

# PMP

## Exam Questions PMP

Project Management Professional



#### NEW QUESTION 1

- (Topic 1)

Which process determines the risks that might affect the project?

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

**Answer: B**

#### NEW QUESTION 2

- (Topic 1)

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

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

**Answer: D**

#### NEW QUESTION 3

- (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 4

- (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 5

- (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 6

- (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 7

- (Topic 1)

A project can be defined as a:

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

**Answer:** A

**NEW QUESTION 8**

- (Topic 1)

Which is the document that presents a hierarchical project organization?

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

**Answer:** C

**NEW QUESTION 9**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 10**

- (Topic 1)

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 10**

- (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 15**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 18**

- (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 21**

- (Topic 1)

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

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

D. Program

**Answer:** A

**NEW QUESTION 24**

- (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 28**

- (Topic 1)

Which of the following strategies is used to deal with risks that may have a negative impact on project objectives?

- A. Exploit
- B. Share
- C. Enhance
- D. Transfer

**Answer:** D

**NEW QUESTION 29**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 31**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 36**

- (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 41**

- (Topic 1)

Which of the following project documents is an input to the Control Scope process?

- A. Vendor risk assessment diagram
- B. Risk register
- C. Requirements traceability matrix
- D. Area of responsibility summary

**Answer:** C

**NEW QUESTION 45**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 50**

- (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 51**

- (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 52**

- (Topic 1)

Project Stakeholder Management focuses on:

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

**Answer:** C

**NEW QUESTION 53**

- (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 58**

- (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 62**

- (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 64**

- (Topic 1)

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

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

**Answer:** A

#### **NEW QUESTION 68**

- (Topic 1)

Organizations perceive risks as:

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

**Answer:** B

#### **NEW QUESTION 72**

- (Topic 1)

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

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

**Answer:** D

#### **NEW QUESTION 77**

- (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 79**

- (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 80**

- (Topic 1)

Soft logic is also known as what type of dependency?

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

**Answer:** B

#### **NEW QUESTION 85**

- (Topic 1)

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

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

**Answer:** D

#### **NEW QUESTION 88**

- (Topic 1)

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

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

**Answer: C**

#### **NEW QUESTION 93**

- (Topic 1)

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

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

**Answer: C**

#### **NEW QUESTION 95**

- (Topic 1)

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

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

**Answer: C**

#### **NEW QUESTION 98**

- (Topic 1)

In project management, a temporary project can be:

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

**Answer: C**

#### **NEW QUESTION 103**

- (Topic 1)

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

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

**Answer: C**

#### **NEW QUESTION 104**

- (Topic 1)

Which is an output of the Collect Requirements process?

- A. Requirements traceability matrix
- B. Project scope statement
- C. WBS dictionary
- D. Work performance measurements

**Answer: A**

#### **NEW QUESTION 109**

- (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 111

- (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 114

- (Topic 1)

Which Control Scope input is compared to actual results to determine if corrective action is required for the project?

- A. Scope baseline
- B. Scope management plan
- C. Change management plan
- D. Cost baseline

**Answer:** A

#### NEW QUESTION 115

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 116

- (Topic 1)

The Verify Scope process is primarily concerned with:

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

**Answer:** A

#### NEW QUESTION 120

- (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 122

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 123

- (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 128

- (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 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 137

- (Topic 1)

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

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

**Answer: D**

#### NEW QUESTION 142

- (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 146

- (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 149

- (Topic 1)

What causes replanning of the project scope?

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

**Answer: D**

#### NEW QUESTION 154

- (Topic 1)

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

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

**Answer:**

B

**NEW QUESTION 159**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 160**

- (Topic 1)

What is one of the objectives of Project Risk Management?

- A. Decrease the probability and impact of an event on project objectives.
- B. Distinguish between a project risk and a project issue so that a risk mitigation plan can be put in place.
- C. Increase the probability and impact of positive events.
- D. Removal of project risk.

**Answer: C**

**NEW QUESTION 165**

- (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 169**

- (Topic 1)

Inputs to Identifying Stakeholders include:

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

**Answer: A**

**NEW QUESTION 172**

- (Topic 1)

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

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

**Answer: C**

**NEW QUESTION 175**

- (Topic 1)

What is project management?

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

**Answer: B**

**NEW QUESTION 176**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 181**

- (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 185**

- (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 186**

- (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 189**

- (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 191**

- (Topic 1)

What characteristic do project and operational work share in common?

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

**Answer:** B

**NEW QUESTION 194**

- (Topic 1)

Which type of agreement is legal, contractual, and between two or more entities to form a partnership, joint venture, or some other arrangement as defined by the parties?

- A. Teaming
- B. Collective bargaining
- C. Sharing
- D. Working

**Answer:** A

**NEW QUESTION 195**

- (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 198**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 199**

- (Topic 1)

Which Collect Requirements output links the product requirements to the deliverables that satisfy them?

- A. Requirements documentation
- B. Requirements traceability matrix
- C. Project management plan updates
- D. Project documents updates

**Answer:** B

**NEW QUESTION 200**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 201**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 202**

- (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 207**

- (Topic 1)

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

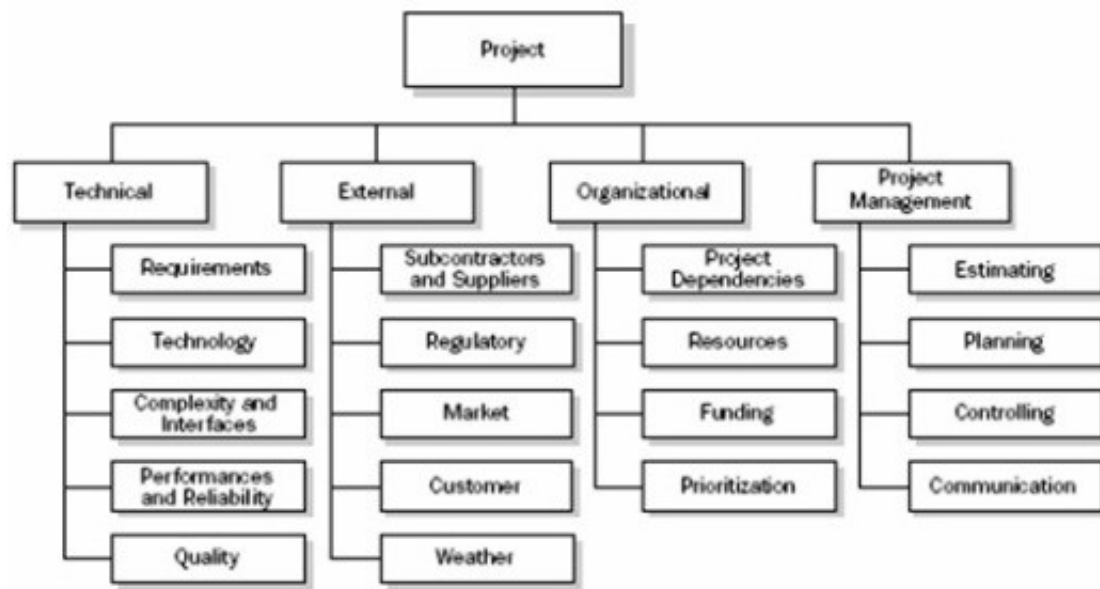
- A. Mitigate
- B. Transfer
- C. Share
- D. Avoid

**Answer:** C

**NEW QUESTION 209**

- (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 213

- (Topic 1)

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

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

**Answer: C**

#### NEW QUESTION 214

- (Topic 1)

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

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

**Answer: D**

#### NEW QUESTION 215

- (Topic 1)

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

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

**Answer: C**

#### NEW QUESTION 217

- (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 221

- (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 223**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 227**

- (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 231**

- (Topic 1)

An electronics firm authorizes a new project to develop a faster, cheaper, and smaller laptop after improvements in the industry and electronics technology. With which of the following strategic considerations is this project mainly concerned?

- A. Customer request
- B. Market demand
- C. Technological advance
- D. Strategic opportunity

**Answer:** C

**NEW QUESTION 234**

- (Topic 1)

Which document in the project management plan can be updated in the Plan Procurement Management process?

- A. Budget estimates
- B. Risk matrix
- C. Requirements documentation
- D. Procurement documents

**Answer:** C

**NEW QUESTION 238**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 241**

- (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 244**

- (Topic 1)

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

- A. Procurement documents
- B. Communications plan

- C. Project charter
- D. Stakeholder register

**Answer:** C

**NEW QUESTION 248**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 252**

- (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 257**

- (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 258**

- (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 263**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 268**

- (Topic 2)

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

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

**Answer:** B

**NEW QUESTION 271**

- (Topic 2)

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



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

**Answer: D**

#### NEW QUESTION 272

- (Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 273

- (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:

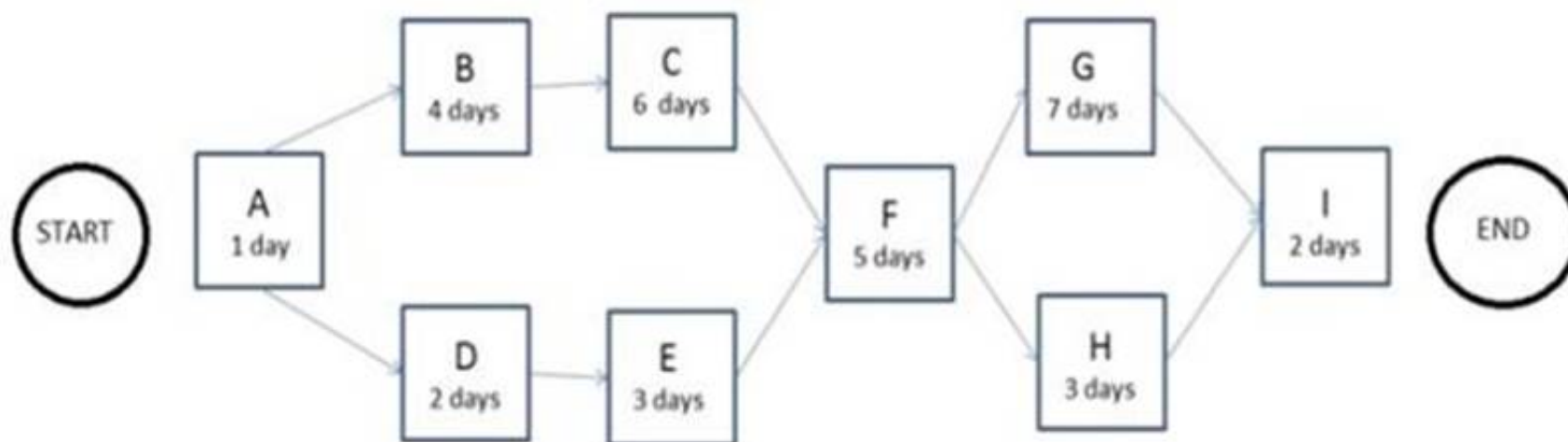
- A. Benchmarking.
- B. Context diagrams.
- C. Brainstorming.
- D. Prototyping.

**Answer: D**

#### NEW QUESTION 276

- (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

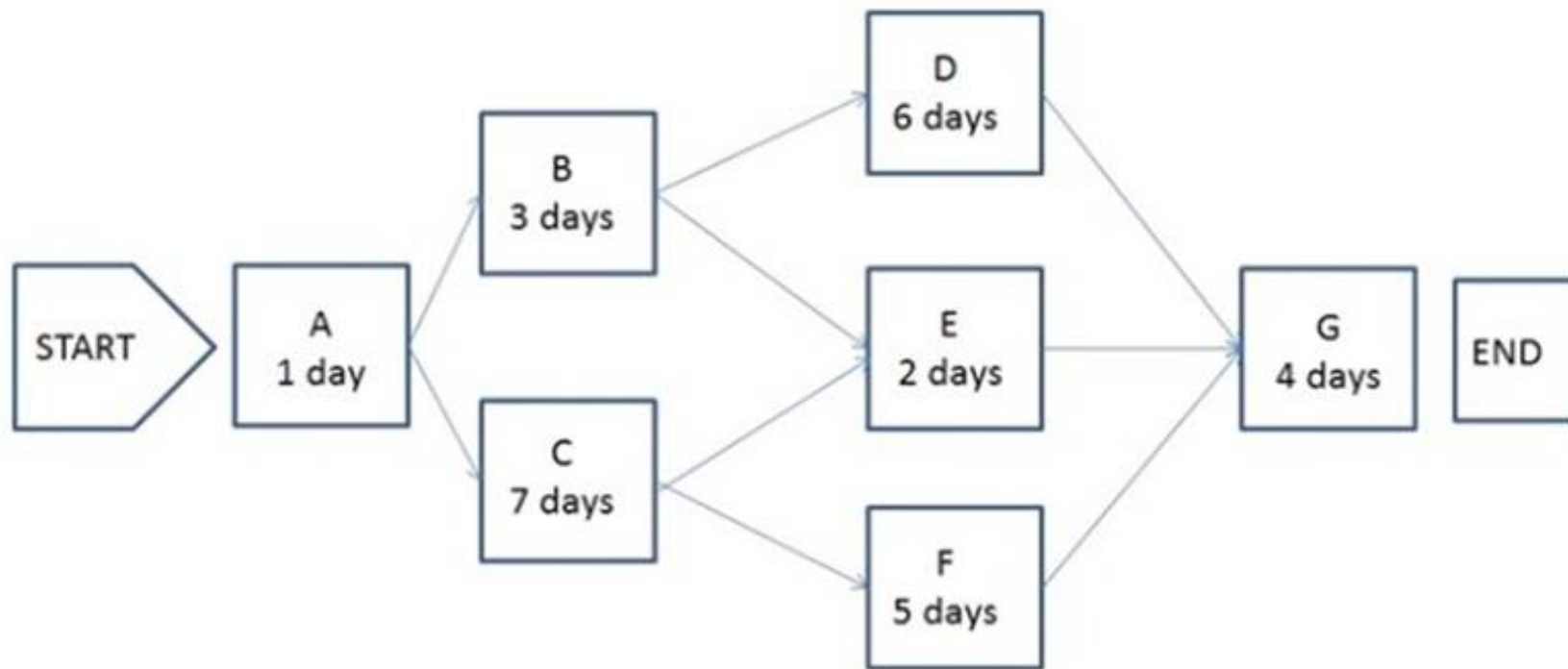
**Answer: B**

#### NEW QUESTION 279

- (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)

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 285

- (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 290

- (Topic 2)

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

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

**Answer: A**

#### NEW QUESTION 295

- (Topic 2)

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

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

**Answer: B**

#### NEW QUESTION 297

- (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 298**

- (Topic 2)

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

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

**Answer:** A

#### **NEW QUESTION 302**

- (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 307**

- (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 311**

- (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 313**

- (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 315**

- (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 320**

- (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 324**

- (Topic 2)

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

- A. Capture the lessons learned from other projects for comparison.
- B. Contain the standard activity list.
- C. Document and support the project change requests.
- D. Prescribe the level of detail needed to manage the work.

**Answer:** D

#### **NEW QUESTION 325**

- (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 326**

- (Topic 2)

The progressive detailing of the project management plan is called:

- A. expert judgment.
- B. rolling wave planning.
- C. work performance information.
- D. specification.

**Answer:** B

#### **NEW QUESTION 330**

- (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 331**

- (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 333**

- (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 338**

- (Topic 2)

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

- A. Facilitation techniques
- B. Expert judgment
- C. Analytical techniques
- D. Variance analysis

**Answer: C**

**NEW QUESTION 343**

- (Topic 2)

Which tool or technique of Plan Quality 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 347**

- (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 351**

- (Topic 2)

Enterprise environmental factors are an input to which process?

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

**Answer: C**

**NEW QUESTION 355**

- (Topic 2)

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

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

**Answer: D**

**NEW QUESTION 358**

- (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 363**

- (Topic 2)

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

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

**Answer:**

A

**NEW QUESTION 368**

- (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 371**

- (Topic 2)

A work package has been scheduled to cost \$1,000 to complete and was to be finished today. As of today, the actual expenditure is \$1,200 and approximately half of the work has been completed. What is the cost variance?

- A. -700
- B. -200
- C. 200
- D. 500

**Answer: A**

**NEW QUESTION 373**

- (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 374**

- (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 379**

- (Topic 2)

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

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

**Answer: B**

**NEW QUESTION 382**

- (Topic 2)

An input used in developing the communications management plan is:

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

**Answer: B**

**NEW QUESTION 386**

- (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 390

- (Topic 2)

Inputs to the Plan Schedule Management process include:

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

**Answer: A**

#### NEW QUESTION 391

- (Topic 2)

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

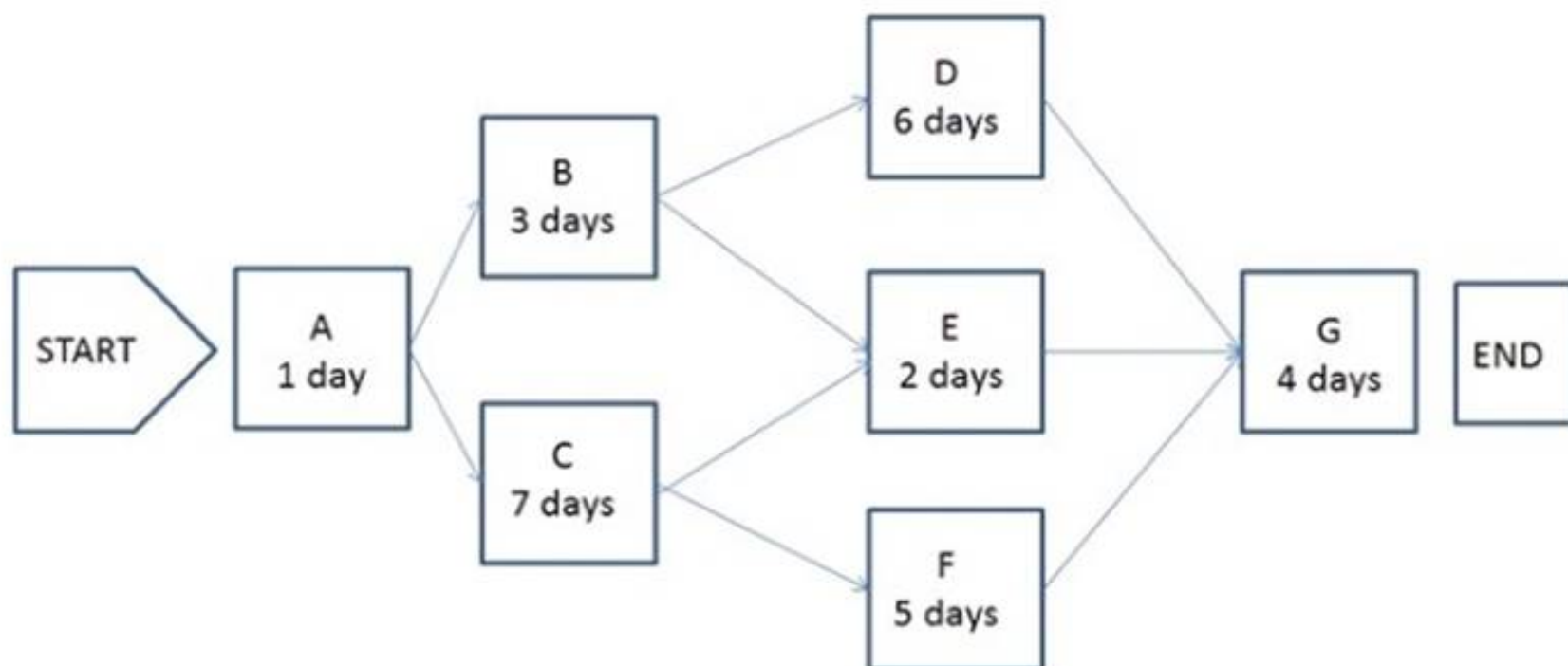
- A. Product
- B. Cost benefit
- C. Stakeholder
- D. Research

**Answer: C**

#### NEW QUESTION 396

- (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 397

- (Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 399

- (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 403

- (Topic 2)

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

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

**Answer: A**

#### NEW QUESTION 407

- (Topic 2)

How should a stakeholder who is classified as high power and low interest be grouped in a power/interest grid during stakeholder analysis?

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

**Answer: A**

#### NEW QUESTION 411

- (Topic 2)

Which of the following are outputs of Develop Project Team?

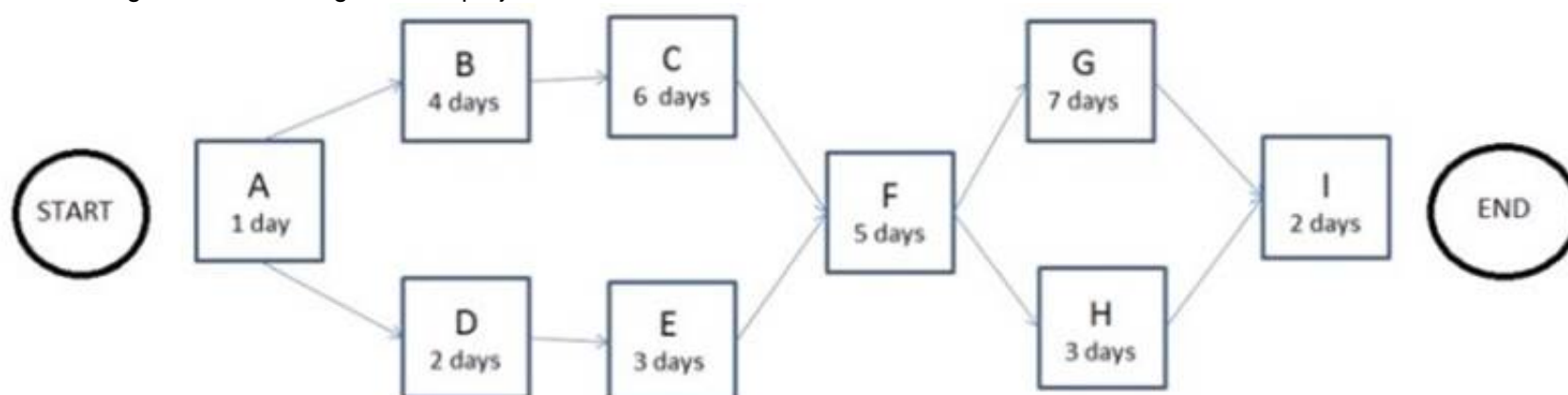
- A. Human resources plan changes and project staff assignment updates
- B. Project management plan updates and enterprise environmental factor updates
- C. Resource calendars and project management plan updates
- D. Team performance assessments and enterprise environmental factor updates

**Answer: D**

#### NEW QUESTION 412

- (Topic 2)

The following is a network diagram for a project.



How many possible paths are identified for this project?

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

**Answer: B**

#### NEW QUESTION 415

- (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 418



- (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 420**

- (Topic 2)

Which Project Management Process Group includes Collect Requirements, Define Activities, Sequence Activities, Perform Qualitative Risk Analysis, and Perform Quantitative Risk Analysis?

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

**Answer: C**

#### **NEW QUESTION 422**

- (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 426**

- (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 429**

- (Topic 2)

Which is an input to the Verify Scope process?

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

**Answer: D**

#### **NEW QUESTION 430**

- (Topic 2)

What component of the project scope definition defines project exclusions?

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

**Answer: A**

#### **NEW QUESTION 435**

- (Topic 3)

An input to the Estimate Activity Resources process is:

- A. Activity resource requirements.
- B. Published estimating data.
- C. Resource calendars.
- D. Resource breakdown structure (RBS).

**Answer: C**



**NEW QUESTION 437**

- (Topic 3)

A risk may be graded into different priorities by which process?

- A. Risk monitoring and controlling
- B. Risk response planning
- C. Qualitative risk analysis
- D. Quantitative risk analysis

**Answer: C**

**NEW QUESTION 439**

- (Topic 3)

What is one of the MAJOR outputs of activity sequencing?

- A. Responsibility assignment matrix
- B. Work breakdown structure update
- C. Project network diagram
- D. Mandatory dependencies list

**Answer: C**

**NEW QUESTION 440**

- (Topic 3)

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

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

**Answer: C**

**NEW QUESTION 443**

- (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 447**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 448**

- (Topic 3)

What scope definition technique is used to generate different approaches to execute and perform the work of the project?

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

**Answer: C**

**NEW QUESTION 449**

- (Topic 3)

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

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

**Answer:**

D

**Explanation:**

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

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

**NEW QUESTION 451**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 454**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 459**

- (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 463**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 466**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 470**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 471**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 472**

- (Topic 3)

The PV is \$1000, EV is \$2000, and AC is \$1500. What is CPI?

- A. 1.33
- B. 2
- C. 0.75
- D. 0.5

**Answer:** A

**NEW QUESTION 477**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 479**

- (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 481**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 483**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 485**

- (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 490**

- (Topic 3)

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

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

**Answer:** A

#### **NEW QUESTION 494**

- (Topic 3)

Which technique is used in Perform Quantitative Risk Analysis?

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

**Answer:** A

#### **NEW QUESTION 495**

- (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 496**

- (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 497**

- (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 502**

- (Topic 3)

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

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

**Answer:** C

#### **NEW QUESTION 505**

- (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 507**

- (Topic 3)

Which of the following is an output of the Plan Quality process?

- A. Project document update
- B. Control chart
- C. Cost performance baseline
- D. Organizational process asset update

**Answer:** A

**NEW QUESTION 512**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 516**

- (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 517**

- (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 520**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 524**

- (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 526**

- (Topic 3)

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

- A. scope creep.
- B. a change request.
- C. work performance information.
- D. deliverables.

**Answer:**

A

**NEW QUESTION 527**

- (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 528**

- (Topic 3)

An output of the Create WBS process is:

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

**Answer: A**

**NEW QUESTION 531**

- (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 534**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 535**

- (Topic 3)

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

- A. a control chart.
- B. baseline.
- C. Create WBS.
- D. decomposition.

**Answer: D**

**NEW QUESTION 540**

- (Topic 3)

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

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

**Answer: C**

**NEW QUESTION 541**

- (Topic 3)

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

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

D. Product analysis

**Answer:** D

**NEW QUESTION 542**

- (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 545**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 548**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 550**

- (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 555**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 556**

- (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 557**

- (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 561**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 564**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 566**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 569**

- (Topic 3)

Which schedule method allows the project team to place buffers on the project schedule path to account for limited resources and project uncertainties?

- A. Critical path method
- B. Critical chain method
- C. Resource leveling
- D. Schedule network analysis

**Answer:** B

**NEW QUESTION 574**

- (Topic 3)

Which activity involves ensuring that the composition of a projects configuration items is correct?

- A. Configuration Identification
- B. Configuration Status Accounting
- C. Configuration Verification and Audit
- D. Configuration Quality Assurance

**Answer:** C

**NEW QUESTION 577**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 582**

- (Topic 3)

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



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

**Answer:** B

**NEW QUESTION 584**

- (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 588**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 590**

- (Topic 3)

Resource calendars are included in the:

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

**Answer:** A

**NEW QUESTION 591**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 594**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 595**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 597**

- (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 602**

- (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 605**

- (Topic 3)

Correlated and contextualized information on how closely the scope is being maintained relative to the scope baseline is contained within:

- A. project documents updates.
- B. project management plan updates.
- C. change requests.
- D. work performance information.

**Answer:** D

#### **NEW QUESTION 607**

- (Topic 3)

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

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

**Answer:** A

#### **NEW QUESTION 612**

- (Topic 3)

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

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

**Answer:** D

#### **NEW QUESTION 615**

- (Topic 3)

Change request status updates are an output of which process?

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

**Answer:** A

#### **NEW QUESTION 618**

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 619

- (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 622

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 624

- (Topic 3)

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

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

**Answer:** D

#### NEW QUESTION 626

- (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 630

- (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 632

- (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 634

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 636**

- (Topic 3)

The cost of nonconformance in a project includes:

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

**Answer: B**

**NEW QUESTION 639**

- (Topic 3)

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

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

**Answer: B**

**NEW QUESTION 643**

- (Topic 4)

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

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

**Answer: B**

**NEW QUESTION 648**

- (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 650**

- (Topic 4)

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

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

**Answer: B**

**NEW QUESTION 655**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 659**

- (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 660**

- (Topic 4)

Which tool or technique is used in the Estimate Costs process?

- A. Acquisition
- B. Earned value management
- C. Vendor bid analysis
- D. Forecasting

**Answer:** C

**NEW QUESTION 664**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 667**

- (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 669**

- (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 670

- (Topic 4)

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

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

**Answer: B**

#### NEW QUESTION 671

- (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 674

- (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 676**

- (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 679**

- (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 680**

- (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 681**

- (Topic 4)

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

- A. planned, designed, and built in.
- B. planned, designed, and inspected in.
- C. built in, created, and reviewed.
- D. built in, created, and standardized.

**Answer:** A

**NEW QUESTION 683**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 686**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 689**

- (Topic 4)

The process of monitoring the status of the project and product scope as well as managing the changes to the scope baseline is known as:



- A. Validate Scope.
- B. Plan Scope Management.
- C. Control Scope.
- D. Define Scope.

**Answer:** C

**NEW QUESTION 692**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 694**

- (Topic 4)

Schedule milestones and a predefined budget are examples of:

- A. Project constraints.
- B. Requirements documentation.
- C. Organizational process assets.
- D. Activity cost estimates.

**Answer:** A

**NEW QUESTION 695**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 697**

- (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 702**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 704**

- (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 705**



- (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 706**

- (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 710**

- (Topic 4)

Using the following data, what is the Schedule Performance Index (SPI)? EV= \$500 PV= \$750 AC= \$1000 BAC= \$1200

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

**Answer: A**

#### **NEW QUESTION 715**

- (Topic 4)

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

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

**Answer: B**

#### **NEW QUESTION 719**

- (Topic 4)

Outputs of the Control Communications process include:

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

**Answer: B**

#### **NEW QUESTION 722**

- (Topic 4)

When a control chart is used to monitor performance of a process, which of the following will be set by the project manager and the appropriate stakeholders to reflect the point(s) at which corrective action will be taken to prevent exceeding the specification limits?

- A. Upper and lower control limits
- B. Upper and lower specification limits
- C. Process mean
- D. Data points

**Answer: A**

#### **NEW QUESTION 723**

- (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 727

- (Topic 4)

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

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

**Answer: B**

#### NEW QUESTION 732

- (Topic 4)

Which Develop Schedule tool and technique produces a theoretical early start date and late start date?

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

**Answer: A**

#### NEW QUESTION 733

- (Topic 4)

When does Monitor and Control Risks occur?

- A. At project initiation
- B. During work performance analysis
- C. Throughout the life of the project
- D. At project milestones

**Answer: C**

#### NEW QUESTION 736

- (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 739

- (Topic 4)

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

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

**Answer: A**

#### NEW QUESTION 742

- (Topic 4)

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

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

**Answer: A**

#### NEW QUESTION 745

- (Topic 4)

The chart below is an example of a:

ID	Requirements Description	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001						
002						
003						

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

**Answer:** D

#### NEW QUESTION 748

- (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 752

- (Topic 4)

Plan-do-check-act is also known as:

- A. prevention over inspection.
- B. statistical sampling.
- C. management responsibility,
- D. continuous improvement.

**Answer:** D

#### NEW QUESTION 755

- (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 757

- (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 759

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 763**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 764**

- (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 765**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 766**

- (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 767**

- (Topic 4)

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

- A. Contingency reserves.
- B. Management reserves.
- C. Authorized budgets.
- D. Cost baselines.

**Answer: B**

**NEW QUESTION 769**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 774**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 779**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 783**

- (Topic 4)

Administer Procurements is part of which Process Group?

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

**Answer:** C

**NEW QUESTION 786**

- (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 787**

- (Topic 4)

How is quality control performed?

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

**Answer:** B

**NEW QUESTION 791**

- (Topic 4)

Which baselines make up the performance measurement baseline?

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

**Answer:** A

**NEW QUESTION 793**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 798**

- (Topic 4)

Which tool or technique is used in validating the scope of a project?

- A. Facilitated workshops
- B. Interviews
- C. Inspection
- D. Meetings

**Answer:**

C

**NEW QUESTION 802**

- (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 804**

- (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 806**

- (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 809**

- (Topic 4)

Which is one of the major outputs of Sequence Activities?

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

**Answer: C**

**NEW QUESTION 811**

- (Topic 4)

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

- A. risk data quality assessment.
- B. variance and trend analysis.
- C. data gathering and representation techniques.
- D. risk audits.

**Answer: A**

**NEW QUESTION 815**

- (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 820**

- (Topic 4)

Specification of both the deliverables and the processes is the focus of:

- A. Change control
- B. Configuration control

- C. Project monitoring and control
- D. Issue control

**Answer:** A

**NEW QUESTION 825**

- (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 828**

- (Topic 5)

The completion of the project scope is measured against the:

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

**Answer:** C

**NEW QUESTION 829**

- (Topic 5)

Which of the following is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen?

- A. Sensitivity analysis
- B. Three-point estimate
- C. Modeling and simulation
- D. Expected monetary value analysis

**Answer:** D

**NEW QUESTION 834**

- (Topic 5)

Which of the following is a set of interrelated actions and activities performed to achieve a prespecified product, result, or service?

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

**Answer:** B

**NEW QUESTION 839**

- (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 843**

- (Topic 5)

Sensitivity analysis is typically displayed as a/an:

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

**Answer:** B

**NEW QUESTION 845**

- (Topic 5)

During which process does a project manager review all prior information to ensure that all project work is completed and that the project has met its objectives?



- A. Monitor and Control Project Work
- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

**Answer:** C

**NEW QUESTION 848**

- (Topic 5)

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

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

**Answer:** A

**NEW QUESTION 851**

- (Topic 5)

What is a technique used in the performance reporting process?

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

**Answer:** D

**NEW QUESTION 853**

- (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 856**

- (Topic 5)

At the end of the project, what will be the value of SV?

- A. Positive
- B. Zero
- C. Negative
- D. Greater than one

**Answer:** B

**NEW QUESTION 860**

- (Topic 5)

What do composite organizations involve?

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

**Answer:** A

**NEW QUESTION 865**

- (Topic 5)

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

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

**Answer:** A

**NEW QUESTION 867**

- (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 872**

- (Topic 5)

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

- A. Deliverables.
- B. Activity lists.
- C. A work breakdown structure.
- D. A scope statement.

**Answer:** A

#### **NEW QUESTION 874**

- (Topic 5)

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

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

**Answer:** B

#### **NEW QUESTION 879**

- (Topic 5)

In a weak matrix, the project managers role is:

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

**Answer:** A

#### **NEW QUESTION 882**

- (Topic 5)

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

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

**Answer:** B

#### **NEW QUESTION 886**

- (Topic 5)

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

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

**Answer:** B

#### **NEW QUESTION 888**

- (Topic 5)

Which organizational process assets update is performed during the Close Procurements process?

- A. Procurement audit
- B. Lessons learned
- C. Performance reporting
- D. Payment requests

**Answer:** B

#### **NEW QUESTION 890**

- (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 894**

- (Topic 5)

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

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

**Answer: B**

**NEW QUESTION 896**

- (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 898**

- (Topic 5)

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

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

**Answer: C**

**NEW QUESTION 902**

- (Topic 5)

Which of the following choices is a contract closure tool or technique?

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

**Answer: D**

**NEW QUESTION 907**

- (Topic 5)

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

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

**Answer: D**

**NEW QUESTION 908**

- (Topic 5)

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

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

**Answer: C**

**NEW QUESTION 913**

- (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 918**

- (Topic 5)

Which activity may occur at project or phase closure?

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

**Answer: A**

**NEW QUESTION 921**

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