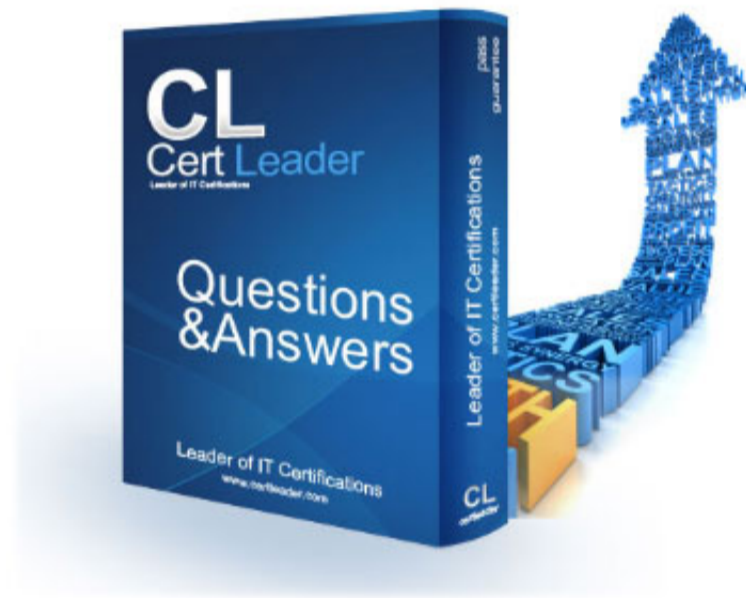


## PMP Dumps

### Project Management Professional

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**NEW QUESTION 1**

- (Topic 1)

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

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

**Answer: D**

**NEW QUESTION 2**

- (Topic 1)

Plan Risk Management is the process of defining how to:

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

**Answer: B**

**NEW QUESTION 3**

- (Topic 1)

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 4**

- (Topic 1)

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 5**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 6**

- (Topic 1)

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 7**

- (Topic 1)

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 8**

- (Topic 1)

Which is the document that presents a hierarchical project organization?

- A. WBS
- B. CPI
- C. OBS
- D. BOM

**Answer: C**

**NEW QUESTION 9**

- (Topic 1)

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 10**

- (Topic 1)

Which element does a project charter contain?

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

**Answer: C**

**NEW QUESTION 10**

- (Topic 1)

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 14**

- (Topic 1)

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 16**

- (Topic 1)

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 20**

- (Topic 1)

Monte Carlo is which type of risk analysis technique?

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

D. Sensitivity

**Answer: B**

**NEW QUESTION 21**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 22**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 23**

- (Topic 1)

What is the definition of project plan 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 28**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 33**

- (Topic 1)

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 36**

- (Topic 1)

Who selects the appropriate processes for a project?

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

**Answer: C**

**NEW QUESTION 39**

- (Topic 1)

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

- A. Risk register

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

**Answer:** A

**NEW QUESTION 40**

- (Topic 1)

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 43**

- (Topic 1)

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 48**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 51**

- (Topic 1)

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 54**

- (Topic 1)

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 58**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 62**

- (Topic 1)

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 65**

- (Topic 1)

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 68**

- (Topic 1)

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

- A. prototypes.
- B. expert judgment.
- C. alternatives identification.
- D. product analysis.

**Answer:** A

**NEW QUESTION 71**

- (Topic 1)

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 72**

- (Topic 1)

Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:

- A. Available organizational assets
- B. Project staff assignments
- C. Interpersonal skills
- D. Enterprise environmental factors

**Answer:** A

**NEW QUESTION 75**

- (Topic 1)

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

- A. operate separately.
- B. move together in batches,
- C. overlap and interact.
- D. move in a sequence.

**Answer:** C

**NEW QUESTION 77**

- (Topic 1)

The product scope description is used to:

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

**Answer:** B

**NEW QUESTION 79**

- (Topic 1)

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

- A. Earned value management.
- B. Forecasting.
- C. Critical chain methodology.
- D. Critical path methodology.

**Answer: A**

**NEW QUESTION 80**

- (Topic 1)

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 81**

- (Topic 1)

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 82**

- (Topic 1)

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 86**

- (Topic 1)

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 87**

- (Topic 1)

Which item is an example of personnel assessment?

- A. Resource calendar
- B. Tight matrix
- C. Team-building activity
- D. Focus group

**Answer: D**

**NEW QUESTION 90**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 95**

- (Topic 1)

Projects that share common outcomes, collective capability, knowledge, or skills are often grouped into a:

- A. portfolio
- B. program
- C. selection
- D. sub portfolio

**Answer: B**

**NEW QUESTION 99**

- (Topic 1)

Risk responses reflect an organization's perceived balance between:

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

**Answer: A**

**NEW QUESTION 104**

- (Topic 1)

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 108**

- (Topic 1)

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 113**

- (Topic 1)

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

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

**Answer: D**

**NEW QUESTION 115**

- (Topic 1)

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 120**

- (Topic 1)

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 125**

- (Topic 1)

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

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

**Answer: D**

**NEW QUESTION 127**

- (Topic 1)

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 129**

- (Topic 1)

Which process numerically analyzes the effect of identified risks on overall project objectives?

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

**Answer: C**

**NEW QUESTION 131**

- (Topic 1)

The project charter is an input to which process?

- A. Develop Project Charter
- B. Develop Project Management Plan
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

**Answer: B**

**NEW QUESTION 136**

- (Topic 1)

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 141**

- (Topic 1)

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 144**

- (Topic 1)

A project manager seeking insight on previous stakeholder management plans and their effectiveness should evaluate:

- A. Historical information and the lessons-learned database.
- B. Historical information and the stakeholder register.
- C. Organizational process assets and the lessons-learned database.
- D. Project documents and historical information.

**Answer:** A

**NEW QUESTION 146**

- (Topic 1)

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 148**

- (Topic 1)

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 150**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 152**

- (Topic 1)

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 154**

- (Topic 1)

Identify Risks is part of which Process Group?

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

**Answer:** A

**NEW QUESTION 155**

- (Topic 1)

Risk exists the moment that a project is:

- A. planned.
- B. conceived.
- C. chartered.
- D. executed.

**Answer:** B

**NEW QUESTION 160**

- (Topic 1)

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

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

D. appetite

**Answer: D**

**NEW QUESTION 162**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 166**

- (Topic 1)

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 168**

- (Topic 1)

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 173**

- (Topic 1)

Most experienced project managers know that:

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

**Answer: B**

**NEW QUESTION 174**

- (Topic 1)

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 175**

- (Topic 1)

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 176**

- (Topic 1)

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 180**

- (Topic 1)

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 185**

- (Topic 1)

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 187**

- (Topic 1)

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 191**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 196**

- (Topic 1)

Scope verification is PRIMARILY concerned with which of the following?

- A. Acceptance of the work deliverables.
- B. Accuracy of the work deliverables.
- C. Approval of the scope statement.
- D. Accuracy of the work breakdown structure.

**Answer:** A

**NEW QUESTION 198**

- (Topic 1)

Which input to the Plan Risk Management process provides information on high-level risks?

- A. Project charter
- B. Enterprise environmental factors
- C. Stakeholder register
- D. Organizational process assets

**Answer:** A

**NEW QUESTION 201**

- (Topic 1)

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

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

**Answer: C**

**NEW QUESTION 206**

- (Topic 1)

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

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

**Answer: C**

**NEW QUESTION 211**

- (Topic 1)

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 214**

- (Topic 1)

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

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

**Answer: C**

**NEW QUESTION 218**

- (Topic 1)

At which point of the project is the uncertainty the highest and the risk of failing the greatest?

- A. Final phase of the project
- B. Start of the project
- C. End of the project
- D. Midpoint of the project

**Answer: B**

**NEW QUESTION 219**

- (Topic 1)

One of the objectives of a quality audit is to:

- A. highlight the need for root cause analysis.
- B. share the process documentation among stakeholders.
- C. offer assistance with non-value-added activities.
- D. identify all of the gaps or shortcomings.

**Answer: D**

**NEW QUESTION 223**

- (Topic 1)

What is project management?

- A. A logical grouping of project management inputs, outputs, tools, and techniques
- B. Applying knowledge, skills, tools, and techniques to project activities to meet the project requirements
- C. Launching a process that can result in the authorization of a new project
- D. A formal, approved document that defines how the project is executed, monitored, and controlled

**Answer: B**

**NEW QUESTION 225**

- (Topic 1)

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

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

**Answer: D**

**NEW QUESTION 227**

- (Topic 1)

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

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

**Answer: C**

**NEW QUESTION 231**

- (Topic 1)

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 235**

- (Topic 1)

Project management processes ensure the:

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

**Answer: D**

**NEW QUESTION 240**

- (Topic 1)

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 243**

- (Topic 1)

Stakeholder management strategy is an output of:

- A. Plan Communications.
- B. Distribute Information.
- C. Report Performance.
- D. Identify Stakeholders.

**Answer: D**

**NEW QUESTION 245**

- (Topic 1)

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 249**

- (Topic 1)

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 250**

- (Topic 1)

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

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

**Answer: B**

**NEW QUESTION 255**

- (Topic 1)

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 260**

- (Topic 1)

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 263**

- (Topic 1)

The process of prioritizing risks for further analysis or action is known as:

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

**Answer: C**

**NEW QUESTION 268**

- (Topic 1)

Which activity is an input to the Conduct Procurements process?

- A. Organizational process assets
- B. Resource availability
- C. Perform Integrated Change Control
- D. Team performance assessment

**Answer: A**

**NEW QUESTION 272**

- (Topic 1)

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 273**

- (Topic 1)

Projects are undertaken by an organization to support the:

- A. Product performance.
- B. Budget process.
- C. Collective capabilities.
- D. Organizational strategy.

Answer: D

**NEW QUESTION 274**

- (Topic 1)

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 276**

- (Topic 1)

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

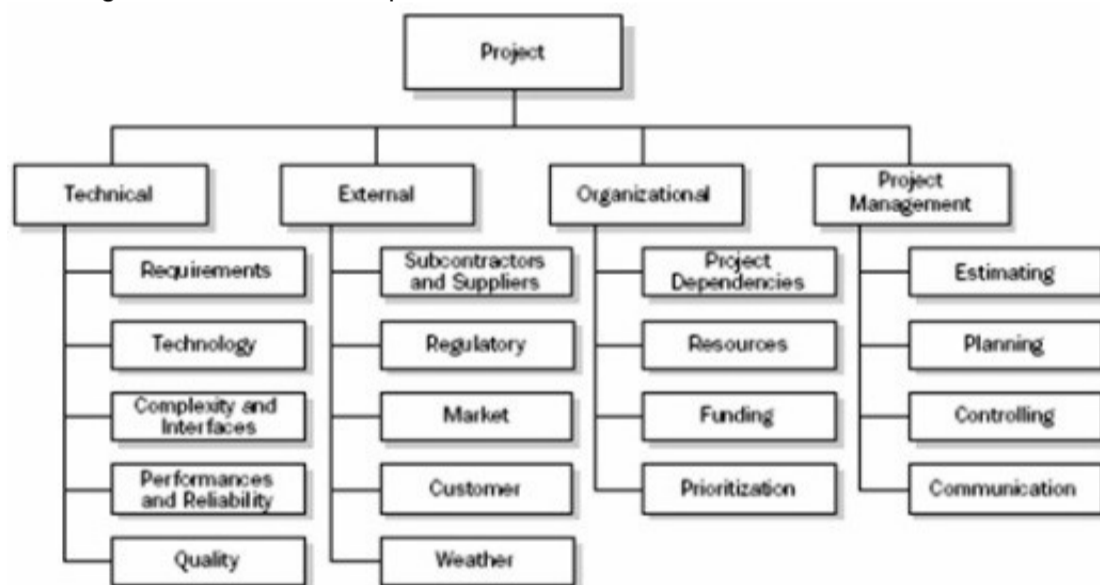
- A. Mitigate
- B. Transfer
- C. Share
- D. Avoid

Answer: C

**NEW QUESTION 277**

- (Topic 1)

The diagram below is an example of a:



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

Answer: A

**NEW QUESTION 282**

- (Topic 1)

Which of the following is a tool or technique used in the Acquire Project Team process?

- A. Networking
- B. Training
- C. Negotiation
- D. Issue log

Answer: C

**NEW QUESTION 284**

- (Topic 1)

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

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

**Answer: D**

**NEW QUESTION 288**

- (Topic 1)

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 290**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 294**

- (Topic 1)

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

- A. Project management plan.
- B. Project charter.
- C. Work breakdown structure.
- D. Stakeholder register.

**Answer: B**

**NEW QUESTION 297**

- (Topic 1)

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 299**

- (Topic 1)

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 303**

- (Topic 1)

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 307**

- (Topic 1)

The Cost Management processes and their associated tools and techniques are usually selected during which of the following?

- A. Project finance management
- B. Project cost estimation
- C. Project life cycle definition
- D. Project plan development

**Answer: C**

**NEW QUESTION 310**

- (Topic 1)

A complete set of concepts, terms, and activities that make up an area of specialization is known as:

- A. a Knowledge Area
- B. a Process Group
- C. program management
- D. portfolio management

**Answer: A**

**NEW QUESTION 315**

- (Topic 1)

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 320**

- (Topic 1)

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 323**

- (Topic 1)

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 324**

- (Topic 1)

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 326**

- (Topic 1)

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 331**

- (Topic 1)

Which input to the Identify Stakeholders process provides information about internal or external parties related to the project?

- A. Procurement documents
- B. Communications plan
- C. Project charter
- D. Stakeholder register

**Answer: C**

**NEW QUESTION 334**

- (Topic 1)

Which of the following documents allows the project manager to assess risks that may require near term action?

- A. Probability and impact matrix
- B. Contingency analysis report
- C. Risk urgency assessment
- D. Rolling wave plan

**Answer: C**

**NEW QUESTION 336**

- (Topic 1)

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 340**

- (Topic 1)

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 341**

- (Topic 2)

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 344**

- (Topic 2)

An input to the Create WBS process is a:

- A. project charter.
- B. stakeholder register.
- C. project scope statement.
- D. requirements traceability matrix.

**Answer: C**

**NEW QUESTION 348**

- (Topic 2)

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 353**

- (Topic 2)

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 357**

- (Topic 2)

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 361**

- (Topic 2)

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 362**

- (Topic 2)

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 366**

- (Topic 2)

Which of the following is used to illustrate the connections between work packages or activities and project team members?

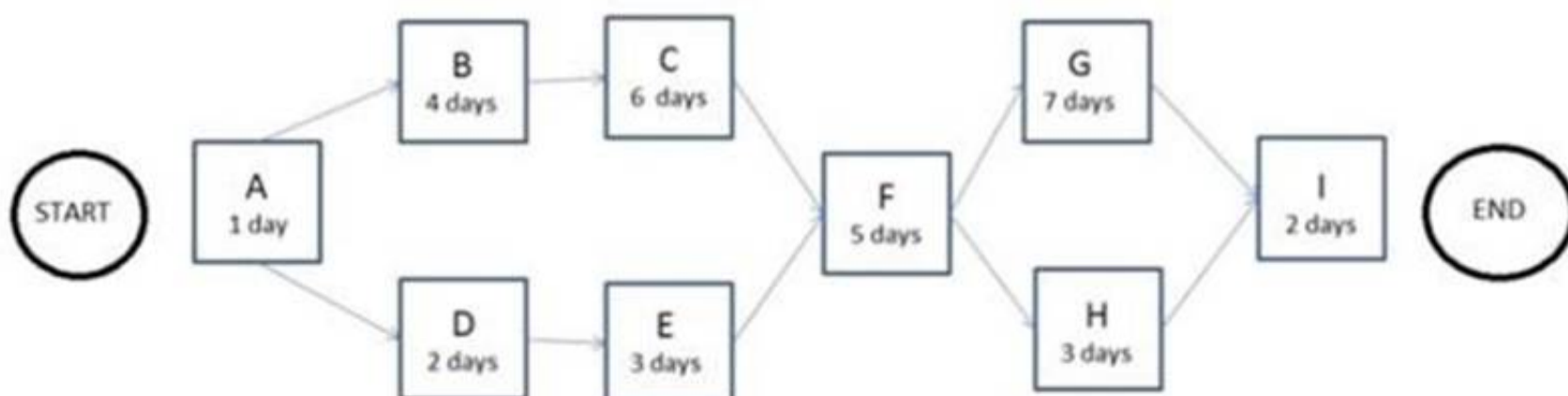
- A. Hierarchical-type charts (HTC)
- B. Organizational breakdown structure (OBS)
- C. Work breakdown structure (WBS)
- D. Responsibility assignment matrix (RAM)

**Answer: D**

**NEW QUESTION 368**

- (Topic 2)

The following is a network diagram for a project.



The free float for Activity E is how many days?

A. 2

- B. 3
- C. 5
- D. 8

**Answer: C**

**NEW QUESTION 373**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 376**

- (Topic 2)

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?

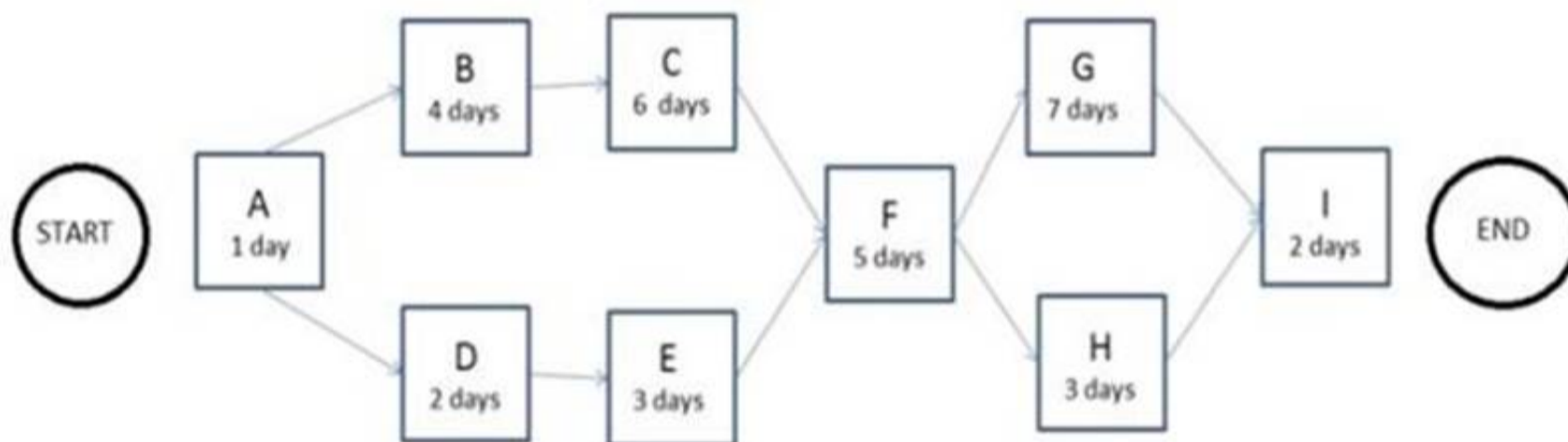
- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Three-point

**Answer: A**

**NEW QUESTION 379**

- (Topic 2)

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 382**

- (Topic 2)

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

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

**Answer: C**

**NEW QUESTION 386**

- (Topic 2)

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 390**

- (Topic 2)

During what process is the quality policy determined?

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

**Answer: C**

**NEW QUESTION 393**

- (Topic 2)

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?

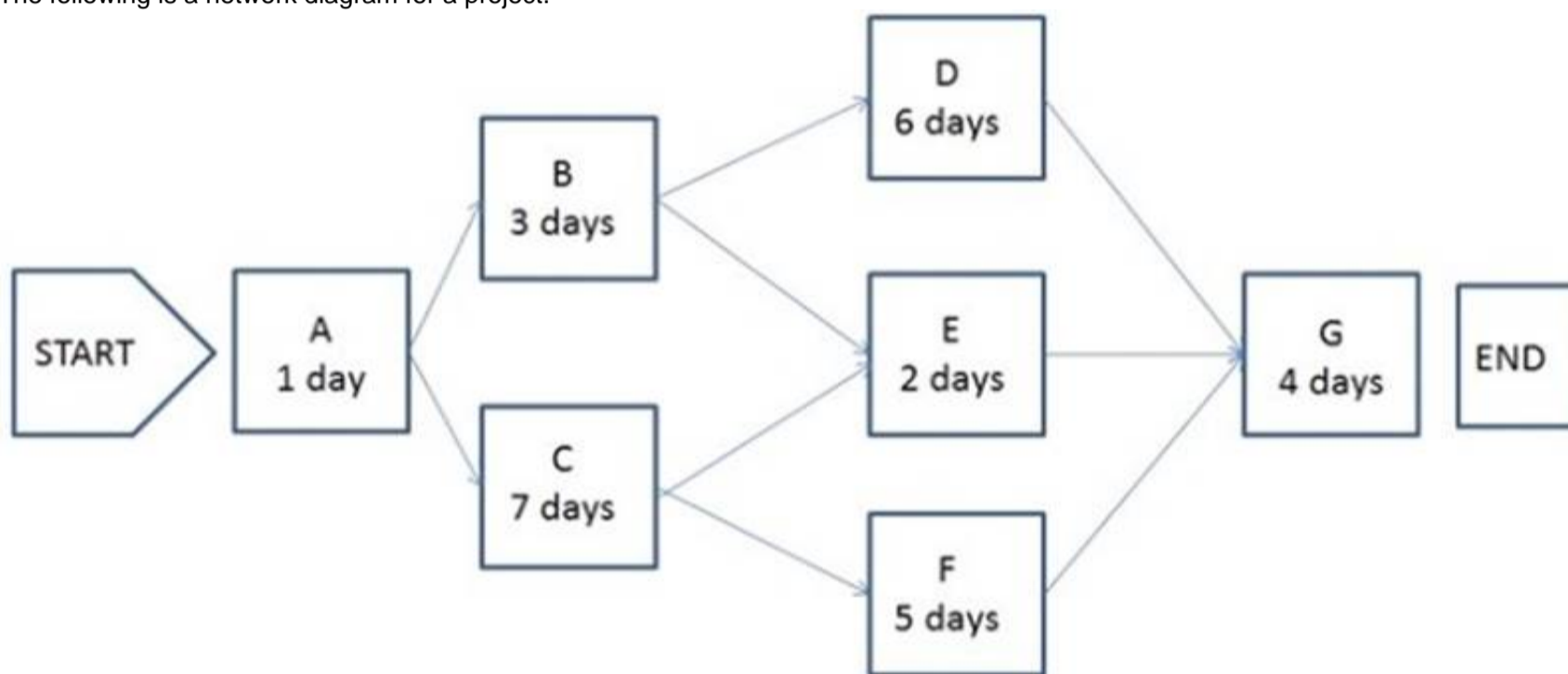
- A. Schedule
- B. Quality
- C. Communications
- D. Cost

**Answer: C**

**NEW QUESTION 396**

- (Topic 2)

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 399**

- (Topic 2)

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 402**

- (Topic 2)

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

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

**Answer: A**

**NEW QUESTION 407**

- (Topic 2)

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 412**

- (Topic 2)

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 415**

- (Topic 2)

Which of the following lists contain processes that are included within Project Procurement Management?

- A. Plan purchases and acquisitions, plan contracting, request seller responses, select sellers
- B. Plan purchases and acquisitions, request seller responses, select sellers, schedule control
- C. Plan purchases and acquisitions, acquire project team, request seller responses, select sellers
- D. Plan purchases and acquisitions, acquire project team, contract approval, select sellers

**Answer: A**

**NEW QUESTION 419**

- (Topic 2)

Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

- A. Cost management plan
- B. Quality management plan
- C. Communications management plan
- D. Risk management plan

**Answer: D**

**NEW QUESTION 423**

- (Topic 2)

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

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

**Answer: A**

**NEW QUESTION 427**

- (Topic 2)

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 431**

- (Topic 2)

An example of a group decision-making technique is:

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

**Answer:**

B

**NEW QUESTION 434**

- (Topic 2)

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 438**

- (Topic 2)

A contract management plan is a subsidiary of what other type of plan?

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

**Answer: B**

**NEW QUESTION 443**

- (Topic 2)

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

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

**Answer: B**

**NEW QUESTION 446**

- (Topic 2)

Which items are components of a project management plan?

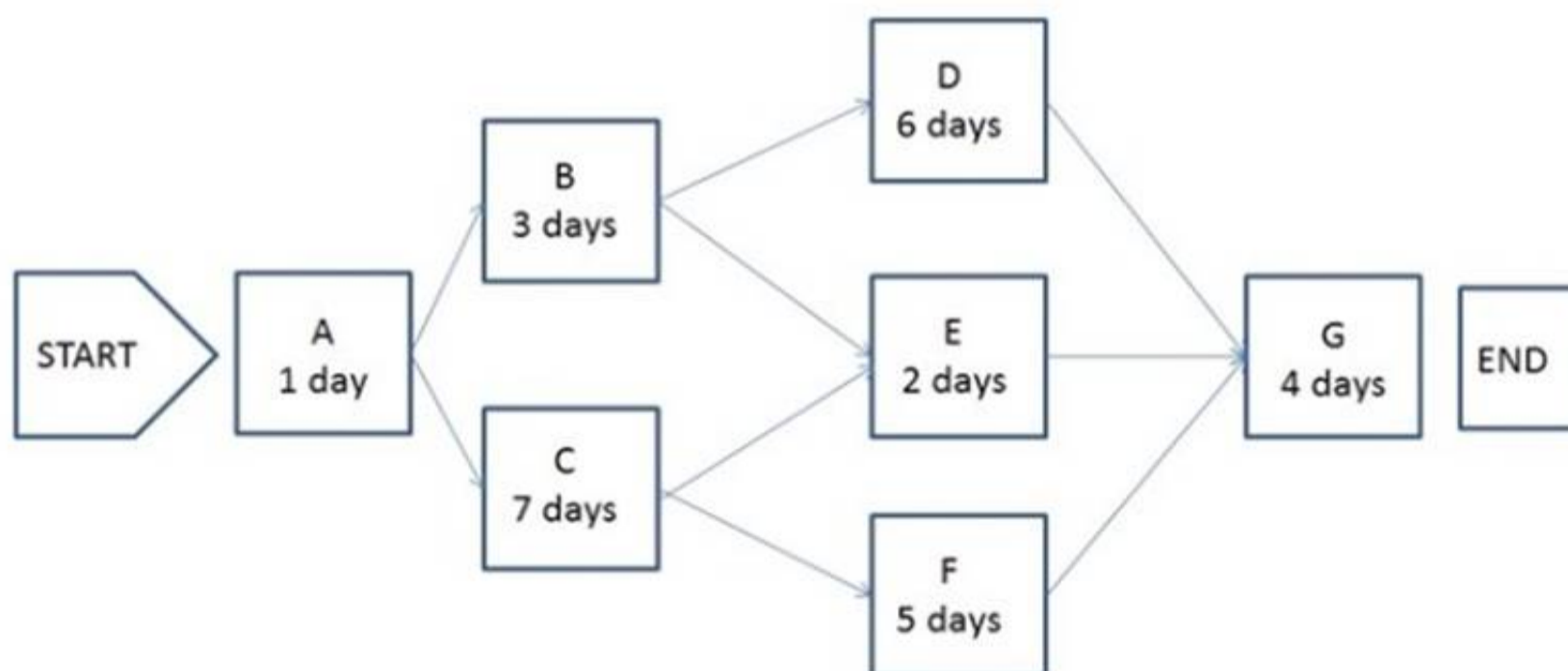
- A. Change management plan, process improvement plan, and scope management plan
- B. Agreements, procurement management plan, and work performance information
- C. Schedule management plan, project schedule, and resource calendars
- D. Scope baseline, project statement of work, and requirements traceability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

**Answer: A**

**NEW QUESTION 451**

- (Topic 2)

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 454**

- (Topic 2)

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 458**

- (Topic 2)

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 463**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 465**

- (Topic 2)

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:** B

**NEW QUESTION 466**

- (Topic 2)

What are the identified risks for doing excessive decomposition in a WBS?

- A. Insufficient project funding and disqualification of sellers
- B. Insufficient project funding and ineffective use of resources
- C. Disqualification of sellers and non-productive management efforts
- D. Non-productive management effort and inefficient use of resources

**Answer:** D

**NEW QUESTION 469**

- (Topic 2)

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

- A. Organizational Breakdown Structure (OBS)
- B. Work Performance Information
- C. Work Package
- D. Work Breakdown Structure (WBS)

**Answer:** D

**NEW QUESTION 471**

- (Topic 2)

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 475**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 476**

- (Topic 2)

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

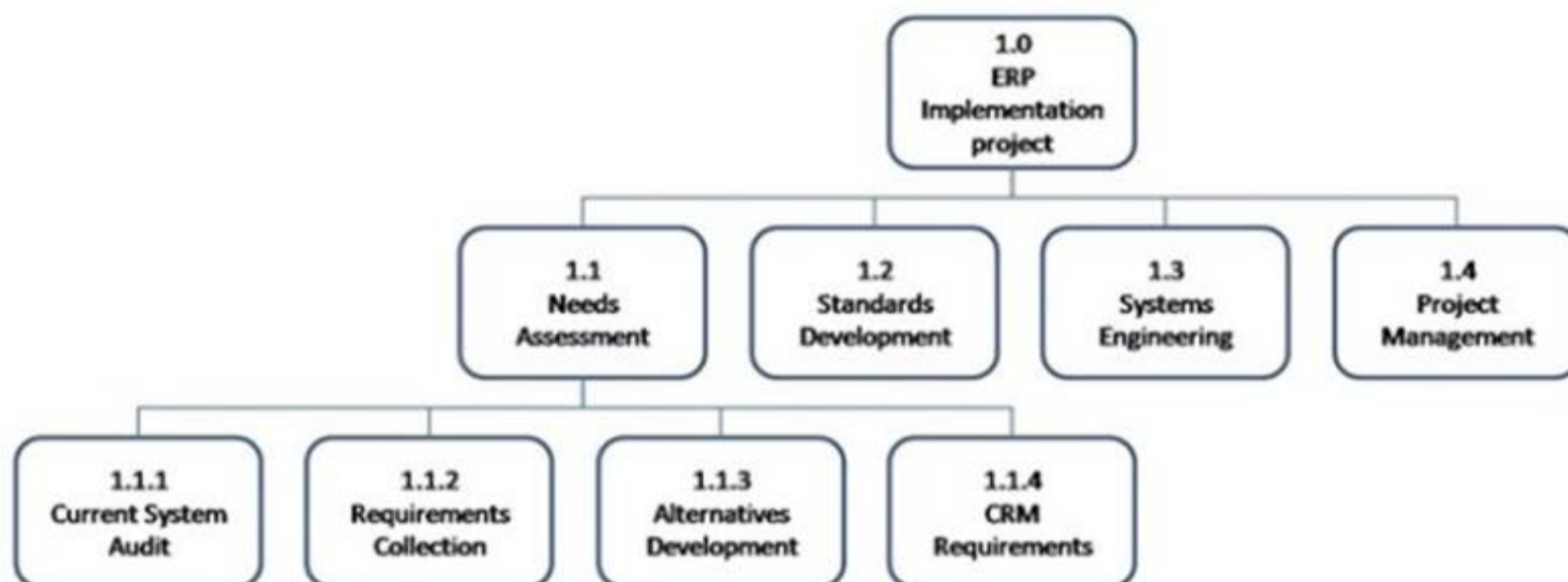
- A. Cost management plan.
- B. Work performance information.
- C. Quality management plan.
- D. Work breakdown structure.

**Answer: A**

**NEW QUESTION 477**

- (Topic 2)

Which type of graphic is displayed below?



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

**Answer: A**

**NEW QUESTION 481**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 485**

- (Topic 2)

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

- A. dictionary.
- B. chart.
- C. report.
- D. register.

Answer: A

**NEW QUESTION 490**

- (Topic 2)

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 491**

- (Topic 2)

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

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

Answer: A

**NEW QUESTION 496**

- (Topic 2)

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 501**

- (Topic 2)

During which process group is the quality policy determined?

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

Answer: C

**NEW QUESTION 503**

- (Topic 2)

Which is an example of Administer Procurements?

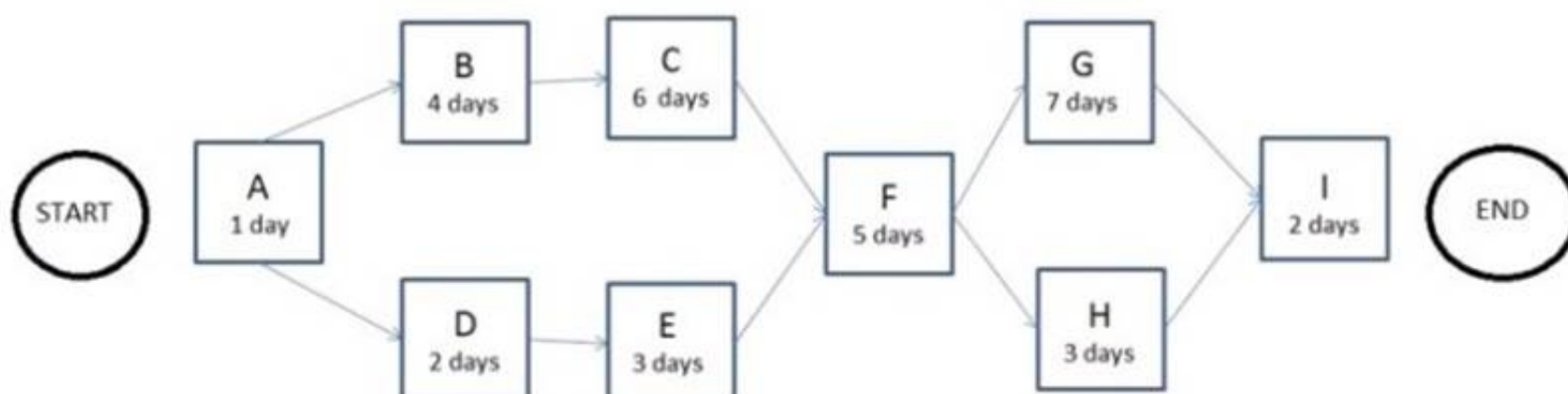
- A. Negotiating the contract
- B. Authorizing contractor work
- C. Developing the statement of work
- D. Establishing evaluation criteria

Answer: B

**NEW QUESTION 504**

- (Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

- A. A-B-C-F-G-I

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

**Answer:** A

**NEW QUESTION 505**

- (Topic 2)

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

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

**Answer:** D

**NEW QUESTION 510**

- (Topic 2)

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 512**

- (Topic 2)

Which of the following statements correctly characterizes pull communication?

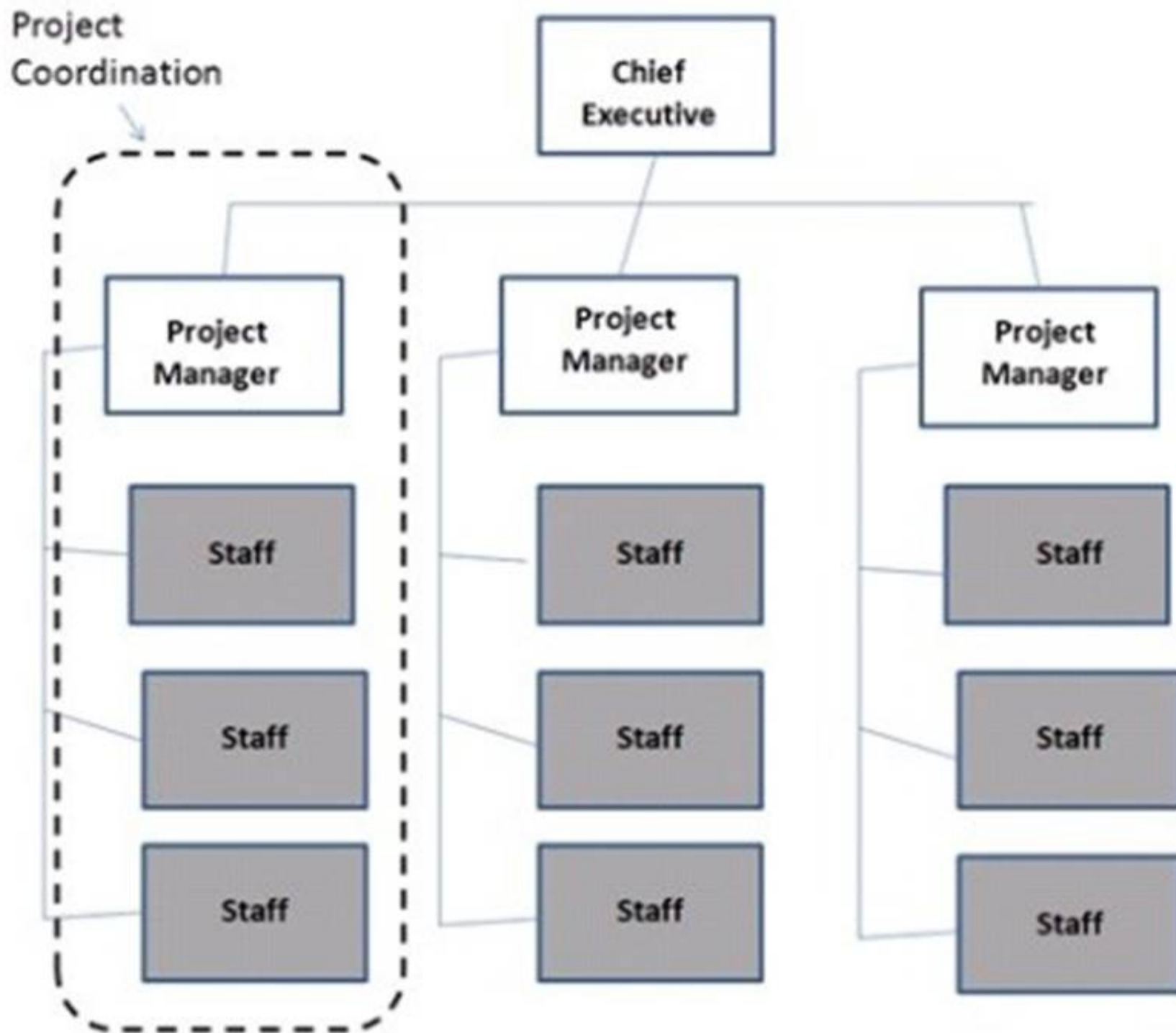
- A. It includes letters, memos, reports, emails, and faxes.
- B. It requires recipients to access communication content at their own discretion.
- C. It is the most efficient way to ensure a common understanding among all participants.
- D. It is primarily used when the volume of information to be transferred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

**Answer:** B

**NEW QUESTION 515**

- (Topic 2)

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 519**

- (Topic 2)

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 522**

- (Topic 2)

An output of the Create WBS process is:

- A. Scope baseline.
- B. Project scope statement.
- C. Organizational process assets.
- D. Requirements traceability matrix.

**Answer: A**

**NEW QUESTION 526**

- (Topic 2)

An input used in developing the communications management plan is:

- A. Communication models.

- B. Enterprise environmental factors.
- C. Organizational communications,
- D. Organizational cultures and styles.

**Answer:** B

**NEW QUESTION 528**

- (Topic 2)

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

- A. Procurement management plan
- B. Evaluation criteria
- C. Work Breakdown Structure (WBS)
- D. Contract Statement of Work (SOW)

**Answer:** D

**NEW QUESTION 530**

- (Topic 2)

In a construction project schedule, what is the logical relationship between the delivery of the concrete materials and the pouring of concrete?

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

**Answer:** D

**NEW QUESTION 535**

- (Topic 2)

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 540**

- (Topic 2)

Inputs to the Plan Schedule Management process include:

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

**Answer:** A

**NEW QUESTION 545**

- (Topic 2)

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 549**

- (Topic 2)

Using values such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous similar project as the basis for estimating the same parameter or measurement for a current project describes which type of estimating?

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

**Answer:** C

**NEW QUESTION 554**

- (Topic 2)

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 557**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 561**

- (Topic 2)

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 565**

- (Topic 2)

Portfolio Management is management of:

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

**Answer: D**

**NEW QUESTION 569**

- (Topic 2)

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

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

**Answer: A**

**NEW QUESTION 574**

- (Topic 2)

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 575**

- (Topic 2)

Outputs of the Control Communications process include:

- A. expert judgment and change requests.
- B. work performance information and change requests.
- C. organizational process asset updates and an issue log.
- D. project management plan updates and an issue log.

**Answer: B**

**NEW QUESTION 579**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 581**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 586**

- (Topic 2)

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 589**

- (Topic 2)

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 591**

- (Topic 2)

When is a Salience 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 595**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 598**

- (Topic 2)

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 599**

- (Topic 2)

Requirements documentation will typically contain at least:

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

**Answer: D**

**NEW QUESTION 602**

- (Topic 2)

"Tailoring" is defined as the:

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

**Answer: A**

**NEW QUESTION 607**

- (Topic 2)

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 612**

- (Topic 2)

Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

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

**Answer: C**

**NEW QUESTION 616**

- (Topic 2)

Co-location is a tool and technique of:

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

**Answer: C**

**NEW QUESTION 621**

- (Topic 3)

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 623**

- (Topic 3)

An input to the Estimate Activity Resources process is:

- A. Activity resource requirements.
- B. Published estimating data.
- C. Resource calendars.

D. Resource breakdown structure (RBS).

**Answer: C**

**NEW QUESTION 627**

- (Topic 3)

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

**Answer: B**

**NEW QUESTION 629**

- (Topic 3)

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 630**

- (Topic 3)

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 635**

- (Topic 3)

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 636**

- (Topic 3)

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 637**

- (Topic 3)

Which of the following is a tool and technique used in all processes within Project Integration Management?

- A. Records management system
- B. Expert judgment
- C. Project management software
- D. Issue log

**Answer: B**

**NEW QUESTION 639**

- (Topic 3)

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:** A

**NEW QUESTION 643**

- (Topic 3)

What is the estimate at completion (EAC) if the budget at completion (BAC) is \$100, the actual cost (AC) is \$50, and the earned value (EV) is \$25?

- A. \$50
- B. \$100
- C. \$125
- D. \$200

**Answer:** D

**Explanation:**

$EAC = BAC / CPI$  and  $CPI = EV / AC$   $CPI = EV / AC = 25 / 50 = 0.5$

$EAC = BAC / CPI = 100 / 0.5 = \$200$

**NEW QUESTION 646**

- (Topic 3)

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 technique.
- B. nominal group technique.
- C. Delphi technique,
- D. idea/mind mapping technique.

**Answer:** B

**NEW QUESTION 648**

- (Topic 3)

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 653**

- (Topic 3)

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

- A. Requested changes
- B. Approved change requests
- C. Work performance information
- D. Implemented defect repair

**Answer:** A

**NEW QUESTION 657**

- (Topic 3)

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

- A. Expert judgment.
- B. Performance reporting.
- C. Bidder conferences.
- D. Reserve analysis.

**Answer:** B

**NEW QUESTION 660**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 664**

- (Topic 3)

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 668**

- (Topic 3)

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

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

**Answer: A**

**NEW QUESTION 673**

- (Topic 3)

The process of monitoring the status of the project to update project progress and manage changes to the schedule baseline is:

- A. Control Schedule.
- B. Quality Control.
- C. Perform Integrated Change Control.
- D. Develop Schedule.

**Answer: A**

**NEW QUESTION 675**

- (Topic 3)

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 676**

- (Topic 3)

Which of the following is a component of three-point estimates?

- A. Probabilistic
- B. Most likely
- C. Expected
- D. Anticipated

**Answer: B**

**NEW QUESTION 680**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 683**

- (Topic 3)

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

- A. Perform Qualitative Risk Analysis
- B. Risk Control
- C. Monitor and Control Project Work
- D. Plan Risk Responses

**Answer: B**

**NEW QUESTION 687**

- (Topic 3)

A process is defined as:

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

**Answer: A**

**NEW QUESTION 691**

- (Topic 3)

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 694**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 697**

- (Topic 3)

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 701**

- (Topic 3)

The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:

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

**Answer: C**

**NEW QUESTION 704**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 705**

- (Topic 3)

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 709**

- (Topic 3)

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

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

**Answer: A**

**NEW QUESTION 711**

- (Topic 3)

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 715**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 719**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 720**

- (Topic 3)

What is a tool to improve team performance?

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

**Answer: D**

**NEW QUESTION 725**

- (Topic 3)

What does a CPI value greater than 1.0 indicate?

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

**Answer: B**

**NEW QUESTION 728**

- (Topic 3)

When would resource leveling be applied to a schedule model?

- A. Before constraints have been identified

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

**Answer: C**

**NEW QUESTION 729**

- (Topic 3)

Typical outcomes of a project include:

- A. Products, services, and improvements.
- B. Products, programs, and services.
- C. Improvements, portfolios, and services.
- D. Improvements, processes, and products.

**Answer: A**

**NEW QUESTION 733**

- (Topic 3)

A disadvantage associated with virtual teams is that they:

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

**Answer: D**

**NEW QUESTION 735**

- (Topic 3)

A project charter is an output of which Process Group?

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

**Answer: C**

**NEW QUESTION 739**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 743**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 745**

- (Topic 3)

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

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

**Answer: C**

**NEW QUESTION 750**

- (Topic 3)

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 753**

- (Topic 3)

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 754**

- (Topic 3)

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 758**

- (Topic 3)

What are assigned risk ratings based upon?

- A. Root cause analysis
- B. Assessed probability and impact
- C. Expert judgment
- D. Risk Identification

**Answer: B**

**NEW QUESTION 763**

- (Topic 3)

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: B**

**NEW QUESTION 765**

- (Topic 3)

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 768**

- (Topic 3)

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

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

**Answer: A**

**NEW QUESTION 773**

- (Topic 3)

An output of the Create WBS process is:

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

**Answer:** A

**NEW QUESTION 777**

- (Topic 3)

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 782**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 785**

- (Topic 3)

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 786**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 790**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 794**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 798**

- (Topic 3)

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 801**

- (Topic 3)

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 805**

- (Topic 3)

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: C**

**NEW QUESTION 810**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 815**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 820**

- (Topic 3)

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 824**

- (Topic 3)

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 829**

- (Topic 3)

Which of the following are inputs into the Administer Procurements process?

- A. Payment systems, organizational process assets update, and claims administration
- B. Inspections and audits, contract change control system, and project management plan updates
- C. Procurement documents, performance reports, and approved change requests
- D. Project documents, seller proposals, and payment systems

**Answer: C**

**NEW QUESTION 832**

- (Topic 3)

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 833**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 836**

- (Topic 3)

Project management processes are:

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

**Answer: B**

**NEW QUESTION 839**

- (Topic 3)

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 842**

- (Topic 3)

Overlooking negative stakeholders can result in a/an:

- A. decreased likelihood of conflicting interests between stakeholders.
- B. decreased likelihood of the projects progress being impeded.
- C. increased likelihood of project failure.
- D. increased likelihood of project success.

**Answer: C**

**NEW QUESTION 844**

- (Topic 3)

Which of the following is an input to the Plan Risk Responses process?

- A. Risk urgency assessment
- B. Organizational process assets
- C. Risk register

D. Schedule management plan

**Answer: C**

**NEW QUESTION 849**

- (Topic 3)

A weighting system is a tool for which area of procurement?

- A. Plan contracting
- B. Request seller responses
- C. Select sellers
- D. Plan purchase and acquisition

**Answer: C**

**NEW QUESTION 852**

- (Topic 3)

Another name for an Ishikawa diagram is:

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

**Answer: A**

**NEW QUESTION 854**

- (Topic 3)

The Human Resource Management processes are:

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

**Answer: A**

**NEW QUESTION 857**

- (Topic 3)

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 862**

- (Topic 3)

Which of the following procurement processes results in the awarding of a procurement contract?

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

**Answer: C**

**NEW QUESTION 863**

- (Topic 3)

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 867**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 870**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 873**

- (Topic 3)

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

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

**Answer: C**

**NEW QUESTION 874**

- (Topic 3)

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 876**

- (Topic 3)

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

- A. Critical buffer
- B. Project buffer
- C. Duration buffer
- D. Feeding buffer

**Answer: B**

**NEW QUESTION 877**

- (Topic 3)

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 assets.
- C. Project scope statement, approved change requests, and WBS dictionary.
- D. Scope baseline, enterprise environmental factors, and activity duration estimates.

**Answer: B**

**NEW QUESTION 882**

- (Topic 3)

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 883**

- (Topic 3)

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

- A. Parametric, most likely, and analogous.
- B. Least likely, analogous, and realistic.
- C. Parametric, optimistic, and pessimistic.
- D. Most likely, optimistic, and pessimistic.

**Answer: D**

**NEW QUESTION 886**

- (Topic 3)

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 890**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 894**

- (Topic 3)

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 896**

- (Topic 3)

An input to the Identify Stakeholders process is:

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

**Answer: C**

**NEW QUESTION 901**

- (Topic 3)

Which of the following techniques is used during Control Scope?

- A. Cost-benefit analysis
- B. Variance analysis
- C. Reserve analysis
- D. Stakeholder analysis

**Answer: B**

**NEW QUESTION 905**

- (Topic 3)

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

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

**Answer: A**

**NEW QUESTION 906**

- (Topic 3)

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 910**

- (Topic 3)

Resource calendars are included in the:

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

**Answer: A**

**NEW QUESTION 911**

- (Topic 3)

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

- A. Earned value management.
- B. Enterprise environmental factors.
- C. Organizational process assets.
- D. Work performance information.

**Answer: D**

**NEW QUESTION 912**

- (Topic 3)

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 914**

- (Topic 3)

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 915**

- (Topic 3)

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 919**

- (Topic 3)

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

- A. quality audits.
- B. process analysis.
- C. benchmarking.
- D. inspection.

**Answer: D**

**NEW QUESTION 921**

- (Topic 3)

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 923**

- (Topic 3)

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

- A. Procurement documents
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

**Answer: C**

**NEW QUESTION 925**

- (Topic 3)

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 926**

- (Topic 3)

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 930**

- (Topic 3)

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 933**

- (Topic 3)

Which stakeholder communicates with higher levels of management to gather organizational support and promote project benefits?

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

**Answer: B**

**NEW QUESTION 937**

- (Topic 3)

Which tool and technique is used in Conduct Procurements?

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

**Answer: C**

**NEW QUESTION 940**

- (Topic 3)

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 944**

- (Topic 3)

An intentional activity to modify a nonconforming product or product component is called:

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

**Answer: A**

**NEW QUESTION 947**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 948**

- (Topic 3)

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 952**

- (Topic 3)

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

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

**Answer: A**

**NEW QUESTION 953**

- (Topic 3)

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 954**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 958**

- (Topic 3)

Which tool and technique is used in Conduct Procurements?

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

**Answer: C**

**NEW QUESTION 959**

- (Topic 3)

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 963**

- (Topic 3)

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 965**

- (Topic 3)

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 969**

- (Topic 3)

The definition of operations is a/an:

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

**Answer: D**

**NEW QUESTION 974**

- (Topic 3)

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 975**

- (Topic 3)

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

- A. Conduct Procurements.
- B. Close Procurements.
- C. Administer Procurements,

D. Plan Procurements.

**Answer: C**

**NEW QUESTION 979**

- (Topic 3)

The cost of nonconformance in a project includes:

- A. testing
- B. rework
- C. inspections
- D. training

**Answer: B**

**NEW QUESTION 984**

- (Topic 3)

In complex projects/ initiating processes should be completed:

- A. Within a work package.
- B. In each phase of the project.
- C. To estimate schedule constraints.
- D. To estimate resource allocations.

**Answer: B**

**NEW QUESTION 985**

- (Topic 3)

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

- A. Communication models.
- B. Stakeholder participation.
- C. Expert judgment
- D. Enterprise environmental factors.

**Answer: C**

**NEW QUESTION 987**

- (Topic 4)

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 992**

- (Topic 4)

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 996**

- (Topic 4)

Projects are authorized by which of the following individuals?

- A. Project managers
- B. Stakeholders
- C. Functional managers
- D. Sponsors

**Answer: D**

**NEW QUESTION 1001**

- (Topic 4)

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 1005**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 1009**

- (Topic 4)

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 1014**

- (Topic 4)

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 1018**

- (Topic 4)

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 1022**

- (Topic 4)

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 1027**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 1031**

- (Topic 4)

What are the key components of the communication model?

- A. Encode, message and feedback-message, medium, noise, and decode
- B. Encode, messaging technology, medium, noise, and decode
- C. Sender, message and feedback-message, medium, noise, and translate
- D. Receiver, message and feedback-message, medium, noise, and decode

**Answer:** A

**NEW QUESTION 1036**

- (Topic 4)

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 1040**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 1044**

- (Topic 4)

Processes in the Initiating Process Group may be completed at the organizational level and be outside of the project's:

- A. Level of control.
- B. Communication channels.
- C. Scope.
- D. Strategic alignment.

**Answer:** A

**NEW QUESTION 1049**

- (Topic 4)

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 1051**

- (Topic 4)

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 1052**

- (Topic 4)

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 1057**

- (Topic 4)

Which quality control technique illustrates the 80/20 principle?

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

**Answer: D**

**NEW QUESTION 1059**

- (Topic 4)

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 1062**

- (Topic 4)

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 1066**

- (Topic 4)

Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

- A. Project team
- B. Focus group
- C. Change control board
- D. Project stakeholders

**Answer: C**

**NEW QUESTION 1067**

- (Topic 4)

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 1072**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 1075**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 1076**

- (Topic 4)

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 databases.
- D. Cost of quality.

**Answer: D**

**NEW QUESTION 1080**

- (Topic 4)

An input of the Control Schedule process is the:

- A. resource calendar.
- B. activity list.
- C. risk management plan.
- D. organizational process assets.

**Answer: D**

**NEW QUESTION 1084**

- (Topic 4)

Which key interpersonal skill of a project manager is defined as the strategy of sharing power and relying on interpersonal skills to convince others to cooperate toward common goals?

- A. Collaboration
- B. Negotiation
- C. Decision making
- D. Influencing

**Answer: D**

**NEW QUESTION 1087**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 1089**

- (Topic 4)

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 1093**

- (Topic 4)

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 1095**

- (Topic 4)

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 1100**

- (Topic 4)

An output of the Perform Integrated Change Control process is:

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

**Answer: C**

**NEW QUESTION 1104**

- (Topic 4)

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

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

**Answer: B**

**NEW QUESTION 1108**

- (Topic 4)

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

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

**Answer: A**

**NEW QUESTION 1109**

- (Topic 4)

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost

= \$50,000, Plan cost = \$45,000, Earned value = \$40,000. What is the cost performance index?

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

**Answer: A**

**NEW QUESTION 1110**

- (Topic 4)

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

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

**Answer: B**

**NEW QUESTION 1114**

- (Topic 4)

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 1119**

- (Topic 4)

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:** B

**NEW QUESTION 1123**

- (Topic 4)

An associate who calculates fees daily to support the department is doing which of the following?

- A. Phase work
- B. Project work
- C. Lifecycle work
- D. Operations work

**Answer:** D

**NEW QUESTION 1128**

- (Topic 4)

Under which type of contract does the seller receive reimbursement for all allowable costs for performing contract work, as well as a fixed-fee payment calculated as a percentage of the initial estimated project costs?

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

**Answer:** A

**NEW QUESTION 1132**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 1134**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 1138**

- (Topic 4)

What is the primary benefit of meeting quality requirements?

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

**Answer:** B

**NEW QUESTION 1142**

- (Topic 4)

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 1147**

- (Topic 4)

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 1149**

- (Topic 4)

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 1152**

- (Topic 4)

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

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

**Answer: A**

**NEW QUESTION 1157**

- (Topic 4)

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 1161**

- (Topic 4)

The three processes of Project Cost Management are:

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

**Answer: D**

**NEW QUESTION 1162**

- (Topic 4)

A key benefit of the Manage Communications process is that it enables:

- A. The best use of communication methods.
- B. An efficient and effective communication flow.
- C. Project costs to be reduced.
- D. The best use of communication technology.

**Answer: B**

**NEW QUESTION 1167**

- (Topic 4)

Which item is a cost of conformance?

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

**Answer: A**

**NEW QUESTION 1172**

- (Topic 4)

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 1176**

- (Topic 4)

An input of the Plan Procurement Management process is:

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

**Answer: B**

**NEW QUESTION 1177**

- (Topic 4)

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 1181**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 1182**

- (Topic 4)

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 1184**

- (Topic 4)

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. ends.
- B. begins.
- C. delays.
- D. deviates.

**Answer: A**

**NEW QUESTION 1189**

- (Topic 4)

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 1193**

- (Topic 4)

A tool or technique used during the Administer Procurements process is:

- A. Expert judgment.
- B. Bidder conference.
- C. Procurement negotiation.
- D. Performance reporting.

**Answer: D**

**NEW QUESTION 1197**

- (Topic 4)

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

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

**Answer: A**

**NEW QUESTION 1202**

- (Topic 4)

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 1206**

- (Topic 4)

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 1209**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 1213**

- (Topic 4)

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

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

**Answer: A**

**NEW QUESTION 1216**

- (Topic 4)

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

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

D. Variance analysis

**Answer: D**

**NEW QUESTION 1220**

- (Topic 4)

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 1222**

- (Topic 4)

Administer Procurements is part of which Process Group?

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

**Answer: C**

**NEW QUESTION 1224**

- (Topic 4)

Which baselines make up the performance measurement baseline?

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

**Answer: A**

**NEW QUESTION 1226**

- (Topic 4)

What 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 1229**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 1233**

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