



**PMP**

## **Exam Questions PMP**

Project Management Professional

#### NEW QUESTION 1

- (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 2

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 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 of the following forecasting methods uses historical data as the basis for estimating future outcomes?

- A. Time series
- B. Judgmental
- C. Econometric
- D. Simulation

**Answer:** A

#### NEW QUESTION 5

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 6

- (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 7

- (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 8**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 9**

- (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 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 15**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 16**

- (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 21**

- (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)

Which type of managers do composite organizations involve?

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

**Answer:** A

#### NEW QUESTION 26

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 27

- (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 31

- (Topic 1)

The Identify Stakeholders process is found in which Process Group?

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

**Answer:** A

#### NEW QUESTION 34

- (Topic 1)

The component of the human resource management plan that includes ways in which team members can obtain certifications that support their ability to benefit the project is known as:

- A. recognition and rewards
- B. compliance
- C. staff acquisition
- D. training needs

**Answer:** D

#### NEW QUESTION 35

- (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 38

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 39

- (Topic 1)

Where are product requirements and characteristics documented?

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

**Answer:** A

#### NEW QUESTION 44

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 45

- (Topic 1)

High-level project risks are included in which document?

- A. Business case
- B. Risk breakdown structure
- C. Project charter
- D. Risk register

**Answer:** C

#### NEW QUESTION 47

- (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 52

- (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 56

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 58

- (Topic 1)

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

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

**Answer:** C

#### NEW QUESTION 62

- (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 63

- (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 68

- (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 73

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 78

- (Topic 1)

Soft logic is also known as what type of dependency?

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

**Answer:** B

#### NEW QUESTION 83

- (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 84

- (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 89

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 91

- (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 93

- (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 97

- (Topic 1)

An input to Develop Project Charter is a/an:

- A. Business case.
- B. Activity list.
- C. Project management plan.
- D. Cost forecast.

**Answer:** A

#### NEW QUESTION 99

- (Topic 1)

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

- A. assumption log.
- B. quality checklist.
- C. risk register.
- D. contract type.

**Answer:** D

#### NEW QUESTION 103

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 105

- (Topic 1)

In which Project Management Process Group is the project charter developed?

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

**Answer:** C

#### NEW QUESTION 110

- (Topic 1)

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

- A. feasibility study, concept development, design, and prototype.
- B. initiate, plan, execute, and monitor.
- C. Develop Charter, Define Activities, Manage Stakeholder Expectations, and Report Performance.
- D. Identify Stakeholders, develop concept, build, and test.

**Answer:** A

#### NEW QUESTION 113

- (Topic 1)

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

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

**Answer:** C

#### NEW QUESTION 118

- (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 121

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 124

- (Topic 1)

When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

- A. improvement
- B. program
- C. result
- D. portfolio

**Answer:** A

#### NEW QUESTION 125

- (Topic 1)

Risk exists the moment that a project is:

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

**Answer:** B



#### NEW QUESTION 126

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 128

- (Topic 1)

Which of the following is an example of a technique used in quantitative risk analysis?

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

**Answer:** A

#### NEW QUESTION 131

- (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 132

- (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 133

- (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 134

- (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 137

- (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 141**

- (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 144**

- (Topic 1)

When addressing roles and responsibilities, which item ensures that the staff has the skills required to complete project activities?

- A. Authority
- B. Role
- C. Competency
- D. Responsibility

**Answer:** C

**NEW QUESTION 148**

- (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 151**

- (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 155**

- (Topic 1)

What process determines which risks might affect the project?

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

**Answer:** B

**NEW QUESTION 157**

- (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 161**

- (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 164**

- (Topic 1)

An element of the project scope statement is:

- A. Acceptance criteria.
- B. A stakeholder list.
- C. A summary budget,
- D. High-level risks.

**Answer: A**

**NEW QUESTION 166**

- (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 169**

- (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 172**

- (Topic 1)

PMBOI Guide is a standard that describes:

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

**Answer: B**

**NEW QUESTION 173**

- (Topic 1)

What is Project Portfolio Management?

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

**Answer: D**

**NEW QUESTION 178**

- (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 179**

- (Topic 1)

Which activity is an input to the select sellers process?

- A. Organizational process assets

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

**Answer:** A

#### NEW QUESTION 180

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 182

- (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 184

- (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 189

- (Topic 1)

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

- A. Applying knowledge, skills, and processes uniformly.
- B. Informing the project sponsor about which processes are going to be used.
- C. Tailoring the processes to fit the abilities of the organization.
- D. Determining which particular processes are appropriate.

**Answer:** D

#### NEW QUESTION 192

- (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 196

- (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 197

- (Topic 1)

The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

- A. Push
- B. Pull
- C. Interactive
- D. Iterative

**Answer:** B

#### NEW QUESTION 202

- (Topic 1)

An input to the Collect Requirements process is the:

- A. stakeholder register.
- B. project management plan.
- C. project scope statement.
- D. requirements management plan.

**Answer:** A

#### NEW QUESTION 203

- (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 204

- (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 206

- (Topic 1)

Technical capability, past performance, and intellectual property rights are examples of:

- A. performance measurement criteria
- B. source selection criteria
- C. product acceptance criteria
- D. phase exit criteria

**Answer:** B

#### NEW QUESTION 210

- (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 212**

- (Topic 1)

An input required in Define Scope is an organizational:

- A. structure.
- B. process asset.
- C. matrix.
- D. breakdown structure.

**Answer:** B

**NEW QUESTION 215**

- (Topic 1)

Requirements documentation, requirements management plan, and requirements traceability matrix are all outputs of which process?

- A. Control Scope
- B. Collect Requirements
- C. Create WBS
- D. Define Scope

**Answer:** B

**NEW QUESTION 220**

- (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 223**

- (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 227**

- (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 229**

- (Topic 1)

What are the components of the “triple constraint”?

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

**Answer:** D

**NEW QUESTION 230**

- (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 235

- (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 236

- (Topic 1)

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Progressively elaborate the characteristics of the product, service, or result.
- C. Describe the project in great detail.
- D. Define the process and criteria for accepting a completed product, service, or result.

**Answer:** B

#### NEW QUESTION 240

- (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 245

- (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 248

- (Topic 2)

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

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

**Answer:** C

#### NEW QUESTION 250

- (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 251

- (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 256

- (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 259

- (Topic 2)

During project selection, which factor is most important?

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

**Answer:** B

#### NEW QUESTION 264

- (Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 265

- (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 270

- (Topic 2)

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

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

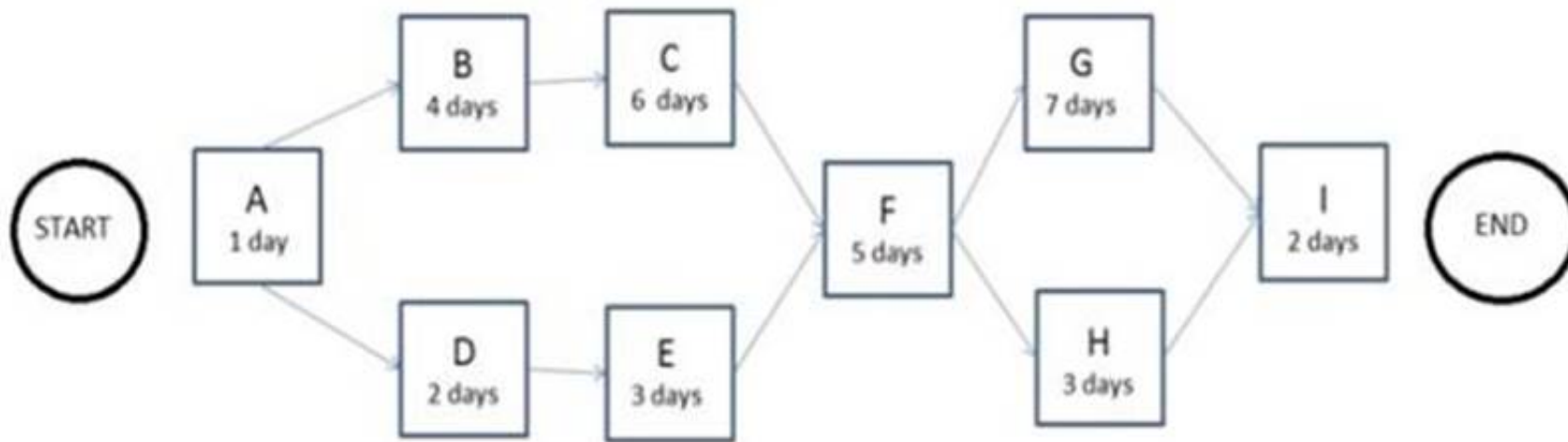
**Answer:** A

#### NEW QUESTION 271

- (Topic 2)

The following is a network diagram for a project.





The total float for the project is how many days?

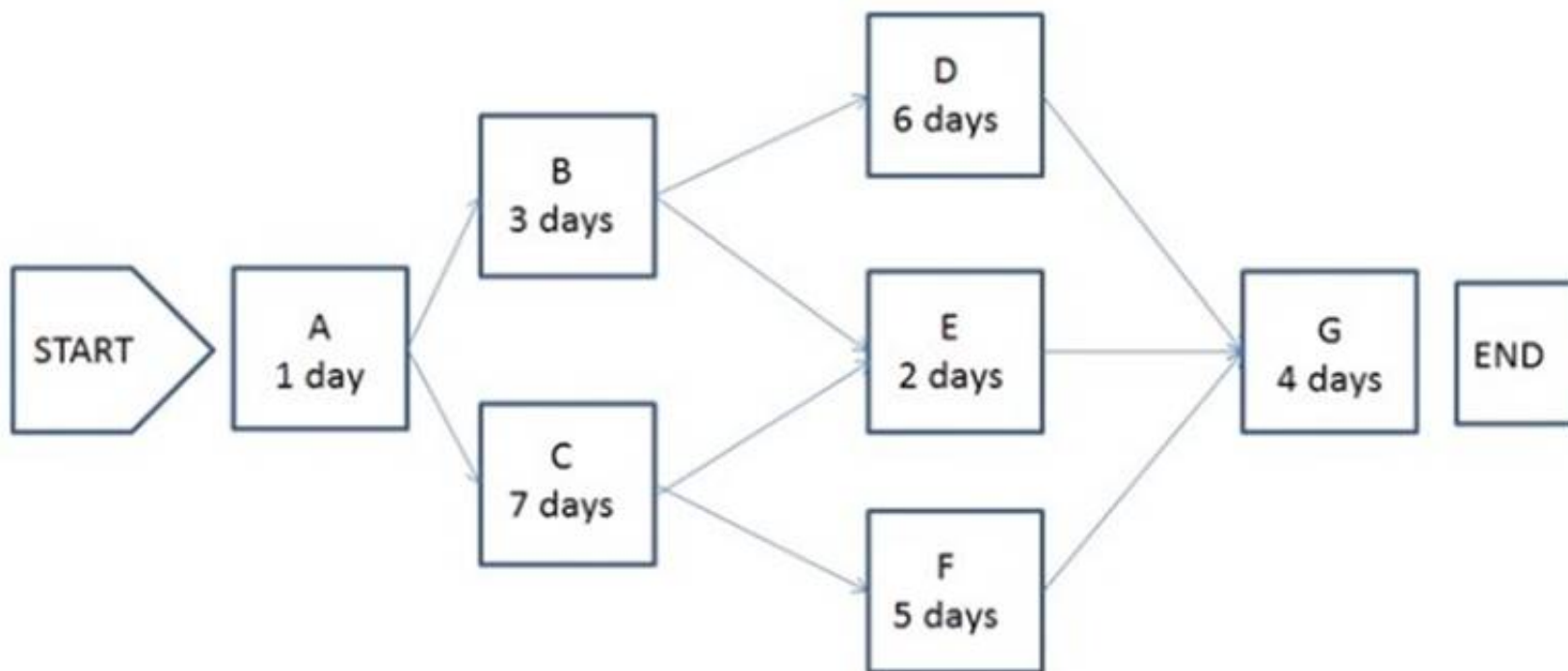
- A. 5
- B. 9
- C. 12
- D. 14

**Answer:** B

#### NEW QUESTION 276

- (Topic 2)

The following is a network diagram for a project.



The critical path for the project is how many days in duration?

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

**Answer:** D

#### NEW QUESTION 280

- (Topic 2)

During what process is the quality policy determined?

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

**Answer:** C

#### NEW QUESTION 285

- (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 286

- (Topic 2)

Which type of chart is a graphic representation of a process showing the relationships among process steps?

- A. Control
- B. Bar
- C. Flow
- D. Pareto

**Answer:** C

#### NEW QUESTION 288

- (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 292

- (Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 293

- (Topic 2)

Which is used to solicit proposals from prospective sellers?

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

**Answer:** C

#### NEW QUESTION 295

- (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 300

- (Topic 2)

Which piece of information is part of the WBS Dictionary?

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

**Answer:** A

#### NEW QUESTION 303

- (Topic 2)

A project in which the scope, time, and cost of delivery are determined as early as possible is following a life cycle that is:

- A. Adaptive
- B. Predictive
- C. Incremental
- D. Iterative

**Answer:**

B

**NEW QUESTION 308**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 312**

- (Topic 2)

Project Scope Management is primarily concerned with:

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

**Answer:** C

**NEW QUESTION 315**

- (Topic 2)

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

- A. cultural differences of team members
- B. possibility of communication misunderstandings
- C. costs associated with travel
- D. costs associated with technology

**Answer:** C

**NEW QUESTION 320**

- (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 321**

- (Topic 2)

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

- A. Plan Procurement Management
- B. Control Procurements
- C. Collect Requirements
- D. Plan Cost Management

**Answer:** A

**NEW QUESTION 323**

- (Topic 2)

The staffing management plan is part of the:

- A. organizational process assets.
- B. resource calendar.
- C. human resource plan.
- D. Develop Project Team process.

**Answer:** C

**NEW QUESTION 328**

- (Topic 2)

Activity cost estimates are quantitative assessments of the probable costs required to:

- A. Create WBS.
- B. complete project work.
- C. calculate costs.
- D. Develop Project Management Plan.

**Answer:** B

**NEW QUESTION 330**

- (Topic 2)

An input of the Create WBS process is:

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

**Answer:** A

**NEW QUESTION 331**

- (Topic 2)

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

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

**Answer:** B

**NEW QUESTION 334**

- (Topic 2)

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

- A. Verified deliverables.
- B. Validated deliverables.
- C. Acceptance criteria.
- D. Activity resource requirements.

**Answer:** A

**NEW QUESTION 339**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 342**

- (Topic 2)

When does the project team determine which dependencies are discretionary?

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

**Answer:** D

**NEW QUESTION 345**

- (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 346**

- (Topic 2)

The Plan Stakeholder Management process belongs to which Process Group?

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

D. Monitoring and Controlling

**Answer:** C

**NEW QUESTION 349**

- (Topic 2)

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

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

**Answer:** B

**NEW QUESTION 354**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 357**

- (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 361**

- (Topic 2)

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 365**

- (Topic 2)

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

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

**Answer:** D

**NEW QUESTION 368**

- (Topic 2)

Which process involves subdividing project deliverables and project work into smaller, more manageable portions?

- A. Develop Schedule
- B. Create WBS
- C. Estimate Activity Resources
- D. Define Scope

**Answer:** B

**NEW QUESTION 369**

- (Topic 2)

Which tool or technique is required in order to determine the project budget?

- A. Cost of quality
- B. Historical relationships
- C. Project management software
- D. Forecasting

**Answer:** B

**NEW QUESTION 373**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 374**

- (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:

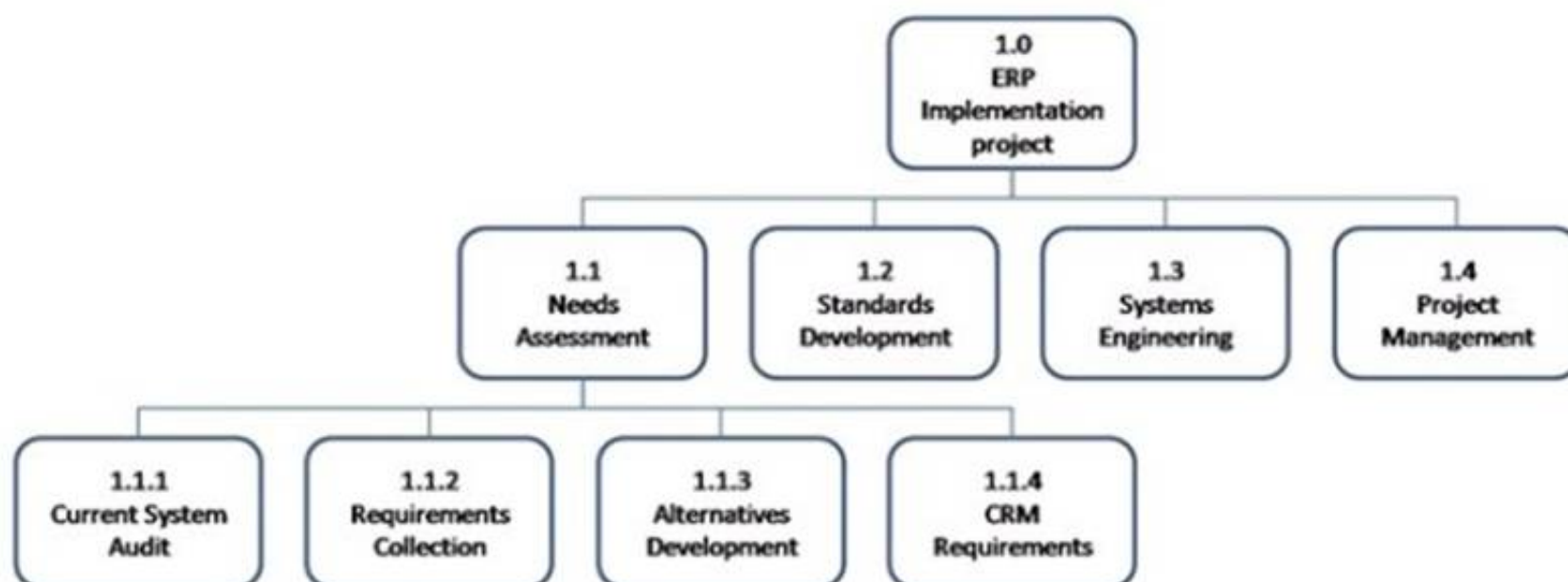
- A. Cost management plan.
- B. Work performance information.
- C. Quality management plan.
- D. Work breakdown structure.

**Answer:** A

**NEW QUESTION 375**

- (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 379**

- (Topic 2)

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

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

**Answer:** D

**NEW QUESTION 381**

- (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 384

- (Topic 2)

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

- A. Plan Schedule Management.
- B. Develop Project Charter.
- C. Develop Schedule.
- D. Plan Scope Management.

**Answer:** A

#### NEW QUESTION 386

- (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 390

- (Topic 2)

You are assigned to implement the project control plan. What should you do to ensure the plan is effective and current?

- A. Perform 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 392

- (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 395

- (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 399

- (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 401

- (Topic 2)

What is the total float of the critical path?

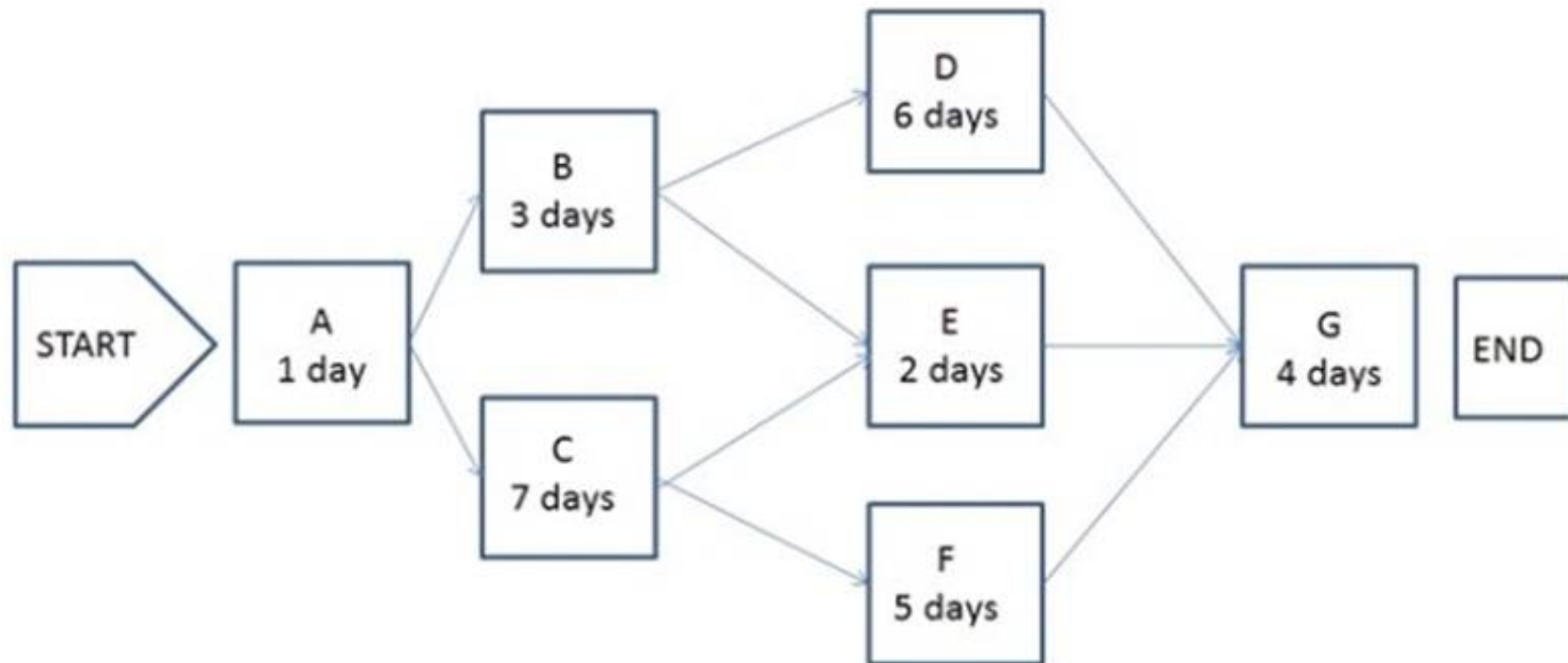
- A. Can be any number
- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

**Answer: C**

#### NEW QUESTION 402

- (Topic 2)

The following is a network diagram for a project.



The shortest non-critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 16

**Answer: A**

#### NEW QUESTION 407

- (Topic 2)

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

- A. Complete the project in sequential phases.
- B. Overlook minor stakeholders.
- C. Produce ongoing repetitive products, services, or results.
- D. Select the appropriate processes required to meet the project objective.

**Answer: D**

#### NEW QUESTION 408

- (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 411

- (Topic 2)

Which process determines the risks that may affect the project and documents their characteristics?

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

**Answer: D**

#### NEW QUESTION 414

- (Topic 2)



Funding limit reconciliation is a tool and technique of which Project Cost Management process?

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

**Answer:** D

#### NEW QUESTION 417

- (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 420

- (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 422

- (Topic 2)

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

- A. updates.
- B. defect repairs.
- C. preventive actions.
- D. corrective actions.

**Answer:** A

#### NEW QUESTION 424

- (Topic 2)

What is the function of a Project Management Office (PMO)?

- A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
- B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
- C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
- D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

**Answer:** A

#### NEW QUESTION 427

- (Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 432

- (Topic 2)

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

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

**Answer:** B

**NEW QUESTION 434**

- (Topic 2)

Which is an output from Distribute Information?

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

**Answer: C**

**NEW QUESTION 435**

- (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 436**

- (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 437**

- (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 440**

- (Topic 2)

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

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

**Answer: A**

**NEW QUESTION 445**

- (Topic 2)

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

- A. Plan Communications.
- B. Manage Stakeholder Expectations.
- C. Stakeholder Analysis.
- D. Identify Stakeholders.

**Answer: A**

**NEW QUESTION 450**

- (Topic 2)

Inputs to the Plan Risk Management process include the:

- A. cost management plan.
- B. risk management plan,
- C. activity list,
- D. risk register.

**Answer: D**

#### NEW QUESTION 453

- (Topic 2)

Sending letters, memos, reports, emails, and faxes to share information is an example of which type of communication?

- A. Direct
- B. Interactive
- C. Pull
- D. Push

**Answer:** D

#### NEW QUESTION 457

- (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 459

- (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 460

- (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 465

- (Topic 3)

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

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

**Answer:** D

#### NEW QUESTION 470

- (Topic 3)

Which of following could be organizational process assets?

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

**Answer:** A

#### NEW QUESTION 475

- (Topic 3)

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

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

**Answer: C**

**NEW QUESTION 477**

- (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 480**

- (Topic 3)

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

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

**Answer: A**

**NEW QUESTION 481**

- (Topic 3)

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

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

**Answer: C**

**NEW QUESTION 485**

- (Topic 3)

The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

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

**Answer: A**

**NEW QUESTION 489**

- (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 490**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 491**

- (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 496

- (Topic 3)

Which of the following makes changes to formally control documentation to reflect modified or additional ideas or content?

- A. Defect repair
- B. Updates
- C. Corrective action
- D. Performance reports

**Answer:** B

#### NEW QUESTION 500

- (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 503

- (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 505

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 506

- (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 507

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 509

- (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 512

- (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 515

- (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 520

- (Topic 3)

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

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

**Answer: D**

#### NEW QUESTION 521

- (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 522

- (Topic 3)

Tools and techniques used in Direct and Manage Project Work include:

- A. Process analysis and expert judgment
- B. Analytical techniques and a project management information system
- C. Performance reviews and meetings
- D. Expert judgment and meetings

**Answer: D**

#### NEW QUESTION 523

- (Topic 3)

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

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

**Answer: A**

#### NEW QUESTION 528

- (Topic 3)

How is scheduled variance calculated using the earned value technique?

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

**Answer:** C

#### NEW QUESTION 532

- (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 533

- (Topic 3)

Which of the following is an example of schedule compression?

- A. Activity sequencing
- B. Resource leveling
- C. Lead and lag adjusting
- D. Crashing

**Answer:** D

#### NEW QUESTION 534

- (Topic 3)

To which process is work performance information an input?

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

**Answer:** C

#### NEW QUESTION 536

- (Topic 3)

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

- A. Utilize the change control process.
- B. Crash the schedule to fix the defect.
- C. Leave the defect in and work around it.
- D. Fast-track the remaining development.

**Answer:** A

#### NEW QUESTION 537

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 540

- (Topic 3)

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

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

**Answer:**



D

#### NEW QUESTION 543

- (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 548

- (Topic 3)

A car company authorized a project to build more fuel-efficient cars in response to gasoline shortages. With which of the following strategic considerations was this project mainly concerned?

- A. Market demand
- B. Legal requirements
- C. Strategic Opportunity
- D. Technological advance

**Answer: A**

#### NEW QUESTION 549

- (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 553

- (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 558

- (Topic 3)

A project charter is an output of which Process Group?

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

**Answer: C**

#### NEW QUESTION 563

- (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 565

- (Topic 3)

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

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



D. integrated for specific phases or subprojects.

**Answer:** B

**NEW QUESTION 568**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 569**

- (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 572**

- (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 574**

- (Topic 3)

Which Process Group includes the Manage Stakeholder Engagement process?

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

**Answer:** A

**Explanation:**

Reason: Control Stakeholder Engagement is in the Monitoring and Control Process.

**NEW QUESTION 576**

- (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 579**

- (Topic 3)

How many Project Management Process Groups are there?

- A. 3
- B. 4
- C. 5
- D. 6

**Answer:** C

**NEW QUESTION 584**

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 589

- (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 590

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 594

- (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 595

- (Topic 3)

Which tool or technique is used in Close Procurements?

- A. Contract plan
- B. Procurement plan
- C. Closure process
- D. Procurement audits

**Answer:** D

#### NEW QUESTION 599

- (Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 602

- (Topic 3)

Organizational planning impacts projects by means of project prioritization based on risk, funding, and an organizations:

- A. Budget plan
- B. Resource plan
- C. Scope plan
- D. Strategic plan

**Answer:** D

#### NEW QUESTION 604

- (Topic 3)

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

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

**Answer:** D

#### NEW QUESTION 609

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 611

- (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 615

- (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 619

- (Topic 3)

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

- A. Enterprise environmental factors.
- B. Historical information,
- C. Organizational process assets.
- D. Corporate knowledge base.

**Answer:** C

#### NEW QUESTION 621

- (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 622

- (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 625**

- (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 626**

- (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 629**

- (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 633**

- (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 637**

- (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 638**

- (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 641**

- (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 643**

- (Topic 3)

Outputs from constituent processes might be used as:

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

**Answer:** A

**NEW QUESTION 646**

- (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 647**

- (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 648**

- (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 650**

- (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 654**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 657**

- (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 659**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 662**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 666**

- (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 671**

- (Topic 3)

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

- A. There is a cost under run.
- B. There is a cost overrun.
- C. May not meet deadline.
- D. The project is 20 days behind schedule.

**Answer:** B

**NEW QUESTION 673**

- (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 676**

- (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 681**

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 686

- (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 690

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 693

- (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 698

- (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 703

- (Topic 3)

To which process is work performance information an input?

- A. Contract administration
- B. Direction and management of project execution
- C. Create WBS
- D. Qualitative risk analysis

**Answer:** A

#### NEW QUESTION 706

- (Topic 3)

The Plan Procurements process includes documenting project purchasing decisions and what other steps?

- A. Specifying the approach and identifying potential sellers
- B. Specifying the approach and selecting a seller
- C. Identifying potential sellers and obtaining seller responses
- D. Specifying the approach and managing procurement relationships

**Answer:** A

#### NEW QUESTION 708

- (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 713

- (Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 714

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 718

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 719

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 722

- (Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 727

- (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 729

- (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 731

- (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 732

- (Topic 4)

An output of Control Schedule is:

- A. A project schedule network diagram
- B. A schedule management plan
- C. Schedule data
- D. Schedule forecasts

**Answer:** D

#### NEW QUESTION 736

- (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 738

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 743

- (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 745

- (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 749

- (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 750

- (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 753

- (Topic 4)

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the schedule variance (SV) for Task 8?

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

**Answer:** B

#### NEW QUESTION 755

- (Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 759

- (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 763

- (Topic 4)

An output of the Plan Quality Management process is:

- A. A process improvement plan,
- B. Quality control measurements.
- C. Work performance information,
- D. The project management plan.

**Answer:** A

#### NEW QUESTION 765

- (Topic 4)

Success is measured by benefits realization for a:

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

**Answer:** D

#### NEW QUESTION 768

- (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 770

- (Topic 4)

The review of a sellers 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 773

- (Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 775

- (Topic 4)

Which tool or technique is used in the Perform Integrated Change Control process?

- A. Decomposition
- B. Modeling techniques
- C. Resource optimization
- D. Meetings

**Answer:** D

#### NEW QUESTION 778

- (Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 779

- (Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 782

- (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 785

- (Topic 4)

A risk response strategy in which the project team shifts the impact of a threat, together with ownership of the response, to a third party is called:

- A. mitigate
- B. accept
- C. transfer
- D. avoid

**Answer:** C

#### NEW QUESTION 788

- (Topic 4)

Which of the following is a tool and technique used to monitor risk?

- A. Technical performance measurement
- B. Cost performance baseline
- C. Benchmarking
- D. Cost of quality

**Answer:** A

#### NEW QUESTION 792

- (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 794

- (Topic 4)

Which item is an input to the Define Activities process?

- A. Schedule data
- B. Activity list
- C. Risk register
- D. Scope baseline

**Answer:** D

#### NEW QUESTION 798

- (Topic 4)

An effective technique for resolving conflict that incorporates multiple viewpoints from differing perspectives to achieve consensus and commitment is:

- A. smooth/accommodate.
- B. force/direct,
- C. collaborate/problem solve,
- D. compromise/reconcile.

**Answer:** C

#### NEW QUESTION 799

- (Topic 4)

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

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

**Answer:** A

#### NEW QUESTION 803

- (Topic 4)

An output of the Validate Scope process is:

- A. A requirements traceability matrix.
- B. The scope management plan.
- C. Work performance reports.
- D. Change requests.

**Answer:** D

#### NEW QUESTION 808

- (Topic 4)

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

- A. Product analysis.
- B. Variance analysis.
- C. Document analysis,
- D. Decomposition.

**Answer:** B

#### NEW QUESTION 810

- (Topic 4)

Analogous cost estimating relies on which of the following techniques?

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

**Answer:** A

#### NEW QUESTION 813

- (Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 816

- (Topic 4)

What is the critical chain method?

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

**Answer: B**

#### NEW QUESTION 820

- (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 821

- (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 826

- (Topic 4)

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

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

**Answer: C**

#### NEW QUESTION 829

- (Topic 4)

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

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

**Answer: C**

#### NEW QUESTION 831

- (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 832

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 833**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 837**

- (Topic 4)

Which action is included in the Control Costs process?

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

**Answer:** D

**NEW QUESTION 841**

- (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 843**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 847**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 851**

- (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 856**

- (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 861

- (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 862

- (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 863

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 865

- (Topic 4)

Which type of estimating can produce higher levels of accuracy, depending upon the sophistication and underlying data built into the model?

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

**Answer:** C

#### NEW QUESTION 866

- (Topic 4)

Which of the following is an output of the Monitor and Control Project Work process?

- A. Change requests
- B. Performance reports
- C. Organizational process assets
- D. Project management plan

**Answer:** A

#### NEW QUESTION 871

- (Topic 4)

Plan Schedule Management is a process in which Knowledge Area?

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

**Answer:** D

#### NEW QUESTION 875

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 877

- (Topic 4)

Which earned value management (EVM) metric is a measure of the cost efficiency of budgeted resources expressed as a ratio of earned value (EV) to actual cost (AC) and is considered a critical EVM metric?

- A. Cost variance (CV)
- B. Cost performance index (CPI)
- C. Budget at completion (BAC)
- D. Variance at completion (VAC)

**Answer:** B

#### NEW QUESTION 878

- (Topic 4)

Which type of dependency is established based on knowledge of best practices within a particular application area or some unusual aspect of the project in which a specific sequence is desired, even though there may be other acceptable sequences?

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

**Answer:** D

#### NEW QUESTION 880

- (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 883

- (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 886

- (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 887

- (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 888

- (Topic 4)

An output of the Develop Project Team process is:

- A. Organizational process assets.
- B. Enterprise environmental factors updates.
- C. Project staff assignments.
- D. Organizational charts and position descriptions.

**Answer: B**

#### NEW QUESTION 893

- (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 895

- (Topic 4)

Which item is a cost of conformance?

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

**Answer: A**

#### NEW QUESTION 900

- (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 902

- (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 903

- (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 908

- (Topic 4)

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

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

**Answer: C**

#### NEW QUESTION 912

- (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 914

- (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 915

- (Topic 4)

The Monitoring and Controlling Process Group includes processes that:

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

**Answer:** C

#### NEW QUESTION 919

- (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 922

- (Topic 4)

Administer Procurements is part of which Process Group?

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

**Answer:** C

#### NEW QUESTION 923

- (Topic 4)

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

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

**Answer:** A

#### NEW QUESTION 927

- (Topic 4)

What is an objective of the Developing Project Team Process?

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

**Answer:** A

#### NEW QUESTION 931

- (Topic 4)

What is the schedule performance index (SPI) if the planned value (PV) is \$100, the actual cost (AC) is \$150, and the earned value (EV) is \$50?

- A. 0.50
- B. 0.67
- C. 1.50
- D. 2.00

**Answer:** A

#### NEW QUESTION 934

- (Topic 4)

Perform Quality Control is accomplished by:

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

**Answer:** B

#### NEW QUESTION 938

- (Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 939

- (Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 941

- (Topic 4)

Which type of control tool 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 942

- (Topic 4)

An input to the Plan Procurement Management process is:

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

**Answer:** C

#### NEW QUESTION 943

- (Topic 4)

Which enterprise environmental factors are considered during Estimate Costs?

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

**Answer:** A

**NEW QUESTION 946**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 950**

- (Topic 4)

Which term describes an assessment of correctness?

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

**Answer:** A

**NEW QUESTION 955**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 957**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 960**

- (Topic 4)

Which items are an output of the Perform Integrated Change Control process?

- A. Work performance reports
- B. Accepted deliverables
- C. Project management plan updates
- D. Organizational process assets

**Answer:** C

**NEW QUESTION 963**

- (Topic 5)

Which of the following tools and techniques are utilized in the Close Project or Phase process?

- A. Project management information system
- B. Product analysis
- C. Expert judgment
- D. Inspection

**Answer:** C

**NEW QUESTION 968**

- (Topic 5)

An input to Close Project or Phase is:

- A. Accepted deliverables,
- B. Final products or services,

- C. Document updates,
- D. Work performance information.

**Answer:** A

#### NEW QUESTION 972

- (Topic 5)

At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project. Which item did this project create?

- A. Result
- B. Product
- C. Service
- D. Improvement

**Answer:** A

#### NEW QUESTION 975

- (Topic 5)

When a backward pass is calculated from a schedule constraint that is later than the early finish date that has been calculated during a forward pass calculation, this causes which type of total float?

- A. Negative
- B. Zero
- C. Positive
- D. Free

**Answer:** C

#### NEW QUESTION 977

- (Topic 5)

Which of the following is an example of the simplest fixed-price contract?

- A. Purchase requisition
- B. Purchase order
- C. Verbal agreement
- D. Request for quote

**Answer:** B

#### NEW QUESTION 980

- (Topic 5)

Which of the following is a tool or technique of the Define Activities process?

- A. Rolling wave planning
- B. Precedence diagramming method (PDM)
- C. Alternatives analysis
- D. Parametric estimating

**Answer:** A

#### NEW QUESTION 981

- (Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 982

- (Topic 5)

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

- A. US\$5000
- B. US\$9500
- C. US\$10,000
- D. US\$12,500

**Answer:** D

#### NEW QUESTION 986



- (Topic 5)

A reward can only be effective if it is:

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

**Answer:** D

#### NEW QUESTION 991

- (Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 993

- (Topic 5)

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

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

**Answer:** A

#### NEW QUESTION 997

- (Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 999

- (Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 1000

- (Topic 5)

An example of a group decision-making technique is:

- A. nominal group technique
- B. majority
- C. affinity diagram
- D. multi-criteria decision analysis

**Answer:** A

#### NEW QUESTION 1001

- (Topic 5)

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

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

**Answer:** A

#### NEW QUESTION 1003

- (Topic 5)

Which Knowledge Areas include processes from the Closing Process Group?

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

**Answer:** D

#### NEW QUESTION 1007

- (Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 1009

- (Topic 5)

Sharing good practices introduced or implemented in similar projects in the organization and/or industry is an example of:

- A. quality audits
- B. process analysis
- C. statistical sampling
- D. benchmarking

**Answer:** A

#### NEW QUESTION 1012

- (Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 1017

- (Topic 5)

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

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

**Answer:** D

#### NEW QUESTION 1018

- (Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 1023

- (Topic 5)

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

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

**Answer:**

B

**NEW QUESTION 1028**

- (Topic 5)

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

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

**Answer:** D

**NEW QUESTION 1030**

- (Topic 5)

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

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

**Answer:** C

**NEW QUESTION 1033**

- (Topic 5)

Completion of the product scope is measured against the product:

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

**Answer:** B

**NEW QUESTION 1036**

- (Topic 5)

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

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

**Answer:** B

**NEW QUESTION 1041**

- (Topic 5)

Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

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

**Answer:** B

**NEW QUESTION 1044**

- (Topic 5)

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

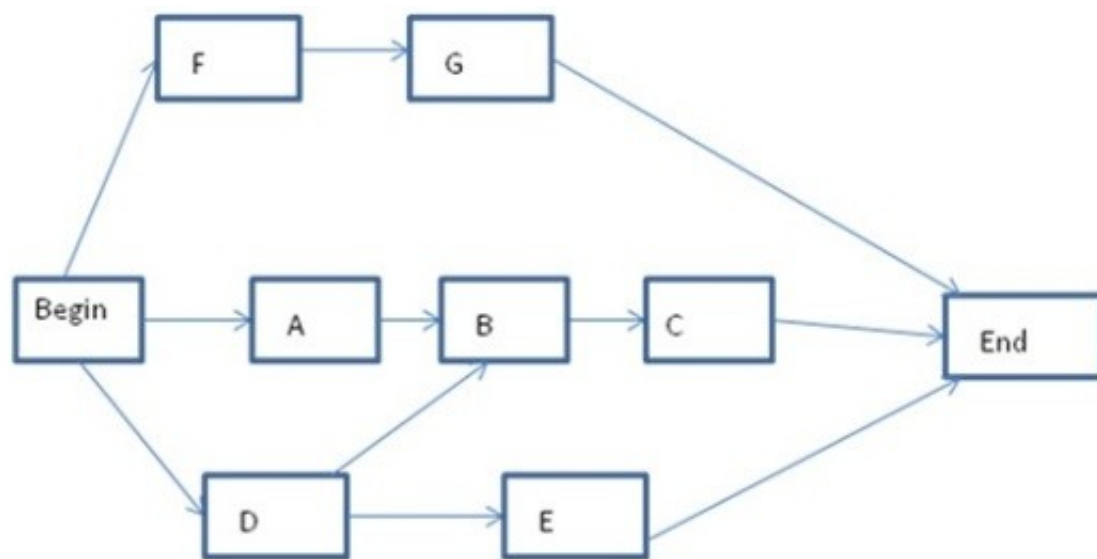
- A.  $C_e = (C_0 + 6C_m + C_p)/4$
- B.  $C_e = (6C_0 + C_m + C_p)/4$
- C.  $C_e = (C_0 + 4C_m + C_p)/6$
- D.  $C_e = (C_0 + C_{m,,} + 4C_p) / 6$

**Answer:** C

**NEW QUESTION 1048**

- (Topic 5)

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



## Exhibit A

- A. Activity-on-arrow diagramming
- B. Precedence diagramming
- C. Project schedule network diagramming
- D. Mathematical analysis diagramming

**Answer:** B

### NEW QUESTION 1050

- (Topic 5)

When are deliverables accepted or not accepted?

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

**Answer:** B

### NEW QUESTION 1051

- (Topic 5)

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

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

**Answer:** C

### NEW QUESTION 1055

- (Topic 5)

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

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

**Answer:** B

### NEW QUESTION 1056

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