



PMI

Exam Questions CAPM

Certified Associate in Project Management (PMI-100)

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NEW QUESTION 1

- (Exam 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 2

- (Exam Topic 3)

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 3

- (Exam Topic 3)

An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 4

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 5

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 6

- (Exam Topic 3)

What type of reward can hurt team cohesiveness?

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

Answer: B

NEW QUESTION 7

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 8

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 9

- (Exam Topic 3)

Conflict should be best addressed in which manner?

- A. Early, in private, using a direct, collaborative approach
- B. Early, in public, using an indirect, collaborative approach
- C. Early, in private, using an indirect, cooperative approach
- D. As late as possible, in public, using a direct, confrontational approach

Answer: A

NEW QUESTION 10

- (Exam Topic 3)

Most experienced project managers know that:

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

Answer: B

NEW QUESTION 10

- (Exam Topic 3)

Which of the seven basic quality tools is especially useful for gathering attributes data while performing inspections to identify defects?

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

Answer: D

NEW QUESTION 12

- (Exam Topic 3)

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 15

- (Exam 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 19

- (Exam Topic 3)

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

- A. Bottom-up
- B. Parametric

- C. Analogous
- D. Three-point

Answer: A

NEW QUESTION 24

- (Exam Topic 3)

Which of the following is an output of the Monitor and Control Project Work process?

- A. Change requests
- B. Performance reports
- C. Organizational process assets
- D. Project management plan

Answer: A

NEW QUESTION 29

- (Exam Topic 3)

A measure of cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal and is expressed as the ratio of the cost needed for finishing the outstanding work to the remaining budget is known as the:

- A. budget at completion (BAC)
- B. earned value management (EVM)
- C. to-complete performance index
- D. cost performance index

Answer: C

NEW QUESTION 33

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 36

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 37

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 42

- (Exam Topic 3)

Assigned risk ratings are based upon:

- A. Root cause analysis.
- B. Risk probability and impact assessment.
- C. Expert judgment.
- D. Revised stakeholders' tolerances.

Answer: B

NEW QUESTION 43

- (Exam Topic 3)

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 45

- (Exam 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 50

- (Exam Topic 3)

Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

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

Answer: B

NEW QUESTION 52

- (Exam Topic 3)

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 54

- (Exam Topic 3)

What is the name of the statistical method that helps identify which factors may influence specific variables of a product or process under development or in production?

- A. Failure modes and effects analysis
- B. Design of experiments
- C. Quality checklist
- D. Risk analysis

Answer: B

NEW QUESTION 56

- (Exam Topic 3)

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 61

- (Exam Topic 3)

To which process is work performance information an input?

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

Answer: A

NEW QUESTION 62

- (Exam Topic 3)

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 66

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 71

- (Exam Topic 3)

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 75

- (Exam Topic 3)

What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

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

Answer: C

NEW QUESTION 79

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 84

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 89

- (Exam Topic 2)

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 91

- (Exam Topic 2)

An example of a group decision-making technique is:

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

Answer: B

NEW QUESTION 93

- (Exam Topic 2)

The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 95

- (Exam Topic 2)

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 98

- (Exam Topic 2)

Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

- A. Smooth/accommodate
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Force/direct

Answer: B

NEW QUESTION 103

- (Exam Topic 2)

A full-time project manager with low to moderate authority and part-time administrative staff is working in an organizational structure with which type of matrix?

- A. Strong
- B. Weak
- C. Managed
- D. Balanced

Answer: D

NEW QUESTION 107

- (Exam Topic 2)

Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

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

Answer: C

NEW QUESTION 109

- (Exam Topic 2)

During which process does the project team receive bids and proposals?

- A. Conduct Procurements
- B. Plan Procurements
- C. Estimate Costs
- D. Control Budget

Answer: A

NEW QUESTION 112

- (Exam Topic 2)

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 115

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 116

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 118

- (Exam Topic 2)

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 122

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 123

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 127

- (Exam Topic 2)

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 plans.
- 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 131

- (Exam Topic 2)

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 134

- (Exam 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 137

- (Exam Topic 2)

In complex projects/ initiating processes should be completed:

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

Answer: B

NEW QUESTION 142

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 145

- (Exam Topic 2)

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 147

- (Exam Topic 2)

The scope management plan and scope baseline are contained in:

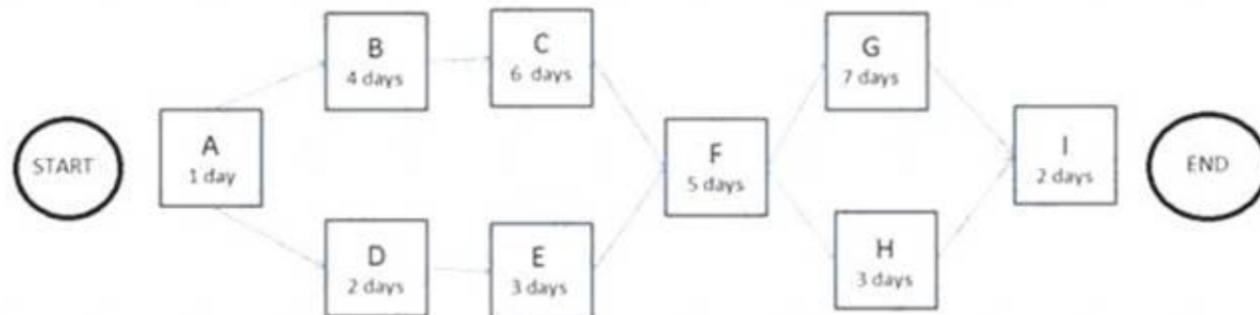
- A. organizational process assets
- B. a requirements traceability matrix
- C. the project charter
- D. the project management plan

Answer: D

NEW QUESTION 151

- (Exam Topic 2)

The following is a network diagram for a project.



The free float for Activity E is how many days?

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

Answer: C

NEW QUESTION 155

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 157

- (Exam Topic 2)

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 161

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 164

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 169

- (Exam Topic 2)

The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

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

Answer: D

NEW QUESTION 173

- (Exam Topic 2)

Which tool or technique is required in order to determine the project budget?

- A. Cost of quality
- B. Historical relationships
- C. Project management software
- D. Forecasting

Answer: B

NEW QUESTION 176

- (Exam Topic 2)

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

- A. Verified deliverables.
- B. Validated deliverables.
- C. Acceptance criteria.
- D. Activity resource requirements.

Answer: A

NEW QUESTION 181

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 183

- (Exam Topic 1)

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

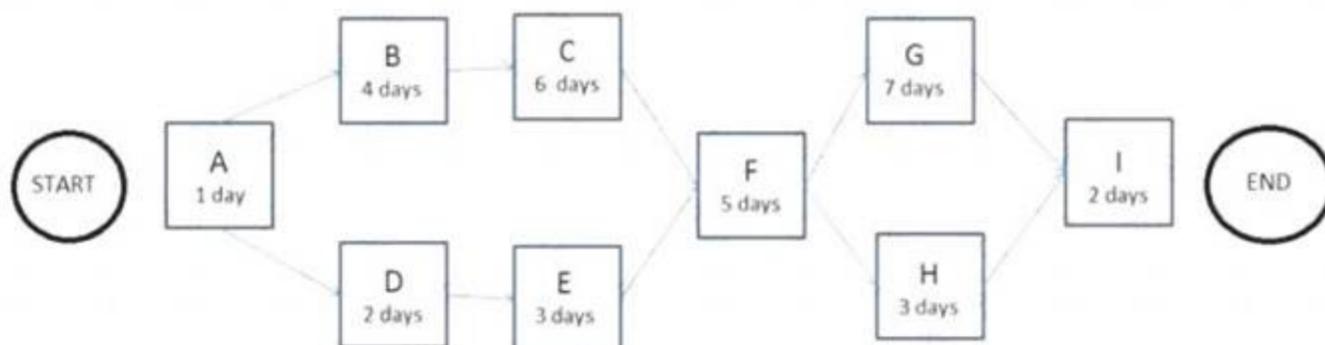
- A. Organizational process updates
- B. Quality metrics
- C. Change requests
- D. Quality control measurements

Answer: B

NEW QUESTION 187

- (Exam Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

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

Answer: A

NEW QUESTION 188

- (Exam Topic 1)

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

- A. Pareto diagram
- B. Performance reporting
- C. SWOT analysis
- D. Expert judgment

Answer: D

NEW QUESTION 193

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 197

- (Exam Topic 1)

A tool or technique used in the Control Procurements process is:

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

Answer: B

NEW QUESTION 198

- (Exam Topic 1)

Which item is a formal proposal to modify any document, deliverable, or baseline?

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

Answer: A

NEW QUESTION 203

- (Exam Topic 1)

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 204

- (Exam Topic 1)

Identify Risks is part of which Process Group?

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

Answer: A

NEW QUESTION 209

- (Exam Topic 1)

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 213

- (Exam Topic 1)

Organizational theory is a tool used in which Project Human Resource Management process?

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

Answer: D

NEW QUESTION 218

- (Exam Topic 1)

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 222

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 223

- (Exam 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 228

- (Exam Topic 1)

An input to Conduct Procurements is:

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

Answer: C

NEW QUESTION 233

- (Exam Topic 1)

Which process identifies whether the needs of a project can best be met by acquiring products, services, or results outside of the organization?

- A. Plan Procurement Management
- B. Control Procurements
- C. Collect Requirements
- D. Plan Cost Management

Answer: A

NEW QUESTION 235

- (Exam Topic 1)

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

- A. Planning

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

Answer: C

NEW QUESTION 239

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 240

- (Exam Topic 1)

Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

- A. Project team
- B. Focus group
- C. Change control board
- D. Project stakeholders

Answer: C

NEW QUESTION 241

- (Exam Topic 1)

The only Process Group that comprises processes that typically occur from the beginning to the end of the project life cycle is:

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

Answer: C

NEW QUESTION 245

- (Exam Topic 1)

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 249

- (Exam Topic 1)

Stakeholder satisfaction should be managed as a key project:

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

Answer: C

NEW QUESTION 250

- (Exam Topic 1)

An output of the Create WBS process is:

- A. Scope baseline.
- B. Change requests.
- C. Accepted deliverables.
- D. Variance analysis.

Answer: A

NEW QUESTION 255

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 259

- (Exam Topic 1)

An input to the Identify Stakeholders process is:

- A. The project management plan.
- B. The stakeholder register.
- C. Procurement documents.
- D. Stakeholder analysis.

Answer: C

NEW QUESTION 263

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 265

- (Exam 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 267

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 268

- (Exam Topic 1)

Which process in Project Time Management includes reserve analysis as a tool or technique?

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

Answer: C

NEW QUESTION 270

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 274

- (Exam Topic 1)

An input used in developing the communications management plan is:

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

Answer: B

NEW QUESTION 276

- (Exam Topic 1)

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 280

- (Exam Topic 1)

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

- A. Work performance information.
- B. Inspections and audits.
- C. Payment systems.
- D. Procurement performance reviews.

Answer: D

NEW QUESTION 282

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 283

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 287

- (Exam Topic 1)

An output of the Develop Project Team process is:

- A. Organizational process assets.
- B. Enterprise environmental factors updates.
- C. Project staff assignments.
- D. Organizational charts and position descriptions.

Answer: B

NEW QUESTION 291

- (Exam Topic 1)

A reward can only be effective if it is:

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

Answer: D

NEW QUESTION 295

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 300

- (Exam Topic 1)

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

- A. Deliverables.
- B. Activity lists.
- C. A work breakdown structure.
- D. A scope statement.

Answer: A

NEW QUESTION 301

- (Exam Topic 1)

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 304

- (Exam Topic 1)

Sensitivity analysis is typically displayed as a/an:

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

Answer: B

NEW QUESTION 307

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 310

- (Exam Topic 6)

What should a project manager use to determine how much money is needed to complete a project?

- A. Earned value management (EVM)
- B. Estimate at completion (EAC)
- C. Earned value analysis (EVA)
- D. Budget at completion (BAG)

Answer: B

NEW QUESTION 313

- (Exam Topic 6)

Match the influence with its corresponding category of influence.

Influences

- Marketplace conditions and industry standards
- Policies and procedures
- Knowledge bases and lessons learned
- Resource skills and availability

-
-
-
-

Categories of Influence

- External EEFs
- Internal enterprise environmental factors (EEFs)
- Updated OPAs
- Non-updated organizational process assets (OPAs)

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:

Influences

- Marketplace conditions and industry standards
- Policies and procedures
- Knowledge bases and lessons learned
- Resource skills and availability

- Policies and procedures
- Marketplace conditions and industry standards
- Resource skills and availability
- Knowledge bases and lessons learned

Categories of Influence

- External EEFs
- Internal enterprise environmental factors (EEFs)
- Updated OPAs
- Non-updated organizational process assets (OPAs)

NEW QUESTION 315

- (Exam Topic 6)

Which is an example of analogous estimating?

- A. Estimates are created by individuals or groups with specialized knowledge.
- B. Estimates are created by using information about resources of previous similar projects.
- C. Estimates are created by analyzing data.
- D. Estimates are created at the task level and aggregated upwards.

Answer: B

NEW QUESTION 318

- (Exam Topic 6)

Why is tailoring in a project necessary?

- A. Requirements keep changing.
- B. An artifact must be produced.
- C. A tool or technique is required.
- D. Each project is unique.

Answer: D

Explanation:

Each project is unique, and the members of the project team should select the appropriate tools, techniques, inputs, and outputs from the PMBOK Guide.

NEW QUESTION 322

- (Exam Topic 6)

Which of the following set of elements is part of an effective communications management plan?

- A. Escalation processes, person responsible for communicating the information, glossary of common terminology, methods or technologies used to convey the information
- B. Phone book directory, stakeholder communication requirements, project charter, glossary of common terminology
- C. Organizational chart, escalation processes, person responsible for communicating the information, project management plan, glossary of common terminology
- D. Glossary of common terminology, constraints derived from specific legislation and regulation, person responsible for communicating information, project management plan, resource management plan

Answer: A

NEW QUESTION 325

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 329

- (Exam Topic 6)

Which conflict resolution technique produces the most lasting results?

- A. Withdraw/avoid
- B. Smooth/accommodate
- C. Compromise/reconcile
- D. Collaborate/problem solve

Answer: C

NEW QUESTION 331

- (Exam Topic 6)

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

Which entities will the project manager attempt to influence?

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

Answer: D

NEW QUESTION 336

- (Exam Topic 5)

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 340

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 343

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 348

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 353

- (Exam Topic 5)

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 355

- (Exam Topic 5)

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 360

- (Exam Topic 5)

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 361

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 364

- (Exam Topic 5)

Which input will be used when tasked with developing the human resource plan?

- A. Project management plan
- B. Activity resource requirements
- C. Resource calendar
- D. Project staff assignments

Answer: B

NEW QUESTION 365

- (Exam Topic 5)

The process to ensure that appropriate quality standards and operational definitions are used is:

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

Answer: B

NEW QUESTION 368

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 372

- (Exam Topic 5)

Plan-do-check-act is also known as:

- A. prevention over inspection.
- B. statistical sampling.
- C. management responsibility,
- D. continuous improvement.

Answer: D

NEW QUESTION 375

- (Exam Topic 5)

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 377

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 382

- (Exam Topic 5)

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 387

- (Exam Topic 5)

Which of the following are three inputs to the risk register?

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

Answer: C

NEW QUESTION 388

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 393

- (Exam Topic 5)

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

- A. Manage Stakeholder Expectations.
- B. Monitor and Control Risks.

- C. Plan Risk Management.
- D. Report Performance.

Answer: A

NEW QUESTION 395

- (Exam Topic 5)

Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

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

Answer: C

NEW QUESTION 396

- (Exam Topic 5)

Requirements documentation, requirements management plan, and requirements traceability matrix are all outputs of which process?

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

Answer: B

NEW QUESTION 400

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 404

- (Exam Topic 5)

When cost variance is negative and schedule variance is positive, the project is:

- A. under budget and behind schedule.
- B. over budget and ahead of schedule.
- C. on schedule.
- D. complete; all planned values have been earned.

Answer: B

NEW QUESTION 407

- (Exam Topic 5)

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 411

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 413

- (Exam Topic 4)

A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario,

the schedule activity is estimated to last 12 weeks. Given these three estimates, what is the expected duration of the activity?

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

Answer: C

NEW QUESTION 416

- (Exam Topic 4)

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 417

- (Exam Topic 4)

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 419

- (Exam Topic 4)

What does a CPI value greater than 1.0 indicate?

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

Answer: B

NEW QUESTION 421

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 423

- (Exam Topic 4)

Which of the following is a conflict resolution technique that emphasizes areas of agreement rather than areas of difference?

- A. Compromising
- B. Collaborating
- C. Smoothing
- D. Problem Solving

Answer: C

NEW QUESTION 425

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 429

- (Exam Topic 4)

Which of the following is a set of interrelated actions and activities performed to achieve a prespecified product, result, or service?

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

Answer: B

NEW QUESTION 433

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 436

- (Exam Topic 4)

Which of the following is an input to Control Scope?

- A. Project schedule
- B. Organizational process assets updates
- C. Project document updates
- D. Work performance information

Answer: D

NEW QUESTION 438

- (Exam Topic 4)

In the Develop Project Team process, which of the following is identified as a critical factor for a project's success?

- A. Team meetings
- B. Subcontracting teams
- C. Virtual teams
- D. Teamwork

Answer: D

NEW QUESTION 441

- (Exam Topic 4)

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 444

- (Exam Topic 4)

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 445

- (Exam Topic 4)

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 450

- (Exam Topic 4)

In a weak matrix, the project managers role is:

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

Answer: A

NEW QUESTION 451

- (Exam Topic 4)

Which of the following tools and techniques is used in the Verify Scope process?

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

Answer: A

NEW QUESTION 453

- (Exam Topic 4)

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 457

- (Exam Topic 4)

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 459

- (Exam Topic 4)

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 464

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 466

- (Exam Topic 4)

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

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

Answer:

D

NEW QUESTION 469

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 473

- (Exam Topic 4)

Which process determines the risks that might affect the project?

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

Answer: B

NEW QUESTION 475

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 477

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 482

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 487

- (Exam Topic 4)

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 492

- (Exam Topic 4)

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

- A. Plan Communications.
- B. Manage Stakeholder Expectations.
- C. Stakeholder Analysis.
- D. Identify Stakeholders.

Answer: A

NEW QUESTION 494

- (Exam Topic 4)

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 497

- (Exam Topic 4)

Types of internal failure costs include:

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

Answer: D

NEW QUESTION 498

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 500

- (Exam Topic 4)

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 503

- (Exam Topic 4)

How many Project Management Process Groups are there?

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

Answer: C

NEW QUESTION 505

- (Exam Topic 6)

A project manager is working in an environment where requirements are not very clear and may change during the project. In addition, the project has several stakeholders and is technically complex.

Which strategies should the project manager take into account for risk management in this environment?

- A. Occasionally identify, evaluate, and classify risks.
- B. Review requirements and cross-functional project teams.
- C. Include contingency reserves and update the project management plan frequently.
- D. Frequently review incremental work products and update the requirements for proper prioritization.

Answer: D

NEW QUESTION 508

- (Exam Topic 6)

Which of the following must be included in the risk register when the project manager completes the Identify Risks process?

- A. List of identified risks, potential risk owners, list of potential risk response
- B. List of identified risks, list of causes, list of risk categories
- C. Short risk titles, list of potential risk owners, list of impacts on objectives
- D. List of activities affected, list of potential risk responses, list of causes

Answer: A

NEW QUESTION 509

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 514

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 517

- (Exam Topic 6)

In an adaptive or agile life cycle, how are the customer and sponsor involved in the project scope management activities?

- A. Involvement is needed only during project initiation.
- B. Minimal involvement of stakeholders is sufficient.
- C. They should be continuously engaged.
- D. They should be involved only during phase or deliverable reviews.

Answer: C

NEW QUESTION 520

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 525

- (Exam Topic 6)

A project manager held a meeting and listed all team members' ideas for improving the product on a white board. What data gathering technique did the project manager apply?

- A. Focus groups
- B. Interviews
- C. Brainstorming
- D. Delphi technique

Answer: C

NEW QUESTION 528

- (Exam Topic 6)

What is the discipline that focuses on the interdependences between projects to determine the optimal approach for managing them?

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

Answer: A

NEW QUESTION 533

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 537

- (Exam Topic 6)

A project manager is formalizing acceptance of the completed project deliverables. What is an input to this process?

- A. Verified deliverables
- B. Validated deliverables
- C. Accepted deliverables
- D. Completed change requests

Answer: A

NEW QUESTION 540

- (Exam Topic 6)

What organizational asset can influence the Plan Risk Management process?

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

Answer: C

NEW QUESTION 543

- (Exam Topic 6)

A project manager has to share a status report with a new stakeholder and is trying to determine the level of detail to include in the report. Which document best details the information the project manager needs to make this decision?

- A. Organizational process assets
- B. Change management plan
- C. Communications management plan
- D. Resource management plan

Answer: C

NEW QUESTION 547

- (Exam Topic 6)

According to the PMI Talent Triangle, leadership skills relate to the ability to:

- A. understand the high-level overview of the organization
- B. tailor traditional and agile tools for the project
- C. work with stakeholders to develop an appropriate project delivery
- D. guide, motivate, and direct a team to reach project goals

Answer: D

NEW QUESTION 548

- (Exam Topic 6)

Which of these is true of project integration management?

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

Answer: D

NEW QUESTION 551

- (Exam Topic 6)

What can increase the complexity of the Manage Stakeholder Engagement process?

- A. The project must be of high quality.
- B. The stakeholders are from different countries.
- C. The project must comply with strict local government regulations.
- D. The project has a tight budget and timeline.

Answer: B

NEW QUESTION 552

- (Exam Topic 6)

Which are inputs for the Plan Quality Management process?

- A. Quality metrics, project documents, and financial performance
- B. Quality management plan, project documents, and quality metrics
- C. Project management plan, project documents, and organizational process assets
- D. Project management plan, quality metric
- E. and project documents

Answer: C

NEW QUESTION 554

- (Exam Topic 6)

Which tasks should a project manager perform in order to manage the project schedule effectively?

- A. Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Durations, Define Quality of Activities
- B. Develop Schedule
- C. Plan Schedule Management
- D. Define Activities, Sequence Activities, Estimate Activity Durations, Develop Schedule
- E. Control Schedule
- F. Plan Schedule Management
- G. Define Activities, Sequence Activities, Estimate Activity Durations, Estimate Cost of Activities
- H. Develop Schedule
- I. Define Activities
- J. Sequence Activities, Estimate Activity Duration
- K. Define Quality of Activities, Estimate Cost of Activities, Develop Schedule

Answer: B

NEW QUESTION 558

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 563

- (Exam Topic 6)

A project manager needs to demonstrate that the project meets quality standards and success criteria. For that reason, the project manager is defining the quality objectives of the project, the quality tools that will be used, and quality metrics for the project deliverables.

Which process is the project manager executing?

- A. Manage Quality
- B. Plan Quality Management
- C. Control Quality
- D. Plan Scope Management

Answer: B

NEW QUESTION 568

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 572

- (Exam Topic 6)

Which is the order of steps in the Procurement Management process?

- A. Identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, contracting with selected vendors, and controlling procurements
- B. Identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, obtaining quotes or proposals, and controlling procurements
- C. Controlling procurements, identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, and contracting with selected vendors
- D. Obtaining quotes or proposals, identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, and controlling procurements

Answer: A

NEW QUESTION 573

- (Exam Topic 6)

What are the inputs of the Estimate Costs process?

- A. Project management plan, work performance data, enterprise environmental factors, and organizational process assets
- B. Project management plan, project documents, enterprise environmental factors, and organizational process assets
- C. Cost baseline, enterprise environmental factors, benefits management plan, and organizational process assets
- D. Project management plan, enterprise environmental factors, basis of estimates, and organizational process assets

Answer: C

NEW QUESTION 575

- (Exam Topic 6)

How can a project manager determine if the project activities comply with organizational and project policies, processes, and procedures?

- A. Look at the quality metrics.
- B. Validate the scope.
- C. Review the quality checklist.
- D. Conduct a quality audit.

Answer: D

NEW QUESTION 577

- (Exam Topic 6)

A project manager needs to tailor the Project Cost Management process. Which considerations should the project manager apply?

- A. Diversity background
- B. Stakeholder's relationships
- C. Technical expertise
- D. Knowledge management

Answer: D

NEW QUESTION 580

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 581

- (Exam Topic 6)

Which is an example of leveraging evolving trends and emerging practices in Project Integration Management?

- A. Hybrid methodologies
- B. Risk register updates
- C. Outsourced project resources
- D. Reliance on lessons learned documents

Answer: A

NEW QUESTION 582

- (Exam Topic 6)

Which of the following can a project manager use to represent defined team member roles in a group of tasks?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Organizational breakdown structure (OBS)
- D. Resource breakdown structure (RBS)

Answer: B

NEW QUESTION 583

- (Exam Topic 6)

Make-or-buy analysis is a tool and technique of which process?

- A. Conduct Procurements
- B. Plan Procurement Management

- C. Analyze Procurements
- D. Control Procurements

Answer: B

NEW QUESTION 586

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 590

- (Exam Topic 6)

What purpose does the hierarchical locus of stakeholder communications serve?

- A. Maintains the focus on project and organizational stakeholders
- B. Preserves the focus on external stakeholders—such as customers and vendors—as well as on other projects
- C. Sustains the focus on general communication activities using email, social media, and websites
- D. Keeps the focus on the position of the stakeholder or group with respect to the project team

Answer: C

NEW QUESTION 592

- (Exam Topic 6)

In a project using agile methodology, who may perform the quality control activities?

- A. A group of quality experts at specific times during the project
- B. The project manager only
- C. All team members throughout the project life cycle
- D. Selected stakeholders at specific times during the project

Answer: C

NEW QUESTION 595

- (Exam Topic 6)

What is a tool or technique used in the Control Quality process?

- A. Attribute sampling
- B. Parametric estimating
- C. Statistical sampling
- D. Expert judgment

Answer: A

NEW QUESTION 598

- (Exam Topic 6)

At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration. Which of the following activities is done first?

- A. Create Work Breakdown Structure (WBS)
- B. Create Scope Baseline
- C. Collect Requirements
- D. Define Scope

Answer: D

NEW QUESTION 603

- (Exam Topic 6)

What does an S-curve from a Monte Carlo analysis show?

- A. Cumulative probability distribution representing probability of achieving a particular outcome
- B. Individual project risks or uncertainties that have the most potential impact on outcome
- C. Best alternative out of the possible solutions, incorporating associated risks and opportunities
- D. Diagram for all project uncertainties and their influence over a period of time

Answer: A

NEW QUESTION 608

- (Exam Topic 6)

How is the Project Scope Management process different in agile and adaptive projects than in traditional projects?

- A. Less time spent on defining scope early on
- B. More time spent on defining scope early on
- C. Less time spent on scope management process
- D. Project scope management is the same in all projects

Answer: A

NEW QUESTION 611

- (Exam Topic 6)

What does expert judgment provide as an input to the resource management plan?

- A. Geographic distribution of facilities and resources
- B. Physical resource management policies and procedures
- C. Estimated lead times based on lessons learned
- D. Templates for the resource management plan

Answer: A

NEW QUESTION 612

- (Exam Topic 6)

Which of the following are outputs of the Define Scope process in Project Scope Management?

- A. Requirements documentation and requirements traceability matrix
- B. Scope management plan and requirements management plan
- C. Project scope statement and project documents updates
- D. Scope baseline and project documents updates

Answer: D

NEW QUESTION 613

- (Exam Topic 6)

In an agile and adaptive project, which scope management entity invokes stakeholder engagement?

- A. Collect Requirements
- B. Create work breakdown structure (WBS)
- C. Plan Scope Management
- D. Scope Baseline

Answer: A

NEW QUESTION 617

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 619

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