

# PMI

## Exam Questions PMI-001

Project Management Professional



#### NEW QUESTION 1

In the Plan Stakeholder Management process, expert judgment is used to:

- A. Provide information needed to plan appropriate ways to engage project stakeholder
- B. Ensure comprehensive identification and listing of new stakeholder
- C. Analyze the information needed to develop the project scope statemen
- D. Decide the level of engagement of the stakeholders at each required stag

**Answer:** D

#### NEW QUESTION 2

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 3

An output of the Perform Integrated Change Control process is:

- A. Deliverable
- B. Validated change
- C. The change lo
- D. The requirements traceability matri

**Answer:** C

#### NEW QUESTION 4

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

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

**Answer:** A

#### NEW QUESTION 5

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

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

**Answer:** D

#### NEW QUESTION 6

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

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

**Answer:** C

#### NEW QUESTION 7

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

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

**Answer:** C

#### NEW QUESTION 8

A tool or technique used in the Control Procurements process is:

- A. Expert judgment
- B. Performance report
- C. Bidder conference
- D. Reserve analysis

**Answer:** B

**NEW QUESTION 9**

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

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

**Answer:** A

**NEW QUESTION 10**

Which Define Activities output extends the description of the activity by identifying the multiple components associated with each activity?

- A. Project document updates
- B. Activity list
- C. Activity attributes
- D. Project calendars

**Answer:** C

**NEW QUESTION 10**

Which Knowledge Areas include processes from the Closing Process Group?

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

**Answer:** D

**NEW QUESTION 13**

In a project, total float measures the:

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

**Answer:** B

**NEW QUESTION 15**

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 20**

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 21**

Which Control Quality tool is also known as an arrow diagram?

- A. Matrix diagram
- B. Affinity diagram
- C. Tree diagram
- D. Activity network diagram

**Answer:** D

**NEW QUESTION 23**

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 28**

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

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

**Answer:** A

**NEW QUESTION 31**

Status of deliverables, implementation status for change requests, and forecasted estimates to complete are examples of:

- A. Earned value managemen
- B. Enterprise environmental factor
- C. Organizational process asset
- D. Work performance informatio

**Answer:** D

**NEW QUESTION 32**

Which item is an output of Plan Quality Management and an input to Perform Quality Assurance?

- A. Organizational process updates
- B. Quality metrics
- C. Change requests
- D. Quality control measurements

**Answer:** B

**NEW QUESTION 33**

A project manager managing a cross-cultural virtual project team across several time zones should be concerned about the impacts of which communication technology factor?

- A. Urgent information need
- B. Sensitivity of information
- C. Project environment
- D. Ease of use

**Answer:** C

**NEW QUESTION 35**

Which tool or technique is used to develop the human resource management plan?

- A. Ground rules
- B. Expert judgment
- C. Team-building activities
- D. Interpersonal skills

**Answer:** B

**NEW QUESTION 37**

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

- A. Arisk urgency assessmen
- B. The scope baselin
- C. Work performance informatio
- D. Procurement audit

**Answer:** C

**NEW QUESTION 38**

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 41**

Sensitivity analysis is typically displayed as a/an:

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

**Answer:** B

#### **NEW QUESTION 43**

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 47**

The process of identifying and documenting relationships among the project activities is known as:

- A. Control Schedule
- B. Sequence Activities
- C. Define Activities
- D. Develop Schedule

**Answer:** B

#### **NEW QUESTION 50**

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

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

**Answer:** A

#### **NEW QUESTION 53**

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 55**

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

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

**Answer:** D

#### **NEW QUESTION 58**

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 60**

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

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

**Answer:** C

**NEW QUESTION 61**

A project manager should document the escalation path for unresolved project risks in the:

- A. Changecontrol plan
- B. Stakeholder register
- C. Risk log
- D. Communications management plan

**Answer:** D

**NEW QUESTION 62**

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 63**

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 65**

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

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

**Answer:** A

**NEW QUESTION 70**

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 73**

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

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

**Answer:** C

**NEW QUESTION 78**

Which process involves defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive plan?

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

**Answer:** B

**NEW QUESTION 82**

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

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

**Answer:** A

**NEW QUESTION 85**

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 86**

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 87**

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

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

**Answer:** A

**NEW QUESTION 90**

When should quality planning be performed?

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

**Answer:** B

**NEW QUESTION 91**

A project charter is an output of which Process Group?

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

**Answer:** C

**NEW QUESTION 95**

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 96**

Which document describes the necessary information to determine if a project is worth the required investment?

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

**Answer:** D

**NEW QUESTION 99**

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 101**

An output of the Validate Scope process is:

- A. Arequirements traceability matri
- B. The scope management pla
- C. Work performance report
- D. Change request

**Answer:** D

**NEW QUESTION 106**

The Perform Integrated Change Control process occurs in which Process Group?

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

**Answer:** C

**NEW QUESTION 110**

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 113**

Change requests are processed for review and disposition according to which process?

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

**Answer:** D

**NEW QUESTION 118**

An output of the Develop Project Team process is:

- A. Organizational process asset
- B. Enterprise environmental factors update
- C. Project staff assignment
- D. Organizational charts and position description

**Answer:** B



**NEW QUESTION 119**

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 120**

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

- A. Benchmarkin
- B. Context diagram
- C. Brainstormin
- D. Prototypin

**Answer:** D

**NEW QUESTION 124**

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 127**

The Identify Stakeholders process is found in which Process Group?

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

**Answer:** A

**NEW QUESTION 131**

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 135**

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 140**

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 145**

Which item is an input to the Define Activities process?

- A. Schedule data

- B. Activity list
- C. Risk register
- D. Scope baseline

**Answer:** D

**NEW QUESTION 146**

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

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

**Answer:** B

**NEW QUESTION 151**

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

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

**Answer:** D

**NEW QUESTION 152**

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 157**

An input to the Plan Stakeholder Management process is:

- A. The project charte
- B. The stakeholder analysi
- C. Acommunication management pla
- D. Astakeholder registe

**Answer:** D

**NEW QUESTION 160**

An input to the Plan Cost Management process is:

- A. Cost estimate
- B. Resource calendars,
- C. The project charter,
- D. The risk registe

**Answer:** C

**NEW QUESTION 161**

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 165**

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

- A. Develop Project Tea
- B. Manage Project Tea
- C. Acquire Project Tea

D. Plan Human Resource Managemen

**Answer:** D

**NEW QUESTION 168**

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

- A. Plan Schedule Managemen
- B. Develop Project Charte
- C. Develop Schedul
- D. Plan Scope Managemen

**Answer:** A

**NEW QUESTION 173**

The Perform Quality Assurance process occurs in which Process Group?

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

**Answer:** A

**NEW QUESTION 178**

Enterprise environmental factors are an input to which process?

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

**Answer:** C

**NEW QUESTION 179**

Which tool or technique is an examination of industry and specific vendor capabilities?

- A. Independent estimates
- B. Market research
- C. Analytical techniques
- D. Bidder conferences

**Answer:** B

**NEW QUESTION 182**

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

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

**Answer:** C

**NEW QUESTION 183**

A stakeholder expresses a need not known to the project manager. The project manager most likely missed a step in which stakeholder management process?

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

**Answer:** A

**NEW QUESTION 188**

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

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

**Answer:** A

**NEW QUESTION 191**

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 194**

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 197**

Through whom do project managers accomplish work?

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

**Answer:** D

**NEW QUESTION 198**

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 201**

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 206**

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 211**

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

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

**Answer:** D

**NEW QUESTION 215**

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

- A. work package
- B. deliverable
- C. milestone
- D. activity

**Answer:** A

**NEW QUESTION 217**

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 222**

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 223**

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 228**

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 231**

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 236**

Which term describes an assessment of correctness?

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

**Answer:** A

**NEW QUESTION 240**

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 244**

At the start of a typical project life cycle, costs are:

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

**Answer:** D

**NEW QUESTION 248**

A graphic display of project team members and their reporting relationships is known as a:

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

**Answer:** B

**NEW QUESTION 251**

Which item is a cost of conformance?

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

**Answer:** A

**NEW QUESTION 256**

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 258**

Those who enter into a contractual agreement to provide services necessary for a project are:

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

**Answer:** B

**NEW QUESTION 263**

Project managers who lead by example and follow through on the commitments they make demonstrate the key interpersonal skill of:

- A. influencing
- B. leadership
- C. motivation
- D. coaching

**Answer:** A

**NEW QUESTION 267**

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 271**

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

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

**Answer: B**

#### NEW QUESTION 276

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

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

**Answer: B**

#### NEW QUESTION 278

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 282

Project Stakeholder Management focuses on:

- A. project staff assignments
- B. project team acquisition
- C. managing conflicting interests
- D. communication methods

**Answer: C**

#### NEW QUESTION 287

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

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

**Answer: D**

#### NEW QUESTION 289

An input to the Control Quality process is:

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

**Answer: D**

#### NEW QUESTION 294

The chart below is an example of a:

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS)
- C. RACI chart
- D. Requirements traceability matrix

**Answer: D**

#### NEW QUESTION 299

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. Brainstorming



- C. Historical database
- D. Cost of quality

**Answer:** D

**NEW QUESTION 300**

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 305**

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 308**

A project manager should communicate to stakeholders about resolved project issues by updating the:

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

**Answer:** C

**NEW QUESTION 312**

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 313**

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

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

**Answer:** D

**NEW QUESTION 315**

Project management processes ensure the: A. alignment with organizational strategy

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

**Answer:** D

**NEW QUESTION 320**

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 322**

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

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

**Answer:** A

**NEW QUESTION 327**

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 332**

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 337**

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 338**

In project management, a temporary project can be:

- A. Completed without planning
- B. A routine business process
- C. Long in duration
- D. Ongoing to produce goods

**Answer:** C

**NEW QUESTION 341**

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 344**

The scope management plan and scope baseline are contained in:

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

**Answer:** D

**NEW QUESTION 347**

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 352**

The component of the risk management plan that documents how risk activities will be recorded is called:

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

**Answer:** A

**NEW QUESTION 355**

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

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

**Answer:** D

**NEW QUESTION 360**

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 363**

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 364**

Completion of the product scope is measured against the product:

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

**Answer:** B

**NEW QUESTION 369**

A project manager requesting industry groups and consultants to recommend project intervention is relying on:

- A. Communication model
- B. Stakeholder participatio
- C. Expert judgment
- D. Enterprise environmental factor

**Answer:** C

**NEW QUESTION 370**

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

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

**Answer:** C

**NEW QUESTION 374**

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 375**

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 378**

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

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

**Answer:** A

**NEW QUESTION 382**

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

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

**Answer:** C

**NEW QUESTION 385**

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 390**

A required input for Create WBS is a project:

- A. quality pla
- B. schedule networ
- C. management document updat
- D. scope statemen

**Answer:** D

**NEW QUESTION 395**

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 396**

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 399**

Which type of risk diagram is useful for showing time ordering of events?

- A. Ishikawa
- B. Milestone
- C. Influence
- D. Decision tree

**Answer: C**

**NEW QUESTION 401**

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

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

**Answer: B**

**NEW QUESTION 404**

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

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

**Answer: C**

**NEW QUESTION 408**

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 410**

Co-location is a tool and technique of:

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

**Answer: C**

**NEW QUESTION 415**

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

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

**Answer: A**

**NEW QUESTION 416**

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

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

**Answer:** D

**NEW QUESTION 421**

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 424**

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 429**

Lessons learned documentation is gathered during which of the following Project Management Process Groups?

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

**Answer:** C

**NEW QUESTION 434**

Which of the following Project Communication Management processes uses performance reports as an input?

- A. Manage Stakeholder Expectations
- B. Report Performance
- C. Distribute Information
- D. Plan Communications

**Answer:** C

**NEW QUESTION 438**

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 442**

Monte Carlo is which type of risk analysis technique?

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

**Answer:** B

**NEW QUESTION 445**

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

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

**Answer:** C

**NEW QUESTION 449**

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 454**

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 459**

The progressive detailing of the project management plan is called:

- A. expert judgmen
- B. rolling wave plannin
- C. work performance informatio
- D. specificatio

**Answer:** B

**NEW QUESTION 462**

Which tool or technique is used in Manage Stakeholder Expectations?

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

**Answer:** B

**NEW QUESTION 465**

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

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

**Answer:** B

**NEW QUESTION 467**

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

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

**Answer:** A

**NEW QUESTION 469**

A tool or technique in Perform Quality Control that a project manager would use is:

- A. quality audit
- B. process analysi
- C. benchmarkin
- D. inspectio

**Answer:** D

**NEW QUESTION 472**

Change request status updates are an output of which process?

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

**Answer:** A

#### **NEW QUESTION 474**

Tools and techniques used for Plan Communications include the communication:

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

**Answer:** A

#### **NEW QUESTION 475**

In which Process Group are lessons learned documented?

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

**Answer:** B

#### **NEW QUESTION 477**

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

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

**Answer:** B

#### **NEW QUESTION 480**

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 481**

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

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

**Answer:** C

#### **NEW QUESTION 483**

A project has a current cost performance index (CPI) of 1.25. To date, US\$10,000 have been spent on performing the project work. What is the earned value of the work completed to date?

- A. US\$000
- B. US\$9500
- C. US\$10,000
- D. US\$12,500

**Answer:** D

#### **NEW QUESTION 488**

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 492**

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

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

**Answer:** C

**NEW QUESTION 494**

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 496**

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

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

**Answer:** A

**NEW QUESTION 500**

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 501**

What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

- A. Decomposition
- B. Benchmarking
- C. Inspection
- D. Checklist analysis

**Answer:** C

**NEW QUESTION 506**

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

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

**Answer:** B

**NEW QUESTION 510**

Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

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



**Answer:** D

**NEW QUESTION 511**

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 513**

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 515**

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 516**

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 518**

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 521**

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 526**

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 531**

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 534**

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

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

**Answer:** D

**NEW QUESTION 535**

The integrative nature of project management requires which Process Group to interact with the other Process Groups?

- A. Planning
- B. Executing
- C. Monitoring and Controlling
- D. Project Management

**Answer:** C

**NEW QUESTION 540**

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 542**

While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?

- A. Utilize the change control proces
- B. Crash the schedule to fix the defec
- C. Leave the defect in and work around i
- D. Fast-track the remaining developmen

**Answer:** A

**NEW QUESTION 543**

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 544**

An input of the Control Schedule process is the:

- A. resource calenda
- B. activity lis
- C. risk management pla
- D. organizational process asset

**Answer:** D

**NEW QUESTION 549**

The Verify Scope process is primarily concerned with:

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

**Answer:** A

**NEW QUESTION 551**

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 554**

The scope management plan is a subsidiary of which project document?

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

**Answer:** B

**NEW QUESTION 555**

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 557**

Which of the following risk response strategies involves allocating ownership of a positive risk to a third party?

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

**Answer:** C

**NEW QUESTION 561**

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 565**

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

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

**Answer:** A

**NEW QUESTION 568**

During which process group is the quality policy determined?

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

**Answer:** C

**NEW QUESTION 569**

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 574**

Organizations perceive risks as:

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

**Answer:** B

**NEW QUESTION 579**

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 584**

Which of the following is a tool and technique for Estimate Activity Durations?

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

**Answer:** A

**NEW QUESTION 587**

Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

- A. Complete project phase
- B. Project life
- C. The project life cycle
- D. Project cycle

**Answer:** C

**NEW QUESTION 592**

Which of the following statements correctly characterizes pull communication?

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

**Answer:** B

**NEW QUESTION 596**

When would resource leveling be applied to a schedule model?

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

**Answer:** C

**NEW QUESTION 597**

Which technique is used in Perform Quantitative Risk Analysis?

- A. Sensitivity analysis
- B. Probability and impact matrix
- C. Risk data quality assessment
- D. Risk categorization

**Answer:** A

**NEW QUESTION 600**

Which illustrates the connection between work that needs to be done and its project team members?

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

**Answer:** D

**NEW QUESTION 602**

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 606**

The scope of a project cannot be defined without some basic understanding of how to create the specified:

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

**Answer:** C

**NEW QUESTION 608**

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 613**

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 617**

Projects are undertaken by an organization to support the:

- A. Product performanc
- B. Budget proces
- C. Collective capabilitie
- D. Organizational strateg

**Answer:** D

**NEW QUESTION 620**

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 624**

Which of the following is a narrative description of products, services, or results to be delivered by a project?

- A. Project statement of work
- B. Business case
- C. Accepted deliverable
- D. Work performance information

**Answer:** A

**NEW QUESTION 629**

Which Process Group's purpose is to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes?

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

**Answer:** A

**NEW QUESTION 633**

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 638**

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 639**

The individual or group that provides resources and support for a project and is accountable for success is the:

- A. sponsor
- B. customer
- C. business partners
- D. functional managers

**Answer:** A

**NEW QUESTION 643**

Which of the Perform Quality Assurance tools and techniques may enhance the creation of the work breakdown structure (WBS) to give structure to the decomposition of the scope?

- A. Activity network diagrams
- B. Affinity diagrams
- C. Matrix diagrams
- D. Interrelationship digraphs

**Answer:** B

**NEW QUESTION 645**

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 650**

The stakeholder register is an output of:

- A. Identify Stakeholder
- B. Plan Stakeholder Managemen
- C. Control Stakeholder Engagemen
- D. Manage Stakeholder Engagemen

**Answer:** A

**NEW QUESTION 654**

The processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project has been undertaken to achieve are grouped within which Process Group?

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

**Answer:** B

**NEW QUESTION 657**

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 659**

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 662**

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 663**

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 665**

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 670**

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

- A. facilitated workshop
- B. observation
- C. questionnaires and survey



D. group creativity technique

**Answer:** A

**NEW QUESTION 675**

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 677**

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

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

**Answer:** C

**NEW QUESTION 682**

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 successful
- C. a recognized standard for the project management profession
- D. the application of knowledge, skills, tools, and techniques to project activities to meet the project requirement

**Answer:** A

**NEW QUESTION 683**

Administer Procurements is part of which Process Group?

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

**Answer:** C

**NEW QUESTION 688**

The process to ensure that appropriate quality standards and operational definitions are used is:

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

**Answer:** B

**NEW QUESTION 689**

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

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

**Answer:** C

**NEW QUESTION 690**

The completion of the project scope is measured against the:

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

**Answer:** C



**NEW QUESTION 692**

During project selection, which factor is most important?

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

**Answer:** B

**NEW QUESTION 695**

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 697**

The item that provides more detailed descriptions of the components in the work breakdownstructure (WB5) is called a WBS:

- A. dictionar
- B. char
- C. repor
- D. registe

**Answer:** A

**NEW QUESTION 698**

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 702**

The project has a current cost performance index of 0.80. Assuming this performance wi 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 703**

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 705**

Which characteristics do effective project managers possess?

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

**Answer:** A

**NEW QUESTION 710**

Which of the following is a schematic display of the project's schedule activities and the logical relationships among them?

- A. Gantt chart

- B. Project schedule network diagram
- C. Project milestone list
- D. Activity list

**Answer:** B

#### NEW QUESTION 713

The end point of a project phase can be referred to as:

- A. project failure
- B. closing process
- C. stage gate
- D. lifecycle

**Answer:** C

#### NEW QUESTION 716

Which of the following are the components of the scope baseline?

- A. Project charter, project scope statement, and work breakdown structure (WBS)
- B. Project charter, project management plan, and plan procurement
- C. Project scope statement, work breakdown structure (WBS), and WBS dictionary
- D. Project management plan, plan procurement, and contract administration

**Answer:** C

#### NEW QUESTION 717

Which of the following are inputs to the Plan Procurements process?

- A. Risk register, scope baseline, enterprise environmental factors, organizational process assets, project schedule
- B. Risk register, scope baseline, make-or-buy decisions, organizational process assets, project schedule
- C. Project management plan, qualified seller list, contract, enterprise environmental factors, teaming agreements
- D. Project management plan, qualified seller list, contract, make-or-buy decisions, teaming agreements

**Answer:** A

#### NEW QUESTION 720

Projects can intersect with an organization's operations at various points during the product life cycle such as:

- A. When there is an operations shutdown (i.
- B. a strike).
- C. When developing new products, upgrading products, or expanding output
- D. When a project transitions from a temporary to a permanent statu
- E. When the project manager is promoted to operations manage

**Answer:** B

#### NEW QUESTION 723

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 724

Team performance assessments is an output of which of the following processes?

- A. Develop Human Resource Plan
- B. Perform Quality Control
- C. Develop Project Team
- D. Manage Project Team

**Answer:** C

#### NEW QUESTION 727

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 732**

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 735**

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 740**

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 741**

The person assigned by the performing organization to be responsible for achieving the project objectives is the:

- A. functional manager
- B. program manager
- C. project manager
- D. portfolio manager

**Answer:** D

**NEW QUESTION 742**

Which of the following tools and techniques is used in the Develop Project Team process?

- A. Acquisitions
- B. Organizational theories
- C. Team-building activities
- D. Virtual teams

**Answer:** C

**NEW QUESTION 746**

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

- A. Contingency reserve
- B. Management reserve
- C. Authorized budget
- D. Cost baseline

**Answer:** B

**NEW QUESTION 751**

Outputs from constituent processes might be used as:

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

**Answer:** A

**NEW QUESTION 755**

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

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

**Answer:** D

**NEW QUESTION 756**

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

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

**Answer:** A

**NEW QUESTION 757**

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 761**

Schedule milestones and a predefined budget are examples of:

- A. Project constraint
- B. Requirements documentatio
- C. Organizational process asset
- D. Activity cost estimate

**Answer:** A

**NEW QUESTION 762**

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 763**

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

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

**Answer:** A

**NEW QUESTION 764**

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

**Answer:** C

**NEW QUESTION 766**

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 767**

For any given project, the project manager, in collaboration with the project team, is responsible for:

- A. Applying knowledge, skills, and processes uniforml
- B. Informing the project sponsor about which processes are going to be use
- C. Tailoring the processes to fit the abilities of the organizatio
- D. Determining which particular processes are appropriat

**Answer:** D

**NEW QUESTION 769**

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 770**

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 773**

Your project has an EV of 100 work-days, an AC of 120 work-days, and a PV of 80 work days. What should be your concern?

- A. There is a cost under ru
- B. There is a cost overru
- C. May not meet deadlin
- D. The project is 20 days behind schedul

**Answer:** B

**NEW QUESTION 774**

Which of the following inputs is required for the WBS creation?

- A. Project Quality Plan
- B. Project Schedule Network
- C. Project Management Software
- D. Project Scope Management Plan

**Answer:** D

**NEW QUESTION 779**

What scope definition technique is 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 782**

Quality and credibility of the qualitative risk analysis process requires that different levels of the risk's probabilities and impacts be defined is the definition of what?

- A. Risk breakdown structure (RBS)
- B. Risk probability and impact
- C. Qualitative risk analysis
- D. Risk response planning

**Answer:** B

**NEW QUESTION 784**

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 788**

What are the five Project Management Process Groups?

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

**Answer: A**

**NEW QUESTION 791**

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

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

**Answer: A**

**NEW QUESTION 793**

Organizational process assets can be divided into which of the following two categories?

- A. Project files and corporate knowledge base
- B. Templates, and processes and procedures
- C. Standards, and processes and procedures
- D. Corporate knowledge base and processes and procedures

**Answer: D**

**NEW QUESTION 798**

An input to the Identify Risks process is the:

- A. Risk register
- B. Risk probability and impact assessment
- C. Communications management plan
- D. Risk management plan

**Answer: D**

**NEW QUESTION 802**

A Pareto chart is a specific type of:

- A. control chart
- B. histogram
- C. cause-and-effect diagram
- D. scatter diagram

**Answer: B**

**NEW QUESTION 803**

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 808**

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 811**

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 814**

Which technique is commonly used for the Quantitative Risk Analysis activity?

- A. Brainstorming
- B. Strategies for Opportunities
- C. Decision Tree Analysis
- D. Risk Data Quality Assessment

**Answer:** C

**NEW QUESTION 818**

What's budget?

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

**Answer:** B

**NEW QUESTION 820**

Which enterprise environmental factors are considered during cost estimating?

- A. Marketplace conditions and commercial databases
- B. Marketplace conditions and company structure
- C. Commercial databases and company structure
- D. Existing human resources and market place conditions

**Answer:** A

**NEW QUESTION 821**

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

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

**Answer:** A

**NEW QUESTION 822**

Which of the following processes are within the Initiating Process Group?

- A. Develop Project Management Plan and Identify Stakeholders
- B. Develop Project Management Plan and Plan Communications
- C. Develop Project Charter and Identify Stakeholders
- D. Develop Project Charter and Develop Project Scope Statement

**Answer:** C

**NEW QUESTION 823**

Which of following could be organizational process assets?

- A. Historical information
- B. Industry standards
- C. Organization infrastructure
- D. Marketplace conditions

**Answer:** A



**NEW QUESTION 825**

Activity resource requirements and resource breakdown structure are outputs from what Project Time Management process?

- A. Schedule Control
- B. Activity Definition
- C. Schedule Development
- D. Activity Resource Estimating

**Answer:** D

**NEW QUESTION 830**

A Project Management Office (PMO) manages a number of aspects, including what?

- A. Project scope, schedule, cost, and quality of the products of the work packages
- B. Central coordinator of communication management across projects, and for the delivery of specific project objectives, organization opportunity assessment
- C. Assigns project resources to best meet project objectives
- D. Overall risk, overall opportunity and interdependencies among projects

**Answer:** D

**NEW QUESTION 833**

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 836**

Verification of project deliverables occurs during which process?

- A. Develop preliminary project scope statement
- B. Close Project or Phase
- C. Develop project charter
- D. Create WBS

**Answer:** B

**NEW QUESTION 841**

Which illustrates the connection between work that needs to be done and its project team members?

- A. Work breakdown structure
- B. Network diagrams
- C. Staffing management plan
- D. Responsibility matrix

**Answer:** D

**NEW QUESTION 842**

Which tool or technique measures performance of the project as it moves from project initiation through project closure?

- A. Resource leveling
- B. Parametric measuring
- C. Pareto chart
- D. Earned value

**Answer:** D

**NEW QUESTION 845**

Where are product requirements and characteristics documented?

- A. Product scope description
- B. Project charter
- C. Preliminary project scope statement
- D. Communications management plan

**Answer:** A

**NEW QUESTION 848**

Which of the following is an output of the Information Distribution Process?

- A. Project calendar



- B. Communication management plan
- C. Requested changes
- D. Communication requirement plan

**Answer:** C

**NEW QUESTION 852**

What is Project Portfolio Management?

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

**Answer:** D

**NEW QUESTION 853**

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

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

**Answer:** A

**NEW QUESTION 855**

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

- A. Qualitative risk analysis
- B. Quantitative risk analysis
- C. Risk management planning
- D. Risk response planning

**Answer:** A

**NEW QUESTION 857**

Which is a tool or technique used in scope definition?

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

**Answer:** C

**NEW QUESTION 858**

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

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

**Answer:** A

**NEW QUESTION 860**

Projects are separated into phases or subprojects; these phases include:

- A. feasibility study, concept development, design, and prototyp
- B. initiate, plan, execute, and monito
- C. Develop Charter, Define Activities, Manage Stakeholder Expectations, and Report Performanc
- D. Identify Stakeholders, develop concept, build, and tes

**Answer:** A

**NEW QUESTION 864**

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 865**

Which of the following is a complete set of indexed contract documentation, including the closed contract?

- A. Procurement package
- B. Negotiated settlements
- C. Procurement file
- D. Procurement management plan

**Answer:** C

**NEW QUESTION 870**

Which type of analysis is used to develop the communications management plan?

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

**Answer:** C

**NEW QUESTION 875**

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

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

**Answer:** A

**NEW QUESTION 876**

Approved change requests, approved corrective actions, and updates to organizational process assets are all outputs of which project management process?

- A. Risk response planning
- B. Manage stakeholders
- C. Scope definition
- D. Performance reporting

**Answer:** B

**NEW QUESTION 881**

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

- A. Risk identification
- B. Qualitative risk analysis
- C. Risk management planning
- D. Quantitative risk analysis

**Answer:** B

**NEW QUESTION 882**

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 883**

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

- A. Cost baseline
- B. Cost forecasting
- C. Cost variance
- D. Cost budgeting

**Answer:** D

**NEW QUESTION 886**

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 888**

Scope verification is PRIMARILY concerned with which of the following?

- A. Acceptance of the work deliverable
- B. Accuracy of the work deliverable
- C. Approval of the scope statemen
- D. Accuracy of the work breakdown structur

**Answer:** A

**NEW QUESTION 889**

Who is responsible for determining which processes from the Process Groups will be employed and who will be performing them?

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

**Answer:** C

**NEW QUESTION 890**

Which of the following methods is a project selection technique?

- A. Flowcharting
- B. Earned value
- C. Cost-benefit analysis
- D. Pareto analysis

**Answer:** C

**NEW QUESTION 895**

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 900**

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 903**

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 906**

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 910**

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 912**

When cost variance is negative and schedule variance is positive, the project is:

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

**Answer:** B

**NEW QUESTION 913**

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 915**

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

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

**Answer:** C

**NEW QUESTION 920**

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

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

**Answer:** C

**NEW QUESTION 925**

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

- A. prototype
- B. expert judgmen
- C. alternatives identificatio
- D. product analysi

**Answer:** A

**NEW QUESTION 926**

While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e-mail. In which part of the plan will this type of information be included?

- A. Communications management plan
- B. Human resource plan
- C. Quality management plan
- D. Procurement management plan

**Answer:** A

**NEW QUESTION 930**

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

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

**Answer:** D

**NEW QUESTION 934**

Which of the following includes how requirements activities will be planned, tracked, and reported?

- A. Configuration management plan
- B. Scope baseline
- C. Requirements management plan
- D. Schedule baseline

**Answer:** C

**NEW QUESTION 935**

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 936**

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 939**

Which is an output from Distribute Information?

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

**Answer:** C

**NEW QUESTION 940**

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 floa
- C. Contingency reserves are released for redeployment by the project manage
- D. Duration buffers are added to maintain a focus on planned activity duration

**Answer:** A

**NEW QUESTION 945**

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

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

**Answer:** C

**NEW QUESTION 947**

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 950**

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 955**

Which technique is utilized in the Control Schedule process?

- A. Performance measure
- B. Baseline schedule
- C. Schedule network analysis
- D. Variance analysis

**Answer:** D

**NEW QUESTION 956**

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 957**

Which is one of the determining factors used to calculate CPI?

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

**Answer:** A

**NEW QUESTION 962**

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 966**

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 969**

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

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

**Answer:** B

**NEW QUESTION 973**

Risk responses reflect an organization's perceived balance between:

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

**Answer:** A

**NEW QUESTION 974**

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

- A. a control char
- B. baselin
- C. Create WB
- D. decompositio

**Answer:** D

**NEW QUESTION 975**

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

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

**Answer:** B

**NEW QUESTION 977**

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

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

**Answer:** C

**NEW QUESTION 982**

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

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

**Answer:** A

**NEW QUESTION 983**

The process of identifying the stakeholders' information needs is completed during:

- A. Plan Communication
- B. Manage Stakeholder Expectation
- C. Stakeholder Analysi
- D. Identify Stakeholder

**Answer:** A

**NEW QUESTION 987**

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 992**



In which type of organizational structure are staff members grouped by specialty?

- A. Functional
- B. Projectized
- C. Matrix
- D. Balanced

**Answer:** A

**NEW QUESTION 995**

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 998**

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

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

**Answer:** C

**NEW QUESTION 1001**

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

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

**Answer:** C

**NEW QUESTION 1002**

An input to the Perform Quantitative Risk Analysis process is the:

- A. quality management pla
- B. project management pla
- C. communications management pla
- D. schedule management pla

**Answer:** D

**NEW QUESTION 1003**

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 1006**

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 1010**

Which provides the basic framework for managing a project?

- A. Project life cycle
- B. Work breakdown structure (WBS)

- C. Enterprise environmental factors
- D. Project initiation

**Answer:** A

**NEW QUESTION 1013**

A tool and technique used during the Perform Qualitative Risk Analysis process is:

- A. risk data quality assessmen
- B. variance and trend analysi
- C. data gathering and representation technique
- D. risk audit

**Answer:** A

**NEW QUESTION 1014**

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 1017**

Which technique helps to determine the risks that have the most potential impact on a project?

- A. Cost risk simulation analysis
- B. Expected monetary value analysis
- C. Modeling and simulation
- D. Sensitivity analysis

**Answer:** D

**NEW QUESTION 1018**

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 1023**

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

- A. state the guiding principles of the organizatio
- B. identify alternatives to generate different approache
- C. state what is out of scop
- D. outline the results of the Delphi techniqu

**Answer:** C

**NEW QUESTION 1028**

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 1033**

Which process involves identifying and documenting the logical relationships between project activities?

- A. Develop Schedule
- B. Sequence Activities
- C. Create WBS
- D. Applying leads and lags

**Answer:** B

**NEW QUESTION 1036**

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 1040**

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 1042**

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

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

**Answer: C**

**NEW QUESTION 1046**

Which Perform Quality Control tool graphically represents how various elements of a system interrelate?

- A. Control chart
- B. Flowchart
- C. Run chart
- D. Pareto chart

**Answer: B**

**NEW QUESTION 1050**

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

- A. Expert judgment
- B. Project management methodology
- C. Stakeholder analysis
- D. Status review meetings

**Answer: D**

**NEW QUESTION 1054**

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 1059**

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

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

**Answer: D**

**NEW QUESTION 1061**

Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

- A. Conduct Procurement

- B. Close Procurement
- C. Administer Procurements,
- D. Plan Procurement

**Answer:** C

**NEW QUESTION 1063**

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 1064**

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

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

**Answer:** D

**NEW QUESTION 1066**

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

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

**Answer:** B

**NEW QUESTION 1068**

What causes replanning of the project scope?

- A. Project document updates
- B. Project scope statement changes
- C. Variance analysis
- D. Change requests

**Answer:** D

**NEW QUESTION 1072**

What is the schedule performance index (SPI) using the following data? BAC = \$100,000 PV = \$50,000 AC = \$80,000 EV = \$40,000

- A. 1
- B. 0.4
- C. 0.5
- D. 0.8

**Answer:** D

**NEW QUESTION 1074**

What is the definition of Direct and Manage Project Execution?

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

**Answer:** B

**NEW QUESTION 1078**

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 1081**

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

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

**Answer:** B

**NEW QUESTION 1085**

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

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

**Answer:** C

**NEW QUESTION 1089**

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 1094**

Conflict should be best addressed in which manner?

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

**Answer:** A

**NEW QUESTION 1096**

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 1101**

The Human Resource Management processes are:

- A. Develop Human Resource Plan, Acquire Project Team, Develop Project Team, and Manage Project Tea
- B. Acquire Project Team, Manage Project Team, Manage Stakeholder Expectations, and Develop Project Tea
- C. Acquire Project Team, Develop Human Resource Plan, Conflict Management, and Manage Project Tea
- D. Develop Project Team, Manage Project Team, Estimate Activity Resources, and Acquire Project Tea

**Answer:** A

**NEW QUESTION 1103**

Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

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

**Answer:** D

**NEW QUESTION 1108**

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 1109**

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 1110**

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 1113**

A project can be defined as a:

- A. Temporary endeavor undertaken to create a unique product, service, or result
- B. Temporary endeavor that produces repetitive outputs
- C. Permanent endeavor undertaken to create a unique product, service, or result
- D. Permanent endeavor that produces repetitive outputs

**Answer:** A

**NEW QUESTION 1118**

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

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

**Answer:** C

**NEW QUESTION 1121**

An output of the Manage Project Team process is:

- A. project management plan updates
- B. project staff assignments updates
- C. team performance assessments
- D. resource calendar updates

**Answer:** A

**NEW QUESTION 1126**

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 1129**

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 1131**

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