

PMI

Exam Questions CAPM

Certified Associate in Project Management (PMI-100)



NEW QUESTION 1

- (Exam Topic 3)

Which of the following techniques is used during Control Scope?

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

Answer: B

NEW QUESTION 2

- (Exam Topic 3)

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 3

- (Exam Topic 3)

An input required in Define Scope is an organizational:

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

Answer: B

NEW QUESTION 4

- (Exam Topic 3)

An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 5

- (Exam Topic 3)

Which of the following is an output of the Define Activities process?

- A. Activity list
- B. Project plan
- C. Activity duration estimates
- D. Project schedule

Answer: A

NEW QUESTION 6

- (Exam Topic 3)

Which enterprise environmental factors are considered during Estimate Costs?

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

Answer: A

NEW QUESTION 7

- (Exam Topic 3)

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

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

Answer: C

NEW QUESTION 8

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 9

- (Exam Topic 3)

What type of reward can hurt team cohesiveness?

- A. Sole-sum
- B. Win-lose
- C. Lose-win
- D. Partial-sum

Answer: B

NEW QUESTION 10

- (Exam Topic 3)

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 10

- (Exam Topic 3)

An input of the Plan Procurement Management process is:

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

Answer: B

NEW QUESTION 15

- (Exam Topic 3)

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 20

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 23

- (Exam Topic 3)

Which technique is used in Perform Quantitative Risk Analysis?

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

D. Risk categorization

Answer: A

NEW QUESTION 26

- (Exam Topic 3)

Which tools or techniques will a project manager use for Develop Project Team?

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

Answer: C

NEW QUESTION 28

- (Exam Topic 3)

What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

- A. Pareto
- B. Ishikawa
- C. Shewhart-Deming
- D. Delphi

Answer: C

NEW QUESTION 30

- (Exam Topic 3)

Which of the following is a narrative description of products, services, or results to be delivered by a project?

- A. Project statement of work
- B. Business case
- C. Accepted deliverable
- D. Work performance information

Answer: A

NEW QUESTION 31

- (Exam Topic 3)

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 32

- (Exam Topic 3)

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 33

- (Exam Topic 3)

Most experienced project managers know that:

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

Answer: B

NEW QUESTION 37

- (Exam Topic 3)

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

- A. Scope changes

- B. Resource limitations
- C. Risk analysis
- D. Quality audits

Answer: B

NEW QUESTION 42

- (Exam Topic 3)

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 46

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 47

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 52

- (Exam Topic 3)

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 57

- (Exam Topic 3)

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 61

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 64

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 66

- (Exam Topic 3)

Which tool or technique of Plan Quality involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

- A. Histogram
- B. Quality audits
- C. Benchmarking
- D. Performance measurement analysis

Answer: C

NEW QUESTION 67

- (Exam Topic 3)

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 72

- (Exam Topic 3)

What is the total float of the critical path?

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

Answer: C

NEW QUESTION 76

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 80

- (Exam Topic 3)

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 81

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 82

- (Exam Topic 3)

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 83

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 84

- (Exam Topic 3)

When is a project finished?

- A. After verbal acceptance of the customer or sponsor
- B. After lessons learned have been documented in contract closure
- C. When the project objectives have been met
- D. After resources have been released

Answer: C

NEW QUESTION 89

- (Exam Topic 3)

What is the definition of Direct and Manage Project Execution?

- A. Integrating all planned activities
- B. Performing the activities included in the plan
- C. Developing and maintaining the plan
- D. Execution of deliverables

Answer: B

NEW QUESTION 92

- (Exam Topic 2)

An example of a group decision-making technique is:

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

Answer: B

NEW QUESTION 93

- (Exam Topic 2)

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 95

- (Exam Topic 2)

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 97

- (Exam Topic 2)

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 100

- (Exam Topic 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 104

- (Exam Topic 2)

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 109

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 114

- (Exam Topic 2)

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 117

- (Exam Topic 2)

Which Manage Communications tool or technique focuses on identifying and managing barriers?

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

Answer: C

NEW QUESTION 120

- (Exam Topic 2)

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 124

- (Exam Topic 2)

Which items are components of a project management plan?

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

Answer: A

NEW QUESTION 127

- (Exam Topic 2)

Which type of dependency used in the Sequence Activities process is sometimes referred to as preferred logic, preferential logic, or soft logic?

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

Answer: C

NEW QUESTION 129

- (Exam Topic 2)

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 131

- (Exam Topic 2)

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 134

- (Exam Topic 2)

Which Process Group includes the Manage Stakeholder Engagement process?

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

Answer: A

NEW QUESTION 135

- (Exam Topic 2)

While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

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

Answer: A

NEW QUESTION 140

- (Exam Topic 2)

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

- A. Checksheets
- B. Histograms

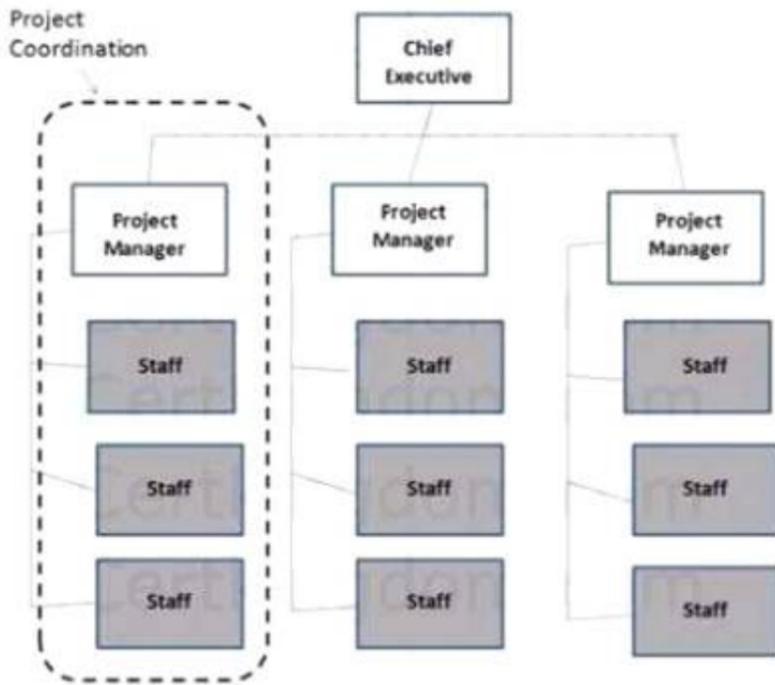
- C. Flowcharts
- D. Control charts

Answer: C

NEW QUESTION 144

- (Exam Topic 2)

Which type of organizational structure is displayed in the diagram provided?



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

Answer: B

NEW QUESTION 149

- (Exam Topic 2)

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

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

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

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

Answer: B

NEW QUESTION 153

- (Exam Topic 2)

Requirements documentation will typically contain at least:

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

Answer: D

NEW QUESTION 157

- (Exam Topic 2)

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

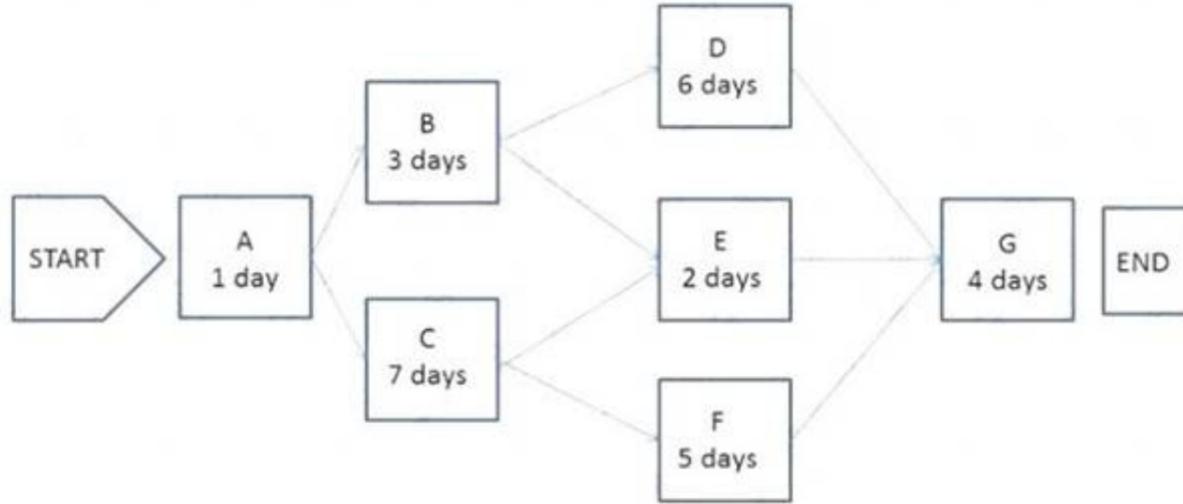
- A. Communication models.
- B. Stakeholder participation.
- C. Expert judgment
- D. Enterprise environmental factors.

Answer: C

NEW QUESTION 158

- (Exam Topic 2)

The following is a network diagram for a project.



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

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

Answer: D

NEW QUESTION 162

- (Exam Topic 2)

In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet the procurement documents requirements?

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

Answer: A

NEW QUESTION 166

- (Exam Topic 2)

In complex projects/ initiating processes should be completed:

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

Answer: B

NEW QUESTION 171

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 176

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 179

- (Exam Topic 2)

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 184

- (Exam Topic 2)

The scope management plan and scope baseline are contained in:

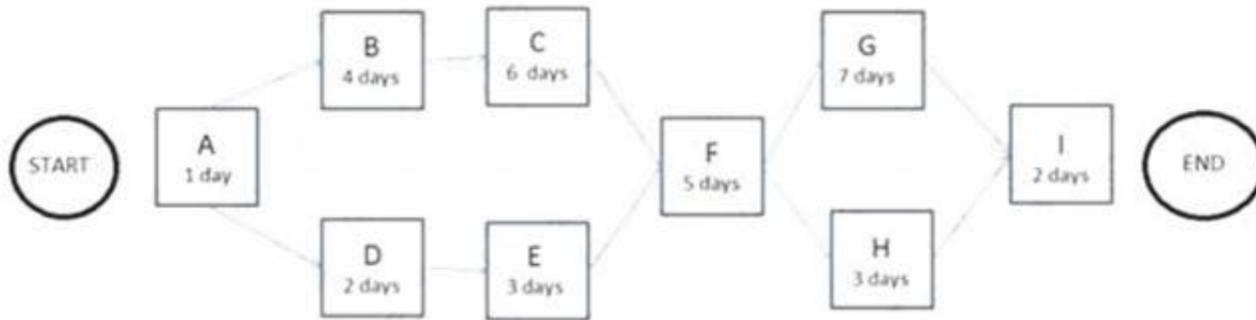
- A. organizational process assets
- B. a requirements traceability matrix
- C. the project charter
- D. the project management plan

Answer: D

NEW QUESTION 185

- (Exam Topic 2)

The following is a network diagram for a project.



The free float for Activity E is how many days?

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

Answer: C

NEW QUESTION 186

- (Exam Topic 2)

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 190

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 191

- (Exam Topic 2)

Success is measured by benefits realization for a:

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

Answer: C

NEW QUESTION 196

- (Exam Topic 2)

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 199

- (Exam Topic 2)

Which element does a project charter contain?

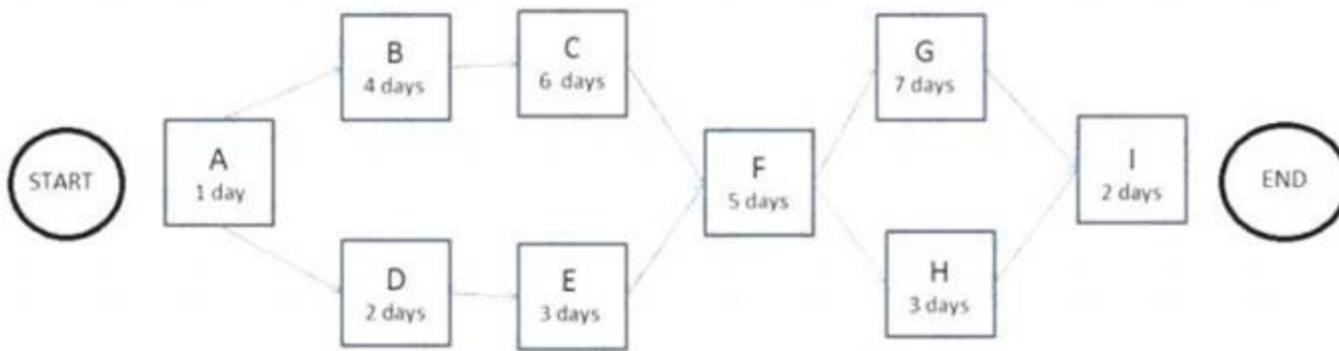
- A. Management reserves
- B. Work breakdown structure
- C. Stakeholder list
- D. Stakeholder register

Answer: C

NEW QUESTION 203

- (Exam Topic 2)

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 208

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 209

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 213

- (Exam Topic 2)

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 215

- (Exam Topic 2)

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

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

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

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

Answer: C

NEW QUESTION 216

- (Exam Topic 2)

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 219

- (Exam Topic 2)

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- A. Business case
- B. Work breakdown structure
- C. Requirements documentation
- D. Risk register

Answer: C

NEW QUESTION 221

- (Exam Topic 2)

Which tools or techniques are used during the Close Project or Phase process?

- A. Reserve analysis and expert judgment
- B. Facilitation techniques and meetings
- C. Expert judgment and analytical techniques
- D. Performance reviews and meetings

Answer: C

NEW QUESTION 223

- (Exam Topic 2)

Which basic quality tool explains a change in the dependent variable in relationship to a change observed in the corresponding independent variable?

- A. Cause-and-effect diagram
- B. Histogram
- C. Control chart
- D. Scatter diagram

Answer: D

NEW QUESTION 226

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 227

- (Exam Topic 2)

Which enterprise environmental factors may influence Plan Schedule Management?

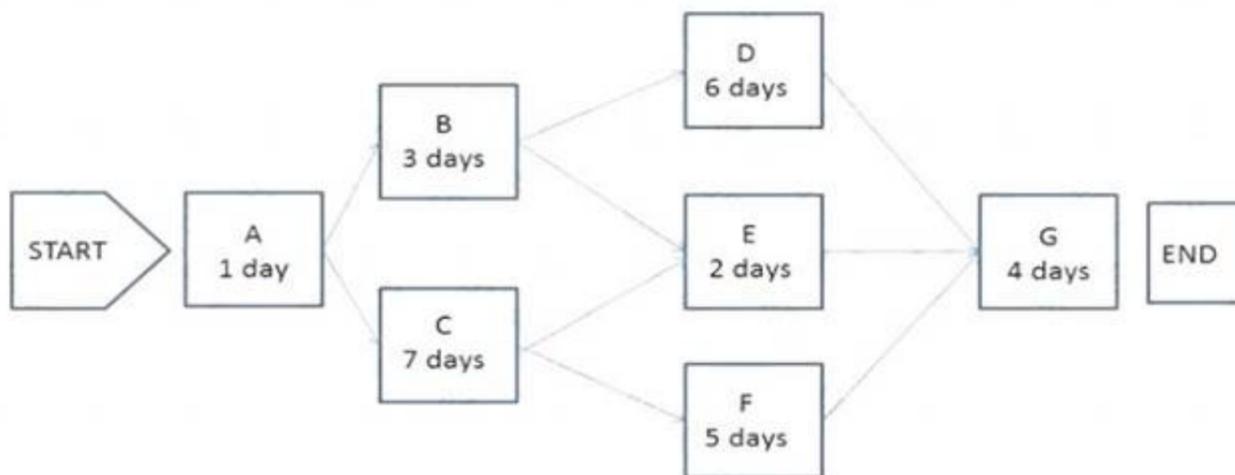
- A. Cultural views regarding time schedules and professional and ethical behaviors
- B. Historical information and change control procedures
- C. Risk control procedures and the probability and impact matrix
- D. Resource availability and organizational culture and structure

Answer: D

NEW QUESTION 228

- (Exam Topic 2)

The following is a network diagram for a project.



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

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

Answer: A

NEW QUESTION 233

- (Exam Topic 2)

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 236

- (Exam Topic 2)

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 239

- (Exam Topic 2)

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 242

- (Exam Topic 1)

A project charter is an output of which Process Group?

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

Answer: C

NEW QUESTION 244

- (Exam Topic 1)

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 246

- (Exam Topic 1)

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 250

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 253

- (Exam Topic 1)

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 258

- (Exam Topic 1)

An output of the Plan Quality Management process is:

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

Answer: A

NEW QUESTION 260

- (Exam Topic 1)

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 263

- (Exam Topic 1)

Which tool or technique is used to develop the human resource management plan?

- A. Ground rules
- B. Expert judgment
- C. Team-building activities
- D. Interpersonal skills

Answer: B

NEW QUESTION 264

- (Exam Topic 1)

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 268

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 269

- (Exam Topic 1)

An input to the Manage Project Team process is:

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

Answer: A

NEW QUESTION 272

- (Exam Topic 1)

Inputs to the Plan Schedule Management process include:

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

Answer: A

NEW QUESTION 273

- (Exam Topic 1)

Which item is an example of personnel assessment?

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

Answer: D

NEW QUESTION 274

- (Exam Topic 1)

The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

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

Answer: A

NEW QUESTION 279

- (Exam Topic 1)

An input to Conduct Procurements is:

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

Answer: C

NEW QUESTION 280

- (Exam Topic 1)

In which Knowledge Area is the project charter developed?

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

Answer: D

NEW QUESTION 285

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 287

- (Exam Topic 1)

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 291

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 293

- (Exam Topic 1)

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 296

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 301

- (Exam Topic 1)

Which input to the Manage Stakeholder Engagement process provides guidance on how stakeholders can best be involved in a project?

- A. Feedback analysis
- B. Stakeholder analysis
- C. Communication management plan
- D. Stakeholder management plan

Answer: D

NEW QUESTION 305

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 307

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 308

- (Exam Topic 1)

The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 312

- (Exam Topic 1)

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

- A. Customers.
- B. Business partners.
- C. Sellers.
- D. Functional managers.

Answer: B

NEW QUESTION 315

- (Exam Topic 1)

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 317

- (Exam Topic 1)

An input used in developing the communications management plan is:

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

Answer: B

NEW QUESTION 319

- (Exam Topic 1)

Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

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

Answer: D

NEW QUESTION 320

- (Exam Topic 1)

Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

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

Answer: A

NEW QUESTION 325

- (Exam Topic 1)

An input to the Plan Cost Management process is:

- A. Cost estimates.
- B. Resource calendars,
- C. The project charter,
- D. The risk register.

Answer: C

NEW QUESTION 328

- (Exam Topic 1)

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 329

- (Exam Topic 1)

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 333

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 336

- (Exam Topic 1)

A project manager should document the escalation path for unresolved project risks in the:

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

Answer: D

NEW QUESTION 337

- (Exam Topic 1)

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 342

- (Exam Topic 1)

A reward can only be effective if it is:

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

Answer: D

NEW QUESTION 344

- (Exam Topic 1)

Which basic quality tool is most useful when gathering attributes data in an inspection to identify defects?

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

Answer: D

NEW QUESTION 347

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 350

- (Exam Topic 1)

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

- A. Bottom-up
- B. Parametric

- C. Analogous
- D. Three-point

Answer: C

NEW QUESTION 352

- (Exam Topic 1)

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 355

- (Exam Topic 1)

Sensitivity analysis is typically displayed as a/an:

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

Answer: B

NEW QUESTION 358

- (Exam Topic 6)

How can a project manager maintain the engagement of stakeholders in a project with a high degree of change?

- A. Monitor project stakeholder relationships using engaging strategies and plans
- B. Send all project documents to stakeholders each time they are modified
- C. Schedule monthly meetings with the stakeholders, including team members
- D. Engage only with the project sponsors

Answer: C

NEW QUESTION 361

- (Exam Topic 6)

The features and functions that characterize a result, product, or service can refer to:

- A. project scope
- B. product scope
- C. service scope
- D. product breakdown structure

Answer: B

NEW QUESTION 363

- (Exam Topic 6)

What type of change requires the submission of a change request?

- A. Changes in assigned resources
- B. Changes in a technical solution
- C. Changes in status reporting
- D. Changes in the project's scope

Answer: D

NEW QUESTION 368

- (Exam Topic 6)

Which tasks should a project manager accomplish in order to manage project scope correctly?

- A. Defin
- B. Validate, and Control Scop
- C. Control Schedule; Control Costs and Manage Stakeholder Engagement
- D. Collect Requirement
- E. Define Scop
- F. Create WB
- G. Develop Schedule, and Manage Stakeholder Engagement
- H. Plan Scope Management; Collect Requirements; Defin
- I. Validate, and Control Scope; and Create WBS
- J. Defin
- K. Validate, and Control Scop
- L. Control Cost
- M. Manage Stakeholder Engagement, and keep budget under control

Answer: C

NEW QUESTION 372

- (Exam Topic 6)

Which of the following are processes associated with Project Cost Management?

- A. Develop Cost
- B. Estimate Costs, Determine Budget
- C. Control Costs
- D. Develop Budget, Determine Budget, Determine Risks, Control Costs
- E. Plan Cost Management, Estimate Cost
- F. Determine Budget
- G. Control Costs
- H. Plan Budget Management
- I. Determine Budget, Create Cost Account
- J. Control Costs

Answer: C

NEW QUESTION 373

- (Exam Topic 6)

Which of the following documents are created as part of Project Integration Management?

- A. Project charter and project management plan
- B. Communications management plan and scope management plan
- C. Quality management plan and risk management plan
- D. Project scope statement and communications management plan

Answer: A

NEW QUESTION 378

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 380

- (Exam Topic 6)

An organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques is referred to as:

- A. Project Management Information System
- B. Project Management System
- C. Project Management Office
- D. Project Management Knowledge Area

Answer: C

NEW QUESTION 384

- (Exam Topic 6)

A project manager is assigned to a strategic project. Senior management asks the project manager to give a presentation in order to request support that will ensure the success of the project.

Which entities will the project manager attempt to influence?

- A. The project and the organization
- B. The organization and the industry
- C. The subject matter experts and the project
- D. The change control board and the organization

Answer: D

NEW QUESTION 388

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 393

- (Exam Topic 5)

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 394

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 399

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 402

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 406

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 409

- (Exam Topic 5)

Which of the following is an output of Close Procurements?

- A. Accepted deliverables
- B. Organizational process assets updates
- C. Managing stakeholder expectations
- D. Performance reports

Answer: B

NEW QUESTION 412

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 414

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 416

- (Exam Topic 5)

Which characteristics do effective project managers possess?

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

Answer: A

NEW QUESTION 420

- (Exam Topic 5)

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 423

- (Exam Topic 5)

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 427

- (Exam Topic 5)

Administer Procurements is part of which Process Group?

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

Answer: C

NEW QUESTION 428

- (Exam Topic 5)

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 432

- (Exam Topic 5)

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 436

- (Exam Topic 5)

An input of the Create WBS process is:

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

Answer: A

NEW QUESTION 439

- (Exam Topic 5)

The process of identifying specific actions to be performed to produce project deliverables is:

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

Answer: A

NEW QUESTION 442

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 446

- (Exam Topic 5)

The cost benefit analysis tool is used for creating:

- A. Pareto charts.
- B. quality metrics.
- C. change requests,
- D. Ishikawa diagrams.

Answer: B

NEW QUESTION 447

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 448

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 450

- (Exam Topic 5)

The probability and impact matrix is primarily used to:

- A. Quantify risk issues for trends during a quality audit.
- B. Develop a risk register for risk planning.

- C. Evaluate each risk's importance and priority during Perform Qualitative Risk Analysis.
- D. Define risk and compare impacts during Perform Quantitative Risk Analysis.

Answer: C

NEW QUESTION 455

- (Exam Topic 5)

While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e-mail. In which part of the plan will this type of information be included?

- A. Communications management plan
- B. Human resource plan
- C. Quality management plan
- D. Procurement management plan

Answer: A

NEW QUESTION 458

- (Exam Topic 5)

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 463

- (Exam Topic 5)

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 464

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 465

- (Exam Topic 5)

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

- A. quality.
- B. value.
- C. technical performance.
- D. status.

Answer: B

NEW QUESTION 469

- (Exam Topic 5)

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 471

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 474

- (Exam Topic 4)

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 477

- (Exam Topic 4)

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 480

- (Exam Topic 4)

What is the most accurate rough order of magnitude (ROM)?

- A. In the Initiation phase, the estimate is in the range of +/- 50%.
- B. In the Planning phase, the estimate is in the range of +/- 50%.
- C. In the Monitoring and Controlling phase, the estimate is in the range of +/- 15%.
- D. In the Closing phase, the estimate is in the range of +/- 15%.

Answer: A

NEW QUESTION 484

- (Exam Topic 4)

What is the primary benefit of meeting quality requirements?

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

Answer: B

NEW QUESTION 485

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 487

- (Exam Topic 4)

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 488

- (Exam Topic 4)

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

- A. enterprise environmental factors.
- B. organizational process assets.
- C. project management plan,
- D. project funding requirements.

Answer: A

NEW QUESTION 493

- (Exam Topic 4)

Which tool or technique is used in Manage Stakeholder Expectations?

- A. Stakeholder management strategy
- B. Communication methods
- C. Issue log
- D. Change requests

Answer: B

NEW QUESTION 498

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 503

- (Exam Topic 4)

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 506

- (Exam Topic 4)

Project contracts generally fall into which of the following three broad categories?

- A. Fixed-price, cost reimbursable, time and materials
- B. Make-or-buy, margin analysis, fixed-price
- C. Time and materials, fixed-price, margin analysis
- D. Make-or-buy, lump-sum, cost-plus-incentive

Answer: A

NEW QUESTION 507

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 510

- (Exam Topic 4)

Co-location is a tool and technique of:

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

Answer: C

NEW QUESTION 515

- (Exam Topic 4)

In a weak matrix, the project managers role is:

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

Answer: A

NEW QUESTION 519

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 522

- (Exam Topic 4)

Labor, materials, equipment, and supplies are examples of:

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

Answer: C

NEW QUESTION 526

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 527

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 529

- (Exam Topic 4)

When calculating the cost of quality (COQ) for a product or service, money spent for cost of conformance would include the areas of:

- A. training, testing, and warranty work.
- B. equipment, rework, and scrap.
- C. training, document processes, and inspections.
- D. inspections, rework, and warranty work.

Answer: C

NEW QUESTION 531

- (Exam Topic 4)

A required input for Create WBS is a project:

- A. quality plan.
- B. schedule network.
- C. management document update.
- D. scope statement.

Answer:

D

NEW QUESTION 535

- (Exam Topic 4)

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 540

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 542

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 546

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 550

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 554

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 558

- (Exam Topic 4)

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

- A. in line with a measured degree of conformity.
- B. out of the hands of the customer.

- C. in a specified range of acceptable results.
- D. out of the process.

Answer: B

NEW QUESTION 562

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 564

- (Exam Topic 4)

Which process determines the risks that might affect the project?

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

Answer: B

NEW QUESTION 566

- (Exam Topic 4)

Which tool within the Perform Quality Control process identifies whether or not a process has a predictable performance?

- A. Cause and effect diagram
- B. Control charts
- C. Pareto chart
- D. Histogram

Answer: B

NEW QUESTION 571

- (Exam Topic 4)

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

- A. $C_e = (C_0 + 6C_m + C_p)/4$
- B. $C_e = (6C_0 + C_m + C_p)/4$
- C. $C_e = (C_0 + 4C_m + C_p)/6$
- D. $C_e = (C_0 + C_m + 4C_p) / 6$

Answer: C

NEW QUESTION 573

- (Exam Topic 4)

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 578

- (Exam Topic 4)

Which technique is commonly used for the Perform Quantitative Risk Analysis process?

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

Answer: C

NEW QUESTION 583

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 585

- (Exam Topic 4)

Monte Carlo is which type of risk analysis technique?

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

Answer: B

NEW QUESTION 588

- (Exam Topic 4)

Which of the following types of a dependency determination is used to define the sequence of activities?

- A. Legal
- B. Discretionary
- C. Internal
- D. Resource

Answer: B

NEW QUESTION 589

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 590

- (Exam Topic 4)

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 592

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 597

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 600

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 602

- (Exam Topic 4)

Types of internal failure costs include:

- A. inspections.
- B. equipment and training.
- C. lost business.
- D. reworking and scrapping.

Answer: D

NEW QUESTION 606

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 608

- (Exam Topic 4)

Which can be used to determine whether a process is stable or has predictable performance?

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

Answer: C

NEW QUESTION 610

- (Exam Topic 4)

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 611

- (Exam Topic 6)

Which tool should a project manager consider to deal with multiple sources of risk?

- A. An updated risk register
- B. Risk breakdown structure
- C. Issue log
- D. Stakeholder register

Answer: B

NEW QUESTION 616

- (Exam Topic 6)

What is the project manager's responsibility in Project Integration Management?

- A. Ensuring that requirements-related work is clarified in the project management plan
- B. Investing sufficient effort in acquiring, managing, motivating, and empowering the project team
- C. Combining the results in all other knowledge areas, and overseeing the project as a whole
- D. Developing a strategy to ensure effective stakeholder communication

Answer: A

NEW QUESTION 619

- (Exam Topic 6)

Which are the main objectives of Project Risk Management?

- A. Increase the probability of positive risks and decrease the probability of negative risks
- B. Avoid all kind of risks
- C. Increase the probability of positive risks and eliminate all negative risks
- D. Identify positive and negative risks

Answer: A

NEW QUESTION 623

- (Exam Topic 6)

Stakeholder identification and engagement should begin during what phase of the project?

- A. After the project management plan is completed
- B. After the stakeholder engagement plan is completed
- C. As soon as the project charter has been approved
- D. After the communications management plan is completed

Answer: A

NEW QUESTION 626

- (Exam Topic 6)

How should a project manager plan communications for a project which has uncertain requirements?

- A. Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.
- B. Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
- C. Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.
- D. Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.

Answer: B

NEW QUESTION 627

- (Exam Topic 6)

Which of the following is a category of organizational process assets?

- A. Government standards
- B. Organizational culture
- C. Employee capabilities
- D. Organizational knowledge bases

Answer: D

NEW QUESTION 629

- (Exam Topic 6)

The project management plan requires the acquisition of a special part available from a supplier located abroad. Which source selection method is being used?

- A. Least cost
- B. Qualifications only
- C. Sole source
- D. Fixed budget

Answer: B

NEW QUESTION 633

- (Exam Topic 6)

Responsible, accountable, consult and inform (RACI) is an example of which of the following?

- A. Text-oriented formal
- B. Resource management plan
- C. Organization chart
- D. Responsibility assignment matrix (RAM)

Answer: D

NEW QUESTION 637

- (Exam Topic 6)

Once the make-or-buy analysis is completed, which document defines the project delivery method?

- A. Procurement statement of work (SOW)
- B. Procurement strategy
- C. Terms of reference
- D. Change request

Answer: B

NEW QUESTION 640

- (Exam Topic 6)

Which of the following describes the similarities of the process groups and project life cycle?

- A. The life cycle involves three project management process groups.
- B. Both provide a basic framework to manage the project.
- C. Each project must have a life cycle and all processes in the five process groups.
- D. The project life cycle is managed by executing the processes within the five process groups.

Answer: C

NEW QUESTION 641

- (Exam Topic 6)

Which project manager competency is displayed through the knowledge, skills, and behaviors related to specific domains of project, program, and portfolio management?

- A. Leadership management
- B. Technical project management
- C. Strategic management
- D. Business management

Answer: B

NEW QUESTION 646

- (Exam Topic 6)

Which of the following best correspond to the organizational process assets (OPAs) that affect the project?

- A. Policies and lessons learned from other projects
- B. Information technology software and employee capability
- C. Resource availability and employee capability
- D. Marketplace conditions and legal restrictions

Answer: A

NEW QUESTION 647

- (Exam Topic 6)

Company A has just been notified about a new legal requirement for its business operations. What is the classification of this item?

- A. Internal enterprise environmental factor
- B. Risk register database
- C. External enterprise environmental factor
- D. Organizational process asset

Answer: C

NEW QUESTION 648

- (Exam Topic 6)

A project manager is launching an information system to provide a lessons learned database. This action is necessary for recipients to access content at their own discretion. Which communication method is described?

- A. Push communication
- B. Pull communication
- C. Interactive communication
- D. Stakeholder communication

Answer: B

NEW QUESTION 652

- (Exam Topic 6)

Which of the following are outputs from the process of creating a work breakdown structure (WBS)?

- A. Project scope statement and accepted deliverables
- B. Scope baseline and project documents update
- C. Accepted deliverables and enterprise environmental factors
- D. Scope baseline and work performance information

Answer: B

NEW QUESTION 654

- (Exam Topic 6)

A functional manager is delegating a key project to a project team without a project manager. Which communication method will be most effective?

- A. Interactive
- B. Push
- C. Verbal
- D. Oral

Answer: A

NEW QUESTION 656

- (Exam Topic 6)

The project manager is working in the processes of Project Resource Management. Which process is the project manager developing if they are using parametric estimation?

- A. Plan Resource Management
- B. Estimate Activity Resources
- C. Estimate Costs
- D. Acquire Resources

Answer: B

NEW QUESTION 661

- (Exam Topic 6)

What organizational asset can influence the Plan Risk Management process?

- A. Corporate policies and procedures for social media, ethics, and security
- B. Organizational risk policy
- C. Stakeholder register templates and instructions
- D. Organizational communication requirements

Answer: C

NEW QUESTION 662

- (Exam Topic 6)

A project manager is analyzing a few network diagrams in order to determine the minimum duration of a project. Which diagram should the project manager reference?

- A. A diagram in which resource optimization has been applied.
- B. A diagram in which the critical path method has been applied.
- C. A diagram in which a predefined series of activities has been organized.
- D. A diagram which shows a combination of resource and time optimization.

Answer: B

NEW QUESTION 667

- (Exam Topic 6)

What tool should a project manager use to efficiently manage project resources?

- A. List of project resources
- B. Resource breakdown structure
- C. Resources detailed in the project scope
- D. Resource requirements

Answer: C

NEW QUESTION 668

- (Exam Topic 6)

What are the key tools for managing project knowledge?

- A. Expert judgment and data gathering
- B. Networking and storytelling
- C. Data analysis and decision making
- D. Prototypes and product analysis

Answer: A

NEW QUESTION 671

- (Exam Topic 6)

What is a tailoring consideration for the application of Project Risk Management processes?

- A. Project complexity
- B. Procurement criteria
- C. Communication technology
- D. Knowledge management

Answer: A

NEW QUESTION 673

- (Exam Topic 6)

Which of these is true of project integration management?

- A. Project Integration Management is mandatory and more effective in larger projects.

- B. Project Integration Management and expert judgment are mutually exclusive.
- C. Project Integration Management is the responsibility of the project manager
- D. Project Integration Management excludes the triple constraints if cost performance index (CPI) equals zero.

Answer: D

NEW QUESTION 674

- (Exam Topic 6)

Which task will a project manager undertake while conducting Project Resource Management?

- A. Identify the different aspects of the team to manage and control physical resources efficiently.
- B. Procure equipment, materials, facilities, and infrastructure for the project.
- C. Train the team members in project skill sets.
- D. Define the roles and responsibilities of each team member.

Answer: A

NEW QUESTION 677

- (Exam Topic 6)

The procurement requirements for a project include working with several vendors. What should the project manager take into consideration during the Project Procurement Management processes?

- A. Work performance information
- B. Bidder conferences
- C. Complexity of procurement
- D. Procurement management plan

Answer: D

NEW QUESTION 679

- (Exam Topic 6)

Which are examples of processes that may be used once or at predefined points in the project life cycle?

- A. Develop Project Charter and Close Project or Phase
- B. Define Activities and Acquire Resources
- C. Control Schedule and Conduct Procurements
- D. Monitor Communications and Control Costs

Answer: A

NEW QUESTION 680

- (Exam Topic 6)

Which of the following is an example of an organizational system that is arranged based on the job being performed?

- A. Simple
- B. Multi-divisional
- C. Functional
- D. Project-oriented

Answer: C

NEW QUESTION 681

- (Exam Topic 6)

Which knowledge area includes the processes to identify, define, and unify the various project management processes?

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

Answer: A

NEW QUESTION 686

- (Exam Topic 6)

When should Project Risk Management be conducted?

- A. Project Planning
- B. Monitoring and Controlling
- C. Quality Planning
- D. Throughout the project lifecycle

Answer: C

NEW QUESTION 688

- (Exam Topic 6)

What tool or technique can improve a products final characteristics?

- A. Design for X (DfX)
- B. Problem solving
- C. Process analysis
- D. Risk report

Answer: A

NEW QUESTION 693

- (Exam Topic 6)

What is a tailoring consideration in Project Integration Management?

- A. Validation and control
- B. Benefits
- C. Technology support
- D. Physical location

Answer: A

NEW QUESTION 696

- (Exam Topic 6)

A project has an estimated duration of 10 months with a total budget of US\$220,000. At the end of the fifth month, it is estimated that at completion, the project will incur US\$250,000. If the actual cost (AC) calculated is US\$150,000, what is the earned value (EV) of the project?

- A. US\$-30,000
- B. US\$120,000
- C. US\$370,000
- D. US\$400,000

Answer: D

NEW QUESTION 700

- (Exam Topic 6)

The project manager is using co-location and providing training to the project team. On which of the following Project Resource Management processes is the project manager working?

- A. Acquire Resources
- B. Control Resources
- C. Manage Team
- D. Develop Team

Answer: D

NEW QUESTION 703

- (Exam Topic 6)

In which of the Risk Management processes is the project charter used as an input?

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

Answer: C

NEW QUESTION 708

- (Exam Topic 6)

In which sphere of influence is the project manager demonstrating the value of project management and advancing the efficacy of the project management office (PMO)?

- A. The organization
- B. The project
- C. The industry
- D. The product

Answer: B

NEW QUESTION 711

- (Exam Topic 6)

Match each dimension of the communications management plan to its corresponding focus.

Dimension		Focus
Formal		Project stakeholders
Internal		Customers and vendors
Informal		Reports, meeting agendas, and minutes
External		General communications activities using email

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Dimension		Focus
Formal	Internal	Project stakeholders
Internal	External	Customers and vendors
Informal	Formal	Reports, meeting agendas, and minutes
External	Informal	General communications activities using email

NEW QUESTION 713

- (Exam Topic 6)

Due to today's competitive global market, organizations require more than technical project management skills. Which of the following skills can support long-range strategic objectives that contribute to the bottom line?

- A. Planning and risk management skills
- B. Communication and time management skills
- C. Business intelligence and leadership skills
- D. Strategic and business management skills

Answer: C

NEW QUESTION 716

- (Exam Topic 6)

The project manager is working with some functional managers and stakeholders on the resource management plan Which elements may be included in this plan?

- A. Team values, team agreements, and conflict resolution process
- B. Conflict resolution process, communication guidelines, and meeting schedules
- C. Team roles and responsibilities, team management, and training plan
- D. Resource requirements, resource assignments, and team performance assessments

Answer: D

NEW QUESTION 719

- (Exam Topic 6)

Analyzing activity sequences, durations, resource requirements, and schedule constraints for project execution and monitoring and controlling relates to which process?

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

Answer: A

NEW QUESTION 720

- (Exam Topic 6)

When developing the project schedule, a project manager uses decomposition and rolling wave planning techniques in this process.

- A. Develop Schedule
- B. Define Activities
- C. Define Scope
- D. Collect Requirements

Answer: B

NEW QUESTION 721

- (Exam Topic 6)

What scenario describes when a project must be created due to market demand?

- A. A public company authorizes a project to create a new service for electric car sharing to reduce pollution.
- B. A car company authorizes a project to build more fuel-efficient cars in response to gasoline shortages.
- C. Researchers develop an autonomous car.
- D. with several new features to be commercialized in the future.
- E. Stakeholders request that raw materials be changed due to locally high costs.

Answer: B

NEW QUESTION 723

- (Exam Topic 6)

In order to detect quality issues earlier in the project life cycle, the project manager is using an agile/adaptive environment. What is the main difference between waterfall and agile/adaptive development approaches for Project Quality Management?

- A. The frequency of the quality and review steps
- B. The number of deliverables
- C. The duration of each of the quality and review steps
- D. The tools used in the quality and review steps

Answer: A

NEW QUESTION 727

- (Exam Topic 6)

A new project manager wishes to recommend creating a project management office to senior management. Which statement would the project manager use to describe the importance of creating the project management office?

- A. It will give the project manager independence to make decisions without other departmental input.
- B. It integrates organizational data and information to ensure that strategic objectives are fulfilled.
- C. The project management office can execute administrative tasks.
- D. The project management office can coordinate projects.

Answer: B

NEW QUESTION 729

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