

## 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)

Which of the following techniques is used during Control Scope?

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

**Answer:** B

#### NEW QUESTION 3

- (Exam Topic 3)

Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

- A. Control chart
- B. Earned value
- C. Variance
- D. Trend

**Answer:** D

#### NEW QUESTION 4

- (Exam Topic 3)

Portfolio Management is management of:

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

**Answer:** D

#### NEW QUESTION 5

- (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 6

- (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 7

- (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 8

- (Exam Topic 3)

Which is an example of Administer Procurements?

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

**Answer:** B

#### NEW QUESTION 9

- (Exam Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 10

- (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 10

- (Exam Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 15

- (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 20

- (Exam Topic 3)

Which enterprise environmental factors are considered during Estimate Costs?

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

**Answer:** A

#### NEW QUESTION 21

- (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 22

- (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 24

- (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 28

- (Exam Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 33

- (Exam Topic 3)

An input of the Plan Procurement Management process is:

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

**Answer:** B

#### NEW QUESTION 38

- (Exam Topic 3)

Which Process Group typically consumes the bulk of a project's budget?

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

**Answer:** B

#### NEW QUESTION 41

- (Exam Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 42

- (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 46

- (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 48

- (Exam Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 51

- (Exam Topic 3)

What is the function of a Project Management Office (PMO)?

- A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
- B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
- C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
- D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

**Answer:** A

#### NEW QUESTION 53

- (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 57

- (Exam Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 58

- (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 62

- (Exam Topic 3)

What is an objective of the Develop Project Team process?

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

**Answer:** A

#### NEW QUESTION 65

- (Exam Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 66

- (Exam Topic 3)

Which process is included in the Project Integration Management Knowledge Area?

- A. Manage Project Team
- B. Collect Requirements
- C. Sequence Activities
- D. Direct and Manage Project Work

**Answer:** D

#### NEW QUESTION 71

- (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 75

- (Exam Topic 3)

Organizations perceive risks as:

- A. events that will inevitably impact project and organizational objectives.
- B. the effect of uncertainty on their project and organizational objectives.
- C. events which could have a negative impact on project and organizational objectives.
- D. the negative impact of undesired events on their project and organizational objectives.

**Answer:** B

#### NEW QUESTION 76

- (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 78

- (Exam Topic 3)

Which organizational process assets update is performed during the Close Procurements process?

- A. Procurement audit
- B. Lessons learned
- C. Performance reporting
- D. Payment requests

**Answer:**

B

#### NEW QUESTION 79

- (Exam Topic 3)

What are the formal and informal policies, procedures, and guidelines that could impact how the project's scope is managed?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Project management processes
- D. Project scope management plan

**Answer:** A

#### NEW QUESTION 82

- (Exam Topic 3)

Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

- A. Cost management plan
- B. Quality management plan
- C. Communications management plan
- D. Risk management plan

**Answer:** D

#### NEW QUESTION 83

- (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 84

- (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 88

- (Exam Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 92

- (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 93

- (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 97

- (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 102

- (Exam Topic 3)

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

- A. Work breakdown structure (WBS)
- B. Network diagrams
- C. Staffing management plan
- D. Responsibility assignment matrix (RAM)

**Answer:** D

#### NEW QUESTION 105

- (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 109

- (Exam Topic 3)

The Define Scope process is in which of the following Process Groups?

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

**Answer:** B

#### NEW QUESTION 111

- (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 113

- (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 116

- (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 121

- (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 122

- (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 126

- (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 127

- (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 131

- (Exam Topic 3)

What is one of the objectives of Project Risk Management?

- A. Decrease the probability and impact of an event on project objectives.
- B. Distinguish between a project risk and a project issue so that a risk mitigation plan can be put in place.
- C. Increase the probability and impact of positive events.
- D. Removal of project risk.

**Answer:** C

#### NEW QUESTION 132

- (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 137

- (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 139

- (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 144

- (Exam Topic 3)

What cost control technique is used to compare actual project performance to planned or expected performance?

- A. Cost aggregation
- B. Trend analysis
- C. Forecasting
- D. Variance analysis

**Answer:** D

#### NEW QUESTION 148

- (Exam Topic 3)

The CPI is .92, and the EV is US\$172,500. What is the actual cost of the project?

- A. US\$158,700
- B. US\$172,500
- C. US\$187,500
- D. US\$245,600

**Answer:** C

#### NEW QUESTION 153

- (Exam Topic 3)

Plan Risk Management is the process of defining how to:

- A. Communicate identified risks to the project stakeholders.
- B. Conduct risk management activities for a project.
- C. Analyze the impact a specific risk may have on the project.
- D. Address unexpected risks that may occur during a project.

**Answer:** B

#### NEW QUESTION 156

- (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 160

- (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 162

- (Exam Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 165

- (Exam Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 168

- (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 169

- (Exam Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 173

- (Exam Topic 3)

The links between the processes in the Process Groups are often:

- A. Intuitive
- B. Iterative
- C. Measured
- D. Monitored

**Answer:** B

#### NEW QUESTION 176

- (Exam Topic 3)

Which activity is an input to the Conduct Procurements process?

- A. Organizational process assets
- B. Resource availability
- C. Perform Integrated Change Control
- D. Team performance assessment

**Answer:** A

#### NEW QUESTION 178

- (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 182

- (Exam Topic 3)

The Verify Scope process is primarily concerned with:

- A. formalizing acceptance of the completed project deliverables.
- B. accuracy of the work deliverables.
- C. formalizing approval of the scope statement.
- D. accuracy of the work breakdown structure (WBS).

**Answer:** A

#### NEW QUESTION 183

- (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 188

- (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 193

- (Exam Topic 3)

Which type of estimating can produce higher levels of accuracy, depending upon the sophistication and underlying data built into the model?

- A. Bottom-up
- B. Three-point
- C. Parametric
- D. Analogous

**Answer:** C

#### NEW QUESTION 196

- (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 201

- (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 204

- (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 208**

- (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 212**

- (Exam Topic 2)

A disadvantage associated with virtual teams is that they:

- A. Require communication technology that is not readily available.
- B. Create difficulties when including people with disabilities.
- C. Often cannot accommodate teams that work different hours or shifts.
- D. Create the possibility for misunderstandings to arise.

**Answer:** D

**NEW QUESTION 216**

- (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 221**

- (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 223**

- (Exam Topic 2)

Project Scope Management is primarily concerned with:

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

**Answer:** C

**NEW QUESTION 226**

- (Exam Topic 2)

When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

- A. improvement
- B. program
- C. result
- D. portfolio

**Answer:** A

**NEW QUESTION 231**

- (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 236

- (Exam Topic 2)

Organizational process assets, a lessons-learned database, and historical information are all inputs to which process?

- A. Plan Cost Management
- B. Plan Scope Management
- C. Plan Stakeholder Management
- D. Plan Schedule Management

**Answer:** C

#### NEW QUESTION 237

- (Exam Topic 2)

Which term describes an assessment of correctness?

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

**Answer:** A

#### NEW QUESTION 241

- (Exam Topic 2)

The most appropriate project life cycle model for an environment with a high level of change and extensive stakeholder involvement in projects is:

- A. adaptive
- B. reflexive
- C. predictive
- D. iterative

**Answer:** A

#### NEW QUESTION 245

- (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 248

- (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 253

- (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 255

- (Exam Topic 2)

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

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

**Answer:** B

#### NEW QUESTION 260

- (Exam Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 261

- (Exam Topic 2)

An output of the Perform Integrated Change Control process is:

- A. Deliverables.
- B. Validated changes.
- C. The change log.
- D. The requirements traceability matrix.

**Answer:** C

#### NEW QUESTION 263

- (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 268

- (Exam Topic 2)

Which process is conducted from project inception through completion and is ultimately the responsibility of the project manager?

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

**Answer:** D

#### NEW QUESTION 270

- (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 273

- (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 277



- (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 279

- (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 281

- (Exam Topic 2)

Activity cost estimates and the project schedule are inputs to which Project Cost Management process?

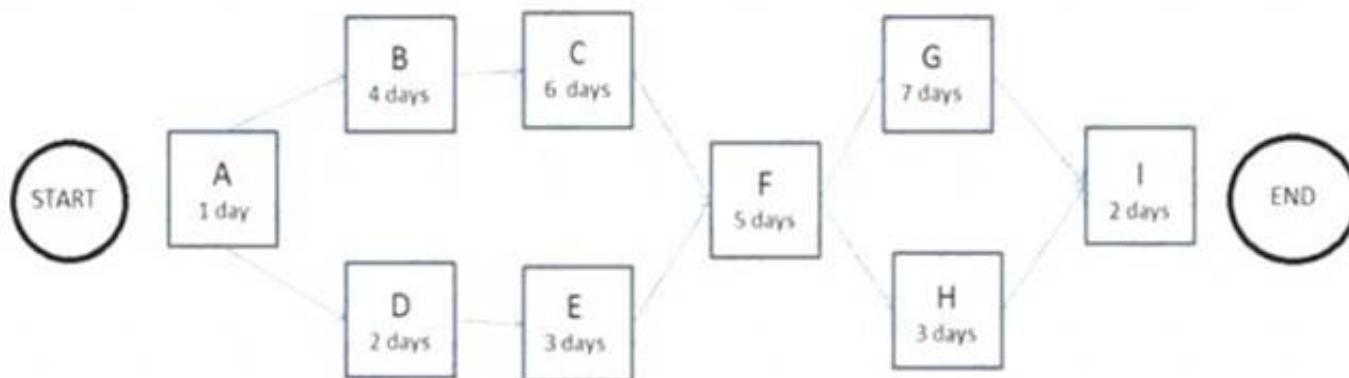
- A. Estimate Costs
- B. Control Costs
- C. Plan Cost Management
- D. Determine Budget

**Answer:** D

#### NEW QUESTION 286

- (Exam Topic 2)

The following is a network diagram for a project.



The total float for the project is how many days?

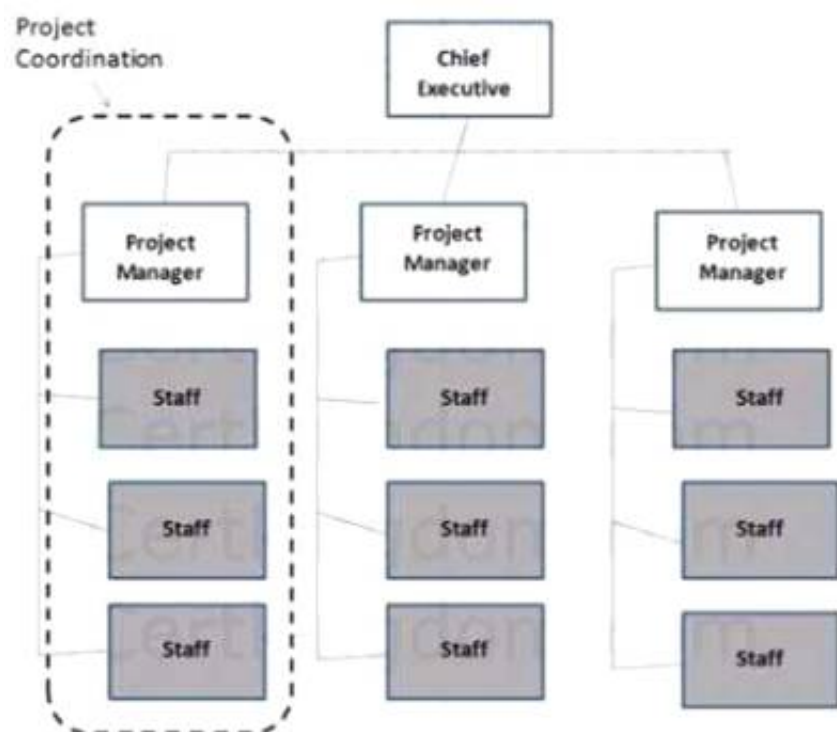
- A. 5
- B. 9
- C. 12
- D. 14

**Answer:** B

#### NEW QUESTION 290

- (Exam Topic 2)

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



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

**Answer: B**

#### NEW QUESTION 293

- (Exam Topic 2)

Requirements documentation will typically contain at least:

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

**Answer: D**

#### NEW QUESTION 296

- (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 299

- (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 303

- (Exam Topic 2)

Outputs of the Control Communications process include:

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

**Answer: B**

#### NEW QUESTION 305

- (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 307

- (Exam Topic 2)

An intentional activity to modify a nonconforming product or product component is called:

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

**Answer:** A

#### NEW QUESTION 308

- (Exam Topic 2)

The component of the risk management plan that documents how risk activities will be recorded is called:

- A. tracking
- B. scoping
- C. timing
- D. defining

**Answer:** A

#### NEW QUESTION 309

- (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 311

- (Exam Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 312

- (Exam Topic 2)

The degree of uncertainty an entity is willing to take on in anticipation of a reward is known as its risk:

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

**Answer:** D

#### NEW QUESTION 317

- (Exam Topic 2)

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

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

**Answer:** B

#### NEW QUESTION 318

- (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 321

- (Exam Topic 2)

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

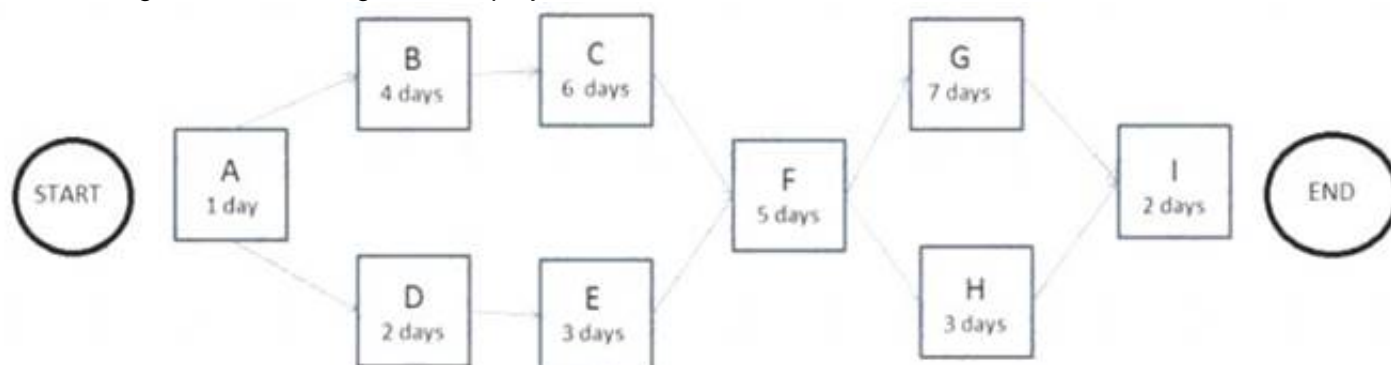
- A. lead
- B. lag
- C. mandatory dependency
- D. internal dependency

**Answer: A**

#### NEW QUESTION 326

- (Exam Topic 2)

The following is a network diagram for a project.



How many possible paths are identified for this project?

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

**Answer: B**

#### NEW QUESTION 331

- (Exam Topic 2)

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

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

**Answer: C**

#### NEW QUESTION 335

- (Exam Topic 2)

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

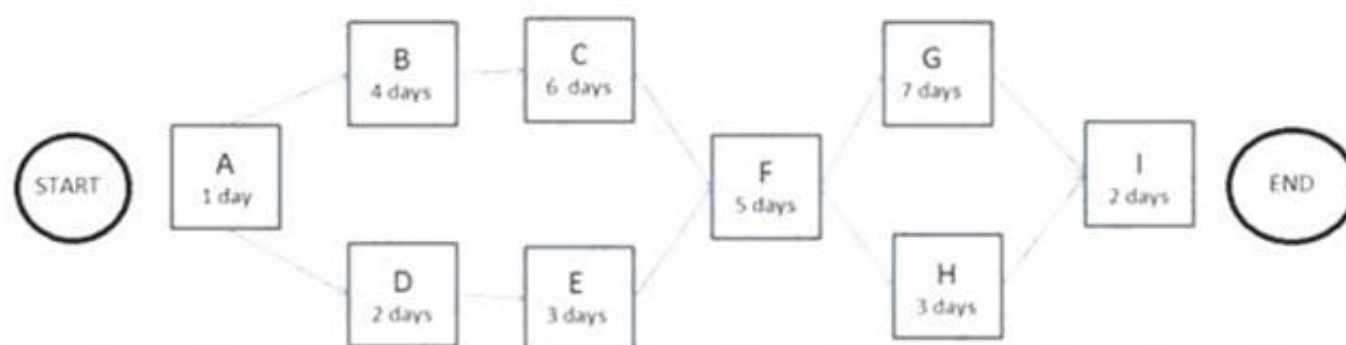
- A. Schedule network analysis
- B. Reserve analysis
- C. Alternative analysis
- D. Variance analysis

**Answer: D**

#### NEW QUESTION 338

- (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 343

- (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 348

- (Exam Topic 2)

Success is measured by benefits realization for a:

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

**Answer: C**

#### NEW QUESTION 351

- (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 354

- (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 359

- (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 360

- (Exam Topic 2)

A project manager who communicates to the project team through email is using which type of communication?

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

**Answer:** B

#### NEW QUESTION 365

- (Exam Topic 2)

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

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

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

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

**Answer:** C

#### NEW QUESTION 367

- (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 370

- (Exam Topic 2)

Project management processes ensure the:

- A. alignment with organizational strategy
- B. efficient means to achieve the project objectives
- C. performance of the project team
- D. effective flow of the project throughout its life cycle

**Answer:** D

#### NEW QUESTION 375

- (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 376

- (Exam Topic 2)

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

- A. cultural differences of team members
- B. possibility of communication misunderstandings
- C. costs associated with travel
- D. costs associated with technology

**Answer:** C

#### NEW QUESTION 381

- (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 384

- (Exam Topic 2)

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

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

**Answer:** C

#### NEW QUESTION 388

- (Exam Topic 2)

The process of obtaining seller responses, selecting a seller, and awarding a contract is called:

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

**Answer:** D

#### NEW QUESTION 391

- (Exam Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 393

- (Exam Topic 2)

Which item is a cost of conformance?

- A. Training
- B. Liabilities
- C. Lost business
- D. Scrap

**Answer:** A

#### NEW QUESTION 394

- (Exam Topic 2)

When the business objectives of an organization change, project goals need to be:

- A. realigned.
- B. performed.
- C. improved.
- D. controlled.

**Answer:** A



#### NEW QUESTION 398

- (Exam Topic 2)

Analytical techniques are a tool and technique of which process in Project Procurement Management?

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

**Answer:** C

#### NEW QUESTION 401

- (Exam Topic 2)

Which type of probability distribution is used to represent uncertain events such as the outcome of a test or a possible scenario in a decision tree?

- A. Uniform
- B. Continuous
- C. Discrete
- D. Linear

**Answer:** C

#### NEW QUESTION 404

- (Exam Topic 1)

A project charter is an output of which Process Group?

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

**Answer:** C

#### NEW QUESTION 408

- (Exam Topic 1)

Which tool or technique is used in the Perform Integrated Change Control process?

- A. Decomposition
- B. Modeling techniques
- C. Resource optimization
- D. Meetings

**Answer:** D

#### NEW QUESTION 412

- (Exam Topic 1)

Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

- A. Force/direct
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Collaborate/problem solve

**Answer:** C

#### NEW QUESTION 415

- (Exam Topic 1)

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

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

**Answer:** D

#### NEW QUESTION 419

- (Exam Topic 1)

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

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

**Answer:**

D

#### NEW QUESTION 423

- (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 426

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 427

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 430

- (Exam Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 432

- (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 437

- (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 440

- (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 442**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 445**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 447**

- (Exam Topic 1)

Which risk management strategy seeks to eliminate the uncertainty associated with a particular upside risk by ensuring that the opportunity is realized?

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

**Answer:** C

**NEW QUESTION 450**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 452**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 453**

- (Exam Topic 1)

Which item is an input to the Define Activities process?

- A. Schedule data
- B. Activity list
- C. Risk register
- D. Scope baseline

**Answer:** D

**NEW QUESTION 456**

- (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 457

- (Exam Topic 1)

An element of the project scope statement is:

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

**Answer:** A

#### NEW QUESTION 459

- (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 462

- (Exam Topic 1)

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

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

**Answer:** C

#### NEW QUESTION 463

- (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 466

- (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 469

- (Exam Topic 1)

Which Plan Schedule Management tool or technique may involve choosing strategic options to estimate and schedule the project?

- A. Facilitation techniques
- B. Expert judgment
- C. Analytical techniques
- D. Variance analysis

**Answer:** C

#### NEW QUESTION 470

- (Exam Topic 1)

During which process does a project manager review all prior information to ensure that all project work is completed and that the project has met its objectives?

- A. Monitor and Control Project Work
- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

**Answer:** C

#### NEW QUESTION 475

- (Exam Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 477

- (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 478

- (Exam Topic 1)

In which Knowledge Area is the project charter developed?

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

**Answer:** D

#### NEW QUESTION 480

- (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 483

- (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 488

- (Exam Topic 1)

The organization's perceived balance between risk taking and risk avoidance is reflected in the risk:

- A. Responses
- B. Appetite
- C. Tolerance
- D. Attitude

**Answer:** A

#### NEW QUESTION 493

- (Exam Topic 1)

Stakeholder satisfaction should be managed as a key project:

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

**Answer:** C

#### NEW QUESTION 495

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 497

- (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 499

- (Exam Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 501

- (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 505

- (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 508

- (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 510

- (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 513

- (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 515

- (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 520

- (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 525

- (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 526

- (Exam Topic 1)

Which tool or technique is an examination of industry and specific vendor capabilities?

- A. Independent estimates
- B. Market research
- C. Analytical techniques
- D. Bidder conferences

**Answer:** B

#### NEW QUESTION 528

- (Exam Topic 1)

An input to the Plan Cost Management process is:

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

**Answer:** C



#### NEW QUESTION 529

- (Exam Topic 1)

An output of the Validate Scope process is:

- A. A requirements traceability matrix.
- B. The scope management plan.
- C. Work performance reports.
- D. Change requests.

**Answer:** D

#### NEW QUESTION 530

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 532

- (Exam Topic 1)

An input to the Plan Procurement Management process is:

- A. Source selection criteria.
- B. Market research.
- C. A stakeholder register.
- D. A records management system.

**Answer:** C

#### NEW QUESTION 535

- (Exam Topic 1)

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

- A. mitigate
- B. accept
- C. transfer
- D. avoid

**Answer:** C

#### NEW QUESTION 539

- (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 543

- (Exam Topic 1)

The review of a sellers 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 547

- (Exam Topic 1)

Which cost is associated with nonconformance?

- A. Liabilities
- B. Inspections
- C. Training
- D. Equipment

**Answer:** A

**NEW QUESTION 548**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 552**

- (Exam Topic 1)

Plan Schedule Management is a process in which Knowledge Area?

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

**Answer:** D

**NEW QUESTION 556**

- (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 559**

- (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 563**

- (Exam Topic 1)

A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

- A. Benchmarking.
- B. Context diagrams.
- C. Brainstorming.
- D. Prototyping.

**Answer:** D

**NEW QUESTION 565**

- (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 567**

- (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 571**

- (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 572**

- (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 575**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 580**

- (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 582**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 587**

- (Exam Topic 1)

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

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Three-point

**Answer:** C

**NEW QUESTION 590**

- (Exam Topic 1)

The business needs, assumptions, and constraints and the understanding of the customers needs and high-level requirements are documented in the:

- A. Project management plan.
- B. Project charter.
- C. Work breakdown structure.
- D. Stakeholder register.

**Answer:** B

#### NEW QUESTION 595

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 599

- (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 604

- (Exam Topic 1)

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 607

- (Exam Topic 6)

What are the objectives of Initiation processes?

- A. Initiation processes are performed in order to develop the project charter and identify stakeholders.
- B. Initiation processes are performed in order to obtain budget approval for a project or phase and approve scope with customers.
- C. Initiation processes are performed to identify business objectives for a project or phase and identify stakeholders' goals.
- D. Initiation processes are performed to map initial requirements for a project or phase and prioritize them with stakeholders.

**Answer:** D

#### NEW QUESTION 609

- (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 614

- (Exam Topic 6)

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

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

**Answer:** C

#### NEW QUESTION 617

- (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 621

- (Exam Topic 6)

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

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

**Answer:** D

#### NEW QUESTION 623

- (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 626

- (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 627

- (Exam Topic 6)

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

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

**Answer:** C

#### NEW QUESTION 628

- (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 633

- (Exam Topic 6)

The project team is brainstorming on approaches to deliver the upcoming product launch for which the project has been chartered. The project manager is laying

out hybrid, adaptive, iterative methods. What is the team trying to address?

- A. Co-location
- B. Lite-cycle
- C. Diversity
- D. Management

**Answer:** D

#### NEW QUESTION 637

- (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 638

- (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 642

- (Exam Topic 6)

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

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

**Answer:** C

#### NEW QUESTION 647

- (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 651

- (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 654

- (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 659

- (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 663

- (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 667

- (Exam Topic 5)

Which of the following is an output of Define Scope?

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

**Answer:** A

#### NEW QUESTION 670

- (Exam Topic 5)

Risk responses reflect an organization's perceived balance between:

- A. risk taking and risk avoidance.
- B. known risk and unknown risk.
- C. identified risk and analyzed risk.
- D. varying degrees of risk.

**Answer:** A

#### NEW QUESTION 675

- (Exam Topic 5)

Which of the following change requests can bring expected future performance of the project work in line with the project management plan?

- A. Corrective action
- B. Defect repair
- C. Preventative action
- D. Probable action

**Answer:** A

#### NEW QUESTION 680

- (Exam Topic 5)

Which of the following includes how requirements activities will be planned, tracked, and reported?

- A. Configuration management plan
- B. Scope baseline
- C. Requirements management plan
- D. Schedule baseline

**Answer:** C



#### NEW QUESTION 684

- (Exam Topic 5)

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

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

**Answer:** A

#### NEW QUESTION 689

- (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 692

- (Exam Topic 5)

Which process requires implementation of approved changes?

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

**Answer:** A

#### NEW QUESTION 693

- (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?

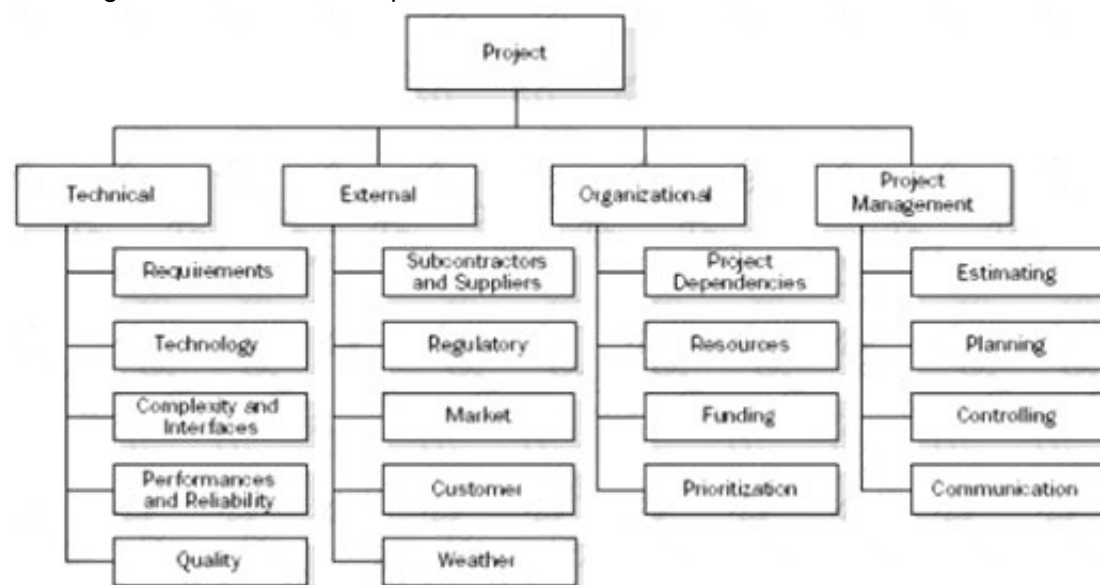
- A. Slack
- B. Float
- C. Lag
- D. Lead

**Answer:** C

#### NEW QUESTION 694

- (Exam Topic 5)

The diagram below is an example of a:



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

**Answer:** A

#### NEW QUESTION 696

- (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 699

- (Exam Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 704

- (Exam Topic 5)

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

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

**Answer:** D

#### NEW QUESTION 706

- (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 707

- (Exam Topic 5)

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

- A. manager.
- B. success.
- C. deadline.
- D. scope.

**Answer:** B

#### NEW QUESTION 711

- (Exam Topic 5)

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

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

**Answer:** D

#### NEW QUESTION 712

- (Exam Topic 5)

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

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

**Answer:** A

#### NEW QUESTION 713

- (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 716

- (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 719

- (Exam Topic 5)  
The staffing management plan is part of the:

- A. organizational process assets.
- B. resource calendar.
- C. human resource plan.
- D. Develop Project Team process.

**Answer:** C

#### NEW QUESTION 724

- (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 727

- (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 732

- (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 736

- (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 738

- (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 740

- (Exam Topic 5)

A project lifecycle is defined as:

- A. a collection of generally sequential and sometimes overlapping project phases.
- B. a process required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
- C. a recognized standard for the project management profession.
- D. the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

**Answer:** A

#### NEW QUESTION 743

- (Exam Topic 5)

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

- A. operate separately.
- B. move together in batches,
- C. overlap and interact.
- D. move in a sequence.

**Answer:** C

#### NEW QUESTION 748

- (Exam Topic 5)

An input to the Estimate Activity Resources process is:

- A. Activity resource requirements.
- B. Published estimating data.
- C. Resource calendars.
- D. Resource breakdown structure (RBS).

**Answer:** C

#### NEW QUESTION 752

- (Exam Topic 5)

Who determines which dependencies are mandatory during the Sequence Activities process?

- A. Project manager
- B. External stakeholders
- C. Internal stakeholders
- D. Project team

**Answer:** D

#### NEW QUESTION 757

- (Exam Topic 5)

Which baselines make up the performance measurement baseline?

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

**Answer:** A

#### NEW QUESTION 762

- (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 767

- (Exam Topic 5)

Which is an output of the Collect Requirements process?

- A. Requirements traceability matrix
- B. Project scope statement
- C. WBS dictionary
- D. Work performance measurements

**Answer:** A

#### NEW QUESTION 771

- (Exam Topic 5)

The cost benefit analysis tool is used for creating:

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

**Answer:** B

#### NEW QUESTION 772

- (Exam Topic 5)

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements describes management of which of the following?

- A. Project
- B. Scope
- C. Contract
- D. Program

**Answer:** A

#### NEW QUESTION 776

- (Exam Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 781

- (Exam Topic 5)

The probability and impact matrix is primarily used to:

- A. Quantify risk issues for trends during a quality audit.
- B. Develop a risk register for risk planning.
- C. Evaluate each risk's importance and priority during Perform Qualitative Risk Analysis.
- D. Define risk and compare impacts during Perform Quantitative Risk Analysis.

**Answer:** C

#### NEW QUESTION 783

- (Exam Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 785

- (Exam Topic 5)

A tool and technique used during the Define Scope process is:

- A. facilitated workshops.
- B. observations.
- C. questionnaires and surveys.
- D. group creativity techniques.

**Answer:**

A

#### NEW QUESTION 788

- (Exam Topic 5)

Which of the following is a project constraint?

- A. Twenty-five percent staff turnover is expected.
- B. The technology to be used is cutting-edge.
- C. Project leadership may change due to volatile political environment.
- D. The product is needed in 250 days.

**Answer: D**

#### NEW QUESTION 791

- (Exam Topic 5)

The technique of subdividing project deliverables into smaller, more manageable components until the work and deliverables are defined to the work package level is called:

- A. a control chart.
- B. baseline.
- C. Create WBS.
- D. decomposition.

**Answer: D**

#### NEW QUESTION 792

- (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 795

- (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 800

- (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 805

- (Exam Topic 5)

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

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

**Answer: B**

#### NEW QUESTION 806

- (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 809

- (Exam Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 814

- (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 818

- (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 819

- (Exam Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 823

- (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 824

- (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 826

- (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 829

- (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 832

- (Exam Topic 5)

The three processes of Project Cost Management are:

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

**Answer:** D

#### NEW QUESTION 836

- (Exam Topic 4)

What causes replanning of the project scope?

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

**Answer:** D

#### NEW QUESTION 837

- (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 840

- (Exam Topic 4)

In a construction project schedule, what is the logical relationship between the delivery of the concrete materials and the pouring of concrete?

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

**Answer:** D

#### NEW QUESTION 845

- (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 848

- (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 852

- (Exam Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 855

- (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 856

- (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 861

- (Exam Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 863

- (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 864

- (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 865

- (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 867

- (Exam Topic 4)

Which tool or technique is used in Manage Stakeholder Expectations?

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

**Answer:** B

#### NEW QUESTION 869

- (Exam Topic 4)

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

- A. Vendor risk assessment diagram
- B. Risk register
- C. Requirements traceability matrix
- D. Area of responsibility summary

**Answer:** C

#### NEW QUESTION 871

- (Exam Topic 4)

Which type of management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation?

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

**Answer:** D

#### NEW QUESTION 876

- (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 879

- (Exam Topic 4)

Which of the following schedule network analysis techniques is applied when a critical path method calculation has been completed and resources availability is critical?

- A. Applying calendars
- B. Resource leveling
- C. Resource planning
- D. Resource conflict management

**Answer:** B

#### NEW QUESTION 884

- (Exam Topic 4)

The milestone list is an input to which process from the Planning Process Group?

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

**Answer:** D

**NEW QUESTION 887**

- (Exam Topic 4)

Which of the following Project Communication Management processes uses performance reports as an input?

- A. Manage Stakeholder Expectations
- B. Report Performance
- C. Distribute Information
- D. Plan Communications

**Answer:** C

**NEW QUESTION 889**

- (Exam Topic 4)

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

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

**Answer:** D

**NEW QUESTION 892**

- (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 895**

- (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 900**

- (Exam Topic 4)

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

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

**Answer:** B

**NEW QUESTION 901**

- (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 906**

- (Exam Topic 4)

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

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

D. Resource calendars

**Answer:** D

**NEW QUESTION 909**

- (Exam Topic 4)

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

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

**Answer:** C

**NEW QUESTION 912**

- (Exam Topic 4)

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

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

**Answer:** C

**NEW QUESTION 914**

- (Exam Topic 4)

Change requests, project management plan updates, project document updates, and organizational process assets updates are all outputs of which project management process?

- A. Plan Risk Responses
- B. Manage Stakeholder Expectations
- C. Define Scope
- D. Report Performance

**Answer:** B

**NEW QUESTION 918**

- (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 921**

- (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 923**

- (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 925**

- (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 926

- (Exam Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 931

- (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 935

- (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 938

- (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 943

- (Exam Topic 4)

In which process is a project manager identified and given the authority to apply resources to project activities?

- A. Acquire Project Team
- B. Develop Project Management Plan
- C. Manage Project Execution
- D. Develop Project Charter

**Answer:** D

#### NEW QUESTION 945

- (Exam Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 947

- (Exam Topic 4)

Which process occurs within the Monitoring and Controlling Process Group?

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

**Answer:** A

#### NEW QUESTION 951

- (Exam Topic 4)

Which characteristic do projects and operational work share in common?

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

**Answer:** B

#### NEW QUESTION 952

- (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 955

- (Exam Topic 4)

In which Process Group are lessons learned documented?

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

**Answer:** B

#### NEW QUESTION 960

- (Exam Topic 4)

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

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

**Answer:** A

#### NEW QUESTION 965

- (Exam Topic 4)

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

- A. in line with a measured degree of conformity.
- B. out of the hands of the customer.
- C. in a specified range of acceptable results.
- D. out of the process.

**Answer:** B

#### NEW QUESTION 969

- (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 971



- (Exam Topic 4)

Which tool and technique is used in Conduct Procurements?

- A. Teaming agreements
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

**Answer:** C

#### NEW QUESTION 973

- (Exam Topic 4)

Which process should be conducted from the project inception through completion?

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

**Answer:** C

#### NEW QUESTION 978

- (Exam Topic 4)

The project manager at an organization has just realized that some of the engineering staff has been allocated to project Y and will not be available to finish task X. The project manager has also discovered that at the current pace, it will not be possible to complete the project on time. Due to cost constraints, hiring more work force is not a viable option. Which tools are at the manager's disposal?

- A. Resource leveling and fast tracking
- B. Fast tracking and crashing
- C. Crashing and applying leads and lags
- D. Scheduling tools and applying leads and lags

**Answer:** A

#### NEW QUESTION 983

- (Exam Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 985

- (Exam Topic 4)

Which cost estimate technique includes contingencies to account for cost uncertainty?

- A. Vendor bid analysis
- B. Three-point estimates
- C. Parametric estimating
- D. Reserve analysis

**Answer:** D

#### NEW QUESTION 986

- (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 987

- (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\$S000
- B. US\$9500
- C. US\$10,000
- D. US\$12,500

**Answer:** D

**NEW QUESTION 989**

- (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 990**

- (Exam Topic 4)

A project has an EV of 100 workdays, an AC of 120 workdays, and a PV of 80 workdays. What should be the concern?

- A. There is a cost underrun.
- B. There is a cost overrun.
- C. The project may not meet the deadline.
- D. The project is 20 days behind schedule.

**Answer:** B

**NEW QUESTION 993**

- (Exam Topic 4)

Which is used to solicit proposals from prospective sellers?

- A. Procurement statement of work
- B. Resource calendars
- C. Procurement document
- D. Independent estimates

**Answer:** C

**NEW QUESTION 994**

- (Exam Topic 4)

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

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

**Answer:** B

**NEW QUESTION 999**

- (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 1003**

- (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 1008**

- (Exam Topic 4)

Which of the following is an example of the simplest fixed-price contract?

- A. Purchase requisition
- B. Purchase order
- C. Verbal agreement

D. Request for quote

**Answer:** B

**NEW QUESTION 1013**

- (Exam Topic 4)

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

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

**Answer:** A

**NEW QUESTION 1017**

- (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 1020**

- (Exam Topic 4)

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

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

**Answer:** A

**NEW QUESTION 1024**

- (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 1029**

- (Exam Topic 4)

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

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

**Answer:** C

**NEW QUESTION 1030**

- (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 1032**

- (Exam Topic 4)

Which of the following factors is lowest at the start of the project?

- A. Cost of changes

- B. Stakeholder influences
- C. Risk
- D. Uncertainty

Answer: A

**NEW QUESTION 1037**

- (Exam Topic 4)

Which tool or technique is used in Close Procurements?

- A. Contract plan
- B. Procurement plan
- C. Closure process
- D. Procurement audits

Answer: D

**NEW QUESTION 1040**

- (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 1042**

- (Exam Topic 6)

A project manager is searching for solutions that bring some degree of satisfaction to all parties in order to temporarily resolve a conflict. What conflict management technique is described in this situation?

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

Answer: D

**NEW QUESTION 1045**

- (Exam Topic 6)

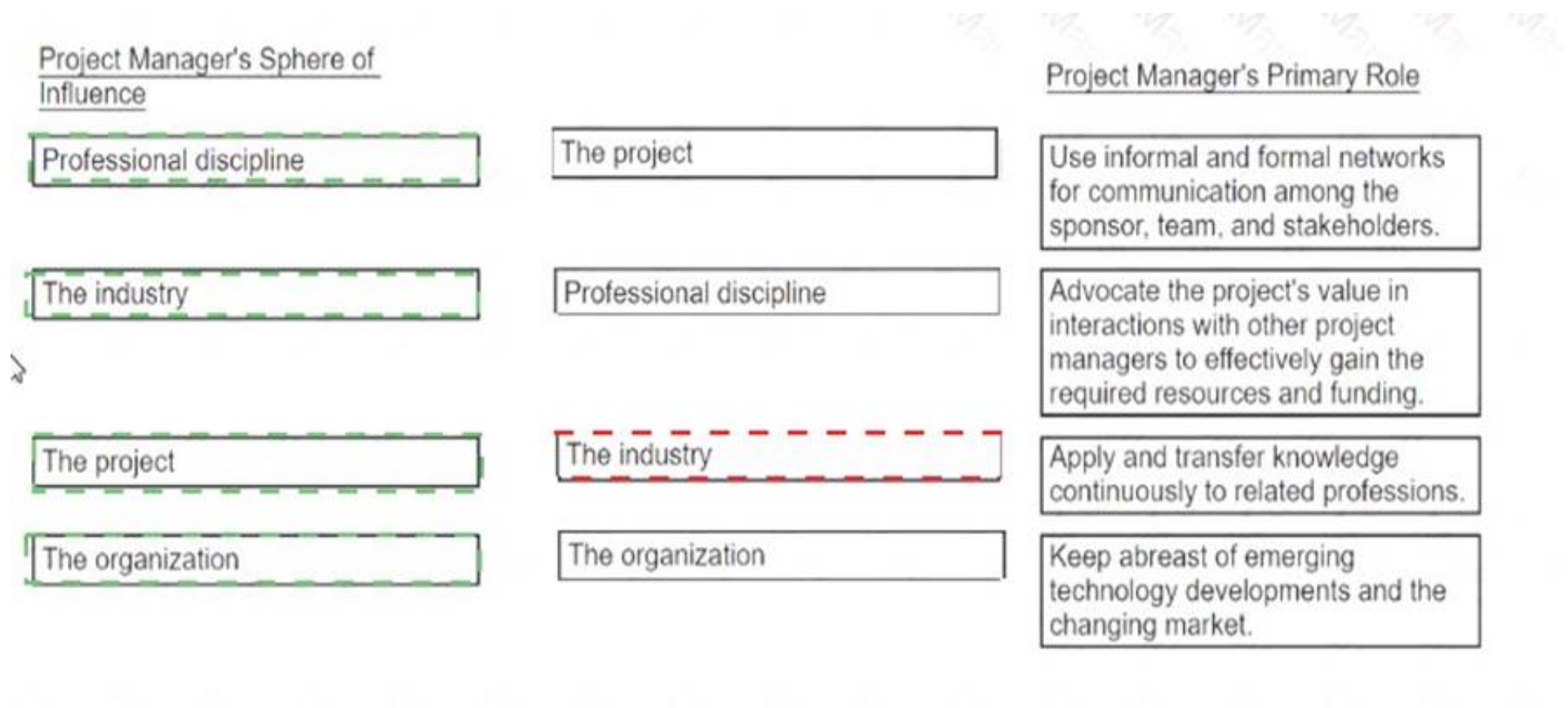
Match the project manager's sphere of influence with the associated primary role.

<u>Project Manager's Sphere of Influence</u>		<u>Project Manager's Primary Role</u>
Professional discipline		Use informal and formal networks for communication among the sponsor, team, and stakeholders.
The industry		Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding.
The project		Apply and transfer knowledge continuously to related professions.
The organization		Keep abreast of emerging technology developments and the changing market.

- A. Mastered
- B. Not Mastered

Answer: A

Explanation:



#### NEW QUESTION 1047

- (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 1048

- (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 1050

- (Exam Topic 6)

To which knowledge area does the Collect Requirements process belong?

- A. Quality Management
- B. Scope Management
- C. Cost Management
- D. Integration Management

**Answer: B**

#### NEW QUESTION 1052

- (Exam Topic 6)

A project manager is preparing to meet with three crucial project stakeholders on a new project Which tools and techniques can the project manager use to capture stakeholder interest?

- A. Review stakeholder register and meeting
- B. Data analysis and communication skills
- C. Data gathering and data analysis
- D. Communication skills and cultural awareness

**Answer: D**

#### NEW QUESTION 1057

- (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 1060

- (Exam Topic 6)

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

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

**Answer:** B

#### NEW QUESTION 1064

- (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 1067

- (Exam Topic 6)

It 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 1071

- (Exam Topic 6)

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

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

**Answer:** B

#### NEW QUESTION 1073

- (Exam Topic 6)

Directing another person to get from one point to another using a known set of expected behaviors and the ability to lead a team and inspire them to do their jobs well is related to?

- A. Influence and challenge
- B. Innovation and administration
- C. Leadership and management
- D. Engagement and guidance

**Answer:** C

#### NEW QUESTION 1075

- (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 1076

- (Exam Topic 6)

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

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

**Answer: B**

#### NEW QUESTION 1077

- (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 1079

- (Exam Topic 6)

A team receives four different requests from separate stakeholders related to one application Match each requirement with its corresponding type of change request.

Requirement		Type of Change Request
Add new functionality to the application		Update
Recover from a three-day delay		Defect repair
Reduce login time due to a corrupt login script		Preventive action
Install alarms to alert for non-conformances		Corrective action

- A. Mastered
- B. Not Mastered

**Answer: A**

**Explanation:**

Requirement		Type of Change Request
Add new functionality to the application	Add new functionality to the application	Update
Recover from a three-day delay	Install alarms to alert for non-conformances	Defect repair
Reduce login time due to a corrupt login script	Recover from a three-day delay	Preventive action
Install alarms to alert for non-conformances	Reduce login time due to a corrupt login script	Corrective action

#### NEW QUESTION 1080

- (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 1081

- (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 1085

- (Exam Topic 6)

During the planning phase, a project manager must create a work breakdown structure (WBS) to improve management of the project's components. What should be included in the WBS?

- A. Activity dependencies
- B. Work package risks
- C. Description of work
- D. Resource estimates

**Answer:** C

#### NEW QUESTION 1089

- (Exam Topic 6)

A project manager is in the process of working with stakeholders to meet their needs and expectations, and identifying and fostering communication and involvement. Which process does this typically represent?

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

**Answer:** D

#### NEW QUESTION 1091

- (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 1096

- (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 1100

- (Exam Topic 6)

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

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

**Answer:** A

#### NEW QUESTION 1103

- (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 1106

- (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 1111

- (Exam Topic 6)

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

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

**Answer:** B

#### NEW QUESTION 1113

- (Exam Topic 6)

What type of meeting is held to discuss prioritized product backlog items?

- A. Status
- B. Daily standup
- C. Iteration planning
- D. Release planning

**Answer:** C

#### NEW QUESTION 1117

- (Exam Topic 6) Given the following information. Activity A takes one week. Activity B takes three weeks. Activity C takes two weeks. Activity D takes five weeks. Activity A starts at the same time as Activity B. Activity C follows Activity B and Activity A. Activity D follows Activity C. How long will it take to complete the project?

- A. Eleven weeks
- B. Nine weeks
- C. Eight weeks
- D. Ten weeks

**Answer:** D

#### NEW QUESTION 1120

- (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 1123

- (Exam Topic 6)  
Tailoring considerations for project scope management may include:

- A. requirements management, stability of requirements, development approach, and validation and control.
- B. WBS guidelines, requirements templates, deliverable acceptance forms, and verified deliverables.
- C. business needs, product descriptions, project restrictions, and project management plan.
- D. issues defining and controlling what is included in the project, vended deliverables, and quality reports.

**Answer:** A

#### NEW QUESTION 1128

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