PMP Dumps

Project Management Professional

https://www.certleader.com/PMP-dumps.html

NEW QUESTION 1
- (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 2
- (Topic 1)
Which type of tool would be used for the quality planning activity?

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

Answer: D

NEW QUESTION 3
- (Topic 1)
What entity is assigned various responsibilities related to the centralized and coordinated management of those projects under its domain?

A. Project management office
B. Project team office
C. Executive sponsor office
D. Program management office

Answer: A

NEW QUESTION 4
- (Topic 1)
Which of the following is a project constraint?

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

Answer: D

NEW QUESTION 5
- (Topic 1)
Which is the document that presents a hierarchical project organization?

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

Answer: C

NEW QUESTION 6
- (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 7
- (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 8
- (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 9
- (Topic 1)
Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

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

Answer: A

NEW QUESTION 10
- (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 10
- (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 14
- (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 18
- (Topic 1)
A primary function of a project management office is to support project managers in a variety of ways, including which of the following?

A. Developing and managing project policies, procedures, templates, and other shared documentation
B. Acting as the project sponsor by providing financial resources to the project
C. Resolving issues and change management within a shared governance structure
D. Aligning organizational/strategic direction that affects project and program goals

Answer: A

NEW QUESTION 20
- (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 22
- (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 24
- (Topic 1)
Which type of diagram includes groups of information and shows relationships between factors, causes, and objectives?

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

Answer: D

NEW QUESTION 29
- (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 32
- (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 33
- (Topic 1)
What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

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

Answer: C

NEW QUESTION 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 41
- (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 46
- (Topic 1)
The process of identifying specific actions to be performed to produce project deliverables is:

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

Answer: A

NEW QUESTION 51
- (Topic 1)
Project Stakeholder Management focuses on:

A. project staff assignments
B. project tea m acquisition
C. managing conflicting interests
D. communication methods

Answer: C

NEW QUESTION 56
- (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 59
- (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 63
- (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 65
- (Topic 1)

Power, urgency, and legitimacy are attributes of which stakeholder classification model?

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

Answer: A

NEW QUESTION 67
- (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 70
- (Topic 1)
The project management processes are usually presented as discrete processes with defined interfaces, while in practice they:

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

Answer: C

NEW QUESTION 74
- (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 79
- (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 80
- (Topic 1)
A temporary endeavor that creates a unique product or service is called a:

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

Answer: A

NEW QUESTION 84
- (Topic 1)
The output that defines an approach to increase the support and minimize negative impacts of stakeholders is the:

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

Answer: A

NEW QUESTION 87

- (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 90
- (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 93
- (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 95
- (Topic 1)
Which enterprise environmental factors are considered during cost estimating?

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

Answer: A

NEW QUESTION 97
- (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 102
- (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 103
- (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 108
- (Topic 1)
Which characteristics do effective project managers possess?

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

Answer: A

NEW QUESTION 113
- (Topic 1)
What is the probability of occurrence if the risk rating is 0.56 and the impact if the risk does occur is very high (0.80)?

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

Answer: C

NEW QUESTION 116
- (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 119
- (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 121
- (Topic 1)
What type of project structure is a hierarchically organized depiction of the resources by type?

A. Organizational breakdown structure (OBS)
B. Resource breakdown structure (RBS)
C. Work breakdown structure (WBS)
D. Project breakdown structure (PBS)

Answer: B

NEW QUESTION 126
- (Topic 1)
Documented identification of a flaw in a project component together with a recommendation is termed a:

A. corrective action.
B. preventive action.
C. non-conformance report,
D. defect repair.

Answer: D

NEW QUESTION 131
- (Topic 1)
Which of the following tools and techniques is used in the Verify Scope process?

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

Answer: A

NEW QUESTION 132
- (Topic 1)
Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact takes place in which process?

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

Answer: C

NEW QUESTION 133
- (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 134
- (Topic 1)
The Define Scope process is in which of the following Process Groups?

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

Answer: B

NEW QUESTION 135
- (Topic 1)
Identify Risks is part of which Process Group?

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

Answer: A

NEW QUESTION 137
- (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 140
- (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 142
- (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 146
- (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 150
- (Topic 1)
Which technique is commonly used for the Perform Quantitative Risk Analysis process?

A. Brainstorming
B. Strategies for opportunities
C. Decision tree analysis
D. Risk data quality assessment

Answer: C

NEW QUESTION 155
- (Topic 1)
Which stakeholder approves a project's result?

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

Answer: A

NEW QUESTION 156
- (Topic 1)
Which input to Collect Requirements is used to identify stakeholders who can provide information on requirements?

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

Answer: A

NEW QUESTION 161
- (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 162
- (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 164
- (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 166
- (Topic 1)
Scope verification is PRIMARILY concerned with which of the following?

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

Answer: A

NEW QUESTION 170
- (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 172
- (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 175
- (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 176
- (Topic 1)
Which group creativity technique asks a selected group of experts to answer questionnaires and provide feedback regarding the responses from each round of requirements gathering?

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

Answer: A

NEW QUESTION 178
- (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 180
- (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 181
- (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 184
- (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 187
- (Topic 1)
A weighting system is a tool for which area of Conduct Procurements?

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

Answer: C

NEW QUESTION 191
- (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 195
- (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 196
- (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 199
- (Topic 1)
Project management processes ensure the:

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

Answer: D

NEW QUESTION 202
- (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 204
- (Topic 1)
Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

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

Answer: C

NEW QUESTION 205
- (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 206
- (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 208
- (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 212
- (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)

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

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

Answer: A

NEW QUESTION 218
- (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 222
- (Topic 1)
The degree, amount, or volume of risk that an organization or individual will withstand is called risk:

A. appetite
B. tolerance
C. threshold
D. management

Answer: B

NEW QUESTION 224
- (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 227
- (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 231
- (Topic 1)
In which Knowledge Area is the project charter developed?

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

Answer: D

NEW QUESTION 233
- (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 236

- (Topic 1)
What are the five Project Management Process Groups?

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

Answer: A

NEW QUESTION 239
- (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 242
- (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 243
- (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 248
- (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 253
- (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 258
- (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 263
- (Topic 2)
The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

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

Answer: A

NEW QUESTION 266
- (Topic 2)
Which of the following are inputs to Activity Definition?

A. Project Scope Statement and Work Breakdown Structure
B. Activity list and Arrow Diagram
C. Change Requests Lists and Organizational Process Assets
D. Project Management Plan and Resource Availability

Answer: A

NEW QUESTION 268
- (Topic 2)
Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

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

Answer: D

NEW QUESTION 269
- (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 273
- (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 278
- (Topic 2)
Projects can be divided into phases to provide better management control. Collectively,
what are these phases known as?

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

Answer: C

NEW QUESTION 282
- (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 285
- (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 287
- (Topic 2)
A regression line is used to estimate:

A. Whether or not a process is stable or has predictable performance.
B. How a change to the independent variable influences the value of the dependent variable.
C. The upper and lower specification limits on a control chart.
D. The central tendency, dispersion, and shape of a statistical distribution.

Answer: B

NEW QUESTION 289
- (Topic 2)
Which process involves the creation of a document that provides the project manager with the authority to apply resources to a project?

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

Answer: D

NEW QUESTION 294
- (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 298
- (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 299
- (Topic 2)
Which quality planning tools and techniques are used to visually identify logical groupings based on natural relationships?

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

Answer: C

NEW QUESTION 300
- (Topic 2)
Which input will be used when tasked with developing the human resource plan?

A. Project management plan
B. Activity resource requirements
C. Resource calendar

D. Project staff assignments

Answer: B

NEW QUESTION 305
- (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?
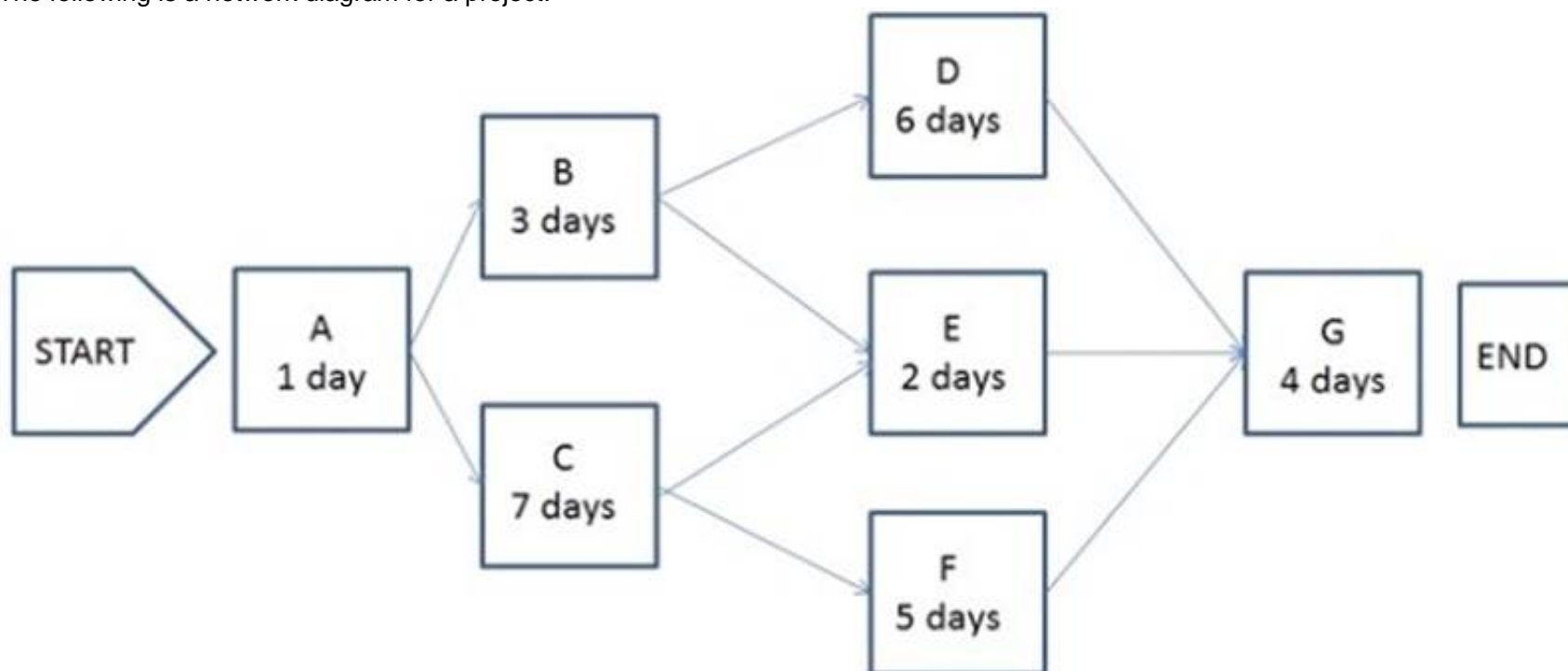
A. Schedule
B. Quality
C. Communications
D. Cost

Answer: C

NEW QUESTION 309
- (Topic 2)
The following is a network diagram for a project.

What is the critical path for the project?

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

Answer: C

NEW QUESTION 313
- (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 314
- (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 315
- (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 319
- (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 322
- (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 325
- (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 329
- (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 332
- (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 336
- (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 338
- (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 339
- (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 342
- (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 345
- (Topic 2)
Which tool or technique is used in the Plan Scope Management process?

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

Answer: D

NEW QUESTION 348
- (Topic 2)
Which of the following is an output of Define Scope?

A. Project scope statement
B. Project charter
C. Project plan
D. Project schedule

Answer: A

NEW QUESTION 350
- (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 353
- (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 354
- (Topic 2)

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

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

Answer: B

NEW QUESTION 357
- (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 361
- (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 365
- (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 368
- (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 371
- (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 374
- (Topic 2)
Which of the following are three inputs to the risk register?

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

Answer: C

NEW QUESTION 376
- (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 379
- (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 381
- (Topic 2)
The primary benefit of the Plan Schedule Management process is that it:

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

Answer: C

NEW QUESTION 386
- (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 388
- (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 393
- (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 396
- (Topic 2)
Organizational theory is a tool used in which Project Human Resource Management process?

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

Answer: D

NEW QUESTION 397

- (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 402

- (Topic 2)
Which of the following is a group decision-making technique?

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

Answer: D

NEW QUESTION 405

- (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 409

- (Topic 2)
The item that provides more detailed descriptions of the components in the work breakdown structure (WB5) is called a WBS:

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

Answer: A

NEW QUESTION 411

- (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 415

- (Topic 2)
Which action should a project manager take to ensure that the project management plan is effective and current?

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

Answer: A

NEW QUESTION 420

- (Topic 2)
The planned work contained in the lowest level of work breakdown structure (WBS) components is known as:

A. Work packages.
B. Accepted deliverables.
C. The WBS dictionary.
D. The scope baseline.

Answer: A

NEW QUESTION 423
- (Topic 2)
Which item is a formal proposal to modify any document, deliverable, or baseline?

A. Change request
B. Requirements documentation
C. Scope baseline
D. Risk urgency assessment

Answer: A

NEW QUESTION 428
- (Topic 2)
The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule is known as:
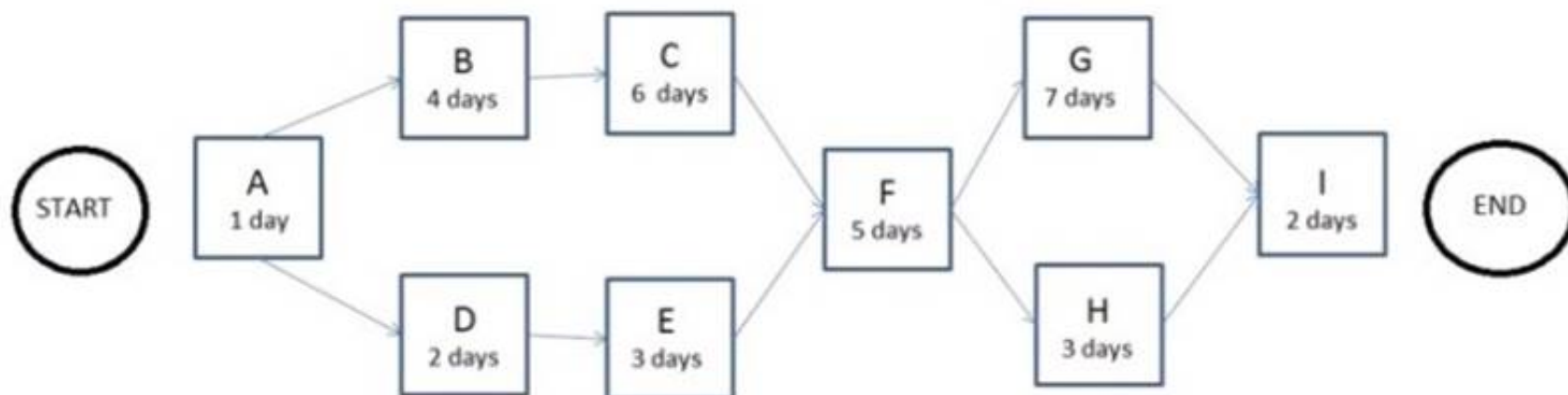
A. Plan Schedule Management.
B. Develop Project Charter.
C. Develop Schedule.
D. Plan Scope Management.

Answer: A

NEW QUESTION 429
- (Topic 2)
The following is a network diagram for a project.

What is the critical path for the project?

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

Answer: A

NEW QUESTION 434
- (Topic 2)
Which can be used to determine whether a process is stable or has predictable performance?

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

Answer: C

NEW QUESTION 438
- (Topic 2)
Stakeholder communication requirements should be included as a component of:

A. enterprise environmental factors
B. organizational process assets
C. the project management plan
D. the stakeholder register

Answer: C

NEW QUESTION 440
- (Topic 2)
The process of estimating the type and quantity of material, human resources, equipment, or supplies required to perform each activity is known as:

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

Answer: D

NEW QUESTION 445
- (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 446
- (Topic 2)
Which basic quality tool is most useful when gathering attributes data in an inspection to identify defects?

A. Control charts
B. Pareto diagrams
C. Ishikavva diagrams
D. Checksheets

Answer: D

NEW QUESTION 450
- (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 453
- (Topic 2)
An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 456
- (Topic 2)
What defines the portion of work included in a contract for items being purchased or acquired?

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

Answer: D

NEW QUESTION 460
- (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 463

- (Topic 2)
Create WBS is part of which of the following Knowledge Areas?

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

Answer: B

NEW QUESTION 465
- (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 466
- (Topic 2)
Portfolio Management is management of:

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

Answer: D

NEW QUESTION 471
- (Topic 2)
Which Manage Communications tool or technique focuses on identifying and managing barriers?

A. Communication methods
B. Information technology
C. Communication models
D. Information management systems

Answer: C

NEW QUESTION 475
- (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 system (PMIS)
D. Project selection methods

Answer: A

NEW QUESTION 477
- (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 479
- (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 480
- (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 481
- (Topic 2)
In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet
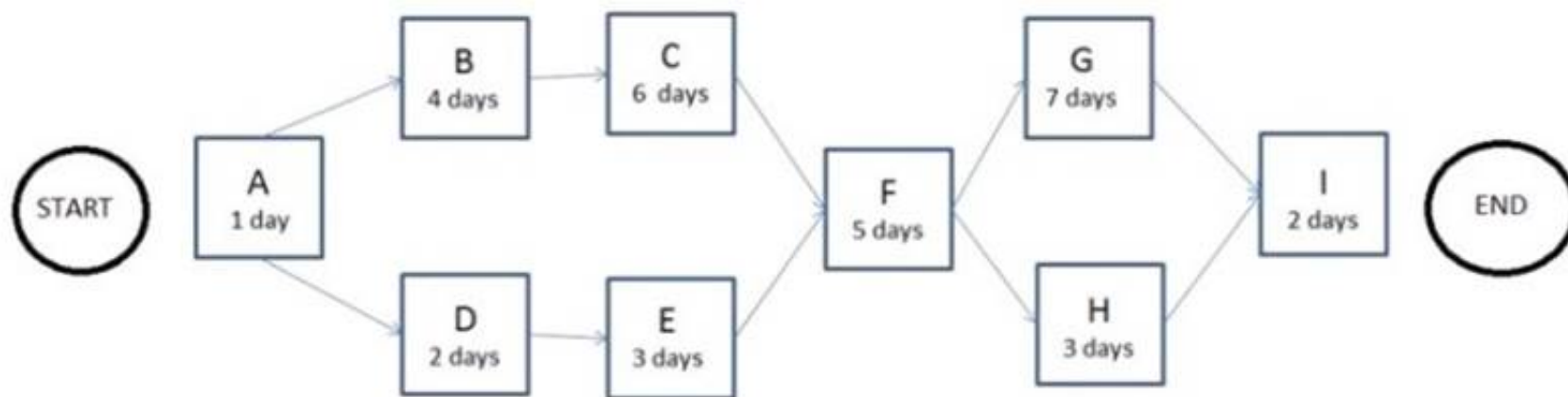the procurement documents requirements?

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

Answer: A

NEW QUESTION 485
- (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 489
- (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 494
- (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 497
- (Topic 2)
While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e-mail. In which part of the plan will this type of information be included?

A. Communications management plan
B. Human resource plan

C. Quality management plan
D. Procurement management plan

Answer: A

NEW QUESTION 498
- (Topic 2)
Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

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

Answer: C

NEW QUESTION 503
- (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 504
- (Topic 2)
In an organization with a projectized organizational structure, who controls the project budget?

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

Answer: B

NEW QUESTION 505
- (Topic 2)
When is a Salience Model used?

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

Answer: C

NEW QUESTION 509
- (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 511
- (Topic 2)
Tools and techniques used for Plan Communications include the communication:

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

Answer: A

NEW QUESTION 514
- (Topic 2)
The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

A. Define Activities.
B. Sequence Activities.
C. Define Scope.
D. Control Schedule.

Answer: A

NEW QUESTION 517
- (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 518
- (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 521
- (Topic 2)
"Tailoring" is defined as the:

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

Answer: A

NEW QUESTION 526
- (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 528
- (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 531
- (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 536

- (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 541
- (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 542
- (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 545
- (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 548
- (Topic 3)
Which illustrates the connection between work that needs to be done and its project team members?

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

Answer: D

NEW QUESTION 549
- (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 551
- (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 552
- (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 557
- (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 559
- (Topic 3)
A tool or technique used in the Control Procurements process is:

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

Answer: B

NEW QUESTION 564
- (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 566
- (Topic 3)
The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

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

Answer: A

NEW QUESTION 570
- (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 571
- (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 575
- (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 580
- (Topic 3)
In which process might a project manager use risk reassessment as a tool and technique?

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

Answer: B

NEW QUESTION 583
- (Topic 3)
Who determines which dependencies are mandatory during the Sequence Activities process?

A. Project manager
B. External stakeholders
C. Internal stakeholders
D. Project team

Answer: D

NEW QUESTION 586
- (Topic 3)
A process is defined as:

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

Answer: A

NEW QUESTION 591
- (Topic 3)
Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

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

Answer: D

NEW QUESTION 595
- (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 597
- (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 600
- (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 605
- (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 606
- (Topic 3)
Which type of elaboration allows a project management team to manage at a greater level of detail as the project evolves?

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

Answer: B

NEW QUESTION 607
- (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 609
- (Topic 3)
One of the tools and techniques of the Manage Project Team process is:

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

Answer: D

NEW QUESTION 612
- (Topic 3)
What is a tool to improve team performance?

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

Answer: D

NEW QUESTION 617

- (Topic 3)
What does a CPI value greater than 1.0 indicate?

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

Answer: B

NEW QUESTION 618
- (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 619
- (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 621
- (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 622
- (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 625
- (Topic 3)
Which of the following tools will be used to produce performance reports that provide information to stakeholders about project cost, schedule progress, and performance?

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

Answer: B

NEW QUESTION 628
- (Topic 3)
Which process should be conducted from the project inception through completion?

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

Answer: C

NEW QUESTION 633
- (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 638
- (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 641
- (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 643
- (Topic 3)
An input to Conduct Procurements is:

A. Independent estimates.
B. Selected sellers.
C. Seller proposals.
D. Resource calendars.

Answer: C

NEW QUESTION 646
- (Topic 3)
What are assigned risk ratings based upon?

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

Answer: B

NEW QUESTION 651
- (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 656
- (Topic 3)
Activities on the critical path have which type of float?

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

D. Zero or positive float

Answer: B

NEW QUESTION 659
- (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 664
- (Topic 3)
Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

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

Answer: A

NEW QUESTION 665
- (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 669
- (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 674
- (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 677
- (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 679
- (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 682
- (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 687
- (Topic 3)
In which of the following types of organizations is resource availability moderate to high?

A. Weak matrix
B. Balanced matrix
C. Strong matrix
D. Projectized

Answer: C

NEW QUESTION 688
- (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 689
- (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 690
- (Topic 3)
Which of the following is an input into the Develop Project Team process?

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

Answer: C

NEW QUESTION 691
- (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 693

- (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 695
- (Topic 3)
A Pareto chart is a specific type of:

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

Answer: B

NEW QUESTION 697
- (Topic 3)
Which of the following involves making information available to project stakeholders in a timely manner?

A. Plan Communications
B. Performance reporting
C. Project status reports
D. Distribute Information

Answer: D

NEW QUESTION 698
- (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 702
- (Topic 3)
Project management processes are:

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

Answer: B

NEW QUESTION 705
- (Topic 3)
Which tool or technique measures performance of the project as it moves from project initiation through project closure?

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

Answer: D

NEW QUESTION 706
- (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 709
- (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 712
- (Topic 3)
What's budget?

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

Answer: C

NEW QUESTION 713
- (Topic 3)
What are the Project Procurement Management processes?

A. Conduct Procurements, Control Procurements, Integrate Procurements, and Close Procurements
B. Estimate Procurements, Integrate Procurements, Control Procurements, and Validate Procurements
C. Plan Procurement Management, Conduct Procurements, Control Procurements, and Close Procurements
D. Plan Procurement Management, Perform Procurements, Control Procurements, and Validate Procurements

Answer: C

NEW QUESTION 717
- (Topic 3)
Which of the following is an output of the Conduct Procurements process?

A. Project statement of work
B. Selected sellers
C. Risk register updates
D. Teaming agreements

Answer: B

NEW QUESTION 719
- (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 720
- (Topic 3)
Which of the seven basic quality tools is especially useful for gathering attributes data while performing inspections to identify defects?

A. Histograms
B. Scatter diagrams
C. Flowcharts
D. Checksheets

Answer: D

NEW QUESTION 724
- (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 729
- (Topic 3)
The Human Resource Management processes are:

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

Answer: A

NEW QUESTION 730
- (Topic 3)
Which of the following procurement processes results in the awarding of a procurement contract?

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

Answer: C

NEW QUESTION 735
- (Topic 3)
Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

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

Answer: C

NEW QUESTION 737
- (Topic 3)
Which risk response strategy is common for both positive and negative risks?

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

Answer: B

NEW QUESTION 739
- (Topic 3)
Which of the following is a means of reaching a group decision in which everyone agrees on a single course of action?

A. Dictatorship
B. Majority
C. Plurality
D. Unanimity

Answer: D

NEW QUESTION 740
- (Topic 3)
An input to the Manage Project Team process is:

A. Work performance reports.
B. Change requests.
C. Activity resource requirements.
D. Enterprise environmental factors.

Answer: A

NEW QUESTION 745
- (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 746
- (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 750
- (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 751
- (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 752
- (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 754
- (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 756
- (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 760
- (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 761
- (Topic 3)
Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

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

Answer: B

NEW QUESTION 766
- (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 771
- (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 775
- (Topic 3)
Which of the following is an output from Control Scope?

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

Answer: A

NEW QUESTION 777
- (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 781
- (Topic 3)
Which grid shows which resources are tied to work packages?

A. Work breakdown structure (WBS)
B. Responsibility assignment matrix (RAM)
C. Project assignment chart
D. Personnel assignment matrix

Answer: B

NEW QUESTION 785
- (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 788
- (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 790
- (Topic 3)
Which stakeholder communicates with higher levels of management to gather organizational support and promote project benefits?

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

Answer: B

NEW QUESTION 791
- (Topic 3)
Within project integration management, the statement of work (SOW) references which aspects of the project?

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

Answer: A

NEW QUESTION 793
- (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 795
- (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 800
- (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 803
- (Topic 3)

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

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

Answer: B

NEW QUESTION 804
- (Topic 3)

Activity Duration	Days	Predecessor
A	5	
B	2	
C	4	A
D	2	B,C
E	5	D

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

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

Answer: A

NEW QUESTION 807
- (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 810
- (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 811
- (Topic 3)
Which input provides suppliers with a clear set of goals, requirements, and outcomes?

A. Procurement statement of work
B. Purchase order
C. Source selection criteria
D. Bidder conference

Answer: A

NEW QUESTION 812
- (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 814
- (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 815
- (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 819
- (Topic 3)
Which of the following can be used as an input for Define Scope?

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

Answer: B

NEW QUESTION 824
- (Topic 3)
The basis of identification for current or potential problems to support later claims or new procurements is provided by:

A. A risk urgency assessment.
B. The scope baseline.
C. Work performance information.
D. Procurement audits.

Answer: C

NEW QUESTION 829
- (Topic 3)
The project manager has requested all expert team members to complete an anonymous questionnaire to identify possible risks. This is an example of a technique known as the:

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

Answer: C

NEW QUESTION 834
- (Topic 3)
Which tool and technique is used in Conduct Procurements?

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

Answer: C

NEW QUESTION 838

- (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 842
- (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 847
- (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 848
- (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 849
- (Topic 3)
The cost of nonconformance in a project includes:

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

Answer: B

NEW QUESTION 852
- (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 855
- (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 860
- (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 865
- (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 866
- (Topic 4)
Whose approval may be required for change requests after change control board (CCB) approval?

A. Functional managers
B. Business partners
C. Customers or sponsors
D. Subject matter experts

Answer: C

NEW QUESTION 871
- (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 874
- (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 878
- (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 883
- (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 885
- (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 schedulevariance (SV) for Task 8?

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

Answer: B

NEW QUESTION 888
- (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 892
- (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 893
- (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 894
- (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 897
- (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 899
- (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 904
- (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 905
- (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 910
- (Topic 4)
Analyzing the strengths, weaknesses, opportunities, and threats (SWOT) of a project is known as:

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

Answer: D

NEW QUESTION 912

- (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 915
- (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 918
- (Topic 4)
On what is project baseline development established?

A. Approved product requirements
B. Estimated project cost and schedule
C. Actual project cost and schedule
D. Revised project cost and schedule

Answer: B

NEW QUESTION 920
- (Topic 4)
Activity cost estimates and the project schedule are inputs to which Project Cost Management process?

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

Answer: D

NEW QUESTION 922
- (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 927
- (Topic 4)
The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

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

Answer: D

NEW QUESTION 932
- (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 936
- (Topic 4)
The Administer Procurements process is in which of the following Project Management Process Groups?

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

Answer: B

NEW QUESTION 938
- (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 942
- (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 cost variance (CV) for Task 6?

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

Answer: D

NEW QUESTION 944
- (Topic 4)
Which quality control technique illustrates the 80/20 principle?

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

Answer: D

NEW QUESTION 945
- (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 950
- (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 951
- (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 954
- (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 959
- (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 960
- (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 962

- (Topic 4)
The purpose of inspection in Perform Quality Control is to keep errors:

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

Answer: C

NEW QUESTION 965
- (Topic 4)
Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and operational definitions are used?

A. Perform Quality Control
B. Quality Metrics
C. Perform Quality Assurance
D. Plan Quality

Answer: C

NEW QUESTION 967
- (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 968
- (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 970
- (Topic 4)
Labor, materials, equipment, and supplies are examples of:

A. Resource attributes.
B. Resource types.
C. Resource categories.
D. Resource breakdown structures (RBS).

Answer: C

NEW QUESTION 973
- (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 977
- (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 978
- (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 981
- (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 982
- (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 987
- (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 989
- (Topic 4)
The project budget is set at $150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost
= $50,000, Plan cost = $45,000, Earned value = $40,000. What is the cost performance index?

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

Answer: A

NEW QUESTION 991
- (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 993
- (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 994
- (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 996
- (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 998
- (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 1002
- (Topic 4)
Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

A. Analogous
B. Parametric
C. Bottom-up
D. Top-down

Answer: A

NEW QUESTION 1007
- (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 1009
- (Topic 4)
Testing falls into which of the following categories of cost of quality?

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

Answer: C

NEW QUESTION 1012
- (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 1013
- (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 1015
- (Topic 4)
The approaches, tools, and data sources that will be used to perform risk management on a project are determined by the:

A. Methodology
B. Risk category
C. Risk attitude
D. Assumption analysis

Answer: A

NEW QUESTION 1020
- (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 1021
- (Topic 4)
Which item is a cost of conformance?

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

Answer: A

NEW QUESTION 1025
- (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 1029
- (Topic 4)
While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

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

Answer: A

NEW QUESTION 1033

- (Topic 4)
When does risk monitoring and control 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 1034
- (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 1038
- (Topic 4)
A tool or technique used during the Administer Procurements process is:

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

Answer: D

NEW QUESTION 1042
- (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 1044
- (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 1049
- (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 1050
- (Topic 4)
Reserve analysis is a tool and technique used in which process?

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

Answer: D

NEW QUESTION 1055
- (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 1058
- (Topic 4)
Which process occurs within the Monitoring and Controlling Process Group?

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

Answer: A

NEW QUESTION 1061
- (Topic 4)
A project manager should document the escalation path for unresolved project risks in the:

A. Change control plan
B. Stakeholder register
C. Risk log
D. Communications management plan

Answer: D

NEW QUESTION 1062
- (Topic 4)
Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

A. Perform Quality Assurance
B. Direct and Manage Project Work
C. Monitor and Control Project Work
D. Perform Integrated Change Control

Answer: D

NEW QUESTION 1066
- (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 1070
- (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 1074
- (Topic 4)
An input to the Perform Quantitative Risk Analysis process is the:

A. quality management plan.
B. project management plan.
C. communications management plan.
D. schedule management plan.

Answer: D

NEW QUESTION 1076
- (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 1081
- (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 1082
- (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 1084
- (Topic 4)
Which index is the calculated projection of cost performance that must be achieved on the remaining work to meet a specified management goal?

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

Answer: D

NEW QUESTION 1085
- (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 1088
- (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 1092
- (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 1093
- (Topic 4)
A project team member agrees to change a project deliverable after a conversation with an external stakeholder. It is later discovered that the change has had an adverse effect on another deliverable. This could have been avoided if the project team had implemented:

A. Quality assurance.
B. A stakeholder management plan.
C. Project team building.
D. Integrated change control.

Answer: D

NEW QUESTION 1095
- (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 1098
- (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 1101
- (Topic 4)
When the business objectives of an organization change, project goals need to be:

A. realigned.
B. performed.
C. improved.
D. controlled.

Answer: A

NEW QUESTION 1104
- (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 1108
- (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 1113
- (Topic 4)
A logical relationship in which a successor activity cannot start until a predecessor activity has finished is known as:

A. Start-to-start (SS).
B. Start-to-finish (SF).

C. Finish-to-start (FS).
D. Finish-to-finish (FF).

Answer: C

NEW QUESTION 1115
......

Thank You for Trying Our Product

* 100% Pass or Money Back

    All our products come with a 90-day Money Back Guarantee.

* One year free update

    You can enjoy free update one year. 24x7 online support.

* Trusted by Millions

    We currently serve more than 30,000,000 customers.

* Shop Securely

    All transactions are protected by VeriSign!

100% Pass Your PMP Exam with Our Prep Materials Via below:

https://www.certleader.com/PMP-dumps.html