



## **PMI**

### **Exam Questions CAPM**

Certified Associate in Project Management (PMI-100)

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#### NEW QUESTION 1

- (Exam Topic 3)

A work package has been scheduled to cost \$1,000 to complete and was to be finished today. As of today, the actual expenditure is \$1,200 and approximately half of the work has been completed. What is the cost variance?

- A. -700
- B. -200
- C. 200
- D. 500

**Answer:** A

#### NEW QUESTION 2

- (Exam Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 3

- (Exam Topic 3)

Which type of analysis would be used for the Plan Quality process?

- A. Schedule
- B. Checklist
- C. Assumption
- D. Cost-Benefit

**Answer:** D

#### NEW QUESTION 4

- (Exam Topic 3)

Which schedule compression technique has phases or activities done in parallel that would normally have been done sequentially?

- A. Crashing
- B. Fast tracking
- C. Leads and lags adjustment
- D. Parallel task development

**Answer:** B

#### NEW QUESTION 5

- (Exam Topic 3)

An input to the Create WBS process is a:

- A. project charter.
- B. stakeholder register.
- C. project scope statement.
- D. requirements traceability matrix.

**Answer:** C

#### NEW QUESTION 6

- (Exam Topic 3)

Who selects the appropriate processes for a project?

- A. Project stakeholders
- B. Project sponsor and project stakeholder
- C. Project manager and project team
- D. Project manager and project sponsor

**Answer:** C

#### NEW QUESTION 7

- (Exam Topic 3)

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

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

E. Product analysis

**Answer: C**

**NEW QUESTION 8**

- (Exam Topic 3)

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 9**

- (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 10**

- (Exam Topic 3)

During which process group is the quality policy determined?

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

**Answer: C**

**NEW QUESTION 10**

- (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 12**

- (Exam Topic 3)

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

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

**Answer: C**

**NEW QUESTION 15**

- (Exam Topic 3)

The product scope description is used to:

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

**Answer: B**

**NEW QUESTION 19**

- (Exam Topic 3)

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

- A. Estimate Costs

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

**Answer:** D

**NEW QUESTION 24**

- (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 29**

- (Exam Topic 3)

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

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

**Answer:** B

**NEW QUESTION 34**

- (Exam Topic 3)

As part of a mid-project evaluation, the project sponsor has asked for a forecast of the total project cost. What should be used to calculate the forecast?

- A. BAC
- B. EAC
- C. ETC
- D. WBS

**Answer:** B

**NEW QUESTION 37**

- (Exam Topic 3)

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

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

**Answer:** A

**NEW QUESTION 41**

- (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 46**

- (Exam Topic 3)

The project management processes presented in the PMBOK Guide® should:

- A. always be applied uniformly.
- B. be selected as appropriate by the sponsor.
- C. be selected as appropriate by the project team.
- D. be applied based on ISO guidelines.

**Answer:** C

**NEW QUESTION 48**

- (Exam Topic 3)

What is the probability of occurrence if the risk rating is 0.56 and the impact if the risk does occur is very high (0.80)?

- A. 0.45
- B. 0.56
- C. 0.70
- D. 1.36

**Answer:** C

**NEW QUESTION 53**

- (Exam Topic 3)

Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

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

**Answer:** D

**NEW QUESTION 55**

- (Exam Topic 3)

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 58**

- (Exam Topic 3)

The Human Resource Management processes are:

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

**Answer:** A

**NEW QUESTION 60**

- (Exam Topic 3)

An input of the Control Schedule process is the:

- A. resource calendar.
- B. activity list.
- C. risk management plan.
- D. organizational process assets.

**Answer:** D

**NEW QUESTION 63**

- (Exam Topic 3)

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

- A. Expert judgment
- B. Project management methodology
- C. Project management information system (PMIS)
- D. Project selection methods

**Answer:** A

**NEW QUESTION 68**

- (Exam Topic 3)

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

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

**Answer:** B

**NEW QUESTION 69**

- (Exam Topic 3)

A project management office manages a number of aspects including the:

- A. Project scope, schedule, cost, and quality of the products of the work packages.
- B. Central coordination of communication management across projects.
- C. Assignment of project resources to best meet project objectives.
- D. Overall risk, overall opportunity, and interdependencies among projects at the enterprise level.

**Answer: D**

#### **NEW QUESTION 71**

- (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 73**

- (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 78**

- (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 83**

- (Exam Topic 3)

The individual or group that provides resources and support for a project and is accountable for success is the:

- A. sponsor
- B. customer
- C. business partners
- D. functional managers

**Answer: A**

#### **NEW QUESTION 86**

- (Exam Topic 3)

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

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

**Answer: A**

#### **NEW QUESTION 87**

- (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 90

- (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 95

- (Exam Topic 3)

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 97

- (Exam Topic 3)

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 100

- (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 103

- (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 108

- (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 112

- (Exam Topic 3)

Perform Quality Control is accomplished by:

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

**Answer:**

B

**NEW QUESTION 117**

- (Exam Topic 3)

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

- A. Historical information and the lessons-learned database.
- B. Historical information and the stakeholder register.
- C. Organizational process assets and the lessons-learned database.
- D. Project documents and historical information.

**Answer: A**

**NEW QUESTION 119**

- (Exam Topic 3)

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

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

**Answer: A**

**NEW QUESTION 124**

- (Exam Topic 3)

When is a project finished?

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

**Answer: C**

**NEW QUESTION 129**

- (Exam Topic 3)

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

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

**Answer: D**

**NEW QUESTION 130**

- (Exam Topic 3)

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 134**

- (Exam Topic 3)

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

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

**Answer: C**

**NEW QUESTION 139**

- (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 143**

- (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 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)

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 154**

- (Exam Topic 2)

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

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

**Answer: A**

**NEW QUESTION 157**

- (Exam Topic 2)

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 162**

- (Exam Topic 2)

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

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

**Answer: A**

#### NEW QUESTION 167

- (Exam Topic 2)

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

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

**Answer: C**

#### NEW QUESTION 169

- (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 172

- (Exam Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 176

- (Exam Topic 2)

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

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

**Answer: C**

#### NEW QUESTION 179

- (Exam Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 181

- (Exam Topic 2)

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

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

**Answer: C**

#### NEW QUESTION 185

- (Exam Topic 2)

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

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

**Answer: B**

#### NEW QUESTION 188

- (Exam Topic 2)

Which output of Project Cost Management consists of quantitative assessments of the probable costs required to complete project work?

- A. Activity cost estimates
- B. Earned value management
- C. Cost management plan
- D. Cost baseline

**Answer: A**

#### NEW QUESTION 190

- (Exam Topic 2)

Technical capability, past performance, and intellectual property rights are examples of:

- A. performance measurement criteria
- B. source selection criteria
- C. product acceptance criteria
- D. phase exit criteria

**Answer: B**

#### NEW QUESTION 191

- (Exam Topic 2)

Perform Integrated Change Control is the process of:

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

**Answer: A**

#### NEW QUESTION 193

- (Exam Topic 2)

Which items are components of a project management plan?

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

**Answer: A**

#### NEW QUESTION 198

- (Exam Topic 2)

In project management, a temporary project can be:

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

**Answer: C**

#### NEW QUESTION 201

- (Exam Topic 2)

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

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

**Answer: C**

**NEW QUESTION 205**

- (Exam Topic 2)

A complete set of concepts, terms, and activities that make up an area of specialization is known as:

- A. a Knowledge Area
- B. a Process Group
- C. program management
- D. portfolio management

**Answer: A**

**NEW QUESTION 208**

- (Exam Topic 2)

A project manager should communicate to stakeholders about resolved project issues by updating the:

- A. project records
- B. project reports
- C. stakeholder notifications
- D. stakeholder register

**Answer: C**

**NEW QUESTION 209**

- (Exam Topic 2)

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

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

**Answer: A**

**NEW QUESTION 211**

- (Exam Topic 2)

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

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

**Answer: A**

**NEW QUESTION 216**

- (Exam Topic 2)

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 218**

- (Exam Topic 2)

Whose approval may be required for change requests after change control board (CCB) approval?

- A. Functional managers
- B. Business partners
- C. Customers or sponsors
- D. Subject matter experts

**Answer: C**

**NEW QUESTION 222**

- (Exam Topic 2)

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 223**

- (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 227**

- (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 228**

- (Exam Topic 2)

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

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

**Answer:** C

**NEW QUESTION 232**

- (Exam Topic 2)

Completion of the product scope is measured against the product:

- A. prototypes
- B. requirements
- C. analyses
- D. benchmarks

**Answer:** B

**NEW QUESTION 235**

- (Exam Topic 2)

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

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

**Answer:** A

**NEW QUESTION 238**

- (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 240**

- (Exam Topic 2)

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 241**

- (Exam Topic 2)

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

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

**Answer:** A

**NEW QUESTION 244**

- (Exam Topic 2)

Project Stakeholder Management focuses on:

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

**Answer:** C

**NEW QUESTION 248**

- (Exam Topic 2)

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

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

**Answer:** A

**NEW QUESTION 249**

- (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 250**

- (Exam Topic 2)

Success is measured by benefits realization for a:

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

**Answer:** C

**NEW QUESTION 254**

- (Exam Topic 2)

Which element does a project charter contain?

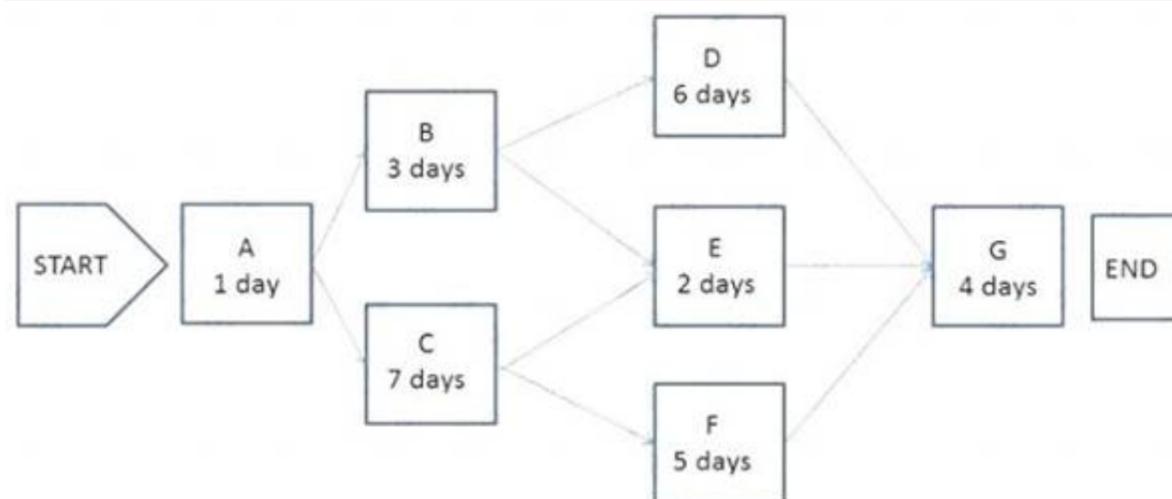
- A. Management reserves
- B. Work breakdown structure
- C. Stakeholder list
- D. Stakeholder register

**Answer:** C

**NEW QUESTION 257**

- (Exam Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

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

**Answer: C**

**NEW QUESTION 261**

- (Exam Topic 2)

In the Define Activities process, the schedule management plan is used to:

- A. Capture the lessons learned from other projects for comparison.
- B. Contain the standard activity list.
- C. Document and support the project change requests.
- D. Prescribe the level of detail needed to manage the work.

**Answer: D**

**NEW QUESTION 266**

- (Exam Topic 2)

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

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

**Answer: D**

**NEW QUESTION 268**

- (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 272**

- (Exam Topic 2)

Specification of both the deliverables and the processes is the focus of:

- A. Change control
- B. Configuration control
- C. Project monitoring and control
- D. Issue control

**Answer: B**

**NEW QUESTION 274**

- (Exam Topic 2)

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

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

**Answer: D**

**NEW QUESTION 277**

- (Exam Topic 2)

Which items are an output of the Perform Integrated Change Control process?

- A. Work performance reports
- B. Accepted deliverables
- C. Project management plan updates
- D. Organizational process assets

**Answer: C**

**NEW QUESTION 280**

- (Exam Topic 2)

Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:

- A. Available organizational assets
- B. Project staff assignments
- C. Interpersonal skills
- D. Enterprise environmental factors

**Answer: A**

**NEW QUESTION 281**

- (Exam Topic 2)

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 286**

- (Exam Topic 2)

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 290**

- (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 293**

- (Exam Topic 2)

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

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

**Answer: C**

**NEW QUESTION 294**

- (Exam Topic 2)

The lowest level normally depicted in a work breakdown structure (WBS) is called a/an:

- A. work package
- B. deliverable
- C. milestone

D. activity

**Answer:** A

**NEW QUESTION 296**

- (Exam Topic 2)

Which enterprise environmental factors may influence Plan Schedule Management?

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

**Answer:** D

**NEW QUESTION 299**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 300**

- (Exam Topic 1)

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

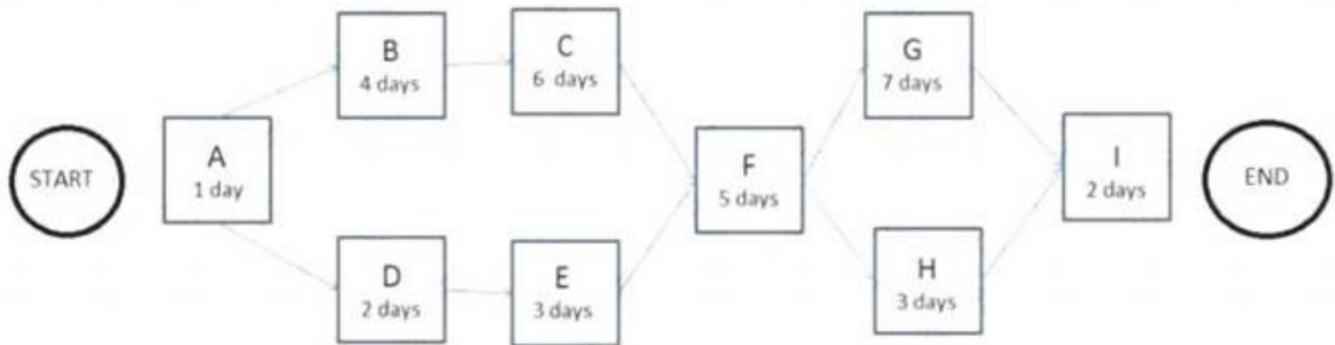
- A. 0.50
- B. 0.67
- C. 1.50
- D. 2.00

**Answer:** A

**NEW QUESTION 301**

- (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 304**

- (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 307**

- (Exam Topic 1)

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 309**

- (Exam Topic 1)

The Perform Quality Assurance process occurs in which Process Group?

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

**Answer:** A

**NEW QUESTION 314**

- (Exam Topic 1)

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

- A. The best use of communication methods.
- B. An efficient and effective communication flow.
- C. Project costs to be reduced.
- D. The best use of communication technology.

**Answer:** B

**NEW QUESTION 316**

- (Exam Topic 1)

An output of the Plan Quality Management process is:

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

**Answer:** A

**NEW QUESTION 320**

- (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 321**

- (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 325**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 326**

- (Exam Topic 1)

Inputs to the Plan Schedule Management process include:

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

**Answer: A**

#### **NEW QUESTION 330**

- (Exam Topic 1)

A logical relationship in which a successor activity cannot start until a predecessor activity has finished is known as:

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

**Answer: C**

#### **NEW QUESTION 331**

- (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 336**

- (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 341**

- (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 344**

- (Exam Topic 1)

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 347**

- (Exam Topic 1)

Stakeholder satisfaction should be managed as a key project:

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

**Answer: C**

**NEW QUESTION 350**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 354**

- (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 356**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 361**

- (Exam Topic 1)

The Plan Stakeholder Management process belongs to which Process Group?

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

**Answer: C**

**NEW QUESTION 365**

- (Exam Topic 1)

Which input to Collect Requirements is used to identify stakeholders who can provide information on requirements?

- A. Stakeholder register
- B. Scope management plan
- C. Stakeholder management plan
- D. Project charter

**Answer: A**

**NEW QUESTION 368**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 369**

- (Exam Topic 1)

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 374**

- (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 377**

- (Exam Topic 1)

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

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

**Answer: A**

**NEW QUESTION 378**

- (Exam Topic 1)

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

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

**Answer: A**

**NEW QUESTION 383**

- (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 387**

- (Exam Topic 1)

Which tool or technique allows a large number of ideas to be classified into groups for review and analysis?

- A. Nominal group technique
- B. Idea/mind mapping
- C. Affinity diagram
- D. Brainstorming

**Answer: C**

**NEW QUESTION 388**

- (Exam Topic 1)

Which process numerically analyzes the effect of identified risks on overall project objectives?

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

**Answer: C**

**NEW QUESTION 392**

- (Exam Topic 1)

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

**Answer: C**

**NEW QUESTION 393**

- (Exam Topic 1)

A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

- A. Efficient
- B. Effective
- C. Push
- D. Pull

**Answer: B**

**NEW QUESTION 394**

- (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 399**

- (Exam Topic 1)

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

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

**Answer: A**

**NEW QUESTION 402**

- (Exam Topic 6)

Which format can a network diagram take?

- A. Flow chart
- B. Control chart
- C. Affinity diagram
- D. Cause-and-effect diagram

**Answer: A**

**NEW QUESTION 404**

- (Exam Topic 6)

Which is the correct hierarchy in a project environment, from most to least Inclusive?

- A. Projects, portfolios, then programs
- B. Portfolios, programs, then projects
- C. Portfolios, projects, then programs
- D. Projects, programs, then portfolios

**Answer: D**

**NEW QUESTION 407**

- (Exam Topic 6)

The project manager is distributing project communications, collecting and storing project information, and retrieving documents when required. In which process is the project manager involved?

- A. Monitor Communications
- B. Plan Communications Management
- C. Manage Communications
- D. Manage Stakeholder Engagement

**Answer: C**

**NEW QUESTION 412**

- (Exam Topic 6)

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

- A. project scope
- B. product scope

- C. service scope
- D. product breakdown structure

**Answer:** B

**NEW QUESTION 416**

- (Exam Topic 6)

Which group of inputs will a project manager use during the Monitor Stakeholder Engagement process?

- A. Project charter, business documents, and project management plan
- B. Agreements, scope baseline, and project management plan
- C. Project charter, business case, and project management plan
- D. Work performance data, enterprise environmental factors, and project management plan

**Answer:** D

**NEW QUESTION 421**

- (Exam Topic 6)

Creating the project scope statement is part of which process?

- A. Manage Scope
- B. Collect Requirements
- C. Define Scope
- D. Validate Scope

**Answer:** C

**NEW QUESTION 423**

- (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 425**

- (Exam Topic 6)

A project team is discussing an upcoming planned product launch of a highly visible technologically advanced artificial intelligence tool. The team is debating the aspect of iterative and hybrid approaches. Which aspect of tailoring would this best represent?

- A. Life cycle approaches
- B. Resource availability
- C. Project dimensions
- D. Technology support

**Answer:** D

**NEW QUESTION 428**

- (Exam Topic 6)

A project manager is addressing risks and potential concerns related to stakeholder management, and is clarifying and resolving previously identified issues. In which process is the project manager engaged?

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

**Answer:** B

**NEW QUESTION 431**

- (Exam Topic 6)

Which contract type is least desirable to a vendor?

- A. Fixed price with economic price adjustment (FPEPA)
- B. Firm fixed price (FFP)
- C. Cost plus fixed fee (CPFF)
- D. Cost plus award fee (CPAF)

**Answer:** B

#### NEW QUESTION 435

- (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 439

- (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 442

- (Exam Topic 5)

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 444

- (Exam Topic 5)

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

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

**Answer: C**

#### NEW QUESTION 445

- (Exam Topic 5)

Which of the following are an enterprise environmental factor that can influence the Identify Risks process?

- A. Work performance reports
- B. Assumptions logs
- C. Network diagrams
- D. Academic studies

**Answer: D**

#### NEW QUESTION 447

- (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 452

- (Exam Topic 5)

Which type of diagram includes groups of information and shows relationships between factors, causes, and objectives?

- A. Affinity
- B. Scatter
- C. Fishbone
- D. Matrix

**Answer:** D

**NEW QUESTION 454**

- (Exam Topic 5)

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

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

**Answer:** D

**NEW QUESTION 456**

- (Exam Topic 5)

During project selection, which factor is most important?

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

**Answer:** B

**NEW QUESTION 460**

- (Exam Topic 5)

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

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

**Answer:** B

**NEW QUESTION 463**

- (Exam Topic 5)

Which index is the calculated projection of cost performance that must be achieved on the remaining work to meet a specified management goal?

- A. Estimate at completion
- B. Cost performance
- C. Schedule performance
- D. To-complete performance

**Answer:** D

**NEW QUESTION 464**

- (Exam Topic 5)

Which characteristics do effective project managers possess?

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

**Answer:** A

**NEW QUESTION 465**

- (Exam Topic 5)

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

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

**Answer:** C

**NEW QUESTION 467**

- (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 472**

- (Exam Topic 5)

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

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

**Answer:** D

**NEW QUESTION 473**

- (Exam Topic 5)

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

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

**Answer:** C

**NEW QUESTION 478**

- (Exam Topic 5)

An input of the Create WBS process is:

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

**Answer:** A

**NEW QUESTION 480**

- (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 482**

- (Exam Topic 5)

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

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

**Answer:** A

**NEW QUESTION 486**

- (Exam Topic 5)

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

- A. Estimate Activity Resources.
- B. Estimate Activity Durations,
- C. Develop Schedule.
- D. Control Schedule.

**Answer:** A

**NEW QUESTION 488**

- (Exam Topic 5)

Who is responsible for initiating a project?

- A. Project sponsor
- B. Project manager
- C. Program manager
- D. Project management office (PMO)

**Answer:** A

#### NEW QUESTION 491

- (Exam Topic 5)

The contract in which the seller is reimbursed for all allowable costs for performing the contract work and then receives a fee based upon achieving certain performance objectives is called a:

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

**Answer:** A

#### NEW QUESTION 493

- (Exam Topic 5)

The completion of the project scope is measured against the:

- A. requirements documentation.
- B. project scope statement.
- C. project management plan.
- D. work performance measurements.

**Answer:** C

#### NEW QUESTION 494

- (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 496

- (Exam Topic 5)

Risk exists the moment that a project is:

- A. planned.
- B. conceived.
- C. chartered.
- D. executed.

**Answer:** B

#### NEW QUESTION 501

- (Exam Topic 5)

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 504

- (Exam Topic 5)

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 advantages.

**Answer:** A

#### NEW QUESTION 508

- (Exam Topic 5)

An input to the Collect Requirements process is the:

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

**Answer: A**

#### NEW QUESTION 511

- (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 514

- (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 515

- (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 519

- (Exam Topic 4)

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 523

- (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 528

- (Exam Topic 4)

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

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

**Answer: C**

**NEW QUESTION 532**

- (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 533**

- (Exam Topic 4)

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 536**

- (Exam Topic 4)

Which standard has interrelationships to other project management disciplines such as program management and portfolio management?

- A. Program Management Body of Knowledge Guide
- B. The Standard for Program Management
- C. Organizational Project Management Maturity Model (OPM3\$)
- D. Guide to the Project Management Body of Knowledge (PMBOK®)

**Answer: D**

**NEW QUESTION 539**

- (Exam Topic 4)

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 544**

- (Exam Topic 4)

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 548**

- (Exam Topic 4)

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

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

**Answer: A**

**NEW QUESTION 550**

- (Exam Topic 4)

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

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

**Answer:**

D

**NEW QUESTION 553**

- (Exam Topic 4)

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

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

**Answer: D****NEW QUESTION 558**

- (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 561**

- (Exam Topic 4)

A weighting system is a tool for which area of Conduct Procurements?

- A. Plan contracting
- B. Requesting seller responses
- C. Selecting seller's
- D. Planning purchase and acquisition

**Answer: C****NEW QUESTION 565**

- (Exam Topic 4)

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

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

**Answer: A****NEW QUESTION 569**

- (Exam Topic 4)

Analogous cost estimating relies on which of the following techniques?

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

**Answer: A****NEW QUESTION 571**

- (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 573**

- (Exam Topic 4)

What is a tool to improve team performance?

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

**Answer:** D

**NEW QUESTION 577**

- (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 579**

- (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 584**

- (Exam Topic 4)

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

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

**Answer:** B

**NEW QUESTION 589**

- (Exam Topic 4)

Which of the following Process Groups covers all nine Project Management Knowledge Areas?

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

**Answer:** C

**NEW QUESTION 590**

- (Exam Topic 4)

A required input for Create WBS is a project:

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

**Answer:** D

**NEW QUESTION 594**

- (Exam Topic 4)

Which is an output from Distribute Information?

- A. Earned value analysis
- B. Trend analysis
- C. Project records
- D. Performance reviews

**Answer:** C

**NEW QUESTION 595**

- (Exam Topic 4)

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

- A. Transfer
- B. Share

- C. Avoid
- D. Accept

**Answer:** A

**NEW QUESTION 596**

- (Exam Topic 4)

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

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

**Answer:** C

**NEW QUESTION 600**

- (Exam Topic 4)

Lessons learned documentation is gathered during which of the following Project Management Process Groups?

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

**Answer:** C

**NEW QUESTION 604**

- (Exam Topic 4)

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 608**

- (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 610**

- (Exam Topic 4)

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

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

**Answer:** C

**NEW QUESTION 613**

- (Exam Topic 4)

The Project Management Process Group in which performance is observed and measured regularly from project initiation through completion is:

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

**Answer:** C

**NEW QUESTION 616**

- (Exam Topic 4)

Which of the following are outputs of Develop Project Team?

- A. Human resources plan changes and project staff assignment updates
- B. Project management plan updates and enterprise environmental factor updates
- C. Resource calendars and project management plan updates
- D. Team performance assessments and enterprise environmental factor updates

**Answer:** D

**NEW QUESTION 620**

- (Exam Topic 4)

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

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

**Answer:** D

**NEW QUESTION 621**

- (Exam Topic 4)

The progressive detailing of the project management plan is called:

- A. expert judgment.
- B. rolling wave planning.
- C. work performance information.
- D. specification.

**Answer:** B

**NEW QUESTION 626**

- (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 629**

- (Exam Topic 4)

Which of the following strategic considerations often results in project authorization?

- A. Customer requests and/or issue resolution
- B. Stakeholder expectations and/or strategic opportunity (business need)
- C. Technological advancement and/or senior executive request
- D. Market demand and/or legal requirements

**Answer:** D

**NEW QUESTION 632**

- (Exam Topic 4)

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 636**

- (Exam Topic 4)

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

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

**Answer:** D

**NEW QUESTION 638**

- (Exam Topic 4)

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

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

**Answer: C**

#### **NEW QUESTION 642**

- (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 646**

- (Exam Topic 4)

In which domain of project management would a Pareto chart provide useful information?

- A. Project Scope Management
- B. Project Time Management
- C. Project Communications Management
- D. Project Quality Management

**Answer: D**

#### **NEW QUESTION 647**

- (Exam Topic 4)

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

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

**Answer: A**

#### **NEW QUESTION 649**

- (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 651**

- (Exam Topic 4)

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

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

**Answer: A**

#### **NEW QUESTION 654**

- (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 656

- (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 660

- (Exam Topic 4)

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

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

**Answer: C**

#### NEW QUESTION 665

- (Exam Topic 4)

Which of the following events would result in a baseline update?

- A. A project is behind schedule and the project manager wants the baseline to reflect estimated actual completion.
- B. A customer has approved a change request broadening the project scope and increasing the budget.
- C. One of the risks identified in the risk management plan occurs, resulting in a schedule delay.
- D. One of the key project team resources has left the team and no replacement is available.

**Answer: B**

#### NEW QUESTION 670

- (Exam Topic 6)

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

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

**Answer: B**

#### NEW QUESTION 671

- (Exam Topic 6)

Perform Quantitative Risk Analysis focuses on:

- A. compiling a list of known risks and preparing responses to them.
- B. assessing the probability of occurrence and Impact for every risk in the risk register.
- C. evaluating the contingency and management reserves required for the project.
- D. analyzing numerically the impact of individual risks on the overall project's time and cost objectives.

**Answer: D**

#### NEW QUESTION 673

- (Exam Topic 6)

In an agile or adaptive environment, when should risk be monitored and prioritized?

- A. Only during the initiation and Closing phases
- B. During the initiation and Planning phases
- C. During each iteration as the project progresses
- D. Throughout the Planning process group and retrospective meeting

**Answer: C**

#### NEW QUESTION 678

- (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 683**

- (Exam Topic 6)

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

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

**Answer:** B

**NEW QUESTION 688**

- (Exam Topic 6)

What is one of the main purposes of the project charter?

- A. Formal authorization of the existence of the project
- B. Formal acceptance of the project management plan
- C. Formal approval of the detailed project budget
- D. Formal definition of stakeholder roles and responsibilities

**Answer:** A

**NEW QUESTION 689**

- (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 693**

- (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 695**

- (Exam Topic 6)

If you established a contingency reserve including time, money, and resources, how are you handling risk?

- A. Accepting
- B. Transferring
- C. Avoiding
- D. Mitigating

**Answer:** A

**NEW QUESTION 700**

- (Exam Topic 6)

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

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

**Answer:** A

**NEW QUESTION 704**

- (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 709**

- (Exam Topic 6)

A new project has been set. Four main stakeholders besides the project manager and four other team members have been identified. How many communication channels are available?

- A. 8
- B. 18
- C. 36
- D. 40

**Answer:** C

**NEW QUESTION 710**

- (Exam Topic 6)

Match the project life cycle type with its corresponding definition.

Project Life Cycle Type		Definition
Adaptive		The detailed scope is defined and approved before the start of an iteration.
Incremental		The project scope is determined early in the project life cycle, but time and cost estimates are modified as an understanding of the product increases.
Predictive		The project's scope, time, and cost are determined in the early phases of the life cycle.
Iterative		The deliverable is produced through a series of iterations that successively add functionality within a predetermined timeframe.

- A. Mastered
- B. Not Mastered

**Answer:** A

**Explanation:**

ADAPTATIVE ITERATIVE PREDICTIVE  
 INCREMENTAL

**NEW QUESTION 715**

- (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 719**

- (Exam Topic 6)

What is the difference between verified and accepted deliverables?

- A. Accepted deliverables have been completed and checked for correctness; verified deliverables have been formally approved by the customer or authorized stakeholder.
- B. Accepted deliverables have been inspected by the quality team; verified deliverables are outputs from the Validate Scope process.
- C. Accepted deliverables have been formally signed off and approved by the authorized stakeholder; verified deliverables have been completed and checked for correctness.
- D. Accepted deliverables have been formally accepted by the project manager; verified deliverables are the outputs from the Control Quality process.

**Answer:** D

**NEW QUESTION 721**

- (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 726**

- (Exam Topic 6)

What should the project manager use to evaluate the politics and power structure among stakeholders inside and outside of the organization?

- A. Expert judgment
- B. Interpersonal skills
- C. Team agreements
- D. Communication skills

**Answer: D**

**NEW QUESTION 728**

- (Exam Topic 6)

How can a project manager evaluate project team development?

- A. Produce team performance assessments.
- B. Hold weekly meetings to engage every member
- C. Complete a personal skill assessment on each team member
- D. Provide recognition awards to team members

**Answer: A**

**NEW QUESTION 731**

- (Exam Topic 6)

What are the key tools for managing project knowledge?

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

**Answer: A**

**NEW QUESTION 735**

- (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 738**

- (Exam Topic 6)

Which role does the project manager resemble best?

- A. Orchestra conductor
- B. Facilities supervisor
- C. Functional manager
- D. School principal

**Answer: A**

**NEW QUESTION 743**

- (Exam Topic 6)

Which is a list of organizational systems that may have an impact on a project?

- A. Internal policies, company procedures, and organizational resources
- B. Company culture, purchasing system, and project management information system
- C. Organizational structure, governance framework, and management elements
- D. Organizational process assets, enterprise environmental factors, and corporate knowledge

**Answer:**

D

**NEW QUESTION 748**

- (Exam Topic 6)

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

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

**Answer: A**

**NEW QUESTION 751**

- (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 752**

- (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 755**

- (Exam Topic 6)

When project requirements are documented in user stories then prioritized and refined just prior to construction, which approach is being used for scheduling?

- A. Iterative scheduling with backlog
- B. On-demand scheduling
- C. Life cycle scheduling with backlog
- D. Defining Iterative activities

**Answer: A**

**NEW QUESTION 756**

- (Exam Topic 6)

What is a tailoring consideration in Project Integration Management?

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

**Answer: A**

**NEW QUESTION 761**

- (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 762

- (Exam Topic 6)

A project manager is identifying the risks of a project. Which technique should the project manager use?

- A. Representations of uncertainty
- B. Prompt lists
- C. Audits
- D. Risk categorization

**Answer: B**

#### NEW QUESTION 767

- (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 772

- (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 775

- (Exam Topic 6)

Which of the following is used to classify stakeholders based on their assessments of power, urgency, and legitimacy?

- A. Power interest grid
- B. Stakeholder cube
- C. Salience model
- D. Directions of influence

**Answer: C**

#### NEW QUESTION 780

- (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 783

- (Exam Topic 6)

Under which circumstances should multiple projects be grouped in a program?

- A. When they are needed to accomplish a set of goals and objectives for an organization
- B. When they have the same project manager and the same organizational unit
- C. When they have the same scope, budget, and schedule
- D. When they are from the same unit of the organization

**Answer: A**

#### NEW QUESTION 785

- (Exam Topic 6)

Which statement summarizes the role of the change control board?

- A. The change control board is responsible for presenting the change for approval.
- B. The change control board will analyze the change impact in terms of cost and schedule.
- C. The change control board is responsible for managing the change management and configuration management systems.
- D. The change control board is responsible for reviewing and approving changes to the project.

**Answer: D**

#### NEW QUESTION 789

- (Exam Topic 6)

When managing costs in an agile environment, what should a project manager consider?

- A. Lightweight estimation methods can be used as changes arise.
- B. Agile environments make cost aggregation more difficult.
- C. Agile environments make projects more costly and uncertain.
- D. Detailed cost calculations benefit from frequent changes.

**Answer:** A

#### NEW QUESTION 793

- (Exam Topic 6)

A project using the agile/adaptive approach has reached the Project Integration Management phase. What is the project manager's key responsibility during this phase?

- A. Defining the scope of the project
- B. Building a collaborative environment
- C. Creating a detailed project management plan
- D. Directing the delivery of the project

**Answer:** B

#### Explanation:

PMBOK pg. 74 Considerations for Agile Adaptive Environments: PjM's focus is on building a collaborative decision-making environment and ensuring team has ability to respond to changes.

#### NEW QUESTION 798

- (Exam Topic 6)

A project team conducts regular standup meetings to keep everyone updated on what each one of them is working on. What type of communication is this?

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

**Answer:** A

#### NEW QUESTION 800

- (Exam Topic 6)

The primary purpose of the stakeholder register is to:

- A. Record stakeholder issues on the project
- B. Maintain lessons learned earlier in the project
- C. Maintain a list of all project stakeholders
- D. Document change requests and their status

**Answer:** C

#### NEW QUESTION 805

- (Exam Topic 6)

A company must implement sales software because it is opening a new branch in a foreign market. Although this software is used in every domestic branch, multiple changes are expected during the implementation because it is a foreign location.

Which type of life cycle would the project manager use in this case?

- A. Predictive life cycle
- B. Waterfall life cycle
- C. Hybrid life cycle
- D. Product life cycle

**Answer:** C

#### NEW QUESTION 808

- (Exam Topic 6)

A project reports an earned value (EV) of US\$45 for work completed with an actual cost (AC) of US\$40. What is the cost performance index (CPI)?

- A. 0.88
- B. 1.12
- C. 0.58
- D. 1.58

**Answer:** B

#### NEW QUESTION 813

- (Exam Topic 6)

A team was hired to develop a next generation drone. The team created a prototype and sent it to the customer for testing. The feedback collected was used to refine the requirements. What technique is the team using?

- A. Early requirements gathering
- B. Feedback analysis
- C. Progressive elaboration
- D. Requirements documentation

**Answer: B**

#### **NEW QUESTION 818**

- (Exam Topic 6)

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

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

**Answer: B**

#### **NEW QUESTION 820**

- (Exam Topic 6)

The project manager is working in an agile/adaptive environment. The project manager is considering different approaches for applying Project Integration Management in this environment. How can the project manager ensure that this will work for the project?

- A. Take control of all decisions and product planning.
- B. Build a team that can respond to changes within a collaborative, decision-making environment.
- C. Promote a team with a narrow specialization within a hierarchical environment.
- D. Delegate project decisions to the product owner and sponsor.

**Answer: D**

#### **NEW QUESTION 824**

- (Exam Topic 6)

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

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

**Answer: C**

#### **NEW QUESTION 829**

- (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 834**

- (Exam Topic 6)

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

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

**Answer: D**

#### **NEW QUESTION 835**

- (Exam Topic 6)

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

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

**Answer:** A

**NEW QUESTION 839**

- (Exam Topic 6)

Which two processes should be used to influence costs in the early stages of a project?

- A. Estimate Costs and Determine Budget
- B. Plan Cost Management and Estimate Activity Durations
- C. Control Quality and Control Costs
- D. Plan Stakeholder Engagement and Plan Communications Management

**Answer:** A

**NEW QUESTION 844**

- (Exam Topic 6)

A project is just beginning, and management creates a long list of potential stakeholders. Which statement about identifying and engaging stakeholders is correct?

- A. The project manager should identify and deal with stakeholders only during the execution phase.
- B. Stakeholder satisfaction should be identified immediately and managed as a project objective.
- C. The project manager should focus on project objectives and deal with stakeholders as a secondary priority.
- D. Stakeholder satisfaction is the most important goal, and project objectives should be considered a secondary priority.

**Answer:** B

**NEW QUESTION 847**

- (Exam Topic 6)

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

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

**Answer:** B

**NEW QUESTION 850**

- (Exam Topic 6)

Which action should the project manager take after the team finishes executing the scope?

- A. Verify the deliverables to ensure that they are correct and meet the customer's satisfaction.
- B. Accept all the deliverables and deliver them to the customer for final acceptance.
- C. Conduct a joint session with the customer, change the deliverables, and then request approval.
- D. Check that all change requests were implemented and release deliverables to the customer.

**Answer:** A

**NEW QUESTION 851**

- (Exam Topic 6)

Which statement about identification and engagement of stakeholders during a project is correct?

- A. Project stakeholders should be identified and engaged in every phase of the project to influence the success of the project directly.
- B. Project stakeholders should be identified and engaged once the prototype is completed to provide their feedback but refrain from making inputs during the project.
- C. Project stakeholders should be identified when the project charter is being completed and engaged during requirements gathering.
- D. Project stakeholders should be identified and engaged during requirements elicitation but not during the Define Scope process.

**Answer:** A

**NEW QUESTION 852**

- (Exam Topic 6)

During which process of Project Cost Management does a project manager produce the cost baseline?

- A. Estimate Costs
- B. Control Schedule
- C. Determine Budget
- D. Develop Project Charter

**Answer:** C

**NEW QUESTION 855**

- (Exam Topic 6)

A project manager is working on an estimate. The project team is estimating each work package and then finding the total of all the work packages. Which technique is the project manager using?

- A. Three-point estimating
- B. Parametric estimating
- C. Bottom-up estimating
- D. Data analysis

**Answer:** C

**NEW QUESTION 859**

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