process identifies whether the needs of a project can best be met by acquiring products, services, or results outside of the organization?

- A. Plan Procurement Management
- B. Control Procurements

- C. Collect Requirements
- D. Plan Cost Management

Answer: A

NEW QUESTION 65

Which tool or technique is used to manage change requests and the resulting decisions?

- A. Change control tools
- B. Expert judgment
- C. Delphi technique
- D. Change log

Answer: A

NEW QUESTION 66

The planned work contained in the lowest level of work breakdown structure (WBS) components is known as:

- A. Work package
- B. Accepted deliverable
- C. The WBS dictionar
- D. The scope baselin

Answer: A

NEW QUESTION 68

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

- A. Pareto diagram
- B. Performance reporting
- C. SWOT analysis
- D. Expert judgment

Answer: D

NEW QUESTION 72

A project charter is an output of which Process Group?

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

Answer: C

NEW QUESTION 75

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 78

An element of the project scope statement is:

- A. Acceptance criteri
- B. Astakeholder lis
- C. Asummary budget,
- D. High-level risk

Answer: A

NEW QUESTION 79

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 84

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 85

Plan Schedule Management is a process in which Knowledge Area?

- A. Project Scope Management
- B. Project Human Resource Management
- C. Project Integration Management
- D. Project Time Management

Answer: D

NEW QUESTION 88

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 93

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 94

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

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

Answer: B

NEW QUESTION 96

The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 97

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 100

An input to Develop Project Charter is a/an:

- A. Business cas

- B. Activity lis
- C. Project management pla
- D. Cost forecas

Answer: A

NEW QUESTION 102

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 106

A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

- A. Efficient
- B. Effective
- C. Push
- D. Pull

Answer: B

NEW QUESTION 108

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 110

The only Process Group that comprises processes that typically occur from the beginning to the end of the project life cycle is:

- A. Plannin
- B. Executing,
- C. Monitoring and Controllin
- D. Closin

Answer: C

NEW QUESTION 113

A large portion of a projects budget is typically expended on the processes in which Process Group?

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

Answer: B

NEW QUESTION 117

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 118

A technique used to determine the cause and degree of difference between baseline and actual performance is:

- A. Product analysi
- B. Variance analysi
- C. Document analysis,
- D. Decompositio

Answer: B

NEW QUESTION 123

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

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

Answer: D

NEW QUESTION 125

The Perform Quality Assurance process occurs in which Process Group?

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

Answer: A

NEW QUESTION 126

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

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

Answer: D

NEW QUESTION 130

An input used in developing the communications management plan is:

- A. Communication model
- B. Enterprise environmental factor
- C. Organizational communications,
- D. Organizational cultures and style

Answer: B

NEW QUESTION 135

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 137

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

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

Answer: C

NEW QUESTION 141

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 145

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 146

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 150

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: A

NEW QUESTION 153

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

- A. end
- B. begin
- C. delay
- D. deviate

Answer: A

NEW QUESTION 156

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 157

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 162

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 165

The following is a network diagram for a project.
The total float for the project is how many days?

- A. 5
- B. 9
- C. 12
- D. 14

Answer: B

NEW QUESTION 168

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 172

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 175

Project Scope Management is primarily concerned with:

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

Answer: C

NEW QUESTION 177

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

- A. Monitor the stakeholde
- B. Manage the stakeholder closel
- C. Keep the stakeholder satisfie
- D. Keep the stakeholder informe

Answer: C

NEW QUESTION 181

When closing a project or phase, part of the process may require the use of which type of analysis?

- A. Reserve analysis
- B. Regression analysis
- C. Document analysis
- D. Product analysis

Answer: B

NEW QUESTION 183

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 projectmanagement plan

Answer: D

NEW QUESTION 187

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 190

Stakeholder communication requirements should be included as a component of:

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

Answer: C

NEW QUESTION 195

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 199

The methodology that combines scope, schedule, and resource measurements to assess project performance and progress is known as:

- A. Earned value managemen
- B. Forecastin
- C. Critical chain methodolog
- D. Critical path methodolog

Answer: A

NEW QUESTION 200

Which process is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses?

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

Answer: C

NEW QUESTION 201

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

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

Answer: C

NEW QUESTION 204

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

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

Answer: C

NEW QUESTION 206

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 Tea
- B. Plan Human Resource Managemen
- C. Manage Project Tea
- D. Develop Project Tea

Answer: A

NEW QUESTION 207

The following is a network diagram for a project.
The critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 17

Answer: D

NEW QUESTION 209

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 213

Which item is a cost of conformance?

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

Answer: A

NEW QUESTION 217

Which type of graphic is displayed below?

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

Answer: A

NEW QUESTION 222

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register

Answer: B

NEW QUESTION 225

Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

- A. Influencing
- B. Motivation
- C. Negotiation
- D. Trust building

Answer: B

NEW QUESTION 227

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

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

Answer: D

NEW QUESTION 231

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 236

In the Define Activities process, the schedule management plan is used to:

- A. Capture the lessons learned from other projects for compariso
- B. Contain the standard activity lis
- C. Document and support the project change request
- D. Prescribe the level of detail needed to manage the wor

Answer: D

NEW QUESTION 238

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

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

Answer: B

NEW QUESTION 240

The following chart contains information about the tasks in a project.
Based on the chart, what is the schedulevariance (SV) for Task 8?

- A. -2,000
- B. -1,000
- C. 1,000
- D. 2,000

Answer: B

NEW QUESTION 243

Which is an enterprise environmental factor?

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

Answer: A

NEW QUESTION 247

The purpose of developing a project scope management plan is to:

- A. Manage the timely completion of the projec
- B. Ensure that the project includes all of the work require
- C. Make sure the project will satisfy the needs for which it was begu
- D. Reduce the risk of negative events in the projec

Answer: B

NEW QUESTION 249

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

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

Answer: B

NEW QUESTION 250

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 252

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 257

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

- A. Forecasting,
- B. Brainstormin
- C. Historical database
- D. Cost of qualit

Answer: D

NEW QUESTION 260

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 265

Which project document is updated in the Control Stakeholder Engagement process?

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

Answer: B

NEW QUESTION 266

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 270

What is the risk rating if the probability of occurrence is 0.30 and the impact if it does occur is moderate (0.20)?

- A. 0.03
- B. 0.06
- C. 0.10
- D. 0.50

Answer: B

NEW QUESTION 273

Project management processes ensure the: A. alignmentwith organizational strategy

- A. efficient means toachieve the project objectives
- B. performance of the project team
- C. effective flow of the project throughout its life cycle

Answer: D

NEW QUESTION 275

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

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 285

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 290

Which type of probability distribution is used to represent uncertain events such as the outcome of a test or a possible scenario in a decision tree?

- A. Uniform
- B. Continuous
- C. Discrete
- D. Linear

Answer: C

NEW QUESTION 295

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 296

Using parametric estimating, if an assigned resource is capable of producing 120 units per hour, how many hours are required to produce 12,000 units?

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

Answer: A

NEW QUESTION 300

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

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

Answer: D

NEW QUESTION 302

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 303

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 308

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 310

Which Control Stakeholder Engagement tool or technique allows the project manager to consolidate and facilitate distribution of reports?

- A. Information management systems
- B. Work performance reports
- C. Stakeholder analysis
- D. Data gathering and representation

Answer: A

NEW QUESTION 311

The following is a network diagram for a project.
What is the critical path for the project?

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

Answer: C

NEW QUESTION 312

The following is a network diagram for a project.
The total float for the project is how many days?

- A. 3
- B. 5
- C. 7
- D. 9

Answer: A

NEW QUESTION 313

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 314

Completion of the product scope is measured against the product:

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

Answer: B

NEW QUESTION 315

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 318

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 319

Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

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

Answer: C

NEW QUESTION 321

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 325

Whose approval may be required for change requests after change control board (CCB) approval?

- A. Functional managers
- B. Business partners
- C. Customers or sponsors
- D. Subject matter experts

Answer: C

NEW QUESTION 327

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

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

Answer: C

NEW QUESTION 331

The following is a network diagram for a project.
How many possible paths are identified for this project?

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

Answer: B

NEW QUESTION 333

The following is a network diagram for a project.
The free float for Activity H is how many days?

- A. 4
- B. 5
- C. 10
- D. 11

Answer: A

NEW QUESTION 335

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 338

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

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

Answer: A

NEW QUESTION 341

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 346

During which process would stakeholders provide formal acceptance of the completed project scope?

- A. Perform Quality Control
- B. Verify Scope
- C. Control Scope
- D. Develop Schedule

Answer: B

NEW QUESTION 351

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 356

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: A

NEW QUESTION 358

In a weak matrix, the project managers role is:

- A. part-time
- B. full-time
- C. occasional
- D. unlimited

Answer: A

NEW QUESTION 362

Which of the following is the primary output of the Identify Risks process?

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

Answer: B

NEW QUESTION 363

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

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

Answer: C

NEW QUESTION 365

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

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

Answer: A

NEW QUESTION 367

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 370

The project manager needs to review the templates in use. The templates are part of the:

- A. Enterprise environmental factor
- B. Historical information,
- C. Organizational process asset
- D. Corporate knowledge bas

Answer: C

NEW QUESTION 372

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 375

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 379

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 381

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

- A. stakeholder management strateg
- B. communications management plan,
- C. stakeholder register,
- D. performance repor

Answer: A

NEW QUESTION 386

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 391

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 394

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

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

Answer: A

NEW QUESTION 395

Which of the following is a conflict resolution technique that emphasizes areas of agreement rather than areas of difference?

- A. Compromising
- B. Collaborating
- C. Smoothing
- D. Problem Solving

Answer: C

NEW QUESTION 397

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 398

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 400

In which Process Group are lessons learned documented?

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

Answer: B

NEW QUESTION 405

Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

- A. Limited
- B. Low to moderate
- C. Moderate to high
- D. High to almost total

Answer: C

NEW QUESTION 407

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 wor
- B. equipment, rework, and scra
- C. training, document processes, and inspection
- D. inspections, rework, and warranty wor

Answer: C

NEW QUESTION 410

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 412

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 416

Plan Risk Management is the process of defining how to:

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

Answer: B

NEW QUESTION 420

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 421

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 425

To which process is work performance information an input?

- A. Administer Procurements
- B. Direct and Manage Project Execution
- C. Create WBS
- D. Perform Qualitative Risk Analysis

Answer: A

NEW QUESTION 426

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 428

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 430

Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

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

Answer: A

NEW QUESTION 431

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

- A. To the project management pla
- B. To the risk registe
- C. In the scope verification processe
- D. And their impact to the project in terms of time, cost, and ris

Answer: D

NEW QUESTION 435

Which of the following statements best describes the influence of stakeholders and the cost of changes as project time advances?

- A. The influence of the stakeholders increases, the cost of changes increase
- B. The influence of the stakeholders decreases, the cost of changes increase
- C. The influence of the stakeholders increases, the cost of changes decrease
- D. The influence of the stakeholders decreases, the cost of changes decrease

Answer: B

NEW QUESTION 437

Perform Quality Control is accomplished by:

- A. Identifying quality standards that are relevant to the project and determining how to satisfy the
- B. Monitoring and recording the results of executing the quality activities to assess performance and recommend necessary change

- 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 standard

Answer: B

NEW QUESTION 442

What type of reward can hurt team cohesiveness?

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

Answer: B

NEW QUESTION 445

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 450

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 452

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 457

Assigned risk ratings are based upon:

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

Answer: B

NEW QUESTION 461

Which tool is used to develop technical details within the project management plan?

- A. Expert judgment
- B. Project management methodology
- C. Project management information system (PMIS)
- D. Project selection methods

Answer: A

NEW QUESTION 466

Which type of managers do composite organizations involve?

- A. Functional managers and manager of project managers
- B. Functional managers only
- C. Project managers only
- D. Technical managers and project managers

Answer: A

NEW QUESTION 469

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 472

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 475

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

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

Answer: D

NEW QUESTION 476

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 479

What is one of the objectives of Project Risk Management?

- A. Decrease the probability and impact of an event on project objective
- 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 event
- D. Removal of project risk

Answer: C

NEW QUESTION 483

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 484

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 486

Which is a tool or technique used in Define Scope?

- A. Templates, forms, and standards
- B. Change requests
- C. Product analysis
- D. Project assumptions

Answer: C

NEW QUESTION 489

Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

- A. Scope audits
- B. Scope reviews
- C. Quality audits
- D. Control chart

Answer: C

NEW QUESTION 494

An input to the Create WBS process is a:

- A. project charte
- B. stakeholder registe
- C. project scope statemen
- D. requirements traceability matri

Answer: C

NEW QUESTION 498

Portfolio Management is management of:

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

Answer: D

NEW QUESTION 502

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

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

Answer: A

NEW QUESTION 505

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 508

Who selects the appropriate processes for a project?

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

Answer: C

NEW QUESTION 510

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 515

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 518

Information collected on the status of project activities being performed to accomplish the project work is known as what?

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

Answer: B

NEW QUESTION 520

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 524

What is the difference between the critical path and the critical chain?

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

Answer: B

NEW QUESTION 526

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 528

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 531

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 533

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 537

Which schedule network analysis technique modifies the project schedule to account for limited resources?

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

Answer: C

NEW QUESTION 540

Which tools or techniques will a project manager use for Develop Project Team?

- A. Negotiation
- B. Roles and responsibilities
- C. Recognition and rewards
- D. Prizing and promoting

Answer: C

NEW QUESTION 545

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 550

When is a Saliience Model used?

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

Answer: C

NEW QUESTION 552

The links between the processes in the Process Groups are often:

- A. Intuitive
- B. Iterative
- C. Measured
- D. Monitored

Answer: B

NEW QUESTION 553

Which component of the human resource management plan describes when and how project team members are acquired and how long they will be needed?

- A. Resource breakdown structure
- B. Staffing management plan
- C. Project organizational chart
- D. Scope management plan

Answer: B

NEW QUESTION 556

An output of Control Schedule is:

- A. Aproject schedule network diagram
- B. Aschedule managementplan
- C. Schedule data
- D. Schedule forecasts

Answer: D

NEW QUESTION 557

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 558

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 559

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 563

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

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

Answer: D

NEW QUESTION 567

Which technique should a project manager use in a situation in which a collaborative approach to conflict management is not possible?

- A. Coaching
- B. Avoidance
- C. Consensus
- D. Influencing

Answer: B

NEW QUESTION 569

The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

- A. Define Activitie
- B. Sequence Activitie
- C. Define Scop
- D. Control Schedul

Answer: A

NEW QUESTION 573

When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?

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

Answer: A

NEW QUESTION 575

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 578

Which type of manager is assigned by the performing organization to lead the team that is responsible for achieving the project objectives?

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

Answer: C

NEW QUESTION 580

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 582

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 584

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 587

When the business objectives of an organization change, project goals need to be:

- A. realigned
- B. performed
- C. improved
- D. controlled

Answer: A

NEW QUESTION 589

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 592

Requirements documentation will typically contain at least:

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

Answer: D

NEW QUESTION 596

Managing ongoing production of goods and services to ensure business continues efficiently describes which type of management?

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

Answer: D

NEW QUESTION 601

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

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

Answer: B

NEW QUESTION 602

Which of the following are an enterprise environmental factor that can influence the Identify Risks process?

- A. Work performance reports
- B. Assumptions logs
- C. Network diagrams
- D. Academic studies

Answer: D

NEW QUESTION 605

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 610

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

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

Answer: D

NEW QUESTION 615

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

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

Answer: D

NEW QUESTION 619

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

- A. assumption lo
- B. quality checklis
- C. risk registe
- D. contract typ

Answer: D

NEW QUESTION 623

The project management processes are usually presented as discrete processes with defined interfaces, while in practice they:

- A. operate separatel
- B. move together in batches,
- C. overlap and interac
- D. move in a sequenc

Answer: C

NEW QUESTION 624

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 626

The cost benefit analysis tool is used for creating:

- A. Pareto chart
- B. quality metric
- C. change requests,
- D. Ishikawa diagram

Answer: B

NEW QUESTION 630

A project lifecycle is defined as:

- A. a collection of generally sequential and sometimes overlapping project phase
- B. a process required to ensure that the project includes all the work required, and only the work required, to complete the project successfull
- C. a recognized standard for the project management professio
- D. the application of knowledge, skills, tools, and techniques to project activities to meet the project requirement

Answer: A

NEW QUESTION 634

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

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

Answer: C

NEW QUESTION 639

During project selection, which factor is most important?

- A. Types of constraints
- B. Internal business needs
- C. Budget
- D. Schedule

Answer: B

NEW QUESTION 642

The staffing management plan is part of the:

- A. organizational process asset
- B. resource calenda
- C. human resource pla
- D. Develop Project Team proces

Answer: C

NEW QUESTION 646

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 649

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 651

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 655

Who determines which dependencies are mandatory during the Sequence Activities process?

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

Answer: D

NEW QUESTION 659

Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

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

Answer: C

NEW QUESTION 662

The Process Group in which the internal and external stakeholders interact and influence the overall outcome of the project is the:

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

Answer: B

NEW QUESTION 666

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

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

Answer: C

NEW QUESTION 667

One of the fundamental tenets of modern quality management states that quality is:

- A. planned, designed, and built in
- B. planned, designed, and inspected in

- C. built in, created, and reviewe
- D. built in, created, and standardize

Answer: A

NEW QUESTION 668

What is the lowest level in the Work Breakdown Structure called?

- A. Work Packages
- B. Activities
- C. Schedules
- D. Tasks

Answer: A

NEW QUESTION 669

The project manager has requested all expert team members to complete an anonymous questionnaire to identify possible risks. This is an example of a technique known as the:

- A. interview technique
- B. information gathering technique
- C. Delphi technique
- D. feedback technique

Answer: C

NEW QUESTION 671

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

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

Answer: A

NEW QUESTION 672

Project management processes are:

- A. Static; they must not change across different project
- B. Applied globally and across all industry group
- C. Discrete elements with well-defined interface
- D. Project phases, applied as required in different project

Answer: B

NEW QUESTION 677

Issue change requests and adapt approved changes into the project's scope, plans, and environment is an activity included in which of the following project management processes?

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

Answer: A

NEW QUESTION 682

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

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

Answer: A

NEW QUESTION 686

Which of the following correctly lists the configuration management activities included in the Integrated Change Control process?

- A. Configuration definition, configuration status accounting, configuration monitoring and control
- B. Configuration identification, configuration status accounting, configuration verification and audit
- C. Configuration identification, configuration status reporting, configuration verification and audit
- D. Configuration definition, configuration status reporting, configuration monitoring and Control

Answer: B

NEW QUESTION 689

The Process Group that involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan is known as:

- A. Initiatin
- B. Plannin
- C. Executin
- D. Monitoring and Controllin

Answer: C

NEW QUESTION 694

Which document describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results?

- A. Procurement management plan
- B. Procurement statement of work
- C. Request for proposal
- D. Request for quote

Answer: B

NEW QUESTION 696

A project manager needs to deliver the project 2 weeks before the planned date without changing the scope. Which of the following techniques may be applied to reevaluate the schedule?

- A. What-if scenario analysis
- B. Critical chain method
- C. Schedule crashing
- D. Resource leveling

Answer: C

NEW QUESTION 701

Which of the following is an example of push communication?

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

Answer: D

NEW QUESTION 705

The three types of estimates that PERT uses to define an approximate range for an activity's cost are:

- A. Parametric, most likely, and analogou
- B. Least likely, analogous, and realisti
- C. Parametric, optimistic, and pessimisti
- D. Most likely, optimistic, and pessimisti

Answer: D

NEW QUESTION 706

Which of the following are documented directions to perform an activity that can reduce the probability of negative consequences associated with project risks?

- A. Recommended corrective actions
- B. Recommended preventive actions
- C. Risk audits
- D. Risk reassessments

Answer: B

NEW QUESTION 710

Design of experiments (DOE) should be used during which of the following processes?

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

Answer: B

NEW QUESTION 711

Outputs from constituent processes might be used as:

- A. Inputs to other processes
- B. Proof of process completion
- C. Identification of project tasks
- D. Indicators to eliminate project redundancy

Answer: A

NEW QUESTION 716

Which of the following tools will be used to produce performance reports that provide information to stakeholders about project cost, schedule progress, and performance?

- A. Communications methods
- B. Reporting systems
- C. Forecasting methods
- D. Variance analysis

Answer: B

NEW QUESTION 717

Which process group contains the processes performed to finalize all activities?

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

Answer: D

NEW QUESTION 722

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

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

Answer: A

NEW QUESTION 724

The process of developing a detailed description of the project and product is known as:

- A. Create WB
- B. Verify Scope
- C. Collect Requirements
- D. Define Scope

Answer: D

NEW QUESTION 725

Organizations manage portfolios based on which of the following types of plans?

- A. Strategic
- B. Project
- C. Program
- D. Operational

Answer: A

NEW QUESTION 729

Which tool or technique is used to develop a project charter?

- A. Project manager information systems
- B. Expert judgment
- C. Change control meetings
- D. Brainstorming

Answer: D

NEW QUESTION 734

What is the critical chain method?

- A. A technique to calculate the theoretical early start and finish dates and late start and finish dates

- B. A schedule network analysis technique that modifies the project schedule to account for limited resources
- C. A schedule compression technique that analyzes cost and schedule trade-offs to determine how to obtain the greatest amount of compression for the least incremental cost
- D. A technique to estimate project duration when there is a limited amount of detailed information about the project

Answer: B

NEW QUESTION 736

Cost of quality (COQ) refers to total cost of/to:

- A. All efforts related to quality
- B. Product inspection activities
- C. Maintain plan quality
- D. Perform quality control

Answer: B

NEW QUESTION 737

A process is defined as:

- A. A set of interrelated actions and activities performed to achieve a certain objective
- B. A set of guidelines that explains how to carry out a particular task
- C. The inputs for a task and the tools and techniques required to carry out the task
- D. A collection of logically related project activities, usually culminating in the completion of a major deliverable

Answer: A

NEW QUESTION 740

Which is an input to the Scope Verification Process?

- A. Performance report
- B. Work breakdown structure
- C. Requested changes
- D. Project scope statement

Answer: D

NEW QUESTION 741

Who is responsible for reviewing change requests and approving or rejecting the change requests?

- A. Change control board
- B. Project manager
- C. Project management office
- D. Project sponsor

Answer: A

NEW QUESTION 742

Which of the following is an input to the Qualitative Risk Analysis process?

- A. Risk register
- B. Risk data quality assessment
- C. Risk categorization
- D. Risk urgency

Answer: A

NEW QUESTION 746

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 750

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

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

Answer: B

NEW QUESTION 752

What entity is assigned various responsibilities related to the centralized and coordinated management of those projects under its domain?

- A. Project management office
- B. Project team office
- C. Executive sponsor office
- D. Program management office

Answer: A

NEW QUESTION 755

During which process would you obtain stakeholders' formal acceptance of the completed project scope?

- A. Quality control
- B. Scope verification
- C. Scope control
- D. Close project

Answer: B

NEW QUESTION 756

What characteristic do project and operational work share in common?

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

Answer: B

NEW QUESTION 760

Forecasts, requested changes, recommended corrective actions, and organizational process asset updates are all outputs of which process?

- A. Risk response planning
- B. Risk monitoring and control
- C. Performance reporting
- D. Manage stakeholders

Answer: C

NEW QUESTION 764

Cost baseline is an output of which of the following processes?

- A. Cost Control
- B. Cost Budgeting
- C. Cost Estimating
- D. Cost Planning

Answer: B

NEW QUESTION 768

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

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

Answer: D

NEW QUESTION 771

Procurement audits, negotiated settlements, and a records management system are tools and techniques used in which Procurement Management process?

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

Answer: A

NEW QUESTION 776

Which of the following are placed at selected points in the work breakdown structure (WBS)

for performance measurement?

- A. Control accounts
- B. Milestones
- C. Management points
- D. Measurement points

Answer: A

NEW QUESTION 777

Which of the following outputs from the Schedule Control process aids in the communication of SV, SPI or any performance status to stakeholders?

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

Answer: C

NEW QUESTION 779

An imposed date for completion of the project by the customer is an example of a project:

- A. deliverable
- B. assumption
- C. constraint
- D. exclusion

Answer: C

NEW QUESTION 782

An output of the Close Project (or Close Phase) process is:

- A. accepted deliverables
- B. organizational process asset updates
- C. work performance information
- D. project management plan updates

Answer: B

NEW QUESTION 784

Which is a tool used in monitoring and controlling project work?

- A. Work performance information
- B. Project management information system (PMIS)
- C. Activity duration estimates
- D. Scheduled network analysis

Answer: B

NEW QUESTION 785

As part of a mid-project evaluation, your project sponsor has asked you to provide a forecast of total project cost. You should calculate the forecast using which of the following methods?

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

Answer: B

NEW QUESTION 790

When managing a project team, what helps to reduce the amount of conflict?

- A. Clear role definition
- B. Negotiation
- C. Risk response planning
- D. Team member replacement

Answer: A

NEW QUESTION 791

What is the tool and technique used to request seller responses?

- A. Procurement documents
- B. Expert judgment

- C. Bidder conferences
- D. Contract types

Answer: C

NEW QUESTION 794

What process determines which risks might affect the project?

- A. Qualitative risk analysis
- B. Identify Risks
- C. Plan Risk Management
- D. Quantitative risk analysis

Answer: B

NEW QUESTION 795

The product scope description is used to:

- A. Gain stakeholders support for the projec
- B. Document the characteristics of the produc
- C. Describe the project in great detai
- D. Formally authorize the projec

Answer: B

NEW QUESTION 798

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

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

Answer: D

NEW QUESTION 802

What do composite organizations involve?

- A. Functional and project managers
- B. Functional managers only
- C. Project managers only
- D. Technical managers and project managers

Answer: A

NEW QUESTION 803

Which of the following are outputs of the Monitor and Control Project Work process?

- A. Requested changes, forecasts, recommended corrective actions
- B. Forecasts, resources plan, bottom up estimating
- C. Recommended corrective actions, cost baseline, forecasts
- D. Requested changes, recommended corrective actions, project constraints

Answer: A

NEW QUESTION 808

Which of the following is an example of contract administration?

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

Answer: B

NEW QUESTION 813

Which quality planning tools and techniques are used to visually identify logical groupings based on natural relationships?

- A. Force field diagrams
- B. Cause-and-effect diagrams
- C. Affinity diagrams
- D. Nominal group techniques

Answer: C

NEW QUESTION 814

What 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 (WBS)
- D. Contract Statement of Work (SOW)

Answer: D

NEW QUESTION 817

Which tools or techniques will the project manager use for developing the project team?

- A. Negotiation
- B. Roles and responsibilities
- C. Recognition and rewards
- D. Prizing and promoting

Answer: C

NEW QUESTION 819

Which of the following are inputs to Activity Definition?

- A. Project Scope Statement and Work Breakdown Structure
- B. Activity list and Arrow Diagram
- C. Change Requests Lists and Organizational Process Assets
- D. Project Management Plan and Resource Availability

Answer: A

NEW QUESTION 824

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 825

The diagram below is an example of a:

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

Answer: A

NEW QUESTION 830

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 835

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

- A. Critical path
- B. Rolling Wave
- C. PDM
- D. Para metric

Answer: D

NEW QUESTION 839

Which of the following buffers protects the target finish date from slippage along the critical chain?

- A. Critical buffer
- B. Project buffer

- C. Duration buffer
- D. Feeding buffer

Answer: B

NEW QUESTION 842

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

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

Answer: C

NEW QUESTION 844

What are the components of the “triple constraint”?

- A. Scope, time, requirements
- B. Resources, time, cost
- C. Scope, management, cost
- D. Scope, time, cost

Answer: D

NEW QUESTION 849

Which tool is used to develop technical details within the project management plan?

- A. Expert Judgment
- B. Project Management Methodology
- C. Project Management Information
- D. Project Selection Methods

Answer: A

NEW QUESTION 853

Ensuring that projects and programs are reviewed to prioritize resource allocation is a focus of which of the following?

- A. Project management
- B. Program management
- C. Portfolio management
- D. Relationship management

Answer: C

NEW QUESTION 858

On what is project baseline development established?

- A. Approved product requirements
- B. Estimated project cost and schedule
- C. Actual project cost and schedule
- D. Revised project cost and schedule

Answer: B

NEW QUESTION 859

Which activity is an input to the select sellers process?

- A. Organizational process assets
- B. Resource availability
- C. Change control process
- D. Team performance assessment

Answer: A

NEW QUESTION 863

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

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

Answer: C

NEW QUESTION 865

Using the following data, what is the Schedule Performance Index (SPI)?

EV= \$500 PV= \$750 AC= \$1000 BAC= \$1200

- A. 0.67
- B. 1.5
- C. 0.75
- D. 0.5

Answer: A

NEW QUESTION 870

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 Expectation
- B. Monitor and Control Risk
- C. Plan Risk Managemen
- D. Report Performanc

Answer: A

NEW QUESTION 872

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 877

Which of the following is an output of Close Procurements?

- A. Accepted deliverables
- B. Organizational process assets updates
- C. Managing stakeholder expectations
- D. Performance reports

Answer: B

NEW QUESTION 879

The probability and impact matrix is primarily used to:

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

Answer: C

NEW QUESTION 883

How is quality control performed?

- A. By identifying quality standards that are relevant to the project and determining how to satisfy them
- B. By monitoring specific project results in compliance with relevant quality standards and determining corrective actions as needed
- C. By ensuring that the entire project team has been adequately trained in quality assurance processes
- D. By applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards

Answer: B

NEW QUESTION 887

The process improvement plan details the steps for analyzing processes to identify activities which enhance their:

- A. qualit
- B. valu
- C. technical performanc
- D. statu

Answer: B

NEW QUESTION 889

The group technique that enhances brainstorming with a voting process used to rank the most useful ideas for prioritization is called the:

- A. majority rule techniqu
- B. nominal group techniqu
- C. Delphi technique,
- D. idea/mind mapping techniqu

Answer: B

NEW QUESTION 891

Which of the following can be used as an input for Define Scope?

- A. Product analysis
- B. Project charter
- C. Scope baseline
- D. Project scope statement

Answer: B

NEW QUESTION 894

Which index is the calculated projection of cost performance that must be achieved on the remaining work to meet a specified management goal?

- A. Estimate at completion
- B. Cost performance
- C. Schedule performance
- D. To-complete performance

Answer: D

NEW QUESTION 896

One of the objectives of a quality audit is to:

- A. highlight the need for root cause analysi
- B. share the process documentation among stakeholder
- C. offer assistance with non-value-added activitie
- D. identify all of the gaps or shortcoming

Answer: D

NEW QUESTION 900

Which tool or technique can a project manager use to select in advance a team member who will be crucial to the task?

- A. Acquisition
- B. Negotiation
- C. Virtual team
- D. Pre-assignment

Answer: D

NEW QUESTION 903

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 904

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

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

Answer: A

NEW QUESTION 907

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 completio
- B. A customer has approved a change request broadening the project scope and increasing the budge
- C. One of the risks identified in the risk management plan occurs, resulting in a schedule dela
- D. One of the key project team resources has left the team and no replacement is availabl

Answer: B

NEW QUESTION 911

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 915

Which is an input to the Verify Scope process?

- A. Performance report
- B. Work breakdown structure (WBS)
- C. Requested changes
- D. Project management plan

Answer: D

NEW QUESTION 916

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 increase
- 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 918

Which statement is true about the project management body of knowledge?

- A. Recognized by every project manager
- B. Constantly evolving
- C. The sum of all knowledge related to project management
- D. A sum of knowledge that should be applied on every project

Answer: B

NEW QUESTION 923

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

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

Answer: C

NEW QUESTION 927

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 930

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 934

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 936

Which quality control technique illustrates the 80/20 principle?

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

Answer: D

NEW QUESTION 940

Resource calendars are included in the:

- A. staffing management pla
- B. work breakdown structure (WBS).
- C. project communications pla
- D. project charte

Answer: A

NEW QUESTION 944

Expected monetary value (EMV) is computed by which equation?

- A. Value of each possible outcome multiplied by probability of occurrence
- B. Value of each possible outcome multiplied by probability of non-occurrence
- C. Multiplying the value of each possible outcome by the probability of occurrence and adding the products together
- D. Multiplying the value of each possible outcome by the probability of non-occurrence and adding the products together

Answer: C

NEW QUESTION 949

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

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

Answer: B

NEW QUESTION 954

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 955

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements describes management of which of the following?

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

Answer: A

NEW QUESTION 960

Exhibit A is an example of which of the following types of Sequence Activities?

- A. Activity-on-arrow diagramming
- B. Precedence diagramming

- C. Project schedule network diagramming
- D. Mathematical analysis diagramming

Answer: B

NEW QUESTION 964

An input of the Create WBS process is:

- A. requirements documentatio
- B. scope baselin
- C. project charte
- D. validated deliverable

Answer: A

NEW QUESTION 966

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 968

Which of the following Process Groups covers all nine Project Management Knowledge Areas?

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

Answer: C

NEW QUESTION 972

What is the most accurate rough order of magnitude (ROM)?

- A. In the Initiation phase, the estimate is in the range of +/- 50%.
- B. In the Planning phase, the estimate is in the range of +/- 50%.
- C. In the Monitoring and Controlling phase, the estimate is in the range of +/- 15%.
- D. In the Closing phase, the estimate is in the range of +/- 15%.

Answer: A

NEW QUESTION 977

What does a CPI value greater than 1.0 indicate?

- A. Cost right at the estimated value
- B. Cost under the estimated value
- C. Cost right at the actual value
- D. Cost over the estimated value

Answer: B

NEW QUESTION 979

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 982

Which of the following correctly explains the term "progressive elaboration"?

- A. Changing project specifications continuously
- B. Elaborate tracking of the project progress
- C. Elaborate tracking of the project specifications with a change control system
- D. Project specifications becoming more explicit and detailed as the project progresses

Answer: D

NEW QUESTION 984

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

- A. There is a cost underru
- B. There is a cost overru
- C. The project may not meet the deadlin
- D. The project is 20 days behind schedul

Answer: B

NEW QUESTION 985

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

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

Answer: B

NEW QUESTION 988

Quality metrics are an output of which process?

- A. Plan Quality
- B. Perform Quality Control
- C. Perform Quality Assurance
- D. Perform Qualitative Risk Analysis

Answer: A

NEW QUESTION 990

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 994

Changes to formally controlled documentation, plans, etc. to reflect modified or additional ideas or content are known as:

- A. update
- B. defect repair
- C. preventive action
- D. corrective action

Answer: C

NEW QUESTION 999

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 1004

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

- A. Resource attribute
- B. Resource type
- C. Resource categorie
- D. Resource breakdown structures (RBS).

Answer: C

NEW QUESTION 1009

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 1010

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

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

Answer: B

NEW QUESTION 1011

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 1015

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 1017

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 1018

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

- A. Expert judgment
- B. Risk registry
- C. Risk response planning
- D. Interviewing

Answer: D

NEW QUESTION 1023

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

- A. WBS directory
- B. Activity list
- C. WBS
- D. Project schedule

Answer: C

NEW QUESTION 1024

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 1027

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

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

Answer: A

NEW QUESTION 1032

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

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

Answer: C

NEW QUESTION 1035

Which tool and technique is used in Conduct Procurements?

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

Answer: C

NEW QUESTION 1037

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 1041

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 1044

A weighting system is a tool for which area of Conduct Procurements?

- A. Plan contracting
- B. Requesting seller responses
- C. Selecting seller's
- D. Planning purchase and acquisition

Answer: C

NEW QUESTION 1049

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 1052

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

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

Answer: B

NEW QUESTION 1056

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 1058

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 1062

The project management processes presented in the PMBOK Guide should:

- A. always be applied uniforml
- B. be selected as appropriate by the sponso
- C. be selected as appropriate by the project tea
- D. be applied based on ISO guideline

Answer: C

NEW QUESTION 1065

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 1068

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 1073

Project Management Process Groups are linked by:

- A. the outputs they produce
- B. discrete or one-time events
- C. the project management plan
- D. common tools and techniques

Answer: A

NEW QUESTION 1078

Which of the following is a means of reaching a group decision in which everyone agrees on a single course of action?

- A. Dictatorship
- B. Majority
- C. Plurality
- D. Unanimity

Answer: D

NEW QUESTION 1080

Which of the following are examples of interactive communication?

- A. Intranet sites
- B. Voice mails
- C. Video conferences
- D. Press releases

Answer: C

NEW QUESTION 1082

Within project integration management, the statement of work (SOW) references which aspects of the project?

- A. Strategic plan, business need, and product scope description
- B. Contract, enterprise environmental factors, and organizational process assets
- C. Business plan, project management plan, and project schedule
- D. Product lifecycle, business objective, and management strategy

Answer: A

NEW QUESTION 1084

At which stage of the project should certain factors such as the unavailability of human resources due to constraint be considered?

- A. Initiation
- B. Execution
- C. Planning
- D. Monitoring and Controlling

Answer: C

NEW QUESTION 1086

Decomposition, rolling wave planning, and templates are all tools and techniques for which of the following?

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

Answer: A

NEW QUESTION 1090

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

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

Answer: B

NEW QUESTION 1093

A primary function of a project management office is to support project managers in a variety of ways, including which of the following?

- A. Developing and managing project policies, procedures, templates, and other shared documentation
- B. Acting as the project sponsor by providing financial resources to the project
- C. Resolving issues and change management within a shared governance structure
- D. Aligning organizational/strategic direction that affects project and program goals

Answer: A

NEW QUESTION 1098

The Closing Process Group includes which of the following Knowledge Areas?

- A. Project Risk Management and Project Procurement Management
- B. Project Integration Management and Project Procurement Management
- C. Project Risk Management and Project Integration Management
- D. Project Integration Management and Project Quality Management

Answer: B

NEW QUESTION 1102

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