

# PMI

## Exam Questions PMI-001

Project Management Professional



#### NEW QUESTION 1

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

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

**Answer: D**

#### NEW QUESTION 2

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

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

**Answer: C**

#### NEW QUESTION 3

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

- A. Verified deliverable
- B. Validated deliverable
- C. Acceptance criteri
- D. Activity resource requirement

**Answer: A**

#### NEW QUESTION 4

An output of the Perform Integrated Change Control process is:

- A. Deliverable
- B. Validated change
- C. The change lo
- D. The requirements traceability matri

**Answer: C**

#### NEW QUESTION 5

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 6

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 Scop
- B. Plan Scope Managemen
- C. Control Scop
- D. Define Scop

**Answer: C**

#### NEW QUESTION 7

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

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

**Answer: D**

#### NEW QUESTION 8

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 9**

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

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

**Answer:** B

**NEW QUESTION 10**

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. \$175

**Answer:** C

**NEW QUESTION 10**

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

- A. Project management pla
- B. Project charte
- C. Work breakdown structur
- D. Stakeholder registe

**Answer:** B

**NEW QUESTION 11**

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

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

**Answer:** C

**NEW QUESTION 16**

An input to the Identify Stakeholders process is:

- A. The project management pla
- B. The stakeholder registe
- C. Procurement document
- D. Stakeholder analysi

**Answer:** C

**NEW QUESTION 17**

Identify Risks is part of which Process Group?

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

**Answer:** A

**NEW QUESTION 19**

Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

- A. Force/direct
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Collaborate/problem solve

**Answer:** C

**NEW QUESTION 24**

Which Knowledge Areas include processes from the Closing Process Group?

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

**Answer:** D

**NEW QUESTION 27**

Stakeholder satisfaction should be managed as a key project:

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

**Answer:** C

**NEW QUESTION 31**

Which cost is associated with nonconformance?

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

**Answer:** A

**NEW QUESTION 36**

In a project, total float measures the:

- A. Ability to shuffle schedule activities to lessen the duration of the projec
- B. Amount of time an activity can be extended or delayed without altering the project finish dat
- C. Cost expended to restore order to the project schedule after crashing the schedul
- D. Estimate of the total resources needed for the project after performing a forward pas

**Answer:** B

**NEW QUESTION 41**

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

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

**Answer:** B

**NEW QUESTION 45**

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

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

**Answer:** B

**NEW QUESTION 50**

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

- A. Plan Risk Managemen
- B. Plan Risk Response
- C. Perform Qualitative Risk Analysi
- D. Perform Quantitative Risk Analysi

**Answer:** C

**NEW QUESTION 53**

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 56**

Typical outcomes of a project include:

- A. Products, services, and improvement
- B. Products, programs, and service
- C. Improvements, portfolios, and service
- D. Improvements, processes, and product

**Answer:** A

**NEW QUESTION 58**

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

- A. Earned value managemen
- B. Enterprise environmental factor
- C. Organizational process asset
- D. Work performance informatio

**Answer:** D

**NEW QUESTION 59**

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 61**

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

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

**Answer:** D

**NEW QUESTION 63**

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

- A. Arisk urgency assessmen
- B. The scope baselin
- C. Work performance informatio
- D. Procurement audit

**Answer:** C

**NEW QUESTION 66**

Sensitivity analysis is typically displayed as a/an:

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

**Answer:** B

**NEW QUESTION 68**

The process of identifying and documenting relationships among the project activities is known as:

- A. Control Schedul
- B. Sequence Activitie
- C. Define Activitie
- D. Develop Schedul

**Answer:** B

**NEW QUESTION 71**

An output of the Manage Stakeholder Engagement process is:

- A. change requests
- B. enterprise environmental factors
- C. the stakeholder management plan
- D. the change log

**Answer:** A

**NEW QUESTION 72**

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 77**

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 82**

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 85**

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 88**

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

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

**Answer:** D

**NEW QUESTION 89**

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 90**

Which process involves defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive plan?

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

**Answer:** B

**NEW QUESTION 95**

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

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

**Answer:** A

**NEW QUESTION 98**

Which tool or technique is used to manage change requests and the resulting decisions?

- A. Change control tools
- B. Expert judgment
- C. Delphi technique
- D. Change log

**Answer:** A

**NEW QUESTION 100**

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

- A. Work package
- B. Accepted deliverable
- C. The WBS dictionar
- D. The scope baselin

**Answer:** A

**NEW QUESTION 105**

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 106**

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

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

**Answer:** A

**NEW QUESTION 107**

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

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

**Answer:** A

**NEW QUESTION 111**

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

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

D. Initiating

**Answer: C**

**NEW QUESTION 115**

When should quality planning be performed?

- A. While developing the project charter
- B. In parallel with the other planning processes
- C. As part of a detailed risk analysis
- D. As a separate step from the other planning processes

**Answer: B**

**NEW QUESTION 119**

A project charter is an output of which Process Group?

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

**Answer: C**

**NEW QUESTION 122**

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

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

**Answer: B**

**NEW QUESTION 126**

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 131**

An output of the Validate Scope process is:

- A. Arequirements traceability matri
- B. The scope management pla
- C. Work performance report
- D. Change request

**Answer: D**

**NEW QUESTION 134**

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

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

**Answer: C**

**NEW QUESTION 136**

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 137**

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

- A. Work performance information
- B. Inspections and audit
- C. Payment system
- D. Procurement performance review

**Answer: D**

**NEW QUESTION 139**

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

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

**Answer: C**

**NEW QUESTION 144**

An output of the Develop Project Team process is:

- A. Organizational process asset
- B. Enterprise environmental factors update
- C. Project staff assignment
- D. Organizational charts and position description

**Answer: B**

**NEW QUESTION 146**

Which item is an example of personnel assessment?

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

**Answer: D**

**NEW QUESTION 151**

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 diagram
- C. Brainstorming
- D. Prototyping

**Answer: D**

**NEW QUESTION 153**

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

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

**Answer: A**

**NEW QUESTION 154**

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

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

**Answer: C**

**NEW QUESTION 158**

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 Procurement

- C. Estimate Activity Duration
- D. Estimate Activity Resource

**Answer:** D

**NEW QUESTION 162**

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 167**

An input to Develop Project Charter is a/an:

- A. Business cas
- B. Activity lis
- C. Project management pla
- D. Cost forecas

**Answer:** A

**NEW QUESTION 171**

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 173**

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 177**

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

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

**Answer:** B

**NEW QUESTION 180**

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 185**

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

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

**Answer:** B

**NEW QUESTION 187**

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 189**

A large portion of a projects budget is typically expended on the processes in which Process Group?

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

**Answer:** B

**NEW QUESTION 194**

An input to the Manage Project Team process is:

- A. Work performance report
- B. Change request
- C. Activity resource requirement
- D. Enterprise environmental factor

**Answer:** A

**NEW QUESTION 199**

An input to the Plan Stakeholder Management process is:

- A. The project charte
- B. The stakeholder analysi
- C. Acommunication management pla
- D. Astakeholder registe

**Answer:** D

**NEW QUESTION 203**

An input to the Plan Cost Management process is:

- A. Cost estimate
- B. Resource calendars,
- C. The project charter,
- D. The risk registe

**Answer:** C

**NEW QUESTION 205**

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

- A. Product analysi
- B. Variance analysi
- C. Document analysis,
- D. Decompositio

**Answer:** B

**NEW QUESTION 210**

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

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

**Answer:** D

**NEW QUESTION 211**

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 Managemen
- B. Develop Project Charte
- C. Develop Schedul
- D. Plan Scope Managemen

**Answer:** A

**NEW QUESTION 216**

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 217**

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 221**

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

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

**Answer:** A

**NEW QUESTION 222**

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 223**

The zero duration of milestones in project planning occurs because milestones:

- A. Are unpredictable and challenge the Plan Schedule Management proces
- B. Occur at random times in the project plan
- C. Represent a moment in time such as a significant project point or even
- D. Represent both significant and insignificant points in the project and are difficult to anticipat

**Answer:** C

**NEW QUESTION 225**

A stakeholder expresses a need not known to the project manager. The project manager most likely missed a step in which stakeholder management process?

- A. Plan Stakeholder Management
- B. Identify Stakeholders
- C. Manage Stakeholder Engagement
- D. Control Stakeholder Engagement

**Answer:** A

**NEW QUESTION 229**

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 231**

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

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

**Answer:** A

**NEW QUESTION 235**

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

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

**Answer:** C

**NEW QUESTION 239**

The following is a network diagram for a project.  
The total float for the project is how many days?

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

**Answer:** B

**NEW QUESTION 242**

The following is a network diagram for a project.  
The free float for Activity E is how many days?

- A. 2
- B. 3
- C. 5
- D. 8

**Answer:** C

**NEW QUESTION 244**

Through whom do project managers accomplish work?

- A. Consultants and stakeholders
- B. Stakeholders and functional managers
- C. Project team members and consultants
- D. Project team members and stakeholders

**Answer:** D

**NEW QUESTION 247**

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

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

**Answer:** C

**NEW QUESTION 251**

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

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

**Answer:** D

**NEW QUESTION 252**

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

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

**Answer:** B

**NEW QUESTION 257**

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

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

**Answer:** B

**NEW QUESTION 259**

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 261**

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

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

**Answer:** A

**NEW QUESTION 262**

Success is measured by benefits realization for a:

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

**Answer:** D

**NEW QUESTION 264**

Organizational process assets, a lessons-learned database, and historical information are all inputs to which process?

- A. Plan Cost Management
- B. Plan Scope Management
- C. Plan Stakeholder Management
- D. Plan Schedule Management

**Answer:** C

**NEW QUESTION 265**

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

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

**Answer:** C

**NEW QUESTION 268**

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 270**

Which term describes an assessment of correctness?

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

**Answer:** A

**NEW QUESTION 275**

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 278**

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 280**

Which item is a cost of conformance?

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

**Answer:** A

**NEW QUESTION 283**

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 285**

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register

**Answer:** B

**NEW QUESTION 287**

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 290**

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

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

**Answer:** C

**NEW QUESTION 293**

Project managers who lead by example and follow through on the commitments they make demonstrate the key interpersonal skill of:

- A. influencing
- B. leadership
- C. motivation
- D. coaching

**Answer:** A

**NEW QUESTION 294**

A project's purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

- A. Work breakdown structure
- B. Requirements document
- C. Project charter
- D. Project management plan

**Answer:** C

**NEW QUESTION 298**

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 request
- D. Prescribe the level of detail needed to manage the work

**Answer:** D

**NEW QUESTION 300**

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

Based on the chart, what is the schedule performance index (SPI) for Task 4?

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

**Answer:** C

**NEW QUESTION 302**

One of the key benefits of the Plan Human Resource Management process is that it:

- A. outlines team selection guidelines and team member responsibilities
- B. establishes project roles and responsibilities
- C. improves teamwork, interpersonal skills, and competencies
- D. provides an accurate appraisal of team member performance

**Answer:** B

**NEW QUESTION 305**

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 310**

The following chart contains information about the tasks in a project.  
Based on the chart, what is the schedule variance (SV) for Task 8?

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

**Answer:** B

**NEW QUESTION 315**

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

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

**Answer:** D

**NEW QUESTION 319**

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 321**

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

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

**Answer:** B

**NEW QUESTION 325**

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 327**

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

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

**Answer:** C

**NEW QUESTION 332**

The chart below is an example of a:

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

**Answer:** D

**NEW QUESTION 336**

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

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

**Answer:** D

**NEW QUESTION 338**

An element of the modern quality management approach used to achieve compatibility with the International Organization for Standardization (ISO) is known as:

- A. Forecasting,
- B. Brainstormin
- C. Historical database
- D. Cost of qualit

**Answer:** D

**NEW QUESTION 339**

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 343**

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 348**

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

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

**Answer:** D

**NEW QUESTION 352**

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

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

**Answer:** B

**NEW QUESTION 356**

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 357**

Project management processes ensure the: A. alignmentwith organizational strategy

- A. efficient means toachieve the project objectives
- B. performance of the project team

C. effective flow of the project throughout its life cycle

**Answer:** D

**NEW QUESTION 361**

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 364**

Perform Integrated Change Control is the process of:

- A. Reviewing, approving, and managing all change requests
- B. Facilitating change management, manuals, or automation tools
- C. Comparing actual results with planned results in order to expand or change a project
- D. Documenting changes according to the change control system by the change control board

**Answer:** A

**NEW QUESTION 369**

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 370**

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 375**

Which type of probability distribution is used to represent uncertain events such as the outcome of a test or a possible scenario in a decision tree?

- A. Uniform
- B. Continuous
- C. Discrete
- D. Linear

**Answer:** C

**NEW QUESTION 379**

Which change request is an intentional activity that realigns the performance of the project work with the project management plan?

- A. Update
- B. Preventive action
- C. Defect repair
- D. Corrective action

**Answer:** D

**NEW QUESTION 381**

Which stakeholder approves a project's result?

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

**Answer:** A

**NEW QUESTION 382**

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 384**

In project management, a temporary project can be:

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

**Answer: C**

**NEW QUESTION 386**

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

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

**Answer: C**

**NEW QUESTION 388**

Which enterprise environmental factors may influence Plan Schedule Management?

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

**Answer: D**

**NEW QUESTION 389**

High-level project risks are included in which document?

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

**Answer: C**

**NEW QUESTION 394**

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

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

**Answer: B**

**NEW QUESTION 397**

A project requires a component with well-understood specifications. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. The most appropriate agreement with the supplier is:

- A. Cost Plus Incentive Fee (CPIF).
- B. Fixed Price Incentive Fee (FPIF).
- C. Cost Plus Award Fee (CPAF).
- D. Fixed Price with Economic Price Adjustment (FP-EPA).

**Answer: B**

**NEW QUESTION 402**

An issue log is an input to which Project Human Resource Management process?

- A. Manage Project Team

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

**Answer:** A

**NEW QUESTION 404**

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 406**

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 411**

The following is a network diagram for a project.  
The total float for the project is how many days?

- A. 3
- B. 5
- C. 7
- D. 9

**Answer:** A

**NEW QUESTION 414**

Which Process Group includes the Manage Stakeholder Engagement process?

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

**Answer:** C

**NEW QUESTION 417**

In complex projects/ initiating processes should be completed:

- A. Within a work packag
- B. In each phase of the projec
- C. To estimate schedule constraint
- D. To estimate resource allocation

**Answer:** B

**NEW QUESTION 422**

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 427**

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

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

D. Plan Risk Responses

**Answer: C**

**NEW QUESTION 429**

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 431**

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

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

**Answer: C**

**NEW QUESTION 433**

The following is a network diagram for a project.  
The free float for Activity H is how many days?

- A. 4
- B. 5
- C. 10
- D. 11

**Answer: A**

**NEW QUESTION 436**

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

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

**Answer: A**

**NEW QUESTION 438**

Which element does a project charter contain?

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

**Answer: C**

**NEW QUESTION 441**

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 443**

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 448**

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

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

**Answer:** D

**NEW QUESTION 453**

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

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

**Answer:** A

**NEW QUESTION 458**

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

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

**Answer:** D

**NEW QUESTION 463**

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 468**

What is a tool to improve team performance?

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

**Answer:** D

**NEW QUESTION 470**

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

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

**Answer:** A

**NEW QUESTION 473**

In a weak matrix, the project managers role is:

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

**Answer:** A

**NEW QUESTION 477**

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 482**

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 484**

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

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

**Answer:** D

**NEW QUESTION 487**

Which written document helps monitor who is responsible for resolving specific problems and concerns by a target date?

- A. Project Plan
- B. Responsibility Matrix
- C. Issue Log
- D. Scope Document

**Answer:** C

**NEW QUESTION 489**

Monte Carlo is which type of risk analysis technique?

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

**Answer:** B

**NEW QUESTION 490**

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

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

**Answer:** D

**NEW QUESTION 492**

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

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

**Answer:** C

**NEW QUESTION 496**

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 501**

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 506**

How many Project Management Process Groups are there?

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

**Answer: C**

**NEW QUESTION 510**

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

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

**Answer: A**

**NEW QUESTION 512**

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 Cost
- D. Estimate Cost

**Answer: A**

**NEW QUESTION 517**

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

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

**Answer: D**

**NEW QUESTION 522**

The risk management team of a software project has decided that due to the lack of adequate talent in the company, development of a specific part of the system is under high risk, so the team has decided to outsource it. This is an example of which risk response?

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

**Answer: A**

**NEW QUESTION 527**

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

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

**Answer: D**

**NEW QUESTION 528**

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

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

**Answer:** C

**NEW QUESTION 529**

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

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

**Answer:** D

**NEW QUESTION 533**

Tools and techniques used for Plan Communications include the communication:

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

**Answer:** A

**NEW QUESTION 535**

In which Process Group are lessons learned documented?

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

**Answer:** B

**NEW QUESTION 540**

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

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

**Answer:** B

**NEW QUESTION 542**

Documented identification of a flaw in a project component together with a recommendation is termed a:

- A. corrective actio
- B. preventive actio
- C. non-conformance report,
- D. defect repai

**Answer:** D

**NEW QUESTION 543**

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 544**

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

- A. US\$S000
- B. US\$9500
- C. US\$10,000
- D. US\$12,500

**Answer:** D

**NEW QUESTION 546**

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

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

**Answer:** C

**NEW QUESTION 547**

Change requests are an output from which Project Integration Management process?

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

**Answer:** A

**NEW QUESTION 549**

An output of the Create WBS process is:

- A. Scope baselin
- B. Project scope statemen
- C. Organizational process asset
- D. Requirements traceability matri

**Answer:** A

**NEW QUESTION 552**

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 555**

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 556**

To which process is work performance information an input?

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

**Answer:** A

**NEW QUESTION 557**

Which of the following processes are part of the Project Integration Management Knowledge Area?

- A. Develop Project Management Plan, Collect Requirements, Create WBS
- B. Develop Project Management Plan, Control Scope, Develop Schedule
- C. Develop Project Charter, Define Scope, Estimate Costs
- D. Develop Project Charter, Direct and Manage Project Execution, Close Project or Phase

**Answer:** D

**NEW QUESTION 562**

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

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

**Answer:** C

**NEW QUESTION 564**

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 565**

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 569**

Perform Quality Control is accomplished by:

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

**Answer:** B

**NEW QUESTION 570**

What type of planning is used where the work to be accomplished in the near term is planned in detail, while work in the future is planned at a higher level?

- A. Finish-to-start planning
- B. Rolling wave planning
- C. Short term planning
- D. Dependency determination

**Answer:** B

**NEW QUESTION 575**

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

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

**Answer:** A

**NEW QUESTION 579**

Which of the following consists of the detailed project scope statement and its associated WBS and WBS dictionary?

- A. Scope plan
- B. Product scope
- C. Scope management plan
- D. Scope baseline

**Answer:** D

**NEW QUESTION 582**

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

- A. Role dependencies chart
- B. Reporting flow diagram

- C. Project organization chart
- D. Project team structure diagram

**Answer:** C

**NEW QUESTION 584**

Assigned risk ratings are based upon:

- A. Root cause analysi
- B. Risk probability and impact assessmen
- C. Expert judgmen
- D. Revised stakeholders' tolerance

**Answer:** B

**NEW QUESTION 586**

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 591**

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

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

**Answer:** C

**NEW QUESTION 593**

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 598**

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 603**

What is one of the objectives of Project Risk Management?

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

**Answer:** C

**NEW QUESTION 605**

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

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

**Answer:** B

**NEW QUESTION 610**

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

- A. Work breakdown structure
- B. Organizational breakdown structure
- C. Resource breakdown structure
- D. Bill of materials

**Answer:** A

**NEW QUESTION 614**

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

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

**Answer:** A

**NEW QUESTION 615**

Which is a tool or technique used in Define Scope?

- A. Templates, forms, and standards
- B. Change requests
- C. Product analysis
- D. Project assumptions

**Answer:** C

**NEW QUESTION 618**

Portfolio Management is management of:

- A. a project by dividing the project into more manageable sub-project
- 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 objective

**Answer:** D

**NEW QUESTION 619**

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

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

**Answer:** A

**NEW QUESTION 623**

Which is an example of Administer Procurements?

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

**Answer:** B

**NEW QUESTION 625**

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 630**

Information collected on the status of project activities being performed to accomplish the project work is known as what?

- A. Project management information system
- B. Work performance information
- C. Work breakdown structure
- D. Variance analysis

**Answer: B**

**NEW QUESTION 632**

What is the number of stakeholders, if the project has 28 potential communication channels?

- A. 7
- B. 8
- C. 14
- D. 16

**Answer: B**

**NEW QUESTION 636**

What is a hierarchically organized depiction of the identified project risks arranged by risk category?

- A. Risk register
- B. Risk breakdown structure (RBS)
- C. Risk management plan
- D. Risk category

**Answer: B**

**NEW QUESTION 637**

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

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

**Answer: A**

**NEW QUESTION 641**

During which process group is the quality policy determined?

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

**Answer: C**

**NEW QUESTION 646**

Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

- A. Organizational standard processes
- B. Marketplace conditions
- C. Historical information
- D. Templates

**Answer: B**

**NEW QUESTION 648**

Organizations perceive risks as:

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

**Answer: B**

**NEW QUESTION 650**

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 653**

Which of the following is contained within the communications management plan?

- A. An organizational chart
- B. Glossary of common terminology
- C. Organizational process assets
- D. Enterprise environmental factors

**Answer:** B

**NEW QUESTION 654**

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 657**

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 658**

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 662**

Which of the following statements correctly characterizes pull communication?

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

**Answer:** B

**NEW QUESTION 664**

The product scope description is used to: A. Gain stakeholders' support for the project.

- A. Progressively elaborate the characteristics of the product, service, or resul
- B. Describe the project in great detai
- C. Define the process and criteria for accepting a completed product, service, or resul

**Answer:** B

**NEW QUESTION 665**

Which technique is used in Perform Quantitative Risk Analysis?

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

**Answer:** A

**NEW QUESTION 669**

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 670**

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 671**

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

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

**Answer:** B

**NEW QUESTION 672**

An input required in Define Scope is an organizational:

- A. structur
- B. process asse
- C. matri
- D. breakdown structur

**Answer:** B

**NEW QUESTION 673**

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

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

**Answer:** D

**NEW QUESTION 675**

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 676**

The scope of a project cannot be defined without some basic understanding of how to create the specified:

- A. objectives
- B. schedule
- C. product
- D. approach

**Answer:** C

**NEW QUESTION 680**

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 681**

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

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

**Answer:** C

**NEW QUESTION 685**

Most experienced project managers know that:

- A. every project requires the use of all processes in the PMBO
- B. Guid
- C. there is no single way to manage a projec
- D. project management techniques are risk fre
- E. there is only one way to manage projects successfull

**Answer:** B

**NEW QUESTION 687**

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 689**

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

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

**Answer:** C

**NEW QUESTION 693**

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

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

**Answer:** D

**NEW QUESTION 694**

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

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

**Answer:** B

**NEW QUESTION 699**

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

- A. Historical information and the lessons-learned databas
- B. Historical information and the stakeholder registe
- C. Organizational process assets and the lessons-learned databas
- D. Project documents and historical informatio

**Answer:** A

**NEW QUESTION 701**

Projects are undertaken by an organization to support the:

- A. Product performanc
- B. Budget proces
- C. Collective capabilitie
- D. Organizational strateg

**Answer:** D

**NEW QUESTION 704**

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

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

**Answer:** D

**NEW QUESTION 706**

Which document includes the project scope, major deliverables, assumptions, and constraints?

- A. Project charter
- B. Project scope statement
- C. Scope management plan
- D. Project document updates

**Answer:** B

**NEW QUESTION 707**

When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?

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

**Answer:** A

**NEW QUESTION 709**

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

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

**Answer:** D

**NEW QUESTION 711**

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

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

**Answer:** B

**NEW QUESTION 714**

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 719**

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

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

**Answer:** A

**NEW QUESTION 724**

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 726**

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 728**

An input of the Plan Procurement Management process is:

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

**Answer:** B

**NEW QUESTION 731**

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 736**

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

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

**Answer:** B

**NEW QUESTION 737**

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 740**

Which of the Perform Quality Assurance tools and techniques may enhance the creation of the work breakdown structure (WBS) to give structure to the decomposition of the scope?

- A. Activity network diagrams

- B. Affinity diagrams
- C. Matrix diagrams
- D. Interrelationship digraphs

**Answer:** B

**NEW QUESTION 744**

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

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

**Answer:** B

**NEW QUESTION 749**

An input to the Perform Integrated Change Control process is:

- A. expert judgment
- B. seller proposals
- C. the project charter
- D. the project management plan

**Answer:** D

**NEW QUESTION 754**

An output of the Develop Project Team process is:

- A. change requests
- B. team performance assessments
- C. project staff assignments
- D. project documents updates

**Answer:** B

**NEW QUESTION 756**

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 760**

Which process is responsible for monitoring the status of the project and product scope and managing changes to the scope baseline?

- A. Variance Analysis
- B. Define Scope
- C. Verify Scope
- D. Control Scope

**Answer:** D

**NEW QUESTION 764**

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

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

**Answer:** C

**NEW QUESTION 766**

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

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

**Answer:** A

**NEW QUESTION 769**

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 770**

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

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

**Answer: C**

**NEW QUESTION 772**

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

- A. facilitated workshop
- B. observation
- C. questionnaires and survey
- D. group creativity technique

**Answer: A**

**NEW QUESTION 775**

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

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

**Answer: C**

**NEW QUESTION 780**

Which of the following change requests can bring expected future performance of the project work in line with the project management plan?

- A. Corrective action
- B. Defect repair
- C. Preventative action
- D. Probable action

**Answer: A**

**NEW QUESTION 783**

The cost benefit analysis tool is used for creating:

- A. Pareto chart
- B. quality metric
- C. change requests,
- D. Ishikawa diagram

**Answer: B**

**NEW QUESTION 785**

Administer Procurements is part of which Process Group?

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

**Answer: C**

**NEW QUESTION 786**

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

- A. Initiating

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

**Answer:** C

**NEW QUESTION 788**

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 789**

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

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

**Answer:** C

**NEW QUESTION 792**

During project selection, which factor is most important?

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

**Answer:** B

**NEW QUESTION 797**

Which is an output of the Collect Requirements process?

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

**Answer:** A

**NEW QUESTION 800**

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

- A. Performance reports
- B. Project charter
- C. Outputs from planning processes
- D. Enterprise environmental factors

**Answer:** D

**NEW QUESTION 803**

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 804**

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

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

**Answer:** B

**NEW QUESTION 806**

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 809**

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

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

**Answer:** C

**NEW QUESTION 810**

Which of the following are the components of the scope baseline?

- A. Project charter, project scope statement, and work breakdown structure (WBS)
- B. Project charter, project management plan, and plan procurement
- C. Project scope statement, work breakdown structure (WBS), and WBS dictionary
- D. Project management plan, plan procurement, and contract administration

**Answer:** C

**NEW QUESTION 811**

What are the key components of the communication model?

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

**Answer:** A

**NEW QUESTION 815**

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

- A. planned, designed, and built i
- B. planned, designed, and inspected i
- C. built in, created, and reviewe
- D. built in, created, and standardize

**Answer:** A

**NEW QUESTION 819**

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

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

**Answer:** A

**NEW QUESTION 820**

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

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

**Answer:** C

**NEW QUESTION 823**

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 825**

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

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

**Answer:** D

#### **NEW QUESTION 827**

Which of the following correctly lists the configuration management activities included in the Integrated Change Control process?

- A. Configuration definition, configuration status accounting, configuration monitoring and control
- B. Configuration identification, configuration status accounting, configuration verification and audit
- C. Configuration identification, configuration status reporting, configuration verification and audit
- D. Configuration definition, configuration status reporting, configuration monitoring and Control

**Answer:** B

#### **NEW QUESTION 832**

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

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

**Answer:** B

#### **NEW QUESTION 835**

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 840**

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

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

**Answer:** D

#### **NEW QUESTION 843**

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

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

**Answer:** B

#### **NEW QUESTION 845**

Which of the following tools and techniques is used in the Develop Project Team process?

- A. Acquisitions
- B. Organizational theories

- C. Team-building activities
- D. Virtual teams

**Answer:** C

**NEW QUESTION 850**

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

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

**Answer:** B

**NEW QUESTION 851**

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

- A. Contingency reserve
- B. Management reserve
- C. Authorized budget
- D. Cost baseline

**Answer:** B

**NEW QUESTION 852**

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

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

**Answer:** B

**NEW QUESTION 855**

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

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

**Answer:** B

**NEW QUESTION 859**

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:** B

**NEW QUESTION 862**

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 865**

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 869**

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 873**

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 877**

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

- A. Create WB
- B. Verify Scop
- C. Collect Requirement
- D. Define Scop

**Answer:** D

**NEW QUESTION 881**

Schedule milestones and a predefined budget are examples of:

- A. Project constraint
- B. Requirements documentatio
- C. Organizational process asset
- D. Activity cost estimate

**Answer:** A

**NEW QUESTION 885**

Cost of quality (COQ) refers to total cost of/to:

- A. All efforts related to qualit
- B. Product inspection activitie
- C. Maintain plan qualit
- D. Perform quality contro

**Answer:** B

**NEW QUESTION 889**

Who is responsible for reviewing change requests and approving or rejecting the change requests?

- A. Change control board
- B. Project manager
- C. Project management office
- D. Project sponsor

**Answer:** A

**NEW QUESTION 892**

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

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

**Answer:** A

**NEW QUESTION 893**

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

- A. Network reserve analysis

- B. Critical chain method
- C. Lead and lag adjustment
- D. Critical path method

**Answer:** B

**NEW QUESTION 894**

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 897**

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

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

**Answer:** B

**NEW QUESTION 901**

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

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

**Answer:** D

**NEW QUESTION 906**

Stakeholder management strategy is an output of:

- A. Plan Communication
- B. Distribute Informatio
- C. Report Performanc
- D. Identify Stakeholder

**Answer:** D

**NEW QUESTION 909**

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 913**

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 915**

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

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

**Answer:** D

**NEW QUESTION 919**

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

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

**Answer: B**

**NEW QUESTION 921**

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 922**

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

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

**Answer: B**

**NEW QUESTION 924**

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

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

**Answer: C**

**NEW QUESTION 926**

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 930**

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) char
- B. Matrix-based char
- C. Human resource char
- D. Hierarchical-type char

**Answer: D**

**NEW QUESTION 932**

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

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

**Answer: B**

**NEW QUESTION 934**

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

- A. Increases

- B. Decreases
- C. Stays the sam
- D. Has no bearin

**Answer:** B

**NEW QUESTION 935**

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 939**

An imposed date for completion of the project by the customer is an example of a project:

- A. deliverable
- B. assumption
- C. constraint
- D. exclusion

**Answer:** C

**NEW QUESTION 943**

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

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

**Answer:** B

**NEW QUESTION 944**

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

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

**Answer:** D

**NEW QUESTION 946**

When are deliverables accepted or not accepted?

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

**Answer:** B

**NEW QUESTION 948**

What's budget?

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

**Answer:** B

**NEW QUESTION 952**

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

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

**Answer:** C

**NEW QUESTION 955**

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 956**

What is one of the MAJOR outputs of activity sequencing? A. Responsibility assignment matrix

- A. Work breakdown structure update
- B. Project network diagram
- C. Mandatory dependencies list

**Answer: C**

**NEW QUESTION 958**

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 960**

What is a technique used in the performance reporting process?

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

**Answer: D**

**NEW QUESTION 965**

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

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

**Answer: B**

**NEW QUESTION 966**

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

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

**Answer: C**

**NEW QUESTION 970**

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 975**

In which process group is the scope first defined?

- A. Initiating
- B. Planning

- C. Executing
- D. Controlling

**Answer:** A

**NEW QUESTION 979**

The product scope description is used to:

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

**Answer:** B

**NEW QUESTION 984**

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

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

**Answer:** D

**NEW QUESTION 988**

Which process occurs within the Monitoring and Controlling Process Group?

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

**Answer:** A

**NEW QUESTION 993**

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 998**

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 1002**

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

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

**Answer:** A

**NEW QUESTION 1003**

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 1008

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 1011

Which is a tool or technique used in scope definition?

- A. Templates, forms, and standards
- B. Change requests
- C. Stakeholder analysis
- D. Project assumptions

**Answer:** C

#### NEW QUESTION 1015

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 1018

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

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

**Answer:** C

#### NEW QUESTION 1019

Which of the following is an input to the Develop Project Charter process?

- A. Work performance information
- B. Project management plan
- C. Business case
- D. Change requests

**Answer:** C

#### NEW QUESTION 1024

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 1025

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

- A. Create WB
- B. complete project wor
- C. calculate cost
- D. Develop Project Management Pla

**Answer:** B

#### NEW QUESTION 1027

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 involve

**Answer:** A

**NEW QUESTION 1030**

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

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

**Answer:** D

**NEW QUESTION 1035**

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

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

**Answer:** C

**NEW QUESTION 1037**

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

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

**Answer:** A

**NEW QUESTION 1039**

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 1042**

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

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

**Answer:** B

**NEW QUESTION 1043**

During what process is the quality policy determined? A. Initiating

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

**Answer:** C

**NEW QUESTION 1048**

Soft logic is also known as what type of dependency?

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

**Answer:** B

**NEW QUESTION 1050**

What are the components of the “triple constraint”?

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

**Answer: D**

**NEW QUESTION 1051**

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 1055**

Which of the following methods is a project selection technique?

- A. Flowcharting
- B. Earned value
- C. Cost-benefit analysis
- D. Pareto analysis

**Answer: C**

**NEW QUESTION 1056**

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

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

**Answer: C**

**NEW QUESTION 1057**

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

- A. Manage Stakeholder Expectation
- B. Monitor and Control Risk
- C. Plan Risk Managemen
- D. Report Performanc

**Answer: A**

**NEW QUESTION 1061**

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

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

**Answer: D**

**NEW QUESTION 1064**

The probability and impact matrix is primarily used to:

- A. Quantify risk issues for trends during a quality audi
- B. Develop a risk register for risk plannin
- C. Evaluate each risk’s importance and priority during Perform Qualitative Risk Analysi
- D. Define risk and compare impacts during Perform Quantitative Risk Analysi

**Answer: C**

**NEW QUESTION 1065**

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

- A. qualit

- B. valu
- C. technical performanc
- D. statu

**Answer:** B

**NEW QUESTION 1067**

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 1068**

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 1072**

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

- A. prototype
- B. expert judgmen
- C. alternatives identificatio
- D. product analysi

**Answer:** A

**NEW QUESTION 1077**

One of the objectives of a quality audit is to:

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

**Answer:** D

**NEW QUESTION 1082**

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

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

**Answer:** D

**NEW QUESTION 1086**

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

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

**Answer:** C

**NEW QUESTION 1087**

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

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

**Answer:** D

**NEW QUESTION 1091**

"Tailoring" is defined as the:

- A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigidity
- 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 specification
- D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scope

**Answer:** A

**NEW QUESTION 1096**

Which is an input to the Verify Scope process?

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

**Answer:** D

**NEW QUESTION 1097**

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

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

**Answer:** C

**NEW QUESTION 1102**

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

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

**Answer:** D

**NEW QUESTION 1103**

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

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

**Answer:** B

**NEW QUESTION 1105**

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 1110**

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 1115**

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 1120**

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

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

**Answer:** A

**NEW QUESTION 1125**

Which process requires implementation of approved changes?

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

**Answer:** A

**NEW QUESTION 1126**

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 1128**

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

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

**Answer:** B

**NEW QUESTION 1132**

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 1134**

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

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

**Answer:** A

**NEW QUESTION 1136**

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

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

**Answer:** B

**NEW QUESTION 1138**

The three processes of Project Cost Management are:

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

**Answer:** D

**NEW QUESTION 1142**

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

- A. a control char
- B. baselin
- C. Create WB
- D. decompositio

**Answer:** D

**NEW QUESTION 1147**

Funding limit reconciliation is a tool and technique used in which process?

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

**Answer:** B

**NEW QUESTION 1149**

Inputs to the Plan Risk Management process include the:

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

**Answer:** A

**NEW QUESTION 1154**

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 1157**

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 1162**

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

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

**Answer:** A

**NEW QUESTION 1166**

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

- A. Plan Communication
- B. Manage Stakeholder Expectation
- C. Stakeholder Analysis
- D. Identify Stakeholder

**Answer:** A

**NEW QUESTION 1169**

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 1171**

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 1174**

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 1175**

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 1178**

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 subproject
- B. repeated for each of the phases or subproject
- C. linked to specific phases or subproject
- D. integrated for specific phases or subproject

**Answer:** B

**NEW QUESTION 1180**

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 1182**

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 1184**

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 technique
- D. risk audit

**Answer:** A

**NEW QUESTION 1189**

In the Estimate Activity Durations process, productivity metrics and published commercial information inputs are part of the:

- A. enterprise environmental factor
- B. organizational process asset
- C. project management plan,
- D. project funding requirement

**Answer:** A

**NEW QUESTION 1192**

The milestone list is an input to which process from the Planning Process Group?

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

**Answer:** D

**NEW QUESTION 1193**

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

- A. organization chart
- B. ground rule
- C. organizational theory,
- D. conflict management

**Answer:** D

**NEW QUESTION 1195**

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 1199**

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

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

**Answer:** C

**NEW QUESTION 1202**

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

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

**Answer:** D

**NEW QUESTION 1206**

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

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

**Answer:** D

**NEW QUESTION 1209**

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

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

**Answer:** B

**NEW QUESTION 1214**

Which process involves identifying and documenting the logical relationships between project activities?

- A. Develop Schedule
- B. Sequence Activities
- C. Create WBS
- D. Applying leads and lags

**Answer:** B

**NEW QUESTION 1216**

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

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

**Answer:** C

**NEW QUESTION 1220**

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

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

**Answer:** C

**NEW QUESTION 1221**

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

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

**Answer:** C

**NEW QUESTION 1226**

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