

# Exam Questions PMI-001

Project Management Professional

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#### NEW QUESTION 1

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

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

**Answer: C**

#### NEW QUESTION 2

An output of the Perform Integrated Change Control process is:

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

**Answer: C**

#### NEW QUESTION 3

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 4

The purpose of the Project Communications Management Knowledge Area is to:

- A. Monitor and control communications throughout the entire project life cycle
- B. Maintain an optimal flow of information among all project participants
- C. Develop an appropriate approach for project communication
- D. Ensure timely and appropriate collection of project information

**Answer: D**

#### NEW QUESTION 5

An output of the Create WBS process is:

- A. Scope baseline
- B. Change request
- C. Accepted deliverable
- D. Variance analysis

**Answer: A**

#### NEW QUESTION 6

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 7

An input to the Identify Stakeholders process is:

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

**Answer: C**

#### NEW QUESTION 8

Identify Risks is part of which Process Group?

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

**Answer:** A

**NEW QUESTION 9**

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 10**

Stakeholder satisfaction should be managed as a key project:

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

**Answer:** C

**NEW QUESTION 10**

Which cost is associated with nonconformance?

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

**Answer:** A

**NEW QUESTION 15**

Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

- A. Historical relationships
- B. Dependency determination
- C. Bottom-up estimating
- D. Rolling wave planning

**Answer:** D

**NEW QUESTION 17**

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

- A. Deliverable
- B. Activity list
- C. Awork breakdown structur
- D. Ascope statemen

**Answer:** A

**NEW QUESTION 21**

External organizations that have a special relationship with the enterprise and provide specialized expertise are called:

- A. Customer
- B. Business partner
- C. Seller
- D. Functional manager

**Answer:** B

**NEW QUESTION 23**

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 25**

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

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

Answer: B

**NEW QUESTION 27**

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 29**

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 31**

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

- A. Risk urgency assessments
- B. The scope baseline
- C. Work performance information
- D. Procurement audit

Answer: C

**NEW QUESTION 35**

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 39**

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 41**

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

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

Answer: A

**NEW QUESTION 42**

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 43**

An input to the Plan Procurement Management process is:

- A. Source selection criteri
- B. Market researc
- C. Astakeholder registe
- D. Arecords management syste

**Answer:** C

**NEW QUESTION 46**

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 50**

An output of the Plan Quality Management process is:

- A. Aprocess improvement plan,
- B. Quality control measurement
- C. Work performance information,
- D. The project management pla

**Answer:** A

**NEW QUESTION 53**

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 56**

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

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

**Answer:** C

**NEW QUESTION 57**

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 60**

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 61**

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

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

**Answer:** A

**NEW QUESTION 66**

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

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

**Answer:** D

**NEW QUESTION 71**

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

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

**Answer:** A

**NEW QUESTION 72**

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 74**

In which Knowledge Area is the project charter developed?

- A. Project Cost Management
- B. Project Scope Management
- C. Project Time Management
- D. Project Integration Management

**Answer:** D

**NEW QUESTION 76**

The ability to influence cost is greatest during which stages of the project?

- A. Early
- B. Middle
- C. Late
- D. Completion

**Answer:** A

**NEW QUESTION 77**

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

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

**Answer:** C

**NEW QUESTION 81**

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

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

**Answer: D**

**NEW QUESTION 86**

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 88**

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

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

**Answer: B**

**NEW QUESTION 90**

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

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

**Answer: B**

**NEW QUESTION 93**

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

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

**Answer: C**

**NEW QUESTION 97**

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 98**

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 100**

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

- A. Facilitation techniques
- B. Expert judgment

- C. Analytical techniques
- D. Variance analysis

**Answer:** C

**NEW QUESTION 104**

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 108**

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

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

**Answer:** A

**NEW QUESTION 110**

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 115**

When alternative dispute resolution (ADR) is necessary, which tool or technique should be utilized?

- A. Interactive communication
- B. Claims administration
- C. Conflict management
- D. Performance reporting

**Answer:** B

**NEW QUESTION 120**

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

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

**Answer:** C

**NEW QUESTION 124**

A project manager is appointed full-time to a project and is given full-time administrative staff and full-time project team members. This situation describes which type of organizational structure?

- A. Projectized
- B. Weak matrix
- C. Functional
- D. Balanced matrix

**Answer:** A

**NEW QUESTION 125**

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

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

**Answer:** A

**NEW QUESTION 129**

Which input to the Manage Stakeholder Engagement process is used to document changes that occur during the project?

- A. Issue log
- B. Change log
- C. Expert judgment
- D. Change requests

**Answer: B**

**NEW QUESTION 133**

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 137**

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 140**

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

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

**Answer: D**

**NEW QUESTION 141**

The Perform Quality Assurance process occurs in which Process Group?

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

**Answer: A**

**NEW QUESTION 144**

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 149**

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

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

**Answer: D**

**NEW QUESTION 151**

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 153**

Regression analysis, failure mode and effect analysis (FMEA), fault tree analysis (FTA), and trend analysis are examples of which tool or technique?

- A. Expert judgment
- B. Forecasting methods
- C. Earned value management
- D. Analytical techniques

**Answer:** D

**NEW QUESTION 157**

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

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

**Answer:** C

**NEW QUESTION 160**

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 164**

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

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

**Answer:** C

**NEW QUESTION 168**

Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

- A. Smooth/accommodate
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Force/direct

**Answer:** B

**NEW QUESTION 173**

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

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

**Answer:** C

**NEW QUESTION 176**

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 178**

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

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

**Answer: C**

**NEW QUESTION 179**

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 181**

Which type of organizational structure is displayed in the diagram provided?

- A. Balanced matrix
- B. Projectized
- C. Strong matrix
- D. Functional

**Answer: B**

**NEW QUESTION 182**

In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet the procurement documents requirements?

- A. Technical approach
- B. Technical capability
- C. Business size and type
- D. Production capacity and interest

**Answer: A**

**NEW QUESTION 186**

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 190**

Success is measured by benefits realization for a:

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

**Answer: D**

**NEW QUESTION 191**

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 193**

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

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

**Answer: D**

**NEW QUESTION 194**

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

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

**Answer: A**

**NEW QUESTION 195**

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

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

**Answer: B**

**NEW QUESTION 197**

Which item is a cost of conformance?

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

**Answer: A**

**NEW QUESTION 201**

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

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

**Answer: B**

**NEW QUESTION 205**

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 209**

A projects 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 212**

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

- A. Capture the lessons learned from other projects for compariso

- B. Contain the standard activity list
- C. Document and support the project change request
- D. Prescribe the level of detail needed to manage the work

**Answer:** D

#### NEW QUESTION 213

The following chart contains information about the tasks in a project.  
Based on the chart, what is the schedule performance index (SPI) for Task 4?

- A. 0.83
- B. 0.9
- C. 1.11
- D. 1.33

**Answer:** C

#### NEW QUESTION 214

Which Define Activities tool or technique is used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts?

- A. Decomposition
- B. Inspection
- C. Project analysis
- D. Document analysis

**Answer:** A

#### NEW QUESTION 218

The following chart contains information about the tasks in a project.  
Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

**Answer:** C

#### NEW QUESTION 223

The following chart contains information about the tasks in a project.  
Based on the chart, what is the cost variance (CV) for Task 6?

- A. -2,000
- B. 0
- C. 1,000
- D. 2,000

**Answer:** D

#### NEW QUESTION 226

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 229

A disadvantage associated with virtual teams is that they:

- A. Require communication technology that is not readily available
- B. Create difficulties when including people with disabilities
- C. Often cannot accommodate teams that work different hours or shift
- D. Create the possibility for misunderstandings to arise

**Answer:** D

#### NEW QUESTION 232

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

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

D. Forming

**Answer: C**

**NEW QUESTION 233**

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 234**

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 237**

Which Project Time Management process includes bottom-up estimating as a tool or technique?

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

**Answer: A**

**NEW QUESTION 239**

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

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

**Answer: D**

**NEW QUESTION 244**

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 246**

Which action is included in the Control Costs process?

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

**Answer: D**

**NEW QUESTION 249**

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 250**

Which stakeholder approves a project's result?

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

**Answer:** A

**NEW QUESTION 251**

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

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

**Answer:** A

**NEW QUESTION 253**

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 257**

Which enterprise environmental factors may influence Plan Schedule Management?

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

**Answer:** D

**NEW QUESTION 259**

Which type of dependency used in the Sequence Activities process is sometimes referred to as preferred logic, preferential logic, or soft logic?

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

**Answer:** C

**NEW QUESTION 264**

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 266**

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

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

**Answer:** A

**NEW QUESTION 270**

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 274**

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 279**

Completion of the product scope is measured against the product:

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

**Answer:** B

**NEW QUESTION 281**

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 284**

Which Process Group includes the Manage Stakeholder Engagement process?

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

**Answer:** C

**NEW QUESTION 287**

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

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

**Answer:** D

**NEW QUESTION 292**

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

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

**Answer:** C

**NEW QUESTION 297**

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

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

**Answer:** B

**NEW QUESTION 302**

Every project creates a unique product, service, or result that may be:

- A. tangible
- B. targeted
- C. organized
- D. variable

**Answer:** A

**NEW QUESTION 303**

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

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

**Answer:** A

**NEW QUESTION 305**

Which of the following is an input to Develop Human Resource Plan?

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

**Answer:** D

**NEW QUESTION 307**

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

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

**Answer:** D

**NEW QUESTION 312**

A required input for Create WBS is a project:

- A. quality plan
- B. schedule network
- C. management document update
- D. scope statement

**Answer:** D

**NEW QUESTION 314**

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

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

**Answer:** B

**NEW QUESTION 316**

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 319**

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 324**

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 326**

Which type of elaboration allows a project management team to manage at a greater level of detail as the project evolves?

- A. Cyclic
- B. Progressive
- C. Repetitive
- D. Iterative

**Answer: B**

**NEW QUESTION 331**

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

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

**Answer: C**

**NEW QUESTION 334**

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

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

**Answer: B**

**NEW QUESTION 336**

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 337**

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 338**

Which of the following is an input to Control Scope?

- A. Project schedule
- B. Organizational process assets updates
- C. Project document updates

D. Work performance information

**Answer: D**

**NEW QUESTION 340**

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

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

**Answer: C**

**NEW QUESTION 344**

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 345**

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 349**

When sequencing activities, what does the common acronym FF stand for?

- A. Fixed Fee
- B. Free Float
- C. Fixed Finish
- D. Finish-to-Finish

**Answer: D**

**NEW QUESTION 354**

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.  $C_e = (C_0 + C_m + 4C_p) / 6$

**Answer: C**

**NEW QUESTION 359**

Which is used to solicit proposals from prospective sellers?

- A. Procurement statement of work
- B. Resource calendars
- C. Procurement document
- D. Independent estimates

**Answer: C**

**NEW QUESTION 362**

Which can be used to determine whether a process is stable or has predictable performance?

- A. Matrix diagram
- B. Histogram
- C. Control chart
- D. Flowchart

**Answer: C**

**NEW QUESTION 363**

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 368**

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

- A. scope cree
- B. a change reques
- C. work performance informatio
- D. deliverable

**Answer: A**

**NEW QUESTION 371**

The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

- A. Determine Budge
- B. Baseline Budge
- C. Control Cost
- D. Estimate Cost

**Answer: A**

**NEW QUESTION 376**

The precedence diagramming method (PDM) is also known as:

- A. Arrow Diagra
- B. Critical Path Methodology (CPM).
- C. Activity-On-Node (AON).
- D. schedule network diagra

**Answer: C**

**NEW QUESTION 381**

Which of the following strategic considerations often results in project authorization?

- A. Customer requests and/or issue resolution
- B. Stakeholder expectations and/or strategic opportunity (business need)
- C. Technological advancement and/or senior executive request
- D. Market demand and/or legal requirements

**Answer: D**

**NEW QUESTION 385**

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 388**

Which piece of information is part of the WBS Dictionary?

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

**Answer: A**

**NEW QUESTION 390**

Plan Risk Management is the process of defining how to:

- A. Communicate identified risks to the project stakeholder
- B. Conduct risk management activities for a projec

- C. Analyze the impact a specific risk may have on the projec
- D. Address unexpected risks that may occur during a projec

**Answer:** B

**NEW QUESTION 391**

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

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

**Answer:** B

**NEW QUESTION 392**

When can pre-assignment of project team members occur?

- A. When the project uses capital expenditures
- B. When the required staff can be acquired from outside sources
- C. When the project would be ignored due to travel expenses
- D. When the project is the result of specific people being promised as part of a competitive proposal

**Answer:** D

**NEW QUESTION 394**

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 396**

To which process is work performance information an input?

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

**Answer:** A

**NEW QUESTION 398**

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 401**

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

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

**Answer:** A

**NEW QUESTION 406**

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 processe
- D. Applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standard

**Answer:** B

**NEW QUESTION 407**

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 412**

What is the name of a graphic display of project team members and their reporting relationships?

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

**Answer: C**

**NEW QUESTION 413**

Assigned risk ratings are based upon:

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

**Answer: B**

**NEW QUESTION 415**

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

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

**Answer: D**

**NEW QUESTION 416**

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 418**

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 422**

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 426**

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 427**

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

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

**Answer: C**

**NEW QUESTION 431**

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 435**

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 440**

Which is an example of Administer Procurements?

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

**Answer: B**

**NEW QUESTION 445**

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

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

**Answer: B**

**NEW QUESTION 449**

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 450**

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

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

**Answer:** B

**NEW QUESTION 454**

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 458**

In an organization with a projectized organizational structure, who controls the project budget?

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

**Answer:** B

**NEW QUESTION 462**

Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

- A. The customer and functional managers
- B. The risk owners and stakeholders
- C. The sponsors and stakeholders
- D. The project management team

**Answer:** D

**NEW QUESTION 463**

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 468**

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

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

**Answer:** C

**NEW QUESTION 471**

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 475**

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

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

**Answer:** C

**NEW QUESTION 480**

Which of the following is TRUE about most project life cycles?

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

**Answer: B**

**NEW QUESTION 484**

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

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

**Answer: D**

**NEW QUESTION 485**

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

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

**Answer: D**

**NEW QUESTION 487**

When is a Saliency Model used?

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

**Answer: C**

**NEW QUESTION 489**

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

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

**Answer: C**

**NEW QUESTION 492**

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

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

**Answer: B**

**NEW QUESTION 496**

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 500**

The process of formalizing acceptance of the completed project deliverables is known as:

- A. Validate Scop
- B. Close Project or Phas
- C. Control Qualit

D. Verify Scop

**Answer:** A

**NEW QUESTION 502**

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 506**

Which is the Define Scope technique used to generate different approaches to execute and perform the work of the project?

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

**Answer:** C

**NEW QUESTION 508**

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 512**

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

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

**Answer:** C

**NEW QUESTION 517**

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

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

**Answer:** D

**NEW QUESTION 520**

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

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

**Answer:** D

**NEW QUESTION 522**

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

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

**Answer:** D

**NEW QUESTION 527**

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

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

**Answer: A**

**NEW QUESTION 528**

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

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

**Answer: B**

**NEW QUESTION 533**

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

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

**Answer: D**

**NEW QUESTION 538**

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 540**

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 543**

An input of the Plan Procurement Management process is:

- A. Make-or-buy decision
- B. Activity cost estimate
- C. Seller proposal
- D. Procurement document

**Answer: B**

**NEW QUESTION 545**

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

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

**Answer: D**

**NEW QUESTION 547**

The total of the planned value (PV) is also known as:

- A. work breakdown structure (WBS).
- B. schedule target
- C. performance measurement baseline (PMB).
- D. earned value baselin

**Answer: C**

**NEW QUESTION 549**

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

- A. even
- B. response,
- C. perceptio
- D. impac

**Answer: A**

**NEW QUESTION 550**

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 551**

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

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

**Answer: D**

**NEW QUESTION 552**

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

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

**Answer: C**

**NEW QUESTION 553**

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

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

**Answer: C**

**NEW QUESTION 554**

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 557**

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

- A. manage

- B. succes
- C. deadlin
- D. scop

**Answer:** B

**NEW QUESTION 561**

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 563**

Administer Procurements is part of which Process Group?

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

**Answer:** C

**NEW QUESTION 564**

In the basic communication model, which term refers to the method that is used to convey the message?

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

**Answer:** C

**NEW QUESTION 569**

The staffing management plan is part of the:

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

**Answer:** C

**NEW QUESTION 574**

Which activity may occur at project or phase closure?

- A. Acceptance of deliverables
- B. Change requests
- C. Project management plan updates
- D. Benchmarking

**Answer:** A

**NEW QUESTION 578**

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 582**

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 583**

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 584**

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

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

**Answer:** C

**NEW QUESTION 588**

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 590**

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 594**

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

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

**Answer:** A

**NEW QUESTION 596**

Who is responsible for developing the project management plan and all related component plans?

- A. Project team
- B. Portfolio manager
- C. Project manager
- D. Project management office

**Answer:** C

**NEW QUESTION 600**

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

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

**Answer:** C

**NEW QUESTION 604**

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 605**

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

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

**Answer:** A

**NEW QUESTION 607**

For a project to be successful, the project team must do which of the following?

- A. Complete the project in sequential phase
- B. Overlook minor stakeholder
- C. Produce ongoing repetitive products, services, or result
- D. Select the appropriate processes required to meet the project objectiv

**Answer:** D

**NEW QUESTION 608**

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

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

**Answer:** B

**NEW QUESTION 611**

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 614**

Which of the following is an example of push communication?

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

**Answer:** D

**NEW QUESTION 616**

The Administer Procurements process is in which of the following Project Management Process Groups?

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

**Answer:** B

**NEW QUESTION 621**

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 624**

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

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

**Answer:** D

**NEW QUESTION 626**

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 627**

Which type of team can be defined as a group of people with a shared goal who fulfill their roles although spending little or no time meeting face to face?

- A. Co-location team
- B. Virtual team
- C. Departmental team
- D. Consultant team

**Answer:** B

**NEW QUESTION 632**

Which of the following methods of performance review examines project performance over time to determine if performance is improving or deteriorating?

- A. Earned value performance
- B. Trend analysis
- C. Cost-benefit analysis
- D. Variance analysis

**Answer:** B

**NEW QUESTION 637**

Which of the following is an input into the Develop Project Team process?

- A. Enterprise environmental factors
- B. Organizational process assets
- C. Project staff assignments
- D. Performance reports

**Answer:** A

**NEW QUESTION 641**

Inputs to Identifying Stakeholders include:

- A. Project charter, procurement documents, enterprise environmental factors, and organizational process asset
- B. Project charter, stakeholder analysis, enterprise environmental factors, and organizational process asset
- C. Project charter, stakeholder analysis, enterprise environmental factors, and stakeholder management strateg
- D. Project charter, procurement documents, expert judgment, and organizational process asset

**Answer:** C

**NEW QUESTION 642**

Create WBS is part of which of the following Knowledge Areas?

- A. Project Integration Management
- B. Project Scope Management
- C. Project Time Management
- D. Project Cost Management

**Answer:** B

**NEW QUESTION 647**

Cost variance (CV) is equal to earned value:

- A. Minus actual cost [EV - AC].
- B. Minus planned value [EV - PV].
- C. Divided by actual cost [EV/AC].
- D. Divided by planned value [EV/PV].

**Answer:** A

**NEW QUESTION 648**

Which is an input to the Scope Verification Process?

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

**Answer:** D

**NEW QUESTION 649**

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 650**

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 651**

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 653**

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

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

**Answer:** B

**NEW QUESTION 656**

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 658**

Stakeholder management strategy is an output of:

- A. Plan Communication

- B. Distribute Informatio
- C. Report Performanc
- D. Identify Stakeholder

**Answer:** D

**NEW QUESTION 659**

Activities on the critical path have which type of float?

- A. Zero free float
- B. Zero or negative float
- C. Negative and positive float
- D. Zero or positive float

**Answer:** B

**NEW QUESTION 662**

Which of the following is a measure of the value of work completed compared to the actual cost or progress made on the project?

- A. Schedule performance index (SPI)
- B. Cost performance index (CPI)
- C. Cost variance (CV)
- D. Planned value (PV)

**Answer:** B

**NEW QUESTION 667**

The project manager for XYZ stationers is sequencing the activities for the project to set up a new office. It is known from knowledge of best practices that it is better to wait for the painters to finish painting the walls before the new floors are installed. This is an example of which of the following types of dependency?

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

**Answer:** B

**NEW QUESTION 672**

Which of the following correctly describes when organizations and stakeholders are willing to accept varying degrees of risk?

- A. Risk analysis
- B. Risk tolerance
- C. Risk management
- D. Risk attitude

**Answer:** B

**NEW QUESTION 676**

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 678**

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

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

**Answer:** C

**NEW QUESTION 682**

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 684**

PMBOI Guide is a standard that describes:

- A. product-oriented processes
- B. project management processes
- C. product-oriented and project management processes
- D. program management and project management processes

**Answer:** B

**NEW QUESTION 688**

Inputs to the Define Activities process include:

- A. Project scope statement, resource calendars, and work performance information
- B. Scope baseline, enterprise environmental factors, and organizational process asset
- C. Project scope statement, approved change requests, and WBS dictionary
- D. Scope baseline, enterprise environmental factors, and activity duration estimate

**Answer:** B

**NEW QUESTION 689**

What is a tool and technique used in the Develop Project Management Plan process?

- A. Project management information system (PMIS)
- B. Project charter
- C. Quality assurance
- D. Expert judgment

**Answer:** D

**NEW QUESTION 694**

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 699**

Information distribution involves making needed information available to project stakeholders in a timely manner. What is an output from information distribution?

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

**Answer:** C

**NEW QUESTION 703**

Which Activity Duration Estimating technique incorporates additional timing for contingency purposes?

- A. Analogous Estimating
- B. Expert Judgment
- C. Optimistic Estimates
- D. Reserve Analysis

**Answer:** D

**NEW QUESTION 705**

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

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

**Answer:** B

**NEW QUESTION 710**

When are deliverables accepted or not accepted?

- A. When the project is initiated
- B. As an output of the scope verification process
- C. When the project is closing
- D. In the contract closure process

**Answer: B**

**NEW QUESTION 715**

What's budget?

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

**Answer: B**

**NEW QUESTION 717**

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

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

**Answer: B**

**NEW QUESTION 719**

Which of the following processes is necessary to ensure that the project employs all processes needed to meet its requirements?

- A. Perform Quality Control
- B. Quality Policy
- C. Perform Quality Assurance
- D. Quality Planning

**Answer: C**

**NEW QUESTION 723**

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 725**

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 730**

Which of following could be organizational process assets?

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

**Answer: A**

**NEW QUESTION 734**

What is a technique used in the performance reporting process?

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

**Answer:** D

**NEW QUESTION 738**

In which process might you use risk reassessment as a tool and technique?

- A. Qualitative risk analysis
- B. Risk monitoring and control
- C. Monitor and control project work
- D. Risk response planning

**Answer:** B

**NEW QUESTION 743**

What component of the project scope definition defines project exclusions?

- A. Project boundaries
- B. Project constraints
- C. Project assumptions
- D. Project objectives

**Answer:** A

**NEW QUESTION 745**

In which process group is the scope first defined?

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

**Answer:** A

**NEW QUESTION 748**

Which process occurs within the Monitoring and Controlling Process Group?

- A. Cost Control
- B. Quality Planning
- C. Quantitative Risk Analysis
- D. Cost Budgeting

**Answer:** A

**NEW QUESTION 752**

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 754**

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 755**

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 758**

Within a matrix organization, dual reporting of team members is a risk for project success. Who is responsible for managing this dual reporting relationship factor?

- A. Functional manager
- B. Project manager
- C. Functional manager supported by the project manager
- D. Project management office

**Answer: B**

**NEW QUESTION 762**

Which tool and technique of quality planning involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

- A. Histogram
- B. Quality audits
- C. Benchmarking
- D. Performance measurement analysis

**Answer: C**

**NEW QUESTION 763**

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 766**

In which type of contract are the performance targets established at the onset and the final contract price determined after completion of all work based on the sellers performance?

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

**Answer: C**

**NEW QUESTION 771**

The diagram below is an example of a:

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

**Answer: A**

**NEW QUESTION 773**

Which type of diagram includes groups of information and shows relationships between factors, causes, and objectives?

- A. Affinity
- B. Scatter
- C. Fishbone
- D. Matrix

**Answer: D**

**NEW QUESTION 774**

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

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

**Answer: D**

**NEW QUESTION 777**

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 779**

An input required to develop a preliminary project scope statement is:

- A. Organizational Structure
- B. Organizational Process Assets
- C. Organizational Matrix
- D. Organizational Breakdown Structures

**Answer: B**

**NEW QUESTION 781**

Soft logic is also known as what type of dependency?

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

**Answer: B**

**NEW QUESTION 785**

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

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

**Answer: C**

**NEW QUESTION 789**

What are the components of the “triple constraint”?

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

**Answer: D**

**NEW QUESTION 792**

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 793**

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 796**

Which activity is an input to the select sellers process?

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

**Answer: A**

**NEW QUESTION 800**

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 801**

The probability and impact matrix is primarily used to:

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

**Answer: C**

**NEW QUESTION 804**

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 808**

The contract in which the seller is reimbursed for all allowable costs for performing the contract work and then receives a fee based upon achieving certain performance objectives is called a:

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

**Answer: A**

**NEW QUESTION 809**

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

- A. quality
- B. value
- C. technical performance
- D. status

**Answer: B**

**NEW QUESTION 814**

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

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

**Answer: B**

**NEW QUESTION 819**

Which of the following is an estimating technique that uses the values of parameters from previous similar projects for estimating the same parameter or measure for a current project?

- A. Reserve analysis
- B. Three-point estimating
- C. Parametric estimating
- D. Analogous estimating

**Answer: D**

**NEW QUESTION 824**

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 827**

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

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

**Answer:** D

**NEW QUESTION 829**

One of the objectives of a quality audit is to:

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

**Answer:** D

**NEW QUESTION 833**

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

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

**Answer:** D

**NEW QUESTION 838**

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

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

**Answer:** D

**NEW QUESTION 839**

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

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

**Answer:** B

**NEW QUESTION 840**

"Tailoring" is defined as the:

- A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigo
- B. act of creating a project team with the specialized skills required to produce a required product or servic
- C. action taken to bring a defective or nonconforming component into compliance with requirements or specification
- D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scop

**Answer:** A

**NEW QUESTION 841**

Which is an input to the Verify Scope process?

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

Answer: D

**NEW QUESTION 844**

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 847**

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 849**

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 851**

Which of the following is a project constraint?

- A. Twenty-five percent staff turnover is expected
- B. The technology to be used is cutting-edge
- C. Project leadership may change due to volatile political environment
- D. The product is needed in 250 days

Answer: D

**NEW QUESTION 853**

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 858**

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 859**

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

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

Answer: A

**NEW QUESTION 862**

Which process requires implementation of approved changes?

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

**Answer:** A

**NEW QUESTION 867**

The process of identifying specific actions to be performed to produce project deliverables is:

- A. Define Activities
- B. Create WBS
- C. Define Scope
- D. Develop Schedule

**Answer:** A

**NEW QUESTION 872**

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 876**

After Define Activities and Sequence Activities, the next process is:

- A. Estimate Activity Resource
- B. Estimate Activity Durations,
- C. Develop Schedule
- D. Control Schedule

**Answer:** A

**NEW QUESTION 880**

The three processes of Project Cost Management are:

- A. Estimate Costs, Control Schedule, and Control Cost
- B. Estimate Costs, Determine Budget, and Estimate Activity Resource
- C. Determine Budget, Control Schedule, and Estimate Activity Resource
- D. Estimate Costs, Determine Budget, and Control Cost

**Answer:** D

**NEW QUESTION 885**

The correct equation for schedule variance (SV) is earned value:

- A. minus planned value [EV - PV].
- B. minus actual cost [EV - AC].
- C. divided by planned value [EV/PV],
- D. divided by actual cost [EV/AC].

**Answer:** A

**NEW QUESTION 886**

An input of the Create WBS process is:

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

**Answer:** A

**NEW QUESTION 889**

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

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

**Answer:** C

**NEW QUESTION 893**

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

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

**Answer:** A

**NEW QUESTION 895**

Which characteristic do projects and operational work share in common?

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

**Answer:** B

**NEW QUESTION 898**

Which of the following is an output from Control Scope?

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

**Answer:** A

**NEW QUESTION 901**

Managing procurement relationships and monitoring contract performance are part of which process?

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

**Answer:** C

**NEW QUESTION 904**

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

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

**Answer:** A

**NEW QUESTION 907**

Another name for an Ishikawa diagram is:

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

**Answer:** A

**NEW QUESTION 911**

Which standard has interrelationships to other project management disciplines such as program management and portfolio management?

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

**Answer:** D

**NEW QUESTION 912**

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 915**

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 919**

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 921**

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

- A. in line with a measured degree of conformit
- B. out of the hands of the custome
- C. in a specified range of acceptable result
- D. out of the proces

**Answer: B**

**NEW QUESTION 924**

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 925**

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 927**

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

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

**Answer: D**

**NEW QUESTION 928**

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 929**

Analogous cost estimating relies on which of the following techniques?

- A. Expert judgment
- B. Project management software
- C. Vendor bid analysis
- D. Reserve analysis

Answer: A

**NEW QUESTION 933**

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

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

Answer: D

**NEW QUESTION 938**

Which process occurs within the Monitoring and Controlling Process Group?

- A. Control Costs
- B. Plan Quality
- C. Perform Quantitative Risk Analysis
- D. Determine Budget

Answer: A

**NEW QUESTION 939**

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 944**

Which of the following tools and techniques is used in the Verify Scope process?

- A. Inspection
- B. Variance analysis
- C. Expert judgment
- D. Decomposition

Answer: A

**NEW QUESTION 948**

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

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

Answer: B

**NEW QUESTION 949**

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

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

Answer: B

**NEW QUESTION 952**

A project management office manages a number of aspects including the:

- A. Project scope, schedule, cost, and quality of the products of the work package
- B. Central coordination of communication management across project
- C. Assignment of project resources to best meet project objective
- D. Overall risk, overall opportunity, and interdependencies among projects at the enterprise level

**Answer:** D

**NEW QUESTION 957**

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 961**

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 962**

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 964**

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

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

**Answer:** A

**NEW QUESTION 967**

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 970**

Which is one of the major outputs of Sequence Activities?

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

**Answer:** C

**NEW QUESTION 971**

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 972**

Which characteristic is unique to project work and does not apply to operational work?

- A. Performed by individuals
- B. Limited by constraints
- C. Temporary
- D. Performed to achieve organizational objectives

**Answer:** C

**NEW QUESTION 973**

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 975**

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

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

**Answer:** A

**NEW QUESTION 980**

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 981**

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

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

**Answer:** A

**NEW QUESTION 985**

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 987**

The project governance approach should be described in the:

- A. change control plan
- B. project scope
- C. statement of work
- D. project management plan

**Answer:** D

**NEW QUESTION 989**

Analyzing the strengths, weaknesses, opportunities, and threats (SWOT) of a project is known as:

- A. calculating cost of quality
- B. comparing project benefits
- C. performing measurements analysis
- D. identifying risks

**Answer:** D

**NEW QUESTION 994**

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