

# Exam Questions PMI-001

Project Management Professional

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#### NEW QUESTION 1

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 2

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

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

**Answer:** A

#### NEW QUESTION 3

An output of the Perform Integrated Change Control process is:

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

**Answer:** C

#### NEW QUESTION 4

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

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

**Answer:** C

#### NEW QUESTION 5

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

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

**Answer:** D

#### NEW QUESTION 6

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 Pius Award Re (CPAF)
- D. Time and Material (T&M)

**Answer:** B

#### NEW QUESTION 7

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

- A. \$50
- B. \$100
- C. \$125
- D. \$175

**Answer:** C

#### NEW QUESTION 8

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 9

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

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

**Answer:** C

#### NEW QUESTION 10

An input to the Identify Stakeholders process is:

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

**Answer:** C

#### NEW QUESTION 10

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 12

Which Knowledge Areas include processes from the Closing Process Group?

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

**Answer:** D

#### NEW QUESTION 15

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

- A. Deliverable
- B. Activity list
- C. Awork breakdown structur
- D. Ascope statemen

**Answer:** A

#### NEW QUESTION 19

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

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

**Answer:** C

#### NEW QUESTION 20

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 24**

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 25**

When does the project team determine which dependencies are discretionary?

- A. Before the Define Activities process
- B. During the Define Activities process
- C. Before the Sequence Activities process
- D. During the Sequence Activities process

**Answer:** D

**NEW QUESTION 26**

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 28**

A temporary endeavor that creates a unique product or service is called a:

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

**Answer:** A

**NEW QUESTION 31**

Which item is an output of Plan Quality Management and an input to Perform Quality Assurance?

- A. Organizational process updates
- B. Quality metrics
- C. Change requests
- D. Quality control measurements

**Answer:** B

**NEW QUESTION 35**

An input to Conduct Procurements is:

- A. Independent estimate
- B. Selected seller
- C. Seller proposal
- D. Resource calendar

**Answer:** C

**NEW QUESTION 40**

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 42**

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 46

Sensitivity analysis is typically displayed as a/an:

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

**Answer:** B

#### NEW QUESTION 51

A key benefit of the Manage Communications process is that it enables:

- A. The best use of communication method
- B. An efficient and effective communication flo
- C. Project costs to be reduce
- D. The best use of communication technolog

**Answer:** B

#### NEW QUESTION 55

An output of the Manage Stakeholder Engagement process is:

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

**Answer:** A

#### NEW QUESTION 58

An input to the Plan Procurement Management process is:

- A. Source selection criteri
- B. Market researc
- C. Astakeholder registe
- D. Arecords management syste

**Answer:** C

#### NEW QUESTION 60

Updates to organizational process assets such as procurement files, deliverable acceptances, and lessons learned documentation are typical outputs of which process?

- A. Close Project or Phase
- B. Conduct Procurements
- C. Control Procurements
- D. Close Procurements

**Answer:** D

#### NEW QUESTION 64

A regression line is used to estimate:

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

**Answer:** B

#### NEW QUESTION 66

A risk response strategy in which the project team shifts the impact of a threat, together with ownership of the response, to a third party is called:

- A. mitigate
- B. accept

- C. transfer
- D. avoid

**Answer:** C

#### NEW QUESTION 68

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

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

**Answer:** D

#### NEW QUESTION 70

A reward can only be effective if it is:

- A. Given immediately after the project is complete
- B. Something that is tangibl
- C. Formally given during project performance appraisal
- D. Satisfying a need valued by the individua

**Answer:** D

#### NEW QUESTION 72

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

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

**Answer:** A

#### NEW QUESTION 75

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 79

A project charter is an output of which Process Group?

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

**Answer:** C

#### NEW QUESTION 81

Which document describes the necessary information to determine if a project is worth the required investment?

- A. Cost baseline
- B. Service level agreement
- C. Memorandum of understanding
- D. Business case

**Answer:** D

#### NEW QUESTION 86

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

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

**Answer:** B

**NEW QUESTION 89**

Plan Schedule Management is a process in which Knowledge Area?

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

**Answer:** D

**NEW QUESTION 93**

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 96**

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 97**

The Plan Stakeholder Management process belongs to which Process Group?

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

**Answer:** C

**NEW QUESTION 102**

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

- A. Procurement documents
- B. Communications plan
- C. Project charter
- D. Stakeholder register

**Answer:** C

**NEW QUESTION 104**

The Identify Stakeholders process is found in which Process Group?

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

**Answer:** A

**NEW QUESTION 108**

An input to Develop Project Charter is a/an:

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

**Answer:** A

**NEW QUESTION 111**

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 112

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 116

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 120

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

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

**Answer:** A

#### NEW QUESTION 125

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 126

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

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

**Answer:** B

#### NEW QUESTION 127

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

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

**Answer:** B

#### NEW QUESTION 130

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

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

**Answer:** D



#### NEW QUESTION 133

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 137

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 138

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 142

Enterprise environmental factors are an input to which process?

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

**Answer:** C

#### NEW QUESTION 147

Regression analysis, failure mode and effect analysis (FMEA), fault tree analysis (FTA), and trend analysis are examples of which tool or technique?

- A. Expert judgment
- B. Forecasting methods
- C. Earned value management
- D. Analytical techniques

**Answer:** D

#### NEW QUESTION 151

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

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

**Answer:** C

#### NEW QUESTION 155

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

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

**Answer:** C

#### NEW QUESTION 156

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

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

**Answer:** A

#### NEW QUESTION 159

Processes in the Initiating Process Group may be completed at the organizational level and be outside of the project's:

- A. Level of contro
- B. Communication channel
- C. Scop
- D. Strategic alignmen

**Answer:** A

#### NEW QUESTION 163

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

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

**Answer:** A

#### NEW QUESTION 165

A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables is called a:

- A. triangular distribution
- B. tornado diagram
- C. beta distribution
- D. fishbone diagram

**Answer:** B

#### NEW QUESTION 169

Project Scope Management is primarily concerned with:

- A. Developing a detailed description of the project and produc
- B. Determining how requirements will be analyzed, documented, and manage
- C. Defining and controlling what is and is not included in the projec
- D. Formalizing acceptance of the completed project deliverable

**Answer:** C

#### NEW QUESTION 174

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

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

**Answer:** B

#### NEW QUESTION 179

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 projectmanagement plan

**Answer:** D

#### NEW QUESTION 182

Success is measured by benefits realization for a:

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

**Answer:** D

**NEW QUESTION 187**

A project team member agrees to change a project deliverable after a conversation with an external stakeholder. It is later discovered that the change has had an adverse effect on another deliverable. This could have been avoided if the project team had implemented:

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

**Answer:** D

**NEW QUESTION 190**

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

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

**Answer:** C

**NEW QUESTION 191**

Which term describes an assessment of correctness?

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

**Answer:** A

**NEW QUESTION 195**

The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

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

**Answer:** A

**NEW QUESTION 198**

At the start of a typical project life cycle, costs are:

- A. low, peak as work is carried out, and drop as the project nears the end
- B. low, become steady as work is carried out, and increase as the project nears the end
- C. high, drop as work is carried out, and increase as the project nears the end
- D. high, become low as work is carried out, and drop as the project nears the end

**Answer:** D

**NEW QUESTION 203**

The component of the human resource management plan that includes ways in which team members can obtain certifications that support their ability to benefit the project is known as:

- A. recognition and rewards
- B. compliance
- C. staff acquisition
- D. training needs

**Answer:** D

**NEW QUESTION 205**

Stakeholders can be identified in later stages of the project because the Identify Stakeholders process should be:

- A. Continuous
- B. Discrete
- C. Regulated
- D. Arbitrary

**Answer:** A

#### NEW QUESTION 209

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 214

Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

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

**Answer:** B

#### NEW QUESTION 218

A project team attempts to produce a deliverable and finds that they have neither the expertise nor the time to complete the deliverable in a timely manner. This issue could have been avoided if they had created and followed a:

- A. risk management plan
- B. human resource management plan
- C. scope management plan
- D. procurement management plan

**Answer:** D

#### NEW QUESTION 223

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 competence
- D. provides an accurate appraisal of team member performance

**Answer:** B

#### NEW QUESTION 227

Which Define Activities tool or technique is used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts?

- A. Decomposition
- B. Inspection
- C. Project analysis
- D. Document analysis

**Answer:** A

#### NEW QUESTION 228

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

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

**Answer:** D

#### NEW QUESTION 230

The following chart contains information about the tasks in a project.  
Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

**Answer:** C

#### NEW QUESTION 235

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

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

**Answer:** B

**NEW QUESTION 236**

Which is an enterprise environmental factor?

- A. Marketplace conditions
- B. Policies and procedures
- C. Project files from previous projects
- D. Lessons learned from previous projects

**Answer:** A

**NEW QUESTION 240**

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

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

**Answer:** B

**NEW QUESTION 243**

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 248**

The chart below is an example of a:

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

**Answer:** D

**NEW QUESTION 253**

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

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

**Answer:** D

**NEW QUESTION 258**

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 260**

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 263**

The risk response strategy in which the project team acts to reduce the probability of occurrence or impact of a risk is known as:

- A. exploit
- B. avoid
- C. mitigate
- D. share

**Answer:** C

**NEW QUESTION 264**

Project management processes ensure the: A. alignmentwith organizational strategy

- A. efficient means toachieve the project objectives
- B. performance of the project team
- C. effective flow of the project throughout its life cycle

**Answer:** D

**NEW QUESTION 265**

When painting a bedroom, preparing the walls can be done while the paint is being chosen. This is an example of a:

- A. lead
- B. lag
- C. mandatory dependency
- D. internal dependency

**Answer:** A

**NEW QUESTION 267**

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 270**

The scope management plan and scope baseline are contained in:

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

**Answer:** D

**NEW QUESTION 274**

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

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

**Answer:** B

**NEW QUESTION 277**

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 278**

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

- A. Communication model
- B. Stakeholder participatio
- C. Expert judgment
- D. Enterprise environmental factor

**Answer:** C

#### NEW QUESTION 282

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

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

**Answer:** B

#### NEW QUESTION 285

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 286

In complex projects/ initiating processes should be completed:

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

**Answer:** B

#### NEW QUESTION 290

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 292

The following is a network diagram for a project.

How many possible paths are identified for this project?

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

**Answer:** B

#### NEW QUESTION 296

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

- A. project documents update
- B. project management plan update
- C. change request
- D. work performance informatio

**Answer:** D

#### NEW QUESTION 298

Which of the following is an input to Develop Human Resource Plan?

- A. Team performance assessment
- B. Roles and responsibilities
- C. Staffing management plan
- D. Enterprise environmental factors



**Answer:** D

**NEW QUESTION 300**

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

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

**Answer:** D

**NEW QUESTION 303**

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

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

**Answer:** C

**NEW QUESTION 307**

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 310**

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 311**

In a weak matrix, the project managers role is:

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

**Answer:** A

**NEW QUESTION 312**

Which of the following is an example of schedule compression?

- A. Activity sequencing
- B. Resource leveling
- C. Lead and lag adjusting
- D. Crashing

**Answer:** D

**NEW QUESTION 313**

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 318**

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 320**

Which category of contracts are sellers legally obligated to complete, with possible financial damages if the project objectives are not met?

- A. Cost-reimbursable contracts
- B. Time and Material contracts (T&M)
- C. Fixed-price contracts
- D. Cost Plus Fixed Fee Contracts (CPFF)

**Answer:** C

**NEW QUESTION 324**

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 329**

The key benefit of the Monitoring and Controlling Process Group is the ability to:

- A. establish and manage project communication channels, both external and internal to the project team
- B. influence the stakeholders that want to circumvent integrated change control so that their changes are implemented
- C. monitor the ongoing project team against the team performance assessments and the project performance baseline
- D. observe and measure project performance regularly and consistently to identify variances from the project management plan

**Answer:** D

**NEW QUESTION 330**

The project manager needs to review the templates in use. The templates are part of the:

- A. Enterprise environmental factor
- B. Historical information,
- C. Organizational process asset
- D. Corporate knowledge base

**Answer:** C

**NEW QUESTION 335**

In which Project Management Process Group is the project charter developed?

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

**Answer:** C

**NEW QUESTION 337**

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 341**

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

- A. Vendor risk assessment diagram
- B. Risk register

- C. Requirements traceability matrix
- D. Area of responsibility summary

**Answer:** C

#### NEW QUESTION 346

The progressive detailing of the project management plan is called:

- A. expert judgmen
- B. rolling wave plannin
- C. work performance informatio
- D. specificatio

**Answer:** B

#### NEW QUESTION 349

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 352

How many Project Management Process Groups are there?

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

**Answer:** C

#### NEW QUESTION 356

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

- A. quality audit
- B. process analysi
- C. benchmarkin
- D. inspectio

**Answer:** D

#### NEW QUESTION 357

Change request status updates are an output of which process?

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

**Answer:** A

#### NEW QUESTION 360

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 361

Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

- A. Limited
- B. Low to moderate
- C. Moderate to high
- D. High to almost total

**Answer:** C

#### NEW QUESTION 363

Which piece of information is part of the WBS Dictionary?

- A. Responsible organization
- B. Change requests
- C. Validated deliverables
- D. Organizational process assets

**Answer:** A

#### NEW QUESTION 368

Which of the following characteristics are found in a functional organizational structure?

- A. Little or no project manager authority, little or no resource availability, and the functional manager controls the project budget
- B. Limited project manager authority, limited resource availability, and a part-time project manager's role
- C. Low to moderate project manager authority, low to moderate resource availability, and a full-time project manager's role
- D. High to almost total project manager authority, high to almost total resource availability, and full-time project management administrative staff

**Answer:** A

#### NEW QUESTION 371

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 375

When can pre-assignment of project team members occur?

- A. When the project uses capital expenditures
- B. When the required staff can be acquired from outside sources
- C. When the project would be ignored due to travel expenses
- D. When the project is the result of specific people being promised as part of a competitive proposal

**Answer:** D

#### NEW QUESTION 376

Which group creativity technique asks a selected group of experts to answer questionnaires and provide feedback regarding the responses from each round of requirements gathering?

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

**Answer:** A

#### NEW QUESTION 380

To which process is work performance information an input?

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

**Answer:** A

#### NEW QUESTION 384

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 385

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 387**

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 389**

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

- A. Role dependencies chart
- B. Reporting flow diagram
- C. Project organization chart
- D. Project team structure diagram

**Answer:** C

**NEW QUESTION 393**

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 394**

Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

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

**Answer:** C

**NEW QUESTION 397**

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 401**

An input to the Create WBS process is a:

- A. project charte
- B. stakeholder registe
- C. project scope statemen
- D. requirements traceability matri

**Answer:** C

**NEW QUESTION 402**

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 406**

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

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

**Answer:** A

**NEW QUESTION 410**

Which is an example of Administer Procurements?

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

**Answer:** B

**NEW QUESTION 413**

Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

- A. Project Integration Management
- B. Project Communications Management
- C. Project Information Management System (PIMS)
- D. Project Scope Management

**Answer:** B

**NEW QUESTION 418**

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

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

**Answer:** D

**NEW QUESTION 419**

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

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

**Answer:** B

**NEW QUESTION 421**

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 422**

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 424

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 425

Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

- A. The customer and functional managers
- B. The risk owners and stakeholders
- C. The sponsors and stakeholders
- D. The project management team

**Answer:** D

#### NEW QUESTION 429

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 432

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

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

**Answer:** B

#### NEW QUESTION 436

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 440

When is a Salience Model used?

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

**Answer:** C

#### NEW QUESTION 443

The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

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

**Answer:** B

#### NEW QUESTION 444

An output of Control Schedule is:

- A. A project schedule network diagram
- B. A schedule management plan



- C. Schedule data
- D. Schedule forecasts

**Answer:** D

**NEW QUESTION 446**

What is an objective of the Develop Project Team process?

- A. Feelings of trust and improved cohesiveness
- B. Ground rules for interaction
- C. Enhanced resource availability
- D. Functional managers becoming more involved

**Answer:** A

**NEW QUESTION 447**

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 451**

Projects are undertaken by an organization to support the:

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

**Answer:** D

**NEW QUESTION 454**

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 455**

The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

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

**Answer:** A

**NEW QUESTION 458**

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

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

**Answer:** B

**NEW QUESTION 460**

A collection of projects managed as a group to achieve strategic objectives is referred to as a:

- A. plan
- B. process
- C. program
- D. portfolio

**Answer:** D

**NEW QUESTION 463**

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

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

**Answer:** A

**NEW QUESTION 465**

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 468**

An input of the Plan Procurement Management process is:

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

**Answer:** B

**NEW QUESTION 470**

Outputs of the Control Communications process include:

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

**Answer:** B

**NEW QUESTION 475**

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 478**

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 479**

An input to the Perform Integrated Change Control process is:

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

**Answer:** D

**NEW QUESTION 481**

The stakeholder register is an output of:

- A. Identify Stakeholder
- B. Plan Stakeholder Managemen
- C. Control Stakeholder Engagemen
- D. Manage Stakeholder Engagemen

**Answer:** A

#### NEW QUESTION 484

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 485

Managing ongoing production of goods and services to ensure business continues efficiently describes which type of management?

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

**Answer:** D

#### NEW QUESTION 490

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 491

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

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

**Answer:** D

#### NEW QUESTION 493

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

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

**Answer:** C

#### NEW QUESTION 496

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

- A. assumption lo
- B. quality checklis
- C. risk registe
- D. contract typ

**Answer:** D

#### NEW QUESTION 501

The project management processes are usually presented as discrete processes with defined interfaces, while in practice they:

- A. operate separatel
- B. move together in batches,
- C. overlap and interac
- D. move in a sequenc

**Answer:** C

**NEW QUESTION 503**

Identify Stakeholders is the process of identifying all of the people or organizations impacted by the project and documenting relevant information regarding their interests in, involvement in, and impact on the project:

- A. manage
- B. succes
- C. deadlin
- D. scop

**Answer:** B

**NEW QUESTION 504**

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 505**

Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

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

**Answer:** C

**NEW QUESTION 509**

Administer Procurements is part of which Process Group?

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

**Answer:** C

**NEW QUESTION 513**

The completion of the project scope is measured against the:

- A. requirements documentatio
- B. project scope statemen
- C. project management pla
- D. work performance measurement

**Answer:** C

**NEW QUESTION 516**

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

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

**Answer:** C

**NEW QUESTION 521**

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 Grou
- B. Initiating Process Grou
- C. Planning Process Grou
- D. Executing Process Grou

**Answer:** B

#### NEW QUESTION 525

Which of the following is a schematic display of the project's schedule activities and the logical relationships among them?

- A. Gantt chart
- B. Project schedule network diagram
- C. Project milestone list
- D. Activity list

**Answer:** B

#### NEW QUESTION 527

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 528

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

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

**Answer:** A

#### NEW QUESTION 530

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

- A. Scope baseline
- B. Milestone list
- C. Resource calendars
- D. Activity list

**Answer:** A

#### NEW QUESTION 535

Projects are authorized by which of the following individuals?

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

**Answer:** D

#### NEW QUESTION 538

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

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

**Answer:** D

#### NEW QUESTION 542

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 547

The three types of estimates that PERT uses to define an approximate range for an activity's cost are:

- A. Parametric, most likely, and analogou
- B. Least likely, analogous, and realisti

- C. Parametric, optimistic, and pessimisti
- D. Most likely, optimistic, and pessimisti

**Answer:** D

#### NEW QUESTION 548

Overlooking negative stakeholders can result in a/an:

- A. decreased likelihood of conflicting interests between stakeholder
- B. decreased likelihood of the projects progress being impede
- C. increased likelihood of project failur
- D. increased likelihood of project succes

**Answer:** C

#### NEW QUESTION 551

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

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

**Answer:** D

#### NEW QUESTION 553

What is the critical chain method?

- A. A technique to calculate the theoretical early start and finish dates and late start and finish dates
- B. A schedule network analysis technique that modifies the project schedule to account for limited resources
- C. A schedule compression technique that analyzes cost and schedule trade-offs to determine how to obtain the greatest amount of compression for the least incremental cost
- D. A technique to estimate project duration when there is a limited amount of detailed information about the project

**Answer:** B

#### NEW QUESTION 557

Cost variance (CV) is equal to earned value:

- A. Minus actual cost [EV - AC].
- B. Minus planned value [EV - PV].
- C. Divided by actual cost [EV/AC].
- D. Divided by planned value [EV/PV].

**Answer:** A

#### NEW QUESTION 559

Which is an input to the Scope Verification Process?

- A. Performance report
- B. Work breakdown structure
- C. Requested changes
- D. Project scope statement

**Answer:** D

#### NEW QUESTION 560

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

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

**Answer:** A

#### NEW QUESTION 563

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

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

**Answer:** A

#### NEW QUESTION 566

In the Initiating Process Group, at what point does the project become officially authorized?

- A. When the project charter is signed
- B. When all the stakeholders agree on the scope of the project
- C. When the project manager is appointed
- D. When the necessary finance or funding is obtained

**Answer:** A

#### NEW QUESTION 571

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 573

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 574

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

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

**Answer:** B

#### NEW QUESTION 576

A tool or technique used during the Administer Procurements process is:

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

**Answer:** D

#### NEW QUESTION 577

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

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

**Answer:** B

#### NEW QUESTION 582

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

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

**Answer:** B

#### NEW QUESTION 586

What are the five Project Management Process Groups?

- A. Initiating, Planning, Executing, Monitoring and Controlling, and Closing



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

**Answer:** A

#### NEW QUESTION 590

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

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

**Answer:** A

#### NEW QUESTION 594

Organizational process assets can be divided into which of the following two categories?

- A. Project files and corporate knowledge base
- B. Templates, and processes and procedures
- C. Standards, and processes and procedures
- D. Corporate knowledge base and processes and procedures

**Answer:** D

#### NEW QUESTION 598

A car company authorized a project to build more fuel-efficient cars in response to gasoline shortages. With which of the following strategic considerations was this project mainly concerned?

- A. Market demand
- B. Legal requirements
- C. Strategic Opportunity
- D. Technological advance

**Answer:** A

#### NEW QUESTION 603

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

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

**Answer:** A

#### NEW QUESTION 607

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 611

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

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

**Answer:** D

#### NEW QUESTION 615

Which is a tool used in monitoring and controlling project work?

- A. Work performance information
- B. Project management information system (PMIS)
- C. Activity duration estimates
- D. Scheduled network analysis

**Answer:** B

**NEW QUESTION 618**

A contract management plan is a subsidiary of what other type of plan?

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

**Answer:** B

**NEW QUESTION 623**

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

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

**Answer:** C

**NEW QUESTION 626**

Which of following could be organizational process assets?

- A. Historical information
- B. Industry standards
- C. Organization infrastructure
- D. Marketplace conditions

**Answer:** A

**NEW QUESTION 627**

What is a technique used in the performance reporting process?

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

**Answer:** D

**NEW QUESTION 630**

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

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

**Answer:** C

**NEW QUESTION 632**

What process determines which risks might affect the project?

- A. Qualitative risk analysis
- B. Identify Risks
- C. Plan Risk Management
- D. Quantitative risk analysis

**Answer:** B

**NEW QUESTION 636**

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 641**

In which process group is the scope first defined?

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

**Answer:** A

#### NEW QUESTION 643

The product scope description is used to:

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

**Answer:** B

#### NEW QUESTION 645

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 648

Verification of project deliverables occurs during which process?

- A. Develop preliminary project scope statement
- B. Close Project or Phase
- C. Develop project charter
- D. Create WBS

**Answer:** B

#### NEW QUESTION 653

What do composite organizations involve?

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

**Answer:** A

#### NEW QUESTION 658

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 662

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 664

What is a deliverable-oriented hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

- A. Organizational Breakdown Structure (OBS)
- B. Work Performance Information
- C. Work Package
- D. Work Breakdown Structure (WBS)

**Answer:** D

**NEW QUESTION 668**

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 671**

What is Project Portfolio Management?

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

**Answer:** D

**NEW QUESTION 675**

Which quality planning tools and techniques are used to visually identify logical groupings based on natural relationships?

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

**Answer:** C

**NEW QUESTION 677**

Which tools or techniques will the project manager use for developing the project team?

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

**Answer:** C

**NEW QUESTION 680**

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

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

**Answer:** A

**NEW QUESTION 684**

Which of the following are inputs to Activity Definition?

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

**Answer:** A

**NEW QUESTION 688**

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

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

**Answer:** A

**NEW QUESTION 693**

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

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

**Answer:** D

**NEW QUESTION 697**

Which of the following is a complete set of indexed contract documentation, including the closed contract?

- A. Procurement package
- B. Negotiated settlements
- C. Procurement file
- D. Procurement management plan

**Answer:** C

**NEW QUESTION 698**

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 701**

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

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

**Answer:** B

**NEW QUESTION 706**

Soft logic is also known as what type of dependency?

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

**Answer:** B

**NEW QUESTION 707**

On what is project baseline development established?

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

**Answer:** B

**NEW QUESTION 711**

Scope verification is PRIMARILY concerned with which of the following?

- A. Acceptance of the work deliverable
- B. Accuracy of the work deliverable
- C. Approval of the scope statemen
- D. Accuracy of the work breakdown structur

**Answer:** A

**NEW QUESTION 714**

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 719

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

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

**Answer:** D

#### NEW QUESTION 721

How is quality control performed?

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

**Answer:** B

#### NEW QUESTION 723

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 726

Which statement correctly describes the value of a business case?

- A. It provides the necessary information to determine if a project is worth the required investment
- B. It provides for alternative dispute resolution procedures in event of contract default
- C. It offers one of several alternative scenarios which assist in performing qualitative risk analysis
- D. It is used to help a project manager understand the scope of commercial advantage

**Answer:** A

#### NEW QUESTION 730

Which is an input to the Verify Scope process?

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

**Answer:** D

#### NEW QUESTION 734

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 increase
- 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 duration

**Answer:** A

#### NEW QUESTION 737

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 739

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost = \$50,000, Plan cost = \$45,000, Earned value = \$40,000. What is the cost performance index?

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

**Answer:** A

#### NEW QUESTION 743

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

- A. Define Activitie
- B. Create WB
- C. Define Scop
- D. Develop Schedul

**Answer:** A

#### NEW QUESTION 745

What is project management?

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

**Answer:** B

#### NEW QUESTION 747

Which of the following is an output of the Conduct Procurements process?

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

**Answer:** B

#### NEW QUESTION 749

Which baselines make up the performance measurement baseline?

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

**Answer:** A

#### NEW QUESTION 750

Inputs to the Plan Risk Management process include the:

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

**Answer:** A

#### NEW QUESTION 753

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 758

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 761

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 766

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

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

**Answer:** A

#### NEW QUESTION 769

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 773

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 777

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 778

Testing falls into which of the following categories of cost of quality?

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

**Answer:** C

#### NEW QUESTION 779

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 780**

Quality metrics are an output of which process?

- A. Plan Quality
- B. Perform Quality Control
- C. Perform Quality Assurance
- D. Perform Qualitative Risk Analysis

**Answer:** A

**NEW QUESTION 785**

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

- A. in line with a measured degree of conformit
- B. out of the hands of the custome
- C. in a specified range of acceptable result
- D. out of the proces

**Answer:** B

**NEW QUESTION 788**

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

- A. risk data quality assessmen
- B. variance and trend analysi
- C. data gathering and representation technique
- D. risk audit

**Answer:** A

**NEW QUESTION 793**

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

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

**Answer:** A

**NEW QUESTION 794**

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

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

**Answer:** C

**NEW QUESTION 797**

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 798**

What risk technique is used to quantify the probability and impact of risks on project objectives?

- A. Expert judgment
- B. Risk registry
- C. Risk response planning
- D. Interviewing

**Answer:** D

**NEW QUESTION 803**

Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and

operational definitions are used?

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

**Answer:** C

#### NEW QUESTION 807

Which type of analysis is used as a general management technique within the Plan Procurements process?

- A. Risk assessment analysis
- B. Make or buy analysis
- C. Contract value analysis
- D. Cost impact analysis

**Answer:** B

#### NEW QUESTION 810

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 811

The project scope statement and resource calendars are inputs to which Project Time Management process?

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

**Answer:** C

#### NEW QUESTION 814

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 817

What causes replanning of the project scope?

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

**Answer:** D

#### NEW QUESTION 818

What is the schedule performance index (SPI) using the following data? BAC = \$100,000 PV = \$50,000 AC = \$80,000 EV = \$40,000

- A. 1
- B. 0.4
- C. 0.5
- D. 0.8

**Answer:** D

#### NEW QUESTION 822

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 827**

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 830**

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 832**

The Human Resource Management processes are:

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

**Answer:** A

**NEW QUESTION 836**

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 838**

Which of the following is an input to the Plan Risk Responses process?

- A. Risk urgency assessment
- B. Organizational process assets
- C. Risk register
- D. Schedule management plan

**Answer:** C

**NEW QUESTION 843**

The Create WBS process is in which of the following Project Management Process Groups?

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

**Answer:** A

**NEW QUESTION 844**

The specific technique for identifying a problem, discovering the causes that lead to it, and developing preventive actions is:

- A. Inspection
- B. Use of quality checklists
- C. Root cause analysis
- D. Use of matrix diagrams

**Answer:** C

#### NEW QUESTION 849

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

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

**Answer:** B

#### NEW QUESTION 853

The Cost Management processes and their associated tools and techniques are usually selected during which of the following?

- A. Project finance management
- B. Project cost estimation
- C. Project life cycle definition
- D. Project plan development

**Answer:** C

#### NEW QUESTION 856

A primary function of a project management office is to support project managers in a variety of ways, including which of the following?

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

**Answer:** A

#### NEW QUESTION 857

To which process is work performance information an input?

- A. Contract administration
- B. Direction and management of project execution
- C. Create WBS
- D. Qualitative risk analysis

**Answer:** A

#### NEW QUESTION 859

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 862

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