

PMP Dumps

Project Management Professional

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NEW QUESTION 1

- (Topic 1)

Which of the following is an example of contract administration?

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

Answer: B

NEW QUESTION 2

- (Topic 1)

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

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

Answer: B

NEW QUESTION 3

- (Topic 1)

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

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

Answer: A

NEW QUESTION 4

- (Topic 1)

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

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

Answer: C

NEW QUESTION 5

- (Topic 1)

Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

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

Answer: A

NEW QUESTION 6

- (Topic 1)

Which Process Group and Knowledge Area include the Sequence Activities process?

- A. Executing Process Group and Project Time Management
- B. Executing Process Group and Project Cost Management
- C. Planning Process Group and Project Time Management
- D. Planning Process Group and Project Cost Management

Answer: C

NEW QUESTION 7

- (Topic 1)

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

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

Answer: A

NEW QUESTION 8

- (Topic 1)

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 9

- (Topic 1)

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

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

Answer: D

NEW QUESTION 10

- (Topic 1)

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

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

Answer: C

NEW QUESTION 10

- (Topic 1)

The Identify Stakeholders process is found in which Process Group?

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

Answer: A

NEW QUESTION 11

- (Topic 1)

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 16

- (Topic 1)

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 20

- (Topic 1)

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

- A. Requirements traceability matrix
- B. Work breakdown structure (WBS) dictionary

- C. Requirements management plan
- D. Requirements documentation

Answer: A

NEW QUESTION 24

- (Topic 1)

Project Stakeholder Management focuses on:

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

Answer: C

NEW QUESTION 25

- (Topic 1)

A risk that arises as a direct result of implementing a risk response is called a:

- A. contingent risk
- B. residual risk
- C. potential risk
- D. secondary risk

Answer: D

NEW QUESTION 27

- (Topic 1)

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

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

Answer: D

NEW QUESTION 29

- (Topic 1)

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

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

Answer: D

NEW QUESTION 31

- (Topic 1)

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

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

Answer: B

NEW QUESTION 36

- (Topic 1)

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 40

- (Topic 1)

Which of the following processes includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and

impact?

- A. Qualitative risk analysis
- B. Quantitative risk analysis
- C. Risk management planning
- D. Risk response planning

Answer: A

NEW QUESTION 42

- (Topic 1)

Soft logic is also known as what type of dependency?

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

Answer: B

NEW QUESTION 45

- (Topic 1)

The project charter is an input to which process?

- A. Develop Project Charter
- B. Develop Project Management Plan
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

Answer: B

NEW QUESTION 50

- (Topic 1)

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

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

Answer: D

NEW QUESTION 53

- (Topic 1)

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

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

Answer: A

NEW QUESTION 56

- (Topic 1)

What type of project structure is a hierarchically organized depiction of the resources by type?

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

Answer: B

NEW QUESTION 60

- (Topic 1)

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

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

Answer: D

NEW QUESTION 61

- (Topic 1)

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

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

Answer: B

NEW QUESTION 64

- (Topic 1)

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

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

Answer: B

NEW QUESTION 65

- (Topic 1)

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 69

- (Topic 1)

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

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

Answer: A

NEW QUESTION 74

- (Topic 1)

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

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

Answer: C

NEW QUESTION 77

- (Topic 1)

Most experienced project managers know that:

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

Answer: B

NEW QUESTION 82

- (Topic 1)

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

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

Answer: C

NEW QUESTION 85

- (Topic 1)

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

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

Answer: C

NEW QUESTION 88

- (Topic 1)

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 91

- (Topic 1)

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

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

Answer: A

NEW QUESTION 94

- (Topic 1)

An element of the project scope statement is:

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

Answer: A

NEW QUESTION 99

- (Topic 1)

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 101

- (Topic 1)

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

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

Answer: C

NEW QUESTION 102

- (Topic 1)

PMBOI Guide is a standard that describes:

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

Answer: B

NEW QUESTION 107

- (Topic 1)

Which activity is an input to the select sellers process?

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

Answer: A

NEW QUESTION 110

- (Topic 1)

The scope management plan is a subsidiary of which project document?

- A. Schedule management plan
- B. Project management plan
- C. Quality management plan
- D. Resource management plan

Answer: B

NEW QUESTION 112

- (Topic 1)

Which project risk listed in the table below is most likely to occur?

Project Risks	Probability	Impact
Risk 1	L	M
Risk 2	H	H
Risk 3	L	L
Risk 4	M	L

- A. 1
- B. 2
- C. 3
- D. 4

Answer: B

NEW QUESTION 116

- (Topic 1)

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

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

Answer: A

NEW QUESTION 118

- (Topic 1)

An input to the Collect Requirements process is the:

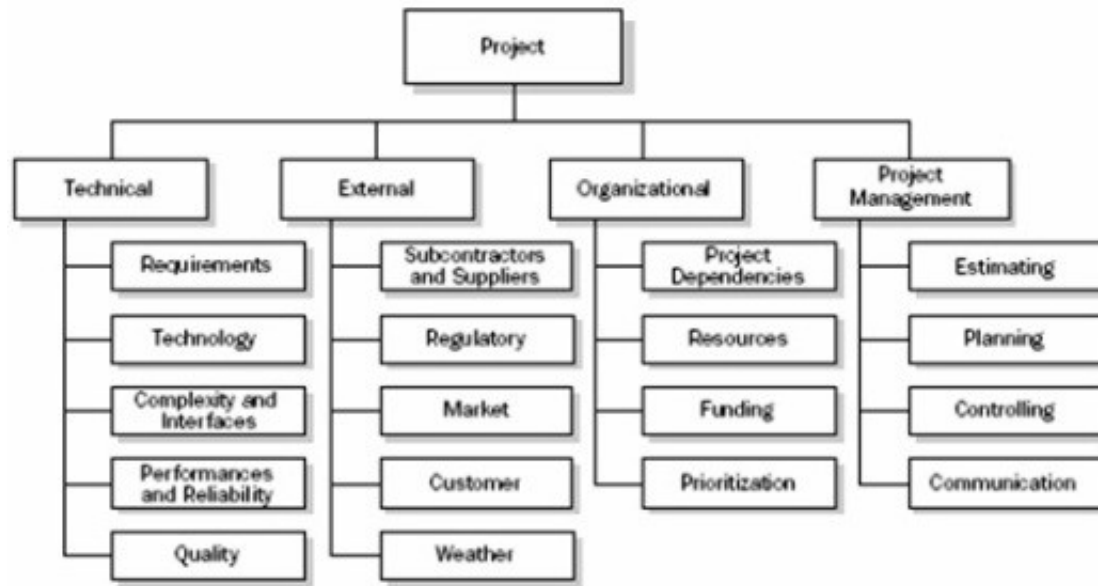
- A. stakeholder register.
- B. project management plan.
- C. project scope statement.
- D. requirements management plan.

Answer: A

NEW QUESTION 120

- (Topic 1)

The diagram below is an example of a:



- A. Risk breakdown structure (RBS).
- B. Project team.
- C. SWOT Analysis.
- D. Work breakdown structure (WBS).

Answer: A

NEW QUESTION 122

- (Topic 1)

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

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

Answer: C

NEW QUESTION 123

- (Topic 1)

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

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

Answer: B

NEW QUESTION 126

- (Topic 1)

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

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

Answer: C

NEW QUESTION 130

- (Topic 1)

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

Answer: C

NEW QUESTION 133

- (Topic 1)

Define Activities and Estimate Activity Resources are processes in which project management Knowledge Area?

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

Answer: A

NEW QUESTION 136

- (Topic 2)

An input to the Identify Risks process is the:

- A. Risk register.
- B. Risk probability and impact assessment.
- C. Communications management plan.
- D. Risk management plan.

Answer: D

NEW QUESTION 140

- (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 145

- (Topic 2)

In a project, total float measures the:

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

Answer: B

NEW QUESTION 147

- (Topic 2)

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

Answer: D

NEW QUESTION 151

- (Topic 2)

Which of the following is a tool and technique for Estimate Activity Durations?

- A. Parametric estimating
- B. Monte Carlo analysis
- C. Alternatives analysis
- D. Bottom-up estimating

Answer: A

NEW QUESTION 155

- (Topic 2)

During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 160

- (Topic 2)

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

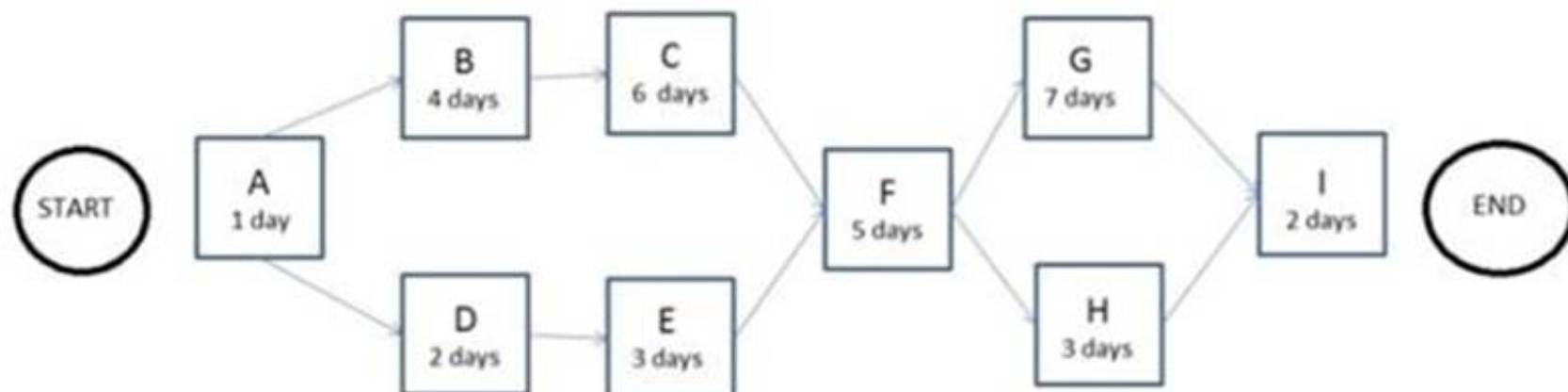
- A. Projectized
- B. Weak matrix
- C. Functional
- D. Balanced matrix

Answer: A

NEW QUESTION 165

- (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 167

- (Topic 2)

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

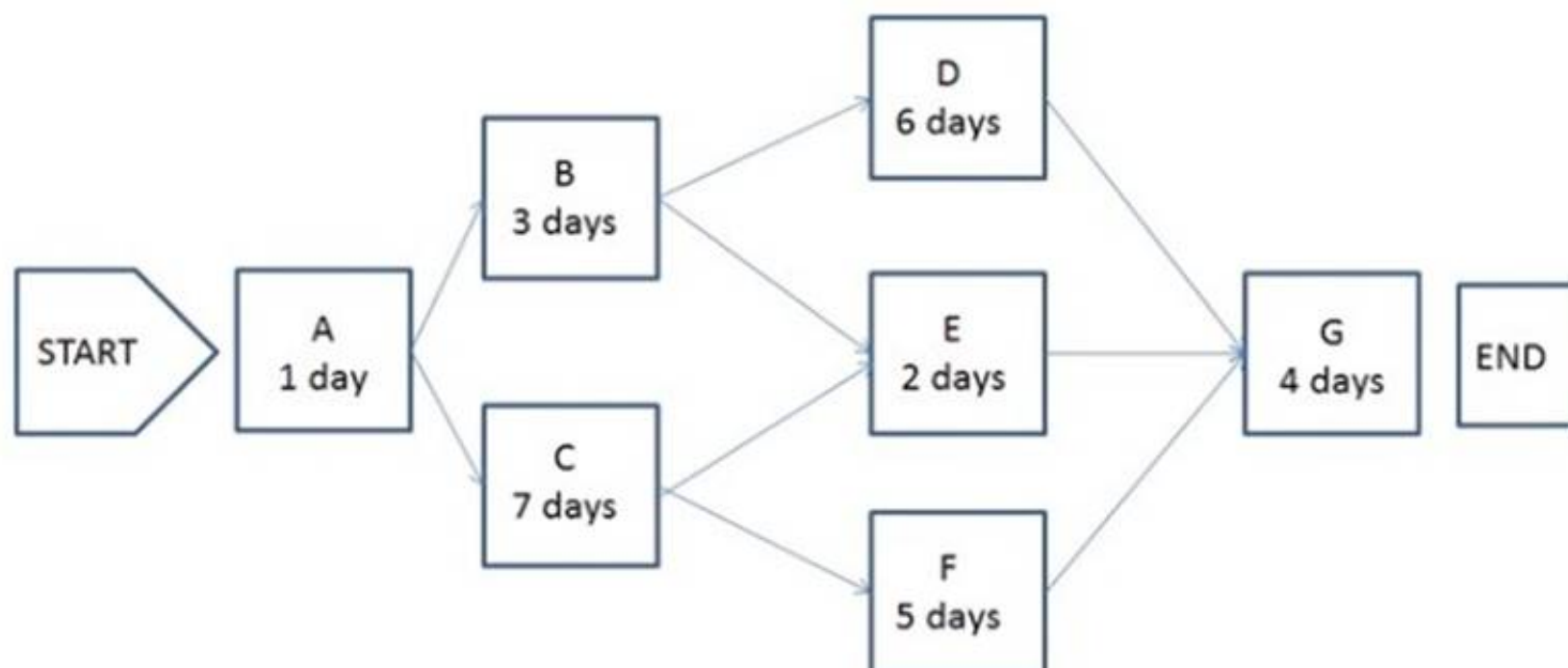
- A. Define Activities
- B. Direct and Manage Project Work
- C. Develop Project Management Plan
- D. Develop Project Charter

Answer: D

NEW QUESTION 172

- (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 175

- (Topic 2)

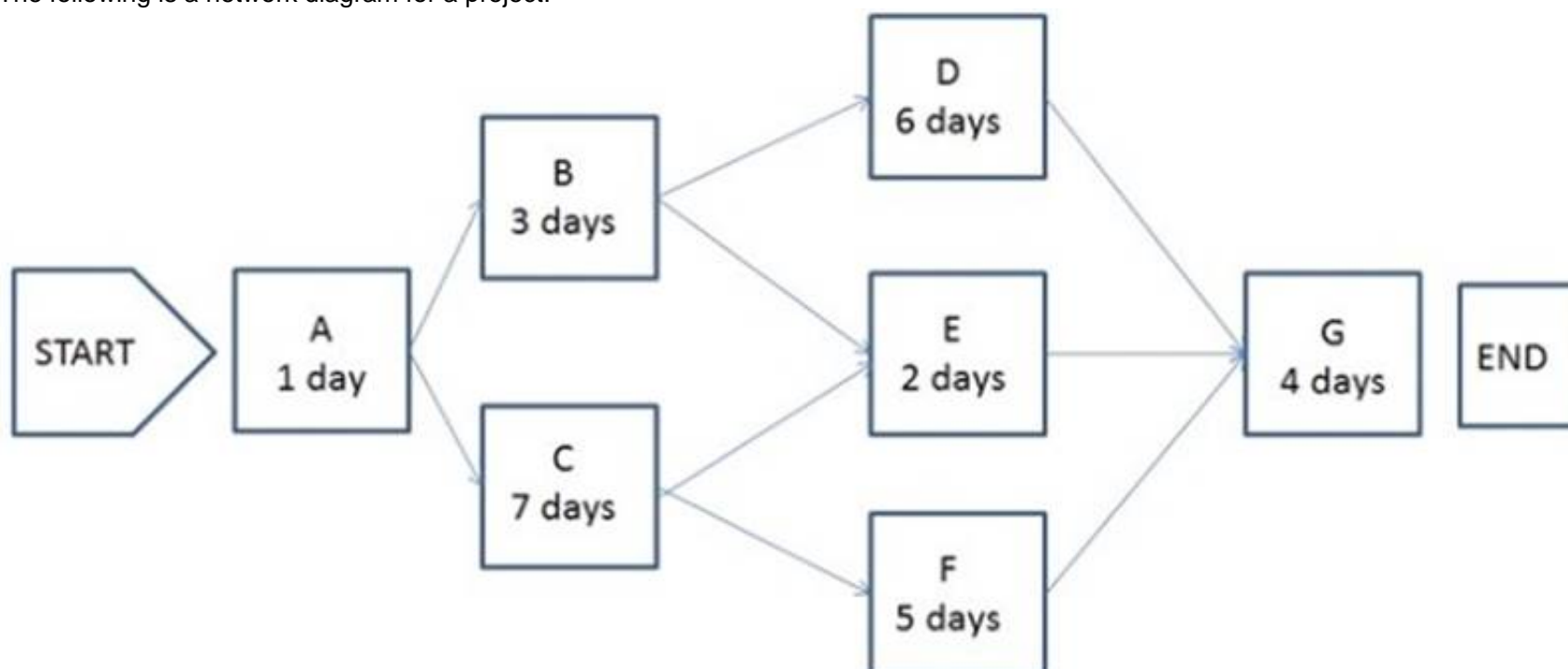
In Plan Risk Management, which of the management plans determines who will be available to share information on various risks and responses at different times and locations?

- A. Schedule
- B. Quality
- C. Communications
- D. Cost

Answer: C**NEW QUESTION 177**

- (Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

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

Answer: C**NEW QUESTION 180**

- (Topic 2)

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

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

Answer: A**NEW QUESTION 183**

- (Topic 2)

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

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

Answer: B**NEW QUESTION 186**

- (Topic 2)

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

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

Answer: A

NEW QUESTION 189

- (Topic 2)

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

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

Answer: D

NEW QUESTION 194

- (Topic 2)

An input of the Create WBS process is:

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

Answer: A

NEW QUESTION 198

- (Topic 2)

Which of the following is an output of Define Scope?

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

Answer: A

NEW QUESTION 201

- (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 204

- (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 209

- (Topic 2)

The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 211

- (Topic 2)

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

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

Answer:

C

NEW QUESTION 213

- (Topic 2)

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

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

Answer: C

NEW QUESTION 215

- (Topic 2)

The organizational process assets that are of particular importance to Plan Communications are:

- A. Formal plans and procedures
- B. Lessons learned and historical information
- C. Guidelines and knowledge bases
- D. Stakeholder positions and their influence

Answer: B

NEW QUESTION 217

- (Topic 2)

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

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

Answer: C

NEW QUESTION 218

- (Topic 2)

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 223

- (Topic 2)

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

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

Answer: D

NEW QUESTION 225

- (Topic 2)

A required input for Create WBS is a project:

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

Answer: D

NEW QUESTION 228

- (Topic 2)

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 230

- (Topic 2)

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

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

Answer: A

NEW QUESTION 232

- (Topic 2)

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

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

Answer: A

NEW QUESTION 236

- (Topic 2)

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

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

Answer: C

NEW QUESTION 241

- (Topic 2)

Stakeholder communication requirements should be included as a component of:

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

Answer: C

NEW QUESTION 244

- (Topic 2)

Which of the following statements correctly characterizes pull communication?

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

Answer: B

NEW QUESTION 249

- (Topic 2)

An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 254

- (Topic 2)

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 257

- (Topic 2)

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

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

Answer: D

NEW QUESTION 260

- (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 265

- (Topic 2)

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

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

Answer: B

NEW QUESTION 269

- (Topic 2)

Tools and techniques used for Plan Communications include the communication:

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

Answer: A

NEW QUESTION 273

- (Topic 2)

Inputs to the Plan Risk Management process include the:

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

Answer: D

NEW QUESTION 275

- (Topic 2)

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

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

Answer: D

NEW QUESTION 276

- (Topic 2)

Co-location is a tool and technique of:

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

Answer: C

NEW QUESTION 281

- (Topic 2)

What component of the project scope definition defines project exclusions?

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

Answer: A

NEW QUESTION 285

- (Topic 3)

At which stage of team development do members begin to work together, adjust work habits, and trust each other?

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

Answer: C

NEW QUESTION 289

- (Topic 3)

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

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

Answer: D

NEW QUESTION 294

- (Topic 3)

What is one of the MAJOR outputs of activity sequencing?

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

Answer: C

NEW QUESTION 295

- (Topic 3)

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 298

- (Topic 3)

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

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

Answer: B

NEW QUESTION 301

- (Topic 3)

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 304

- (Topic 3)

The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

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

Answer: A

NEW QUESTION 307

- (Topic 3)

A project manager needs to deliver the project 2 weeks before the planned date without changing the scope. Which of the following techniques may be applied to reevaluate the schedule?

- A. What-if scenario analysis
- B. Critical chain method
- C. Schedule crashing
- D. Resource leveling

Answer: C

NEW QUESTION 309

- (Topic 3)

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

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

Answer: B

NEW QUESTION 311

- (Topic 3)

A procurement management plan is a subsidiary of which other type of plan?

- A. Resource plan
- B. Project management plan
- C. Cost control plan
- D. Expected monetary value plan

Answer: B

NEW QUESTION 315

- (Topic 3)

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

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

Answer: A

NEW QUESTION 318

- (Topic 3)

The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

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

Answer: B

NEW QUESTION 319

- (Topic 3)

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

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

Answer: C

NEW QUESTION 324

- (Topic 3)

Which illustrates the connection between work that needs to be done and its project team members?

- A. Work breakdown structure
- B. Network diagrams
- C. Staffing management plan
- D. Responsibility matrix

Answer: D

NEW QUESTION 326

- (Topic 3)

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

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

Answer: A

NEW QUESTION 327

- (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 328

- (Topic 3)

What is a tool to improve team performance?

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

Answer: D

NEW QUESTION 333

- (Topic 3)

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

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

Answer: B

NEW QUESTION 337

- (Topic 3)

When would resource leveling be applied to a schedule model?

- A. Before constraints have been identified
- B. Before it has been analyzed by the critical path method
- C. After it has been analyzed by the critical path method
- D. After critical activities have been removed from the critical path

Answer: C

NEW QUESTION 338

- (Topic 3)

Which type of estimating is used to improve the accuracy of an activity's duration?

- A. Analogous
- B. Parametric
- C. Three-point
- D. What-if scenario analysis

Answer: C

NEW QUESTION 340

- (Topic 3)

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

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

Answer: B

NEW QUESTION 342

- (Topic 3)

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

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

Answer: B

NEW QUESTION 343

- (Topic 3)

Activities on the critical path have which type of float?

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

Answer: B

NEW QUESTION 347

- (Topic 3)

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

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

Answer: B

NEW QUESTION 352

- (Topic 3)

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

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

Answer: C

NEW QUESTION 356

- (Topic 3)

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

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

Answer:

A

NEW QUESTION 360

- (Topic 3)

Decomposition, rolling wave planning, and templates are all tools and techniques for which of the following?

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

Answer: A

NEW QUESTION 364

- (Topic 3)

The project has a current cost performance index of 0.80. Assuming this performance wi 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 369

- (Topic 3)

Which characteristic do projects and operational work share in common?

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

Answer: B

NEW QUESTION 371

- (Topic 3)

In which of the following types of organizations is resource availability moderate to high?

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

Answer: C

NEW QUESTION 375

- (Topic 3)

A project manager at a publishing company decides to initiate the editing phase of the project as soon as each chapter is written. Which type of Sequence Activities tool and technique is involved, considering that there was a start-to-start relationship with a 15-day delay?

- A. Slack
- B. Float
- C. Lag
- D. Lead

Answer: C

NEW QUESTION 378

- (Topic 3)

Which of the following is a tool or technique for the Plan Procurements process?

- A. Bidder conferences
- B. Proposal evaluation techniques
- C. Contract types
- D. Contract change control systems

Answer: C

NEW QUESTION 382

- (Topic 3)

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

- A. Payment systems, organizational process assets update, and claims administration
- B. Inspections and audits, contract change control system, and project management plan updates

- C. Procurement documents, performance reports, and approved change requests
- D. Project documents, seller proposals, and payment systems

Answer: C

NEW QUESTION 386

- (Topic 3)

Which of the following involves making information available to project stakeholders in a timely manner?

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

Answer: D

NEW QUESTION 391

- (Topic 3)

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

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

Answer: D

NEW QUESTION 396

- (Topic 3)

Fast tracking is a schedule compression technique used to shorten the project schedule without changing project scope. Which of the following can result from fast tracking?

- A. The risk of achieving the shortened project time is increased.
- B. The critical path will have positive total float.
- C. Contingency reserves are released for redeployment by the project manager.
- D. Duration buffers are added to maintain a focus on planned activity durations.

Answer: A

NEW QUESTION 397

- (Topic 3)

Which tool or technique measures performance of the project as it moves from project initiation through project closure?

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

Answer: D

NEW QUESTION 402

- (Topic 3)

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

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

Answer: B

NEW QUESTION 404

- (Topic 3)

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

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

Answer: D

NEW QUESTION 406

- (Topic 3)

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

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

Answer: C

NEW QUESTION 408

- (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 412

- (Topic 3)

Inputs to the Define Activities process include:

- A. Project scope statement, resource calendars, and work performance information.
- B. Scope baseline, enterprise environmental factors, and organizational process assets.
- C. Project scope statement, approved change requests, and WBS dictionary.
- D. Scope baseline, enterprise environmental factors, and activity duration estimates.

Answer: B

NEW QUESTION 417

- (Topic 3)

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

- A. Earned value management.
- B. Enterprise environmental factors.
- C. Organizational process assets.
- D. Work performance information.

Answer: D

NEW QUESTION 422

- (Topic 3)

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 424

- (Topic 3)

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

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

Answer: C

NEW QUESTION 427

- (Topic 3)

Which grid shows which resources are tied to work packages?

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

Answer: B

NEW QUESTION 431

- (Topic 3)

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

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

Answer: C

NEW QUESTION 435

- (Topic 3)

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

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

Answer: A

NEW QUESTION 437

- (Topic 3)

Which input provides suppliers with a clear set of goals, requirements, and outcomes?

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

Answer: A

NEW QUESTION 441

- (Topic 3)

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

- A. Approved change requests
- B. Approved contract documentation
- C. Work performance information
- D. Rejected change requests

Answer: A

NEW QUESTION 444

- (Topic 3)

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

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

Answer: B

NEW QUESTION 445

- (Topic 3)

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

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

Answer: C

NEW QUESTION 447

- (Topic 3)

The correct equation for schedule variance (SV) is earned value:

- A. minus planned value [EV - PV].
- B. minus actual cost [EV - AC].
- C. divided by planned value [EV/PV],
- D. divided by actual cost [EV/AC].

Answer: A

NEW QUESTION 450

- (Topic 3)

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

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

Answer: B

NEW QUESTION 454

- (Topic 3)

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 455

- (Topic 4)

Which Control Quality tool is also known as an arrow diagram?

- A. Matrix diagram
- B. Affinity diagram
- C. Tree diagram
- D. Activity network diagram

Answer: D

NEW QUESTION 459

- (Topic 4)

Which technique is commonly used for the Quantitative Risk Analysis activity?

- A. Brainstorming
- B. Strategies for Opportunities
- C. Decision Tree Analysis
- D. Risk Data Quality Assessment

Answer: C

NEW QUESTION 464

- (Topic 4)

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

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

Answer: C

NEW QUESTION 465

- (Topic 4)

Projects are authorized by which of the following individuals?

- A. Project managers
- B. Stakeholders
- C. Functional managers
- D. Sponsors

Answer: D

NEW QUESTION 469

- (Topic 4)

An input to the Control Quality process is:

- A. Activity attributes
- B. Quality control measurements
- C. Enterprise environmental factors
- D. Deliverables

Answer: D

NEW QUESTION 472

- (Topic 4)

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

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

Answer: B

NEW QUESTION 476

- (Topic 4)

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 481

- (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 486

- (Topic 4)

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

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

Answer: A

NEW QUESTION 491

- (Topic 4)

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

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

Answer: C

NEW QUESTION 496

- (Topic 4)

The Administer Procurements process is in which of the following Project Management Process Groups?

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

Answer: B

NEW QUESTION 501

- (Topic 4)

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

- A. Cost baseline
- B. Cost forecasting
- C. Cost variance
- D. Cost budgeting

Answer: D

NEW QUESTION 505

- (Topic 4)

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 506

- (Topic 4)

Analogous cost estimating relies on which of the following techniques?

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

Answer: A

NEW QUESTION 508

- (Topic 4)

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

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

Answer: B

NEW QUESTION 509

- (Topic 4)

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 514

- (Topic 4)

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

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

Answer: D

NEW QUESTION 518

- (Topic 4)

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. Brainstorming.
- C. Historical databases.
- D. Cost of quality.

Answer: D

NEW QUESTION 519

- (Topic 4)

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

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

D. Rolling wave planning

Answer: C

NEW QUESTION 524

- (Topic 4)

Which Process Group's purpose is to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes?

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

Answer: A

NEW QUESTION 529

- (Topic 4)

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 533

- (Topic 4)

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

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

Answer: A

NEW QUESTION 537

- (Topic 4)

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

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

Answer: B

NEW QUESTION 542

- (Topic 4)

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 545

- (Topic 4)

When does Monitor and Control Risks occur?

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

Answer: C

NEW QUESTION 546

- (Topic 4)

Cost aggregation is typically performed by aggregating work packages in accordance with the:

- A. Program evaluation and review technique (PERT).
- B. Cost of quality (COQ).
- C. Rough order of magnitude (ROM).
- D. Work breakdown structure (WBS).

Answer: D

NEW QUESTION 549

- (Topic 4)

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

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

Answer: A

NEW QUESTION 552

- (Topic 4)

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

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

Answer: D

NEW QUESTION 555

- (Topic 4)

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

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

Answer: B

NEW QUESTION 558

- (Topic 4)

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

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

Answer: D

NEW QUESTION 560

- (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 563

- (Topic 4)

The approaches, tools, and data sources that will be used to perform risk management on a project are determined by the:

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

Answer: A

NEW QUESTION 568

- (Topic 4)

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

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

Answer: C

NEW QUESTION 572

- (Topic 4)

What is the minimum a project schedule must include?

- A. Variance analysis
- B. A planned start date and a planned finish date for each schedule activity
- C. A critical path diagram
- D. Critical chain analysis

Answer: B

NEW QUESTION 577

- (Topic 4)

When does risk monitoring and control occur?

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

Answer: C

NEW QUESTION 581

- (Topic 4)

Which Perform Quality Control tool graphically represents how various elements of a system interrelate?

- A. Control chart
- B. Flowchart
- C. Run chart
- D. Pareto chart

Answer: B

NEW QUESTION 583

- (Topic 4)

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

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

Answer: C

NEW QUESTION 585

- (Topic 4)

Which process occurs within the Monitoring and Controlling Process Group?

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

Answer: A

NEW QUESTION 586

- (Topic 4)

What quality control tool graphically represents how various elements of a system interrelate?

- A. Control chart
- B. Flowchart
- C. Run chart
- D. Pareto chart

Answer: B

NEW QUESTION 590

- (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 592

- (Topic 4)

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

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

Answer: A

NEW QUESTION 594

- (Topic 4)

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

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

Answer: B

NEW QUESTION 599

- (Topic 4)

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

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

Answer: C

NEW QUESTION 600

- (Topic 4)

Which is one of the major outputs of Sequence Activities?

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

Answer: C

NEW QUESTION 604

- (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 608

- (Topic 4)

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

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

Answer: B

NEW QUESTION 612

- (Topic 5)

An input to Close Project or Phase is:

- A. Accepted deliverables,
- B. Final products or services,
- C. Document updates,
- D. Work performance information.

Answer: A

NEW QUESTION 615

- (Topic 5)

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

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

Answer: A

NEW QUESTION 616

- (Topic 5)

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

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

Answer: C

NEW QUESTION 619

- (Topic 5)

Conditions that are not under the control of the project team that influence, direct, or constrain a project are called:

- A. Enterprise environmental factors
- B. Work performance reports
- C. Organizational process assets
- D. Context diagrams

Answer: A

NEW QUESTION 620

- (Topic 5)

The process of formalizing acceptance of the completed project deliverables is known as:

- A. Validate Scope.
- B. Close Project or Phase.
- C. Control Quality.
- D. Verify Scope.

Answer: A

NEW QUESTION 623

- (Topic 5)

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

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

Answer: B

NEW QUESTION 628

- (Topic 5)

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 633

- (Topic 5)

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

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

Answer: A

NEW QUESTION 637

- (Topic 5)

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

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

Answer: C

NEW QUESTION 638

- (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 641

- (Topic 5)

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 643

- (Topic 5)

In a weak matrix, the project managers role is:

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

Answer: A

NEW QUESTION 648

- (Topic 5)

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

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

Answer: C

NEW QUESTION 651

- (Topic 5)

The procurement process that documents agreements and related documentation for future reference is known as:

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

Answer: C

NEW QUESTION 655

- (Topic 5)

The Closing Process Group includes which of the following Knowledge Areas?

- A. Project Risk Management and Project Procurement Management
- B. Project Integration Management and Project Procurement Management
- C. Project Risk Management and Project Integration Management
- D. Project Integration Management and Project Quality Management

Answer: B

NEW QUESTION 659

- (Topic 5)

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

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

Answer: C

NEW QUESTION 662

- (Topic 5)

In which Process Group are lessons learned documented?

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

Answer: B

NEW QUESTION 667

- (Topic 5)

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

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

Answer: D

NEW QUESTION 668

- (Topic 5)

When are deliverables accepted or not accepted?

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

Answer: B

NEW QUESTION 669

- (Topic 5)

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

- A. Control Schedule.
- B. Sequence Activities.
- C. Define Activities.
- D. Develop Schedule.

Answer: B

NEW QUESTION 674

- (Topic 5)

Which activity may occur at project or phase closure?

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

Answer: A

NEW QUESTION 679

A graphic display of project team members and their reporting relationships is known as a:

- A. Resource calenda
- B. Project organization chart.
- C. Resource breakdown structure (RBS).
- D. Responsibility assignment matrix (RAM).

Answer: B

NEW QUESTION 683

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