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Project Management Professional v5

Sections

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1. Initiation
2. Planning
3. Executing
4. Monitoring and Controlling
5. Closing
6. Mix Questions

Exam A

QUESTION 1

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 2

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

- A. Monitoring and Controlling
- B. Executing

- C. Initiating
- D. Planning

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 3

Monte Carlo is which type of risk analysis technique?

- A. Probability
- B. Quantitative
- C. Qualitative
- D. Sensitivity

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 5

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 6

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



Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 7

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

- A. Requirements traceability matrix
- B. Work breakdown structure (WBS) dictionary
- C. Requirements management plan
- D. Requirements documentation

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 8

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

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 9

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®)

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 10

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 11

Which of the following correctly explains the term "progressive elaboration"?

- A. Changing project specifications continuously
- B. Elaborate tracking of the project progress
- C. Elaborate tracking of the project specifications with a change control system
- D. Project specifications becoming more explicit and detailed as the project progresses

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 12

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 13

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 14

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 15

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

- A. Executing
- B. Monitoring and Controlling

- C. Planning
- D. Initiating

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 16

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 17

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 18

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 19

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

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



Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 20

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

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 21

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

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 22

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.

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 23

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

- A. Define Activities.
- B. Create WBS.
- C. Define Scope.
- D. Develop Schedule.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 24

What is project management?

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 25

An input to the Collect Requirements process is the:

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 26

Projects are separated into phases or subprojects; these phases include:

- A. feasibility study, concept development, design, and prototype.
- B. initiate, plan, execute, and monitor.
- C. Develop Charter, Define Activities, Manage Stakeholder Expectations, and Report Performance.
- D. Identify Stakeholders, develop concept, build, and test.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 27

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 28

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

Correct Answer: C

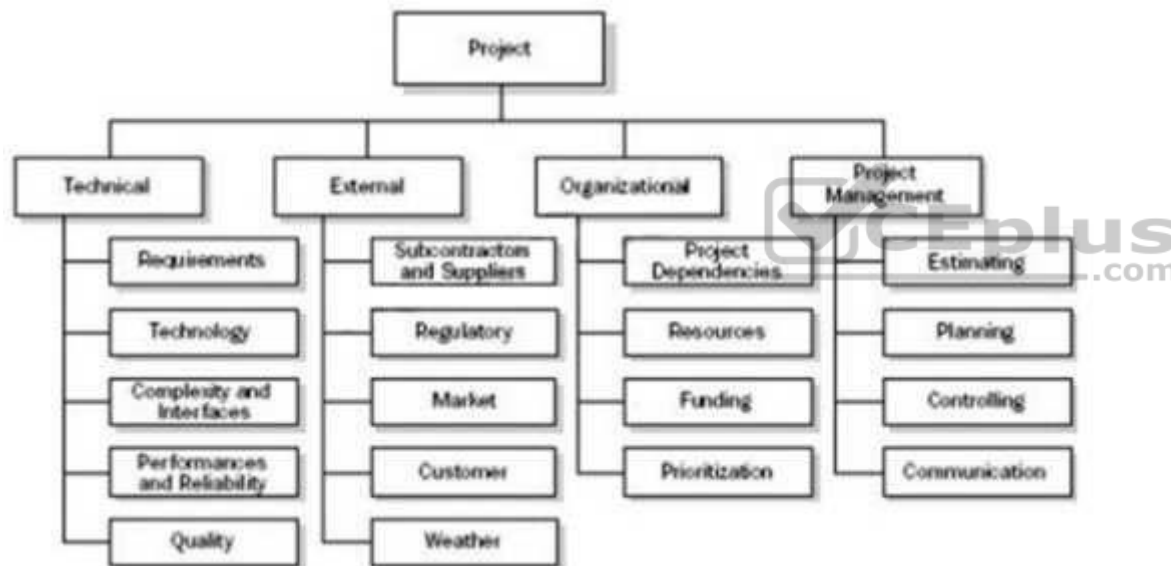
Section: Initiation

Explanation

Explanation/Reference:

QUESTION 29

The diagram below is an example of a:



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

Correct Answer: A

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 30

Who is responsible for initiating a project?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 31

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 32

Risk exists the moment that a project is:

- A. planned.

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 33

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

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

Correct Answer: C

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 34

Which characteristics do effective project managers possess?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 35

Which is an output of the Collect Requirements process?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 36

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.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 37

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 38

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 39

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 40

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.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 41

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

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 42

Which of the following response strategies are appropriate for negative risks or threats?

- A. Share, Accept, Transfer, or Mitigate
- B. Exploit, Enhance, Share, or Accept
- C. Mitigate, Share, Avoid, or Accept
- D. Avoid, Mitigate, Transfer, or Accept

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 43

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.

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 44

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 45

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.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 46

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 47

Prototype development may be used as a tool for which of the following risk response strategies?

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 48

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 49

One of the objectives of a quality audit is to:

- A. highlight the need for root cause analysis.
- B. share the process documentation among stakeholders.
- C. offer assistance with non-value-added activities.
- D. identify all of the gaps or shortcomings.



Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 50

Which statement correctly describes the value of a business case?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 51

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 52

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

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 53

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.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 54

Scope verification is PRIMARILY concerned with which of the following?

- A. Acceptance of the work deliverables.
- B. Accuracy of the work deliverables.
- C. Approval of the scope statement.
- D. Accuracy of the work breakdown structure.



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 55

Who is responsible for determining which processes from the Process Groups will be employed and who will be performing them?

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 56

Which activity is an input to the select sellers process?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 57

Which of the following methods is a project selection technique?



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- A. Flowcharting
- B. Earned value
- C. Cost-benefit analysis
- D. Pareto analysis

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Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 58

Soft logic is also known as what type of dependency?

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 59

Who MUST know when a risk event occurs so that a response can be implemented?

- A. Customers
- B. Project sponsors
- C. Project management team
- D. Insurance claims department

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 60

What are the components of the “triple constraint”?

- A. Scope, time, requirements B. Resources, time, cost
- C. Scope, management, cost
- D. Scope, time, cost

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 61

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

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



Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 62

An input required to develop a preliminary project scope statement is:

- A. Organizational Structure
- B. Organizational Process Assets
- C. Organizational Matrix
- D. Organizational Breakdown Structures

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 63

Which of the following is an example of a risk symptom?

- A. Failure to meet intermediate milestones
- B. Force of nature, such as a flood
- C. Risk threshold target
- D. Crashing, front loading, or fast tracking

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 64

Which is a tool or technique used in scope definition?

- A. Templates, forms, and standards
- B. Change requests
- C. Stakeholder analysis
- D. Project assumptions



Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 65

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

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

D. Risk response planning

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 66

Activity resource requirements and resource breakdown structure are outputs from what Project Time Management process?

- A. Schedule Control
- B. Activity Definition
- C. Schedule Development
- D. Activity Resource Estimating

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 67

A Project Management Office (PMO) manages a number of aspects, including what?

- A. Project scope, schedule, cost, and quality of the products of the work packages
- B. Central coordinator of communication management across projects, and for the delivery of specific project objectives, organization opportunity assessment
- C. Assigns project resources to best meet project objectives
- D. Overall risk, overall opportunity and interdependencies among projects

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 68

Where are product requirements and characteristics documented?

- A. Product scope description
- B. Project charter
- C. Preliminary project scope statement
- D. Communications management plan

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 69

Which type of tool would be used for the quality planning activity?

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



Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 70

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 71

Which of the following is an example of contract administration?

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 72

Which of the following forecasting methods uses historical data as the basis for estimating future outcomes?

- A. Time series
- B. Judgmental
- C. Econometric
- D. Simulation

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 73

What is the definition of project plan execution?

- A. Integrating all planned activities
- B. Performing the activities included in the plan
- C. Developing and maintaining the plan
- D. Execution of deliverables

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 74

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

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 75

The project charter is an input to which process?

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

Correct Answer: B

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 76

For any given project, the project manager, in collaboration with the project team, is responsible for:

- A. Applying knowledge, skills, and processes uniformly.
- B. Informing the project sponsor about which processes are going to be used.
- C. Tailoring the processes to fit the abilities of the organization.
- D. Determining which particular processes are appropriate.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 77

What entity is assigned various responsibilities related to the centralized and coordinated management of those projects under its domain?

- A. Project management office
- B. Project team office
- C. Executive sponsor office
- D. Program management office

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 78

Stakeholder management strategy is an output of:

- A. Plan Communications.

- B. Distribute Information.
- C. Report Performance.
- D. Identify Stakeholders.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 79

What characteristic do project and operational work share in common?

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

Correct Answer: B

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 80

Inputs to Identifying Stakeholders include:

- A. Project charter, procurement documents, enterprise environmental factors, and organizational process assets.
- B. Project charter, stakeholder analysis, enterprise environmental factors, and organizational process assets.
- C. Project charter, stakeholder analysis, enterprise environmental factors, and stakeholder management strategy.
- D. Project charter, procurement documents, expert judgment, and organizational process assets.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 81

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 82

Which of the following tools and techniques is used in the Develop Project Team process?

- A. Acquisitions
- B. Organizational theories
- C. Team-building activities
- D. Virtual teams



Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 83

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

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 84

The project governance approach should be described in the:

- A. change control plan
- B. project scope
- C. statement of work
- D. project management plan

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 85

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

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 86

A project can be defined as a:

- A. Temporary endeavor undertaken to create a unique product, service, or result
- B. Temporary endeavor that produces repetitive outputs
- C. Permanent endeavor undertaken to create a unique product, service, or result
- D. Permanent endeavor that produces repetitive outputs

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 87

A project manager, leading a new project at a large corporation, must develop a high-level estimate in a short period of time. How can the project manager accomplish this?

- A. Ask the sponsor to provide the information.
- B. Look at the organization process assets.
- C. Hire a subject matter expert (SME).
- D. Perform a bottom-up estimate.



Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 88

A media organization is working on starting a new channel. During the process, two team leads have different opinions about the branding of the channel. The head of the channel finds it challenging to work with the leads, and this dynamic starts to affect other team members.

Since this issue may delay the channel's launch, what conflict management technique should the project manager use?

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

D. Force/direct

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 89

During a project's initiation phase, the project manager reviews the business case and finds that information is incomplete. What should the project manager do?

- A. Add an information gap to the risk register.
- B. Review the project statement of work (SOW) to create the project charter.
- C. Revise the business case to narrow the project scope and create the project charter.
- D. Review the business case with the sponsoring organization to confirm that the project aligns with business needs.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 90

A project manager begins a project to develop a network of walkways in a rural area. This is part of a government initiative to enhance pedestrian safety. The project team systematically gathers and analyzes information to measure and manage expectations during the project.

Where should the project manager document their results?

- A. Stakeholder analysis
- B. Quality management plan
- C. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- D. Resource management plan

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:**QUESTION 91**

A project has been initiated that has several project stakeholders from various departments. Some stakeholders are unavailable for the facilitation meeting to discuss end-to-end processes. To satisfy their own personal agenda, the project owner requests that the meeting take place without all stakeholders present.

What should the project manager do?

- A. Reschedule the meeting to accommodate all stakeholders.
- B. Hold a separate meeting with those stakeholders who are unavailable.
- C. Set up a facilitation meeting without all stakeholders to obtain initial requirements.
- D. Discuss stakeholder availability with the sponsor.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 92

A project manager is managing the construction of a new road for which land acquisition is required. Some of the landowners have clearly stated that they will not allow any construction to proceed until they receive compensation. This risk was not initially considered.

What should the project manager do?

- A. Conduct an impact analysis of the new risk.
- B. Update the cause-and-effect diagrams.
- C. Negotiate with the landowners.
- D. Perform additional risk identification.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 93

After joining a new project, the project manager discovers that stakeholders' initial expectations of its duration fail to match their own experience with rolling out similar projects. What should the project manager do?

- A. Present the stakeholders with lessons learned from prior projects.
- B. Ask the project sponsor for additional resources.
- C. Revise the duration estimates to meet stakeholder expectations.
- D. Update the project scope to align with stakeholder requirements.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 94

The procurement department submits a request for proposal (RFP) to potential vendors to execute a project. After the bidder conferences, the project manager receives an email from vendor A requesting clarification of the RFP.

What should the project manager do next?

- A. Amend the RFP with the clarification and resend it to all the vendors.
- B. Email all the vendors with the clarification.
- C. Email vendor A with the clarification.
- D. Obtain management's approval before sending the information.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 95

What should be developed to ensure the clear division of roles and expectations for a team consisting of both internal and external resources?

- A. Resource breakdown structure (RBS)
- B. Matrix organizational structure chart
- C. Networking chart

D. Responsible, accountable, consult, and inform (RACI) matrix

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 96

A key stakeholder misses a project kick-off meeting. The project manager arranges a separate meeting to ensure that the stakeholder understands that the project's expected business value aligns with the organization's strategy.

What are the key areas that should be reviewed?

- A. Cost, schedule, risks, and work breakdown structure (WBS)
- B. Goals, objectives, benefits, and risks
- C. Benefits, effort, and resources
- D. Schedule, benefits, and WBS

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 97

During a project meeting, a stakeholder disagrees with a key deliverable and project milestone listed in the approved project charter. What should the project manager have done to prevent this?

- A. Engaged the stakeholder earlier
- B. Classified stakeholders using a power/interest grid
- C. Met more frequently with the stakeholder
- D. Conducted a thorough stakeholder analysis

Correct Answer: D

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 98

The charter for a project to build a new financial reward system for the sales division is approved. What should the project manager do now?

- A. Develop the scope baseline
- B. Collect scope requirements
- C. Develop the project scope statement
- D. Prepare the scope management plan.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 99

A project manager is working on a complex project with multiple team members and sponsors. What should the project manager do before obtaining project approval and buy-in?

- A. Complete a stakeholder analysis
- B. Meet with the stakeholders.
- C. Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis.
- D. Perform a risk analysis.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 100

While finalizing a project management plan, the project manager encounters a conflict between two team members. Team member A claims that team member B should conduct certain activities on the Gantt chart, while team member B claims these activities should be conducted by team member A.

What document should the project manager consult to clarify this?

- A. Organizational breakdown structure (OBS)

- B. Network diagram
- C. Work breakdown structure (WBS)
- D. Responsibility assignment matrix (RAM)

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 101

The project manager for a new project wants to discuss project execution methodology with all stakeholders. During what meeting should the project manager first discuss this?

- A. Steering committee meeting
- B. Team meeting
- C. Requirements gathering meeting
- D. Kick-off meeting

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 102

An experienced project manager is preparing a kick-off meeting for a new service assessment. A high-level description of the service has been provided.

What should the project manager do next?

- A. Develop the project charter.
- B. Develop the responsible accountable, consult, and inform (RACI) matrix.
- C. Define the project scope statement.
- D. Create the work breakdown structure (WBS).

Correct Answer: C



Section: Initiation

Explanation

Explanation/Reference:

QUESTION 103

While meeting with the project team, the project manager learns that the new department manager, while abroad, is raising questions. What should the project manager do next?

- A. Refer the department manager to the change control board (CCB).
- B. Raise the issue with the project sponsor.
- C. Conduct a stakeholder analysis.
- D. Provide the kick-off meeting notes to the department manager.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 104

A project manager has only a short timeframe in which to complete a project's cost estimation. What estimating technique should the project manager use?

- A. Top-down
- B. Three-point
- C. Bottom-up
- D. Analogous

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 105

Company A wants to subcontract the installation of a factory's building management system to company B. After some adjustments and a review of key stakeholder feedback, company B's project manager needs to develop the project charter for approval.

What should company B's project manager consider as an input when developing the project charter?

- A. Subcontractor submittal approval
- B. Letter of intent
- C. Submission of project management plan
- D. Letter of enquiry

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 106

At the first team meeting, the project manager uses the risks noted in the project charter as a starting point for developing the risk register. After identifying the risks, what should the project team do next?

- A. Calculate the management reserve.
- B. Develop contingent response strategies.
- C. Populate a probability and impact matrix.
- D. Perform quantitative risk analysis.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 107

A company plans to set up a new product that is unlike any previous product they have developed. The project manager must manage customer expectations.

What should the project manager do to identify the project's deliverables?

- A. Use their knowledge and expertise.
- B. Capture deliverables in the project charter and receive approval.
- C. Discuss options with the project sponsor.
- D. Meet with the project team to decide on the deliverables based on the budget.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 108

Stakeholders are unaligned on the project charter that was distributed for approval. What tool or technique should the project manager use to help bring stakeholders into alignment?

- A. Expert judgement
- B. Meeting management
- C. Conflict management
- D. Business case



Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 109

Company A hires a project manager for Company B's new project. What document does the project manager need from company B to develop the project charter?

- A. Scope statement
- B. Statement of work (SOW)
- C. Work breakdown structure (WBS)
- D. Project management plan

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 110

A project manager must obtain approval for a network cabling project. After preparation of detailed information, some team members remain dissatisfied, as the selected equipment is new and insufficiently tested. The project manager determines that the equipment meets technology needs.

What skills should the project manager use to obtain team consensus and sponsor approval?

- A. Interpersonal
- B. Team-building
- C. Stakeholder engagement
- D. Leadership

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 111

A project manager presents the project scope and deliverables to stakeholders. Two stakeholders disagree about the project scope.

What should the project manager do?

- A. Create a project charter to obtain strategic alignment between the two stakeholders.
- B. Update the stakeholder engagement plan to document the concerns.
- C. Brainstorm with the stakeholders to clarify requirements.
- D. Accommodate the project scope requirements of the more senior stakeholder.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 112

A project manager assumes a new project. As part of the initiation process, what should the project manager do prior to the planning stage?

- A. Define the project sign-off criteria and create a risk register.
- B. Develop the project charter and identify the stakeholders.
- C. Start gathering requirements and plan the kick-off meeting.
- D. Acquire the resources and determine the budget.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 113

A project is initiated to deliver a new version of an existing product. The customer is known for being dissatisfied with the products they receive. During the planning meeting, the customer demands that attention be paid to a critical component, as the current version is unusable. What should the project manager do?

- A. Document the customer's issues and fix them in the new version.
- B. Ensure that a detailed collection of requirements and delivery acceptance criteria are obtained.
- C. Refer to the stakeholder engagement plan to understand how to interact with this customer.
- D. Validate the requirements traceability matrix.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 114

A project manager develops a business case during project initiation. What areas should the project manager consider when developing the business case?

- A. Expected resource performance and cost-benefit analysis
- B. Expected resource performance and the project's contribution to the strategic portfolio objectives
- C. Business benefits provided by project deliverables and portfolio analysis
- D. Business benefits provided by project deliverables and the organizational strategy

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 115

After several weeks on a new project, the project manager learns that the accounting department has rejected all charges because the project was not approved. What should the project manager have done to prevent this?

- A. Obtained the funds needed to initiate the project
- B. Verified that the business case was authorized by the steering committee
- C. Planned the resources necessary to initiate the project
- D. Verified that the project charter was authorized by the sponsor

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 116

During project initiation, the project manager learns that the charter was not approved by the proper authorities. The project manager approaches their line manager about this issue, but the line manager instructs the project manager to immediately begin work on the project plan. What should the project manager do?

- A. Follow the line manager's instructions.
- B. Explain the implications of working without approval.
- C. Seek advice from other project managers.
- D. Escalate the matter to the project sponsor.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 117

While preparing a project charter for a new project, a project manager reviews lessons learned from previous projects. The lessons learned documents show frequent issues with low engagement levels and stakeholder misalignment on project objectives. What should the project manager do to avoid repetition of this issue in the new project?

- A. Allow any stakeholder to join the change control board (CCB) at any time in the project.
- B. Include all stakeholders in the responsibility assignment matrix (RAM) for acceptance of the deliverables.
- C. Gather all the requirements provided by every individual stakeholder and include in the work breakdown structure (WBS).
- D. Build a common understanding among stakeholders about key deliverables described in the approved project charter.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 118

To estimate the cost of project activities for a new project, a project manager uses the schedule from a similar project. What tool or technique is the project manager using?

- A. Expert judgment
- B. Parametric estimating
- C. Bottom-up estimating
- D. Analogous estimating

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 119

A new project requires resources with specific skills and competencies from various company departments. Since most company staff are already assigned to other projects, the project manager must identify and agree on available internal human resources, and hire external experts. What should the project manager use first to obtain resources?

- A. Negotiation skills

- B. Acquisition skills
- C. Individual and team assessment tools
- D. Requirements analysis tools

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 120

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 121

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

Correct Answer: D

Section: Planning

Explanation



Explanation/Reference:

QUESTION 122

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 123

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 124

The Plan Stakeholder Management process belongs to which Process Group?

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

D. Monitoring and Controlling

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 125

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.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 126

Which stakeholder classification model groups stakeholders based on their level of authority and their active involvement in the project?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 127

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 128

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

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



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 129

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.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 130

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 131

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 132

An example of a group decision-making technique is:

- A. Nominal group technique.
- B. Majority.
- C. Affinity diagram.
- D. Multi-criteria decision analysis.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 133

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



Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 134

Payback period, return on investment, internal rate of return, discounted cash flow, and net present value are all examples of:

- A. Expert judgment.
- B. Analytical techniques.
- C. Earned value management.
- D. Group decision-making techniques.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 135

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 136

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 137

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 138

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 139

Inputs to the Plan Schedule Management process include:

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

Correct Answer: A
Section: Planning
Explanation



Explanation/Reference:

QUESTION 140

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 141

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 142

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

- A. Work packages.

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 143

When should quality planning be performed?

- A. While developing the project charter
- B. In parallel with the other planning processes
- C. As part of a detailed risk analysis
- D. As a separate step from the other planning processes

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 144

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

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

Correct Answer: C
Section: Planning
Explanation



Explanation/Reference:

QUESTION 145

A regression line is used to estimate:

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 146

Units of measure, level of precision, level of accuracy, control thresholds, and rules of performance measurement are examples of items that are established in the:

- A. Cost management plan.
- B. Work performance information.
- C. Quality management plan.
- D. Work breakdown structure.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 147

When does the project team determine which dependencies are discretionary?

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

D. During the Sequence Activities process

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 148

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:



QUESTION 149

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.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 150

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.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 151

Which quality tool may prove useful in understanding and estimating the cost of quality in a process?

- A. Checksheets
- B. Histograms
- C. Flowcharts
- D. Control charts



Correct Answer: C

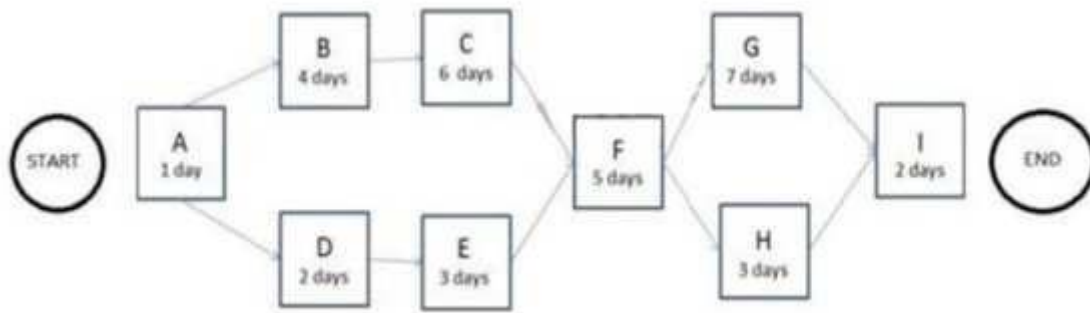
Section: Planning

Explanation

Explanation/Reference:

QUESTION 152

The following is a network diagram for a project.



The total float for the project is how many days?

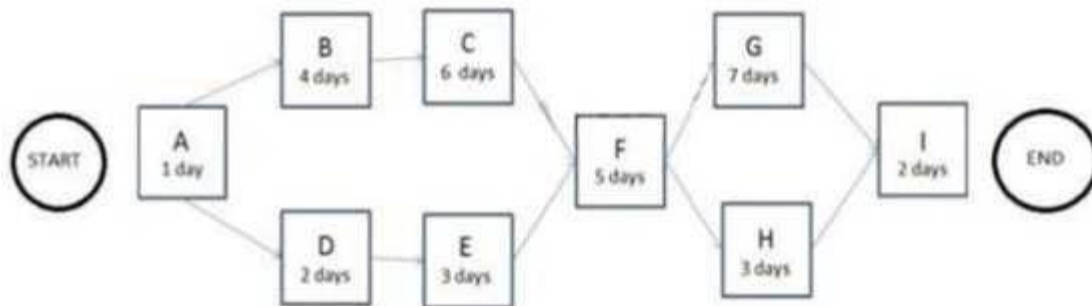
- A. 5
- B. 9
- C. 12
- D. 14

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 153

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

Correct Answer: C

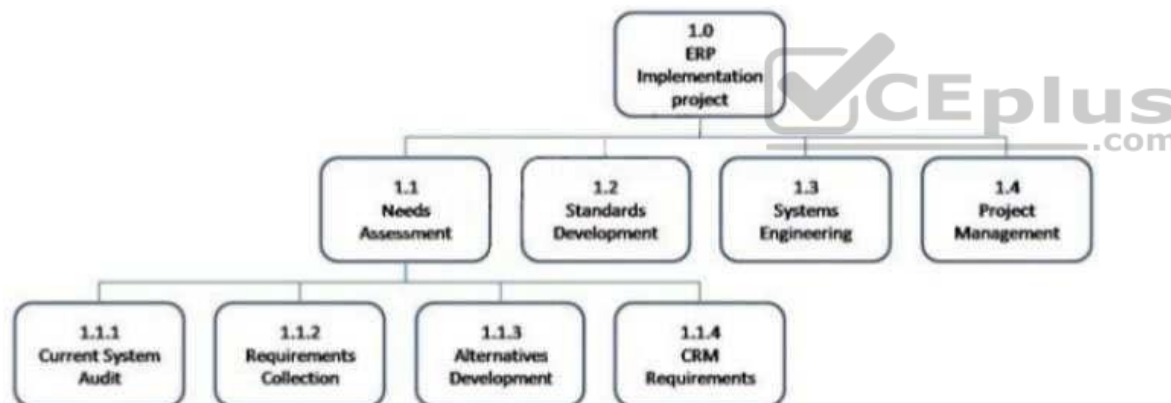
Section: Planning

Explanation

Explanation/Reference:

QUESTION 154

Which type of graphic is displayed below?

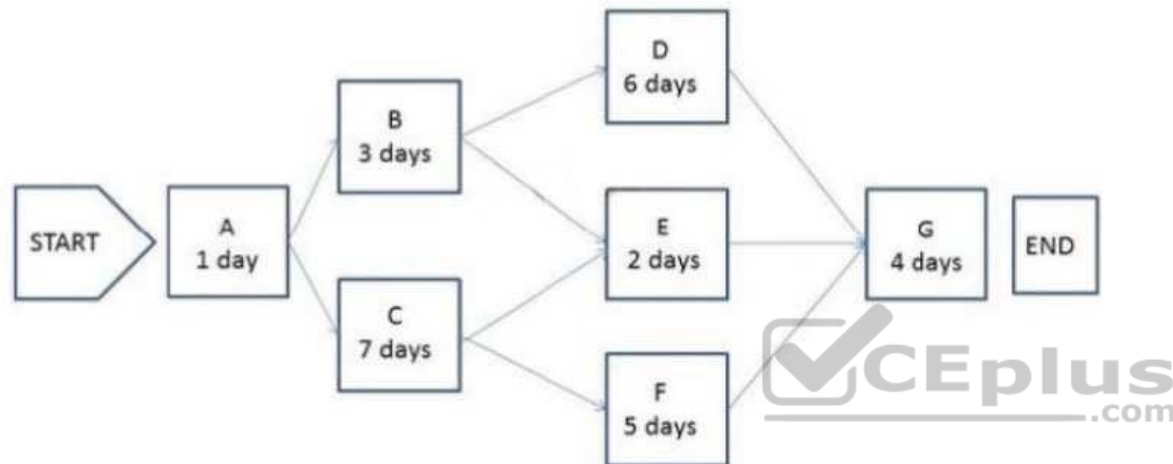


- A. Work breakdown structure
- B. Context diagram
- C. Control chart
- D. Pareto diagram

Correct Answer: A

Section: Planning**Explanation****Explanation/Reference:****QUESTION 155**

The following is a network diagram for a project.



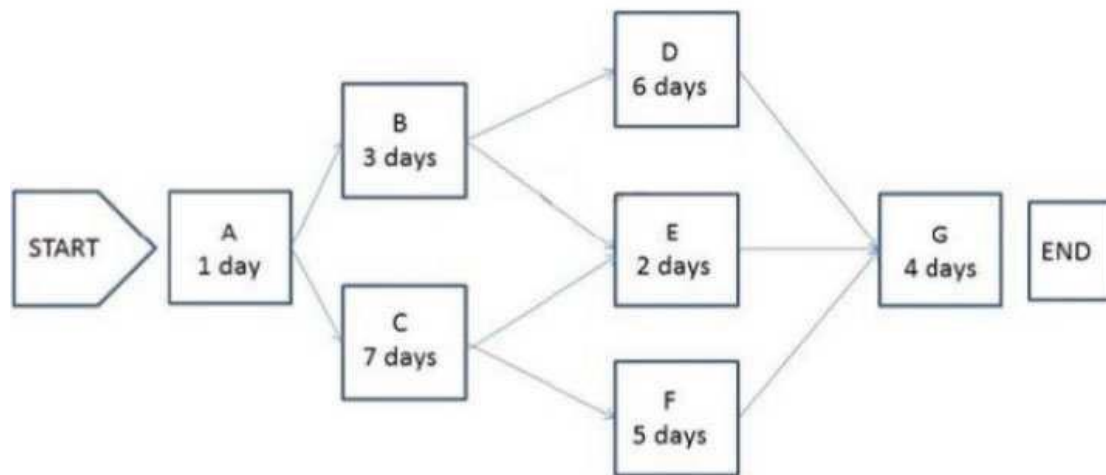
The shortest non-critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 16

Correct Answer: A

Section: Planning**Explanation****Explanation/Reference:****QUESTION 156**

The following is a network diagram for a project.



The critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 17



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 157

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).

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 158

Which items are components of a project management plan?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:



QUESTION 159

Which project document is updated in the Control Stakeholder Engagement process?

- A. Project reports
- B. Issue log
- C. Lessons learned documentation
- D. Work performance information

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 160

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 161

Progressively elaborating high-level information into detailed plans is performed by the:

- A. project management office
- B. portfolio manager
- C. program manager
- D. project manager



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 162

One of the key benefits of the Plan Human Resource Management process is that it:

- A. outlines team selection guidelines and team member responsibilities.
- B. establishes project roles and responsibilities.
- C. improves teamwork, interpersonal skills, and competencies.
- D. provides an accurate appraisal of team member performance.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 163

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 164

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 165

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 166

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

Correct Answer: C
Section: Planning
Explanation



Explanation/Reference:

QUESTION 167

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 168

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 169

Project Scope Management is primarily concerned with:



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- 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.

Correct Answer: C

Section: Planning

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Explanation

Explanation/Reference:

QUESTION 170

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 171

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 172

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

Correct Answer: C

Section: Planning

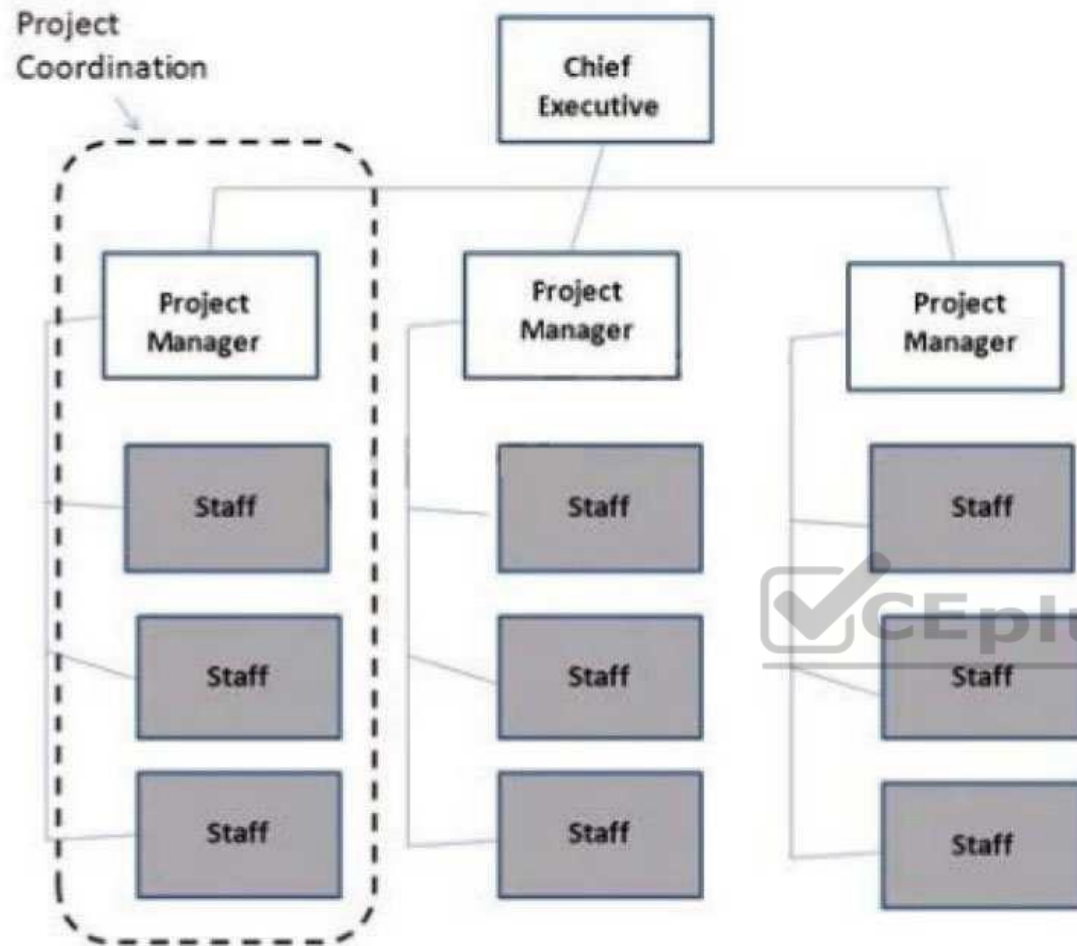
Explanation

Explanation/Reference:

QUESTION 173

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





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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 174

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.

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:



QUESTION 175

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 176

Stakeholder communication requirements should be included as a component of:

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

Correct Answer: C

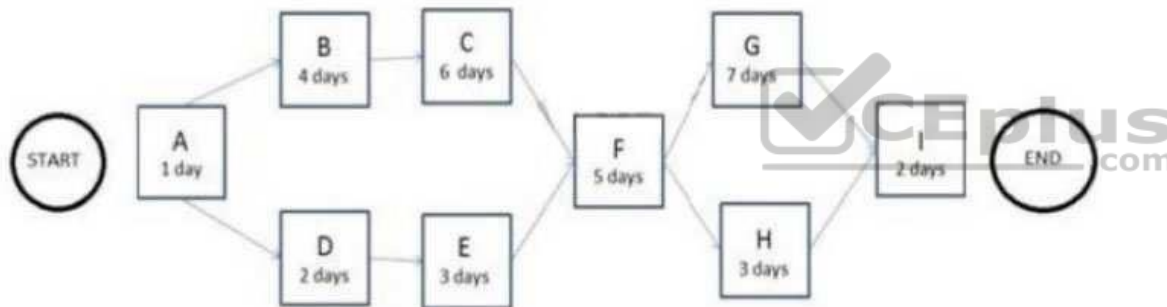
Section: Planning

Explanation

Explanation/Reference:

QUESTION 177

The following is a network diagram for a project.



What is the critical path for the project?

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

Correct Answer: A

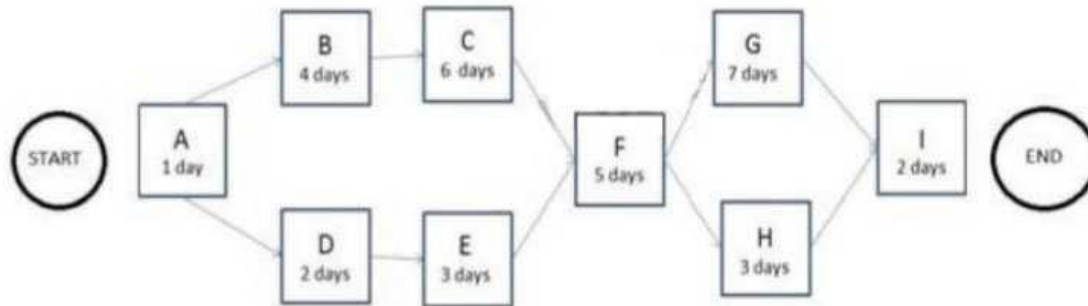
Section: Planning

Explanation

Explanation/Reference:

QUESTION 178

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



Correct Answer: B

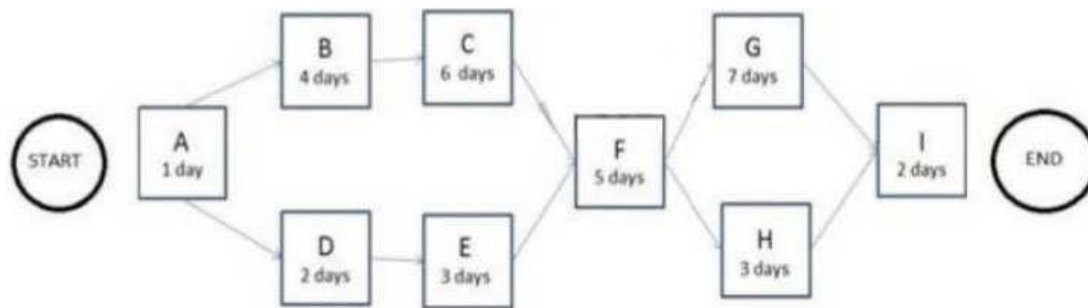
Section: Planning

Explanation

Explanation/Reference:

QUESTION 179

The following is a network diagram for a project.



The free float for Activity H is how many days?

- A. 4
- B. 5
- C. 10
- D. 11

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 180

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.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 181

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 182

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

Correct Answer: D

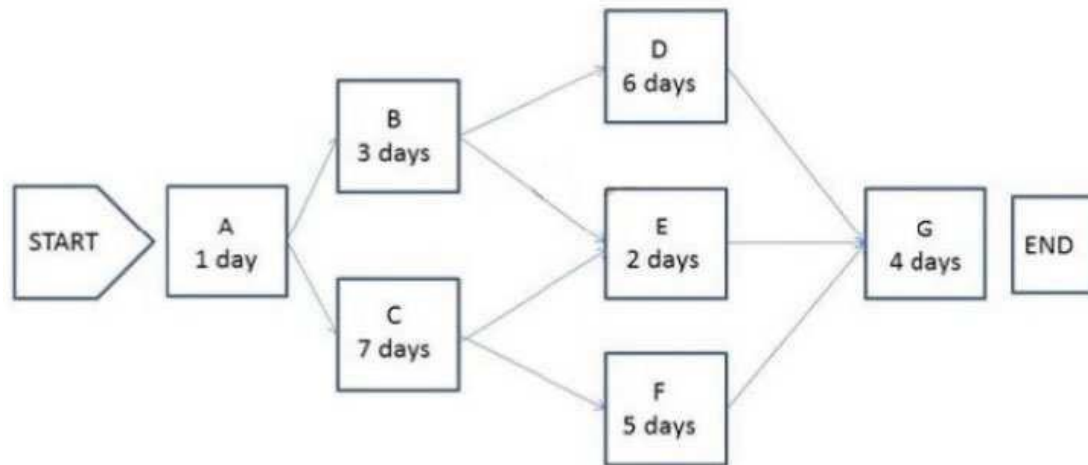
Section: Planning

Explanation

Explanation/Reference:

QUESTION 183

The following is a network diagram for a project.



What is the critical path for the project?

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

Correct Answer: C

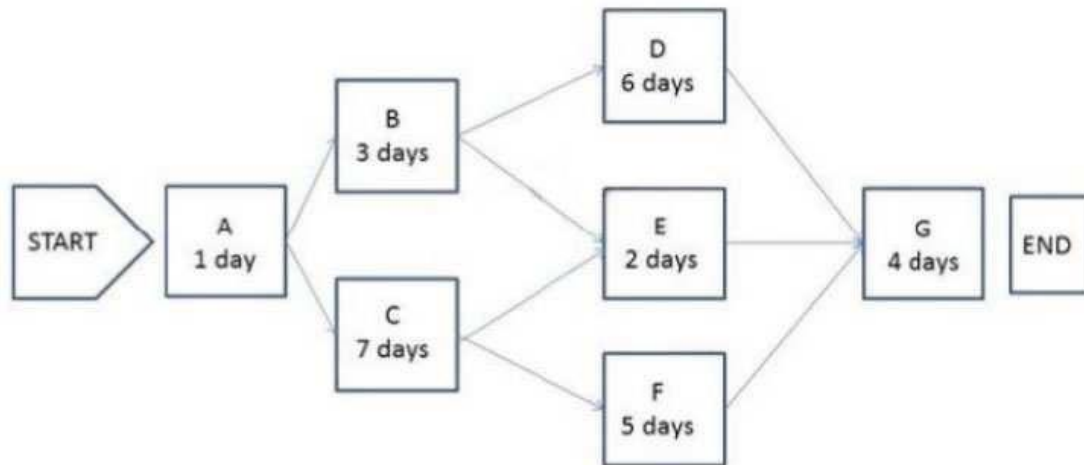
Section: Planning

Explanation

Explanation/Reference:

QUESTION 184

The following is a network diagram for a project.



The total float for the project is how many days?

- A. 3
- B. 5
- C. 7
- D. 9



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 185

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 186

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.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 187

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 188

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 189

Which document includes the project scope, major deliverables, assumptions, and constraints?

- A. Project charter
- B. Project scope statement
- C. Scope management plan
- D. Project document updates



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 190

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 191

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 192

Which component of the human resource management plan describes when and how project team members are acquired and how long they will be needed?

- A. Resource breakdown structure
- B. Staffing management plan
- C. Project organizational chart
- D. Scope management plan

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 193

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 194

When is a Salience Model used?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 195

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 196

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 197

Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

- A. Complete project phase
- B. Project life
- C. The project life cycle
- D. Project cycle

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 198

Which of the following statements correctly characterizes pull communication?

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 199

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

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



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 200

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

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

Correct Answer: D

Section: Planning
Explanation

Explanation/Reference:

QUESTION 201

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:



QUESTION 202

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 203

During which process group is the quality policy determined?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 204

In an organization with a projectized organizational structure, who controls the project budget?

- A. Functional manager
- B. Project manager
- C. Program manager
- D. Project management office



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 205

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

Correct Answer: D

Section: Planning
Explanation

Explanation/Reference:

QUESTION 206

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

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 207

An input to the Create WBS process is a:

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

Correct Answer: C

Section: Planning
Explanation

Explanation/Reference:

QUESTION 208

What is the total float of the critical path?

- A. Can be any number



- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 209

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.

Correct Answer: D

Section: Planning

Explanation



Explanation/Reference:

QUESTION 210

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.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 211

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

- A. Work breakdown structure
- B. Organizational breakdown structure
- C. Resource breakdown structure
- D. Bill of materials

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 212

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.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 213

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 214

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

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

Correct Answer: D

Section: Planning

Explanation



Explanation/Reference:

QUESTION 215

Which Project Management Process Group includes Collect Requirements, Define Activities, Sequence Activities, Perform Qualitative Risk Analysis, and Perform Quantitative Risk Analysis?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 216

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 217

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 218

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 219

An output of the Create WBS process is:

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 220

Which type of chart is a graphic representation of a process showing the relationships among process steps?

- A. Control
- B. Bar
- C. Flow
- D. Pareto

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 221

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

- A. updates.
- B. defect repairs.
- C. preventive actions.
- D. corrective actions.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 222

Which provides the basic framework for managing a project?

- A. Project life cycle
- B. Work breakdown structure (WBS)
- C. Enterprise environmental factors
- D. Project initiation



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 223

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 224

Quality metrics are an output of which process?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 225

Which piece of information is part of the WBS Dictionary?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 226

Tools and techniques used for Plan Communications include the communication:

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 227

Which of the following are outputs of Develop Project Team?

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 228

Which tool or technique is used in Manage Stakeholder Expectations?

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

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 229

The progressive detailing of the project management plan is called:

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

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 230

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

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

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 231

Which is used to solicit proposals from prospective sellers?

- A. Procurement statement of work

- B. Resource calendars
- C. Procurement document
- D. Independent estimates

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 232

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

Correct Answer: C

Section: Planning

Explanation



Explanation/Reference:

QUESTION 233

Which of the following is an input to Control Scope?

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 234

Co-location is a tool and technique of:

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 235

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)



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 236

A required input for Create WBS is a project:

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 237

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:



QUESTION 238

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 239

"Tailoring" is defined as the:

- A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigor.
- B. act of creating a project team with the specialized skills required to produce a required product or service.
- C. action taken to bring a defective or nonconforming component into compliance with requirements or specifications.
- D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scope.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 240

Which is an input to the Verify Scope process?

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



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 241

Which is an output from Distribute Information?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 242

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 243

Activity cost estimates are quantitative assessments of the probable costs required to:

- A. Create WBS.
- B. complete project work.
- C. calculate costs.
- D. Develop Project Management Plan.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 244

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.

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 245

How should a stakeholder who is classified as high power and low interest be grouped in a power/interest grid during stakeholder analysis?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 246

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

Correct Answer: C

Section: Planning
Explanation

Explanation/Reference:

QUESTION 247

During project selection, which factor is most important?

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

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 248

The staffing management plan is part of the:

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

Correct Answer: C

Section: Planning
Explanation

Explanation/Reference:

QUESTION 249

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 250

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

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



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 251

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 252

An input of the Create WBS process is:

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 253

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 254

Inputs to the Plan Risk Management process include the:

- A. cost management plan.
- B. risk management plan.
- C. activity list.

D. risk register.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 255

Which of the following is an output of Define Scope?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 256

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 257

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 258

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

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



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 259

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 260

During what process is the quality policy determined?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:



QUESTION 261

You are assigned to implement the project control plan. What should you do to ensure the plan is effective and current?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 262

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 263

Which type of analysis is used to develop the communications management plan?

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



Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 264

Which of the following is a tool and technique for activity duration estimating?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 265

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

- A. Procurement management plan
- B. Evaluation criteria
- C. Work Breakdown Structure (WBS)
- D. Contract Statement of Work (SOW)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 266

Which of the following are inputs to Activity Definition?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 267

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 268

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 269

Which of the following is an output of the Information Distribution Process?

- A. Project calendar
- B. Communication management plan
- C. Requested changes
- D. Communication requirement plan

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 270

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 271

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 272

Which tool and technique of quality planning 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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 273

What component of the project scope definition defines project exclusions?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 274

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 275

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 276

An input to the Identify Risks process is the:

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



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 277

Which of the following inputs is required for the WBS creation?

- A. Project Quality Plan
- B. Project Schedule Network
- C. Project Management Software
- D. Project Scope Management Plan

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 278

Organizations manage portfolios based on which of the following types of plans?

- A. Strategic
- B. Project
- C. Program
- D. Operational

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:



QUESTION 279

Create WBS is part of which of the following Knowledge Areas?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 280

Which of the following is used to illustrate the connections between work packages or activities and project team members?

- A. Hierarchical-type charts (HTC)
- B. Organizational breakdown structure (OBS)
- C. Work breakdown structure (WBS)
- D. Responsibility assignment matrix (RAM)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 281

A tool and technique used during the Create WBS process is:

- A. decomposition
- B. expert judgment
- C. inspection
- D. variance analysis



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 282

For a project to be successful, the project team must do which of the following?

- A. Complete the project in sequential phases.
- B. Overlook minor stakeholders.
- C. Produce ongoing repetitive products, services, or results.
- D. Select the appropriate processes required to meet the project objective.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 283

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:



QUESTION 284

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 285

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 286

At which stage of the project should certain factors such as the unavailability of human resources due to constraint be considered?

- A. Initiation
- B. Execution
- C. Planning
- D. Monitoring and Controlling

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 287

A project is ready to complete the planning process, and all planning documents have been reviewed and approved by stakeholders. What should the project manager do next?

- A. Conduct a kick-off meeting
- B. Create the schedule baseline
- C. Acquire the resources.
- D. Determine the budget.

Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:

QUESTION 288

While preparing for a kick-off meeting, a project manager learns that some project activities were underestimated, which will cause delays and cost overruns. It is not possible to update project planning before the kick-off meeting.

What should the project manager do?

- A. Postpone the kick-off meeting, perform updates, and present realistic plans.
- B. Reschedule the kick-off meeting and present the current plan with a commitment to review an updated plan with stakeholders.
- C. Present the project management plan but add a risk reserve to address the estimation defect.
- D. Document the schedule constraint in the issue log and present it during the kick-off meeting.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:



QUESTION 289

A major stakeholder is replaced during the planning phase. The new stakeholder has a different view on the project's business needs and wants to immediately include these newly identified business requirements in the scope to avoid any delays.

What should the project manager do next?

- A. Update the project scope statement.
- B. Conduct the Perform Integrated Change Control process
- C. Update the project charter.
- D. Perform project management plan updates.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 290

In the late stages of project planning, a project manager develops a risk response plan with subject matter experts (SMEs) and project team members. The team identifies additional efforts required to mitigate the risk of poor quality in some deliverables.

What should the project manager do next?

- A. Update the project and quality management plans to reflect the added efforts.
- B. Conduct a make-or-buy analysis to determine the best option.
- C. Document the additional efforts in the organizational process assets.
- D. Generate a change request for approval of the added costs associated with added efforts.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 291

A project manager learns there are several unexpected issues in the project's execution. The customer is dissatisfied because the deliverables are taking longer than planned, the costs have increased, and the quality of deliverables is affected.

What process should the project manager have performed with greater emphasis during project planning?

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 292

To complete planning, a project manager wants to organize and summarize the project's 1,000 required tests into a manageable list. What tool should the project manager use?

- A. Histogram
- B. Ishikawa diagram
- C. Affinity diagram
- D. Control chart

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 293

A project manager joins a project during its initial planning phase. The project involves various local government institutions. While interviewing the project sponsor, the project manager learns of the importance of keeping the security officers of two of these institutions satisfied, since project development will be affected without their involvement.

What should the project manager use to record and monitor this information?

- A. Responsibility assignment matrix (RAM)
- B. Power/interest grid
- C. Communication matrix
- D. Risk register

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 294

During a project's first planning meeting, the project team revised some requirements for parts and the manufacturers available for them. The team also revised delivery times and determined what parts could be made on site. After the meeting, the team created a document to establish what, and how items should be procured from each vendor.

What document did the team create?

- A. Procurement statement of work (SOW)
- B. Procurement management plan
- C. Requirements management plan
- D. Resource requirements

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 295

During risk management planning meetings, the project manager realizes that there is a very broad spectrum of risks being identified. This has made it difficult to properly maintain the risk register.

What should the project manager do?

- A. Develop a risk breakdown structure (RBS) to help organize and classify identified risks.
- B. Conduct a root cause analysis to allow for proper risk evaluation.
- C. Generate a probability and impact matrix to calculate the relative probability of the identified risks.
- D. Create a decision tree to calculate the expected monetary value of each risk.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 296

A new project manager joins an existing project near the end of its planning phase. What plan should the project manager review first?

- A. Requirements management
- B. Schedule management
- C. Scope management

D. Project management

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 297

While working on a project, the project manager realizes that stakeholders' delivery expectations differ from what was initially planned. What should the project manager have done to avoid this?

- A. Created acceptance criteria, an assumptions log, and requirements documentation.
- B. Discussed expectations and possible changes with the project sponsor
- C. Develop a requirements traceability matrix
- D. Maintained a risk register for out-of-scope requirements

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 298

After reviewing the project management plan, a project manager notices that some of the resistant team members have become supportive.

Where should the project manager update this information?

- A. Quality management plan
- B. Resource management plan
- C. Stakeholder engagement plan
- D. Communications management plan

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 299

The project manager is about to finalize the project management plan when they discover a mistake. The team meets and identifies that the mistake will not have a high impact on the project.

What should the project manager do?

- A. Wait for plan approval, and then submit a change request.
- B. Inform management, and allow them to decide next steps.
- C. Correct the mistake, and submit the plan for approval.
- D. Escalate the situation to the project management office (PMO) for review.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:



QUESTION 300

While reviewing project performance, the project manager notices misalignment with the project management plan. The project manager works with the team to modify an activity to ensure future success.

What does this describe?

- A. Preventive action
- B. Defect repair
- C. Corrective action
- D. Accomplished action

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 301

A project manager joins a project involving the provision, installation, and deployment of communications equipment for an international customer. The project team will include partners from multiple countries.

What should the project manager do to prepare for a formal project kick-off meeting to develop an implementation strategy?

- A. Meet with partnering representatives to establish a common understanding of project assumptions, constraints, and regulations governing the project.
- B. Work with the project team to develop a list of assumptions and constraints to meet the applicable laws and regulations.
- C. Instruct the partners to explain how they will perform their portion of the work and what they need from the other partners.
- D. Create a risk register that documents the high-risk areas, and identify risk mitigation strategies the negative impact of their occurrence.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 302

As part of a project, a new plant is being constructed in a typhoon-prone area. This may impact the project's schedule and quality.

What should the project manager do to address this?

- A. Implement the Plan Risk Management process and establish a management reserve.
- B. Conduct the Perform Quantitative Risk Analysis process, and plan a risk response.
- C. Outsource the project to transfer the risk.
- D. Establish a contingency reserve.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 303

To implement a customer relationship management (CRM) software solution, a systems project manager must identify the required human resources. What should the project manager reference?

- A. Project team assignments
- B. Organizational theory
- C. Resource requirements
- D. Resource calendars

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 304

Upon approval, a new project manager immediately begins a project. Three months into the project, the project manager identifies numerous obstacles.

What should the project manager have done?

- A. Identified risks
- B. Performed a qualitative risk analysis
- C. Performed a quantitative risk analysis
- D. Planned risk responses



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 305

A project manager identifies that three leaders in the organization have three different expectations about what should be implemented in a project. What did the project manager use to identify this?

- A. Stakeholder analysis
- B. Deliverables definition
- C. Quality variances
- D. Project charter development

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:
QUESTION 306

A performing organization is consulted to implement a supply chain management application for a beverage manufacturing business. During a project meeting with the customer, the performing organization mentions that the predefined budget allocation by the customer needs to be addressed.

Where did the project manager find this information?

- A. Project exclusions
- B. Project assumptions
- C. Project deliverables
- D. Project constraints

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:



QUESTION 307

Which risk analysis diagram is used to compare the relative importance and impact of variables that have a high degree of uncertainty to those that are more stable?

- A. Decision tree
- B. Tornado
- C. Ishikawa
- D. Monte Carlo

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 308

A project manager joins a project that must comply with a country's government regulations. The government is providing a six-month grace period before applying financial penalties. To implement this project, a small group of stakeholders will be involved, who have the legal right to defend their interests and can cause a financial impact on the organization.

What should the project manager do?

- A. Conduct a probability and impact assessment.
- B. Allow any issues to be handled by management.
- C. Adjust the schedule to include time for handling objections.
- D. Create the project management plan and wait to act until issues actually occur.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 309

A project has a senior stakeholder whose input is important, and who needs to be kept informed about the project's status. Rather than receive updates from the project manager, this stakeholder prefers to contact a team member directly. The stakeholder has a connection with this team member that is unrelated to the project, and thinks that this is a way to obtain inside information on the project's true status.

What should the project manager do?

- A. Ask the stakeholder how the additional information that they feel is missing from current communications may be provided.
- B. Keep the team member properly informed about project status so that the stakeholder receives the same information from both sources.
- C. Leave the connection in place, since the information coming via the team member is unofficial and will not create problems.
- D. Tell the team member not to accept calls from the stakeholder, because these calls have an adverse effect on the team member's productivity.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 310

During a project steering committee meeting, the project manager reports that a formerly supportive key team member has become resistant to and negative about changes. Where should this information be captured?

- A. Responsible, accountable, consult, and inform (RACI) matrix
- B. Stakeholders engagement assessment matrix
- C. Risk register and issue log
- D. Work performance reports

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 311

A project has five finish-to-start (FS) activities.

- Activity A takes one day
- Activity B follows A and takes five days
- Activity C follows B and takes two days.
- Activity D follows B and A takes two days.
- Activity E is preceded by C and D and takes two days.

What would be the critical path(s)?

- A. A-B-C-E and A-B-D-E
- B. A-B-C-E and A-D-E
- C. A-B-D-E
- D. A-D-E and A-B-D-E

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 312

A project manager must provide cost estimates to stakeholders. What should the project manager present to avoid unreasonable cuts in the budget that will undermine the project?

- A. High-level costs summarized by resource
- B. Bottom-up costs as the basis for the estimate
- C. Cost estimates as per historical data and other variables
- D. Cost estimates using expert judgement

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 313

A project manager joins a project that is involved with an industry in which they have little experience. An urgent issue is raised on the software development portion of the project.

From whom should the project manager request direction?

- A. Stakeholders
- B. Project management office (PMO)
- C. Development team
- D. Internal subject matter experts (SMEs)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 314

A procurement manager needs to determine what type of contract to use for a construction project using a new supplier. What type of contract incorporates the highest risk?

- A. Cost plus award fee (CPAF)
- B. Cost plus incentive fee (CPIF)
- C. Cost plus percentage of cost (CPPC)
- D. Cost plus fixed fee (CPFF)

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 315

A project manager identifies that a key project stakeholder has a tendency to escalate all issues to their superiors. This often results in tension with management.

What should the project manager do to mitigate this?

- A. Send a formal communication to the stakeholder requesting that they discontinue this practice.
- B. Update the stakeholder engagement plan by marking this stakeholder as high risk.
- C. Closely manage this stakeholder and inform the project board in advance of any possible escalations.
- D. Identify another stakeholder for support.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 316

A project manager develops a project's risk breakdown structure (RBS) divided into four categories. The team identifies a quality problem with one of the project deliverables.

In what category should this risk be included?

- A. Organizational
- B. Project management
- C. Technical
- D. External

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 317

Currently, a project has a considerable list of risks that can significantly impact the project deliverables. What should the project manager do to prioritize the risks?

- A. Sort the risks according to their impact.
- B. Perform a qualitative risk analysis.
- C. Identify what risks have the highest probability.
- D. Perform a quantitative risk analysis.

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:



QUESTION 318

A project manager needs to decide whether to perform engineering design in-house or to outsource it. What plan should help guide this decision?

- A. Resource management
- B. Procurement management
- C. Schedule management
- D. Engineering management

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 319

A project manager must write a proposal that includes overall cost estimates for a new project. The only information that the project manager has received is that the prior project with the customer failed due to lack of funding during the implementation stage.

What should the project manager do next to mitigate risk?

- A. Review the lessons learned repository to understand why the prior project failed.
- B. Choose the appropriate cost estimating method and add contingency to cover overruns based on the previous project.
- C. Increase the contingency reserve to avoid cost overruns during the implementation stage.
- D. Review all project documents related to cost/budget assumptions prior to estimating costs.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 320

A project manager developed a project management plan for a team composed of members based in three countries. The project manager assumed a 40-hour work week for all team members. However, during project execution, the project manager learns that one country's team members work a 35-hour week.

Where should this information have been captured?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Legal requirements documentation
- D. Responsible, accountable, consult, and inform (RACI) chart

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 321

A project team member wants to ensure that deliverables are compliant with the requirements. To accomplish this, the team decides to review the multiple results of the tests performed on different deliverables. The project manager is concerned that this process will affect the time assigned to these verification activities.

What should the project manager use for the review?

- A. Ishikawa diagram and statistical sampling
- B. Statistical sampling and checksheets
- C. Checksheets and Pareto diagrams
- D. Control charts and scatter diagrams

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 322

Activity	Probability of Occurrence	Cost
A	20%	US\$100,000
B	50%	US\$300,000
C	70%	US\$50,000
D	55%	US\$250,000

Based on the table, what activity should receive risk-response-planning priority?

- A. A
- B. B
- C. C
- D. D

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 323

During a company's relocation to a new data center, a project team member discovers that the new data center's power supply is insufficient. To support forecasted growth over the next three years, additional resources costing US\$480,000 will be required.

Since the project manager previously identified this as a risk, what tool should have been used to determine if the contingency budget would adequately cover the costs?

- A. Status meeting
- B. Reserve analysis
- C. Technical performance analysis
- D. Technical performance measurement

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:



QUESTION 324

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.

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 325

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 326

Which Process Group includes the Manage Stakeholder Engagement process?

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

Explanation:

Reason: Control Stakeholder Engagement is in the Monitoring and Control Process.

QUESTION 327

In complex projects/ initiating processes should be completed:

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

D. To estimate resource allocations.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 328

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 329

Tools and techniques used in Direct and Manage Project Work include:

- A. Process analysis and expert judgment
- B. Analytical techniques and a project management information system
- C. Performance reviews and meetings
- D. Expert judgment and meetings

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 330

Which of the Perform Quality Assurance tools and techniques may enhance the creation of the work breakdown structure (WBS) to give structure to the decomposition of the scope?

- A. Activity network diagrams
- B. Affinity diagrams
- C. Matrix diagrams
- D. Interrelationship digraphs

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 331

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 332

An input to the Perform Integrated Change Control process is:

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 333

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 334

Which type of manager is assigned by the performing organization to lead the team that is responsible for achieving the project objectives?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 335

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 336

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)



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 337

Which technique is used in Perform Quantitative Risk Analysis?

- A. Sensitivity analysis



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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 338

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)

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 339

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 340

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

- A. Requested changes
- B. Approved change requests
- C. Work performance information
- D. Implemented defect repair

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 341

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

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 342

While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?

- A. Utilize the change control process.
- B. Crash the schedule to fix the defect.
- C. Leave the defect in and work around it.
- D. Fast-track the remaining development.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 343

Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

- A. Scope audits
- B. Scope reviews
- C. Quality audits
- D. Control chart

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 344

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

- A. Schedule

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 345

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 346

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

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

Correct Answer: B
Section: Executing
Explanation



Explanation/Reference:

QUESTION 347

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 348

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 349

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 350

Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 351

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.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 352

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 353

To which process is work performance information an input?

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 354

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 355

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.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 356

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 357

Organizational planning impacts projects by means of project prioritization based on risk, funding, and an organizations:

- A. Budget plan
- B. Resource plan
- C. Scope plan
- D. Strategic plan

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 358

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.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 359

Which of the following techniques is used during Control Scope?

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 360

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 361

Which tool and technique is used in Conduct Procurements?

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 362

What provides information regarding the ways people, teams, and organizational units behave?

- A. Organizational chart
- B. Organizational theory
- C. Organizational structure

D. Organizational behavior

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 363

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

- A. Organizational breakdown structure (OBS)
- B. Work performance information
- C. Work package
- D. Work breakdown structure (WBS)

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 364

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 365

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

- A. Cost of changes
- B. Stakeholder influences
- C. Risk
- D. Uncertainty

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 366

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 367

Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 368

In which process might a project manager use risk reassessment as a tool and technique?

- A. Perform Qualitative Risk Analysis
- B. Risk Control
- C. Monitor and Control Project Work
- D. Plan Risk Responses

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 369

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 370

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 371

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 372

Which process involves identifying and documenting the logical relationships between project activities?

- A. Develop Schedule
- B. Sequence Activities
- C. Create WBS
- D. Applying leads and lags

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 373

A method to manage stakeholder expectations in the scope statement is to clearly:

- A. state the guiding principles of the organization.
- B. identify alternatives to generate different approaches.
- C. state what is out of scope.
- D. outline the results of the Delphi technique.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 374

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 375

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

- A. organization charts.
- B. ground rules.

- C. organizational theory.
- D. conflict management.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 376

The process of monitoring the status of the project to update project progress and manage changes to the schedule baseline is:

- A. Control Schedule.
- B. Quality Control.
- C. Perform Integrated Change Control.
- D. Develop Schedule.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 377

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 378

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 379

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 380

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

- A. Product scope description
- B. Procurement statement of work
- C. Project schedule

D. Work breakdown structure (WBS)

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 381

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 382

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.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 383

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 384

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 385

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 386

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.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 387

To please the customer, a project team member delivers a requirement which is uncontrolled. This is not part of the plan. This describes:

- A. scope creep.
- B. a change request.
- C. work performance information.
- D. deliverables.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 388

The definition of operations is a/an:

- A. organizational function performing the temporary execution of activities that produce the same product or provide repetitive service.
- B. temporary endeavor undertaken to create a unique product, service, or result.
- C. organization that provides oversight for an administrative area.
- D. organizational function performing the ongoing execution of activities that produce the same product or provide repetitive service.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 389

How many Project Management Process Groups are there?

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 390

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 391

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.

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 392

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 393

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 394

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

Correct Answer: D
Section: Executing
Explanation



Explanation/Reference:

QUESTION 395

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 396

Which type of elaboration allows a project management team to manage at a greater level of detail as the project evolves?

- A. Cyclic
- B. Progressive
- C. Repetitive
- D. Iterative

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 397

Which of the following is an example of schedule compression?

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 398

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 399

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 400

What is a tool to improve team performance?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 401

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 402

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 403

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

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

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 404

Which tool or technique is used in Close Procurements?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 405

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 406

Another name for an Ishikawa diagram is:

- A. cause and effect diagram.
- B. control chart.
- C. flowchart.
- D. histogram.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 407

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.



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 408

Which characteristic do projects and operational work share in common?

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 409

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 410

Which of the following is an output from Control Scope?

- A. Change requests
- B. Variance analysis
- C. Accepted deliverables
- D. Requirements documentation

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 411

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

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



Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 412

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 413

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).

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 414

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 415

Resource calendars are included in the:

- A. staffing management plan.
- B. work breakdown structure (WBS).
- C. project communications plan.
- D. project charter.



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 416

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 417

The project has a current cost performance index of 0.80. Assuming this performance will continue, the new estimate at completion is \$1000. What was the original budget at completion for the project?

- A. \$800
- B. \$1000
- C. \$1250
- D. \$1800

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 418

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 419

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 420

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

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 421

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 422

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 423

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 424

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 425

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 426

Which risk response strategy is common for both positive and negative risks?

- A. Share
- B. Accept
- C. Mitigate
- D. Transfer

Correct Answer: B

Section: Executing

Explanation



Explanation/Reference:

QUESTION 427

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 428

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.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 429

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.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 430

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 431

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 432

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

- A. Manage Stakeholder Expectations.
- B. Monitor and Control Risks.
- C. Plan Risk Management.
- D. Report Performance.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 433

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

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 434

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

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

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 435

Activity Duration	Days	Predecessor
A	5	
B	2	
C	4	A
D	2	B,C
E	5	D

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

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

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 436

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 437

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 438

A risk may be graded into different priorities by which process?

- A. Risk monitoring and controlling
- B. Risk response planning
- C. Qualitative risk analysis
- D. Quantitative risk analysis

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 439

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 440

What are assigned risk ratings based upon?

- A. Root cause analysis
- B. Assessed probability and impact
- C. Expert judgment
- D. Risk Identification

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 441

Which of following could be organizational process assets?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 442

In which process might you use risk reassessment as a tool and technique?

- A. Qualitative risk analysis
- B. Risk monitoring and control
- C. Monitor and control project work
- D. Risk response planning



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 443

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

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 444

What's budget?

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:



QUESTION 445

When managing a project team, what helps to reduce the amount of conflict?

- A. Clear role definition
- B. Negotiation
- C. Risk response planning
- D. Team member replacement

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 446

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 447

Which schedule development tool and technique produces a theoretical early start date and late start date?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 448

Which of the following processes are within the Initiating Process Group?

- A. Develop Project Management Plan and Identify Stakeholders
- B. Develop Project Management Plan and Plan Communications
- C. Develop Project Charter and Identify Stakeholders
- D. Develop Project Charter and Develop Project Scope Statement

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 449

How is scheduled variance calculated using the earned value technique?

- A. EV less AC
- B. AC less PV
- C. EV less PV D. AC less EV

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 450

What is one of the MAJOR outputs of activity sequencing?

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 451

What scope definition technique is used to generate different approaches to execute and perform the work of the project?

- A. Build vs. buy
- B. Expert judgment
- C. Alternatives identification

D. Product analysis

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 452

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 453

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 454

The traditional organization chart structure that can be used to show positions and relationships in a graphic top-down format is called a:

- A. Responsible, accountable, consult, and inform (RACI) chart.
- B. Matrix-based chart.
- C. Human resource chart.
- D. Hierarchical-type chart.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 455

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 456

Inputs to the Define Activities process include:

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

Correct Answer: B

Section: Executing

Explanation



Explanation/Reference:

QUESTION 457

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 458

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 459

A Pareto chart is a specific type of:

- A. control chart
- B. histogram

- C. cause-and-effect diagram
- D. scatter diagram

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 460

What is a tool and technique used in the Develop Project Management Plan process?

- A. Project management information system (PMIS)
- B. Project charter
- C. Quality assurance
- D. Expert judgment

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 461

An issue arises on a project. A team member recalls that this issue has occurred before, but cannot remember the solution.

Where is the first place the project manager should look to find the solution?

- A. Organizational process assets
- B. Checklists
- C. Escalation procedures
- D. Organizational policies

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 462

An approved change request adds an incentive to a lump sum contract if the contractor is able to maintain the current baseline schedule. What should now be updated?

- A. Scope baseline
- B. Project management plan
- C. Cost baseline
- D. Schedule baseline

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 463

A project manager is managing a complex project under adaptive conditions. The project must deliver a new technology in a highly competitive environment, and the project owners can change the project requirements to fit this changing environment.

What should the project manager do to mitigate the possibility of the changing cost of risks?

- A. Regularly analyze the contingency reserve.
- B. Frequently examine the management reserve.
- C. Submit regular change requests for additional funds to manage new risks.
- D. Stop project owners from changing project requirements to prevent scope creep.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 464

During the deployment of a new system, an unexpected power outage occurs. What should the project manager do?

- A. Perform a qualitative risk analysis.
- B. Assess the risk probability and impact.
- C. Categorize the risk, and update the assumptions log.
- D. Refer to the risk register, and inform key stakeholders.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 465

A project team member encounters an issue and identifies a workaround, but fails to inform the project manager. Two weeks later, a similar issue occurs that impacts the project.

What could have prevented this issue's reoccurrence?

- A. Documenting the organizational process assets
- B. Revising the responsibility assignment matrix (RAM)
- C. Performing a root cause analysis
- D. Updating the risk register

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 466

A project has a time and material (T&M) contract with a third-party vendor. The project manager discovers that the law has changed, and that the current terms and conditions are no longer valid.

What should the project manager perform next?



- A. Claims Administration
- B. Conduct Procurements
- C. Control Procurements
- D. Manage Stakeholder Engagement

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 467

Midway through project implementation, stakeholders lose confidence in project management and want to withdraw. What should the project manager use to maintain and improve relationships with the stakeholders?

- A. Interactive communication
- B. Detailed project status reporting
- C. Pull communication
- D. Power/influence grid evaluation



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 468

An issue requires the execution of the project's contingency plan, which impacts the schedule. What should the project manager do?

- A. Initiate a risk audit.
- B. Issue a change request.
- C. Review the cost impact.
- D. Update the contingency plan.

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 469

A project's cost performance index (CPI) is 1.05 and its schedule performance index (SPI) is 0.95. Based on this information, what is the result of the project?

- A. Behind schedule and over budget
- B. Behind schedule and within budget
- C. Ahead of schedule and within budget
- D. On schedule and over budget

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:



QUESTION 470

During the third year of a company's multiyear project, a small company is acquired. New project stakeholders are now identified, who begin suggesting several project changes.

What should the project manager use to manage these stakeholders' recommendations?

- A. Change log
- B. Project charter
- C. Stakeholder register
- D. Risk register

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 471

A product implementation project has a baseline schedule that indicates it should be complete within 30 days using three internal resources. As it nears completion, the project manager learns that one resource has left the project team. The sponsor approves hiring an external resource at an additional cost.

To determine if the contingency reserve will be required, what should the project manager calculate?

- A. Budget at completion (BAC)
- B. Variance at completion (VAC)
- C. Estimate at completion (EAC)
- D. Cost variance (CV)

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 472

A project manager joins an ongoing project for which the client's project manager supported a competitor for the contract's award. The client's project manager is a key stakeholder during delivery.

What should the project manager do to manage this situation?

- A. Identify another stakeholder for support.
- B. Update the stakeholder engagement plan by highlighting this stakeholder's potential hostility.
- C. Include this stakeholder in all important decisions to emphasize that the objective is to deliver value.
- D. Ask management to assign a more senior project manager to the project.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 473

A company is developing a new drug. Regulatory feedback indicates that a budget increase of 20 percent for additional work is required before the project can move to the next phase.

What should the project manager do?

- A. Initiate a change request.
- B. Update the risk management plan.
- C. Check the current outsourcing contracts.
- D. Communicate the situation to the sponsor.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 474

A project manager conducts weekly, face-to-face meetings with a local project team to obtain status updates and inform the team of changes. Midway through the project, a virtual development team is added to handle some additional scope.

Before updating the communications management plan, what should the project manager do?

- A. Schedule a separate weekly call with the virtual development team.
- B. Email the weekly meeting minutes to the virtual development team.
- C. Add a daily teleconference to the schedule.
- D. Update the stakeholder register.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 475

A project manager in a weak matrix organization notices that a resource is behind schedule on a project task. The project manager discovers that this resource was assigned to two other projects by the line manager.

What should the project manager do?

- A. Ask for a replacement.
- B. Request that the resource be released from the other projects.
- C. Schedule a meeting to prioritize the projects.
- D. Ask the resource to work overtime.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 476

A key stakeholder is concerned about a critical risk that may cause the project to run over budget. The project manager wants to share the mitigation plan with the stakeholder.

What should the project manager do first?

- A. Check the organizational chart to determine the stakeholder's department.
- B. Review the risk register to identify the mitigation plan.
- C. Identify which deliverable in the work breakdown structure (WBS) will be affected by the risk.
- D. Consult the communications management plan to identify how to inform the stakeholder.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 477

A product development manager, who is unsure of an initial prototype's requirements, is upset to learn that it must be completed in two months.

What should the project manager have done to avoid this?

- A. Obtained the required resource from the procurement manager
- B. Ensured that the right resources were assigned to the project

- C. Included the product development manager in the communications management plan
- D. Obtained stakeholder agreement on the project's schedule and deliverables

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 478

A project sponsor approves a significant change to project scope that requires additional work and new deliverables from an external provider. What should the project manager do?

- A. Initiate a change request.
- B. Conduct a performance review
- C. Review work performance data.
- D. Employ the contract change control system.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 479

A project manager creates an intranet project repository available to all stakeholders. The expectation is that all updated documents will be shared via this repository.

What type of communication does this describe?

- A. Broadcast
- B. Network
- C. Interactive
- D. Pull

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 480

Due to organizational changes, a key stakeholder is replaced by a new employee. The next status review meeting to update project progress will not take place until next month.

What should the project manager do next?

- A. Schedule a separate meeting with the new stakeholder to brief them on project status.
- B. Prepare and send a project status report to the new stakeholder for review.
- C. Seek advice from the project sponsor on how to obtain support from the new stakeholder.
- D. Wait for the next communication window to share information with the new stakeholder.

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:



QUESTION 481

A project manager has just completed a stakeholder engagement meeting where many points for discussion were deferred. The project manager must provide a response to the stakeholders at next month's meeting.

What should the project manager do next?

- A. Update the risk register and prioritize the deferred points from the stakeholder engagement meeting.
- B. Revise the budget and schedule estimates to include the deferred points requested by the stakeholders.
- C. Submit a change request for the deferred points to update the stakeholder engagement plan.
- D. Document the deferred points in the issue log and assign them to responsible project team members.

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 482

A project's estimated budget is 30 percent higher than what was outlined in the company's annual operations plan. As a result, the project manager experiences difficulty in obtaining approval by the project review board.

What can the project manager do to obtain project approval?

- A. Reduce the project scope
- B. Lower the project's quality level
- C. Ask the project sponsor to increase the budget.
- D. Develop a what-if scenario analysis to reduce project scope and/or postpone the timeline.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 483

A project management office (PMO) assigns a resource to a project. To what should the project manager refer to evaluate this resource?

- A. Expert judgement
- B. Responsible, accountable, consult, and inform (RACI) matrix
- C. Resource management plan
- D. Resource requirements

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 484

During a complex project's execution phase, a critical risk occurs. The project manager begins the process of implementing the agreed-upon risk response plan. However, the response actions are owned by a resource outside the project team who has other priorities.

What should the project manager do?

- A. Use conflict management techniques.
- B. Compromise with the risk owner.
- C. Influence and persuade the risk owner.
- D. Escalate the issue to the risk owner's manager.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 485

A project manager conducts an inquiry into the increase of scrapped material over the past quarter. The project manager assembles a team and proposes a project business case to overhaul the system.

What should the project manager use to justify and establish boundaries for validating the viability of this project?

- A. Cost-benefit analysis
- B. Questionnaires and surveys
- C. Cost of quality (COQ) method
- D. Benchmarking

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 486

A company notices that, during the last six projects, the scope changed substantially. What should the project manager of a new project do first to reduce the likelihood of scope changes?

- A. Ask for management's guidance.
- B. Review lessons learned from the previous projects.
- C. Review the project scope statement.
- D. Plan to mitigate the impact of scope change.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 487

Two project team members have a different understanding of the intent of a work package. What should the project manager do?

- A. Empower the team members to request clarification from the client.
- B. Conduct a brainstorming session with the team.
- C. Review the work breakdown structure (WBS) dictionary with the team members.
- D. Tell the team members to refer to the work authorization system.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 488

Late in a project's implementation stage, the project manager discovers that a requirement was omitted. What should the project manager do next to correct this?

- A. Inform the stakeholders
- B. Submit a change request
- C. Inform the sponsor.
- D. Change the requirements.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 489

A project stakeholder requested a scope enhancement that was not approved due to budget constraints. Two months later, the project manager learns that the budget has enough flexibility to enhance scope.

To resubmit the identical request, to what document should the project manager refer?

- A. Change log
- B. Issue log
- C. Risk register
- D. Stakeholder register

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 490

A project manager notices that there is limited participation and contribution from a new team member. What should the project manager do?

- A. Discipline the new team member.
- B. Review the roles and responsibilities of each team member.
- C. Discuss the situation with the project sponsor.
- D. Write a complaint to the human resources department.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 491

During risk analysis for a building renovation project, it is discovered that the building contains toxic materials that must be removed. What should the project manager do to mitigate this risk using the risk transference strategy?

- A. Increase the management reserves to address the potential impact of additional time and cost.
- B. Ask the client to remove the toxic materials and exclude this work from the contract.
- C. Train personnel how to remove the toxic materials and then perform the work.
- D. Hire a contractor to perform the work.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 492

A smooth-running project was meeting schedule and cost baselines until an unexpected change in the geopolitical situation arose. As a result, the client instructs the project execution team to mobilize to a neutral, remote, offshore location.

What should the project manager do first?

- A. Continue working from the current location without disclosing it to the client, and manage client meetings at the offshore location.
- B. Prepare a transition plan for mobilizing resources and establishing an office at the new location.
- C. Advise stakeholders that the project should be cancelled because project execution at the new location is impossible.
- D. Initiate change management procedures and assess the impacts on the project's cost and schedule.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 493

During a project's execution, a modification in a data entry specification is made. Due to the modification, three model defects are identified for repair.

What should the project manager do?

- A. Update the risk register.
- B. Escalate to the project sponsor
- C. Enter change log items
- D. Submit change requests

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 494

A project is scheduled for implementation during the next three months. However, the key stakeholder wants to complete the project sooner in order to mitigate a regulatory compliance risk.

What should the project manager do?

- A. Fast track the schedule.
- B. Follow the change control process.
- C. Reprioritize project timelines and update the schedule.
- D. Crash the schedule.



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 495

During project execution, several concerned stakeholders confront the project manager with concerns. The project manager discovers that these stakeholders' expectations were unrecorded and, hence, unmet.

What should the project manager have consulted to avoid this?

- A. Communications management plan
- B. Project charter
- C. Stakeholder analysis

D. Stakeholder engagement plan

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 496

The project manager for a medium-sized project expects materials from a vendor to arrive in time to deliver an upcoming milestone. However, the project manager learns there will be a three-week delay, which will directly impact the schedule. The type of contract used with the vendor was firm fixed price (FFP).

What type of contract should the project manager use in the future to mitigate vendor delays?

- A. Fixed price incentive fee (FPIF)
- B. Cost plus award fee (CPAF)
- C. Time and material (T&M)
- D. Fixed price with economic price adjustment (FP-EPA)

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 497

An IT department's deliverable is two weeks late. If the deliverable is not completed by the end of the week, the project will be placed on hold. Within the last two weeks, the project manager communicated the issue to the IT department, spoke with the IT project manager, and elevated the risk level in the risk register.

To support the work, what should the project manager do next?

- A. Analyze stakeholder communications requirements.
- B. Validate the communications management plan.
- C. Apply the escalation process defined in the communications management plan.
- D. Communicate to the project stakeholders that the project will be delayed.



Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 498

A functional manager complains that an employee is involved in too many project meetings, wasting valuable time that could be used for other responsibilities. To what document should the project manager refer to address this?

- A. Work breakdown structure (WBS)
- B. Resource calendar
- C. Network diagram
- D. Work performance report

Correct Answer: B
Section: Executing
Explanation
Explanation/Reference:



QUESTION 499

A project manager joins a project to handle the merger between a digital marketing firm and an advertising firm. Team members from both firms are finding it difficult to work together.

What should the project manager do?

- A. Schedule training to enhance the competencies of both teams.
- B. Conduct team-building activities to build a collaborative working environment.
- C. Initiate team assessments to understand both teams' strengths and weaknesses.
- D. Offer recognition and rewards to promote team cohesion.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 500

A project manager is unable to continue work on a project from its current location. The project manager quickly identifies a provider in another location and wants to begin the contract immediately. The project management office (PMO) declines approval due to past, negative issues and selects another provider. However, this has caused significant project delays.

What should the project manager do to avoid this type of delay in the future?

- A. Use existing resources, even if the cost is increased.
- B. Ask the team to suggest possible ways to manage the changes.
- C. Engage all project stakeholders and roll out the recovery plan to manage the change.
- D. Ask the PMO to be more collaborative to facilitate timely completion.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 501

Product design is 60 percent complete when a team member notices that a required environmental parameter was updated. Incorporating this change will increase project costs.

What should the project manager do?

- A. Request re-approval of the project scope via a signed contract.
- B. Meet with the sponsor to discuss including the change in the project's scope.
- C. Initiate a change request with the change control board (CCB).
- D. Inform the client about the change, and request additional funds.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 502

Due to the use of a new technology, a milestone on a project's critical path is missed. What should the project manager do to calculate a new end date?

- A. Reestimate the remaining work with the team.
- B. Base it on the current cost performance index (CPI).
- C. Use the current schedule performance index (SPI).
- D. Multiply the SPI by the CPI.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 503

A project manager notices that a contracted consultant has become an obstruction in the project's critical path. Currently, the consultant is the only one who can accomplish a particular activity. The project manager discovers that the consultant is busy on another company project.

What should the project manager do to resolve this conflict?

- A. Require the project management office (PMO) to contract another consultant to work on that particular activity.
- B. Meet with the sponsor to explain the situation, and request that the consultant be assigned exclusively to their project.
- C. Meet with the consultant and the project manager of the other project to understand and negotiate the consultant's availability to meet both projects' needs.
- D. Ask the consultant to train the team on the required skills to avoid dependency on the consultant's availability.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 504

A project has virtual teams in different geographic areas that are working on the same deliverables. Due to the project members' unavailability for conference calls, some milestones have been unmet.

What should the project manager do to resolve this matter and prevent future issues?

- A. Create and keep the resource calendar updated and shared with team members
- B. Ask the project teams to allocate more resources.
- C. Perform an analysis, and revise the action plan for resource allocation.

D. Request that the functional team manager monitors team members' availability.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 505

Prior to the implementation of a system upgrade, a team member discovers a critical defect in the current system that must be fixed. What should the project manager do?

- A. Implement the fix and install it with the upgrade.
- B. Notify the operational manager, as this is not a project issue.
- C. Take no further actions since the project scope has been finalized.
- D. Notify the project sponsor and execute the Perform Integrated Change Control process

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 506

During a project's execution phase, the project manager receives notice from environmental authorities to stop work. What should the project manager have done to avoid this?

- A. Defined a detailed scope of work
- B. Developed a comprehensive project management plan
- C. Identified project risks
- D. Identified stakeholders

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 507

During project execution, a project team develops a new response for an existing risk that will reduce the schedule by 30 days. What document should the project manager update?

- A. Work breakdown structure (WBS)
- B. Risk breakdown structure (RBS)
- C. Mitigation plan
- D. Risk register

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 508

Midway through project execution, several stakeholders raise concerns about team performance and delivery. The project manager believes the project is progressing per the approved scope, budget, and schedule. What should the project manager do next?

- A. Email the stakeholders to assure them of action.
- B. Consult the communications management plan to manage stakeholders' expectations.
- C. Ask the project sponsor to intervene.
- D. Ask stakeholders to escalate their concerns to the CEO.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 509

A project has an external dependency on a changing regulatory requirement planned to go into effect after the project's scheduled go-live date. The project team informs the project manager that a missed milestone caused a delay, which could push the go-live date. This delay may result in the regulatory requirement becoming mandatory for project implementation. What should the project manager do first?

- A. Add more resources to ensure that the project is delivered before the regulatory requirement is in effect.
- B. Revise the project scope to include the new regulatory requirement.

- C. Update the risk register and risk ranking to reflect the impact of the delay
- D. Review the consequences of noncompliance with the new regulatory requirement.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 510

A project manager is working on a software implementation project for which a well-defined change management plan is in place. During project execution, a software developer notices that an untested and unapproved security patch needs to be installed or the system will become unstable. What should the project manager do?

- A. Immediately install the patch so that implementation can proceed.
- B. Update the risk register.
- C. Consult with the project sponsor.
- D. Schedule a meeting per the change management plan.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 511

During project execution, a project manager learns that a team member's functional manager believes they should not execute a certain task. What document should the project manager review to resolve this?

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS)
- C. Organizational chart
- D. Resource management plan

Correct Answer: A

Section: Executing

Explanation



Explanation/Reference:

QUESTION 512

A project manager receives an approved change request related to a project's governance framework. What should the project manager do to implement this change?

- A. Revisit the plan project process and update all planning documents affected by the change.
- B. Re-estimate the durations of project activities affected by the change.
- C. Put the project on hold until the impact of the change can be assessed.
- D. Submit the change request to the project steering committee for approval.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 513

After stakeholders in a company's sales department examined all the deliverables, they state that there has been a change in the company strategy. Therefore, important changes must be made to the requirements. The project manager believes that these changes make the deliverables unusable. What should the project manager do?

- A. Evaluate and incorporate the changes to the project management plan to start executing them.
- B. Evaluate the impact on the project, coordinate with the sponsor and close the project.
- C. Request that stakeholders specify the new requirements and present them to the change control board (CCB).
- D. Request the details about the new requirements, evaluate them with the project team, and recommend whether to continue or close the project.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 514

During the execution of a US\$20 million project in a balanced matrix structure, a subject matter expert (SME) is pulled by their department manager. What should the project manager do to complete the project on time?

- A. Update the resource management plan
- B. Negotiate with the department manager for a replacement.
- C. Escalate the issue to the department manager's line manager.
- D. Refer the issue to the project management office (PMO).

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 515

During the execution of an IT project, a project manager warns of the possibility that the main server may fail due to constant, local-area electrical outages. The project manager signs a contract to rent an additional server from a local company. What strategy is the project manager using?

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 516

During a project's execution phase, the project team fails to meet client expectations for the deliverables. The project manager wants to remove distractions and focus the team on the objectives.

What should the project manager do?

- A. Set up new ground rules for team expectations.
- B. Create a war room to enhance the team's ability to communicate.
- C. Update the communications management plan to include additional communications.

D. Coach the team members on how to be better team players.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 517

Although previously identified project risks have not yet materialized, a project appears to be in trouble. The project manager implements the appropriate risk responses, but this fails to bring the project back on track.

What should the project manager do next?

- A. Transfer the risks.
- B. Update the risk register.
- C. Request a risk audit.
- D. Analyze the risks.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 518

A customer asks that a project be completed two weeks early. Their intent is to launch the product before the competition.

What should the project manager do next?

- A. Apply schedule compression techniques.
- B. Review the critical path.
- C. Perform resource leveling.
- D. Initiate a change request.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 519

A project's original budget at completion (BAC) was calculated as US\$100,000, but the estimate at completion (EAC) is US\$120,000. If the schedule performance index (SPI) is equal to 1, what is the cost performance index (CPI)?

- A. Equal to 1.2
- B. Less than 1
- C. Equal to 1
- D. Greater than 1

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 520

A project manager for a 12-month project has a budget of US\$2 million. The project's first three months indicate a cost to date of US\$500,000, an actual cost of US\$550,000, and an earned value (EV) of US\$525,000. What is the project's current status?

- A. Ahead of schedule and under budget
- B. Ahead of schedule and over budget
- C. Behind schedule and over budget
- D. On schedule and under budget

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 521

After relocating an entire team to a remote project site, the project manager discovers a discrepancy between the project contract and the project scope. What should the project manager do to avoid delays and the underutilization of the relocated team?

- A. Discard the contract and proceed with the project scope.
- B. Issue a change request to correct the contract.
- C. Perform a cost analysis and bill to the customer.
- D. Evaluate the impact of the discrepancy and report the findings to the sponsor.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 522

A lengthy, ongoing project exhausts a project team. Due to deadline issues, the project manager needs to encourage team members. What should the project manager do?

- A. Review the project charter and propose extending the project schedule.
- B. Provide more recognition and rewards to team members.
- C. Discuss the situation with the team.
- D. Request additional resources.



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 523

A sponsor proposes a project scope change that is popular with the project team and key stakeholders. What should the project manager do?

- A. Follow the scope change request process.
- B. Notify stakeholders of the change.
- C. Update the project requirements.
- D. Modify the work breakdown structure (WBS).

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 524

A global project is meeting schedule, scope, and cost requirements. Then, a labor strike in one of the countries causes a key resource to become unavailable. How can the project manager resolve this?

- A. Allow the team to work overtime.
- B. Negotiate a schedule extension with the customer.
- C. Implement the planned risk responses.
- D. Update the risk management plan.

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 525

The project manager of a pipeline project hires a construction contractor using a cost plus fixed fee (CPFF) contract. The contractor provides the project manager with an estimate of US\$50,000, and a fixed-fee amount of US\$5,000. When the pipeline is completed, the construction cost is US\$60,000. What amount should the contractor be paid?

- A. US\$65,000
- B. US\$60,000
- C. US\$55,000
- D. US\$50,000

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 526

While preparing a project's third progress report, the project manager identifies that the project will experience delays due to late material deliveries. The two previous project reports indicated that the project was on track. What should the project manager do next?

- A. Discuss it with the project team to determine the most appropriate way to respond.
- B. Add it to the issue log and include it in the project report.
- C. Contact the procurement manager to expedite delivery of the material.
- D. Escalate the issue to the project owner and request a schedule change.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 527

A project execution phase overlaps with a holiday in the country where the majority of team members are based. This phase is critical, and all team members are required to work through the holiday. This negatively impacts team morale. What should the project manager have done to avoid this?

- A. Requested help from other teams based in other countries
- B. Postponed project activities
- C. Prepared the stakeholder engagement plan
- D. Better developed the resource management plan



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 528

A large risk to a project is identified, and the risk management plan is executed. Upon completion of the approved actions, what should the project manager do?

- A. Update the risk management plan.
- B. Revise the project schedule and the budget.
- C. Update the lessons learned.
- D. Identify new risks, and monitor residual risks.

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 529

A project team discovers an opportunity to enhance software without impacting the budget or schedule. The team makes the enhancement without proper documentation, which later causes production issues. What process should have been conducted to prevent this?

- A. Control Schedule
- B. Perform Qualitative Risk Analysis
- C. Plan Scope Management
- D. Perform Integrated Change Control

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 530

Activity Number	Duration:Days	Start	Finish	Dependencies
1	5	1-Jan	6-Jan	
2	7	7-Jan	14-Jan	1,FS
3	11	7-Jan	18-Jan	1,FS
4	7	19-Jan	26-Jan	2,FS 3,FS
5	4	27-Jan	31-Jan	4,FS

Based on the project schedule, how much float is there for activity number 4?

- A. 0 days
- B. 4 days
- C. 7 days
- D. 9 days

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 531

After completing a project schedule, the project manager learns that the sponsor wants an earlier completion date without incurring additional costs. What technique can the project manager use to meet these requirements?

- A. Resource leveling
- B. Fast tracking
- C. Monte Carlo simulation
- D. Crashing



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 532

While reviewing the statement of work (SOW), two stakeholders disagree on what the project should include. What should the project manager do?

- A. Include the stakeholders' comments for future reference in the project charter.
- B. Meet with the two stakeholders to resolve the conflict and reach agreement.
- C. Document the stakeholders' opinions but include the remaining stakeholders' input in final decision making.
- D. Document the conflict in the issue log before participating in the development of the project charter.

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 533

Some raw materials are required for a new factory project, most of which are procured from different countries. Based on their experience with similar projects, the project manager knows that the material from certain countries might be delayed by customs.

What should the project manager do?

- A. Implement a risk response.
- B. Perform a risk identification.
- C. Update the issue log.
- D. Conduct an impact analysis.

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:



QUESTION 534

A joint venture project between two partner organizations has been completed. The project involved the sharing of proprietary information unique to each organization and the subsequent creation of new intellectual property unique to the project and equally owned by both partners.

What approach should be used in dealing with the shared proprietary information and new intellectual property created as a result of the project?

- A. Each partner should retain its intellectual property and decide how to use the new intellectual property.
- B. Both partners should agree on a legal basis for the new intellectual property and previously shared proprietary information.
- C. Both parties should agree on the new intellectual property, and each partner should retain its own proprietary information.
- D. Both partners should create a new company that will hold unique rights over the new intellectual property.

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 535

Due to increased price volatility, a vendor asks the project manager to make a price change that will affect the project contract. What should the project manager do next?

- A. Ask the change control board (CCB) for approval.
- B. Execute the approved change.
- C. Evaluate the impact, then update the risk register, project management plan, and budget.
- D. Submit a change request and analyze the impact.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 536

A project management team is developing a project management information system (PMIS) as a collaboration tool for internal and external stakeholders. A dashboard is updated monthly with information on the project's performance. What type of communication method does this describe?

- A. Corporate intranet
- B. Interactive
- C. Project progress reporting
- D. Pull

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 537

When conducting procurements, what process should the project manager implement to obtain stakeholder agreement?

- A. Update Stakeholder Engagement Plan
- B. Manage Stakeholder Engagement
- C. Monitor and Control Project Work

D. Plan Procurement Management

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 538

A project manager for a large, complex project learns that numerous stakeholders will be impacted by the project. The stakeholders are from various parts of the organization and are at different levels within the hierarchy. The project manager knows it is important to maintain good relations with the stakeholders, but with so many, the task seems difficult.

What should the project manager do to gain the most support from stakeholders?

- A. Ensure that they all feel equally important to the project.
- B. Ask the project sponsor for help with stakeholder engagement.
- C. Engage with stakeholders at the highest level of the organization and ask that they show support to the others.
- D. Increase engagement based on each stakeholder's level of influence and potential project impact.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 539

The implementation of a business requirement for an IT project impacts several applications. The application owner notices that changes to a function in application X can be started only upon completion of the development of a new feature in application Y. This is an example of what dependency?

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 540

A demanding project stakeholder insists that an additional feature be added to a project product without changing the scope, budget, or schedule. The project manager allows this feature to be included since it adds great value to the end product. However, this lengthens the project schedule and increases project cost. Which process should the project manager have followed before including the additional product feature?

- A. Change management
- B. Schedule and cost management
- C. Product scoping
- D. Requirements definition

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 541

A project has been ongoing for a year. Early in the year, its schedule performance index (SPI) was 1.2; its most recent SPI is 0.7. What did the project manager use to track and communicate this information?

- A. Project communications
- B. Project management information system (PMIS)
- C. Performance reporting
- D. Variance analysis

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 542

A project manager develops a risk breakdown structure (RBS) and divides it into four categories. Later, the team identifies a regulation issue with one of the customer's requirements.

In what category should this new risk be included?

- A. Technical
- B. Organizational
- C. External
- D. Project management

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 543

An external provider is late with the delivery of a finished item. As a measure of goodwill, and to maintain the project's schedule, the provider offers to bear the cost of renting a temporary system.

Since no schedule slippage will occur, what should the project manager do next?

- A. Account for this additional resource in the work breakdown structure (WBS).
- B. Take no further actions because there is no schedule slippage.
- C. Conduct the Perform Integrated Change Control process.
- D. Update the project documents.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 544

A project manager wants to recruit another team member to replace an architect who resigned. What document should capture this change?

- A. Ground rules
- B. Project management plan

- C. Organizational process assets
- D. Responsibility assignment matrix (RAM)

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 545

During a product's testing phase, the customer discovers that a previously identified defect remains unfixed. What should the project manager do?

- A. Review and update the issue log.
- B. Identify and discuss corrective actions with the team.
- C. Assign a team member to fix the issue.
- D. Update the risk register.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 546

What should a project manager use to determine next steps when safety issues are identified?

- A. Variance analysis
- B. Earned value management (EVM)
- C. Root cause analysis
- D. Corrective action

Correct Answer: D

Section: Executing

Explanation



Explanation/Reference:

QUESTION 547

A project manager is creating a program evaluation and review technique (PERT) diagram. A primary activity on the critical path has a most optimistic time of three weeks, a most pessimistic time of seven weeks, and a most likely time of five weeks. What is the activity's expected time?

- A. 3 weeks
- B. 5 weeks
- C. 6 weeks
- D. 7 weeks

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 548

A project manager assumes a three-year, multiphase project with tight timelines. Stakeholder schedules permit time for addressing only essential activities. How should the project manager handle updating the lessons learned?

- A. Schedule lessons learned meetings at the end of each phase.
- B. Wait to gather lessons learned until the end of each year.
- C. Periodically seek feedback on lessons learned.
- D. Fast track the project by gathering lessons learned only at the end of the project.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 549

Which item is an input to the Define Activities process?

- A. Schedule data

- B. Activity list
- C. Risk register
- D. Scope baseline

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 550

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 551

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 552

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 553

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.



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 554

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

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

D. Planning

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 555

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 556

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 557

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



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

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 558

The iterative and interactive nature of the Process Groups creates the need for the processes in which Knowledge Area?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

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QUESTION 559

Market conditions and published commercial information are examples of which input to the Estimate Costs process?

- A. Scope baseline
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk register

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 560

When does Monitor and Control Risks occur?

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 561

Which process occurs within the Monitoring and Controlling Process Group?

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 562

Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and operational definitions are used?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 563

How is the schedule variance calculated using the earned value technique?

- A. EV less AC
- B. AC less PV
- C. EV less PV
- D. AC less EV

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 564

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 565

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

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



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 566

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 567

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 568

Analogous cost estimating relies on which of the following techniques?

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 569

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



- A. risk data quality assessment.
- B. variance and trend analysis.
- C. data gathering and representation techniques.
- D. risk audits.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 570

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.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 571

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.

Correct Answer: B

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 572

An input to the Perform Quantitative Risk Analysis process is the:

- A. quality management plan.
- B. project management plan.
- C. communications management plan.
- D. schedule management plan.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 573



Section: Monitoring and Controlling
Explanation

Explanation/Reference:

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 574

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

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 575

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

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

C

QUESTION 576

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 577

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 578

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

Correct Answer:

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

- C. Five weeks
- D. Six weeks

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 579

What is the primary benefit of meeting quality requirements?

- A. Quality metrics
- B. Less rework
- C. Quality control measurements
- D. Benchmarking

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 580

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

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

C

QUESTION 581

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

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 582

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.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 583

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

Correct Answer:

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 584

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 585

Which technique is utilized in the Control Schedule process?

- A. Performance measure
- B. Baseline schedule
- C. Schedule network analysis
- D. Variance analysis

D

QUESTION 586

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

- A. Increases
- B. Decreases

- C. Stays the same
- D. Has no bearing

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 587

Which quality control technique illustrates the 80/20 principle?

- A. Ishikawa diagram
- B. Control chart
- C. Run chart
- D. Pareto chart

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 588

Administer Procurements is part of which Process Group?

Correct Answer:

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 589

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 590

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 591

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

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 592

When a permitting agency takes longer than planned to issue a permit, this can be described as a risk:

- A. event.
- B. response.
- C. perception.
- D. impact.



Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 593

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

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 594

Which of the following is a tool or technique used in the Determine Budget process?

- A. Variance analysis
- B. Three-point estimating
- C. Bottom-up estimating
- D. Historical relationships

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 595

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

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 596

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 597

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.

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 598

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 599

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 600

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).

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 601

The process improvement plan details the steps for analyzing processes to identify activities which enhance their:

- A. quality.
- B. value.
- C. technical performance.
- D. status.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 602



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.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 603

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



Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 604

How is quality control performed?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 605

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

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 606

Ensuring that projects and programs are reviewed to prioritize resource allocation is a focus of which of the following?

- A. Project management
- B. Program management
- C. Portfolio management
- D. Relationship management

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 607

On what is project baseline development established?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 608

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

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 609

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 610

Using the following data, what is the Schedule Performance Index (SPI)?

EV= \$500 PV= \$750 AC= \$1000 BAC= \$1200

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 611

What is the minimum a project schedule must include?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 612

When does risk monitoring and control occur?

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 613

What is an objective of the Developing Project Team Process?

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 614

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

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



Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 615

Which process occurs within the Monitoring and Controlling Process Group?

- A. Cost Control
- B. Quality Planning
- C. Quantitative Risk Analysis
- D. Cost Budgeting

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 616

Which of the following are outputs of the Monitor and Control Project Work process?

- A. Requested changes, forecasts, recommended corrective actions
- B. Forecasts, resources plan, bottom up estimating
- C. Recommended corrective actions, cost baseline, forecasts
- D. Requested changes, recommended corrective actions, project constraints

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 617

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

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 618

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 619

As part of a mid-project evaluation, your project sponsor has asked you to provide a forecast of total project cost. You should calculate the forecast using which of the following methods?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 620

Forecasts, requested changes, recommended corrective actions, and organizational process asset updates are all outputs of which process?

- A. Risk response planning
- B. Risk monitoring and control
- C. Performance reporting
- D. Manage stakeholders

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 621

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

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 622

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

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 623

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 624

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



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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 625

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

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 626

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

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 627

When a control chart is used to monitor performance of a process, which of the following will be set by the project manager and the appropriate stakeholders to reflect the point(s) at which corrective action will be taken to prevent exceeding the specification limits?

- A. Upper and lower control limits
- B. Upper and lower specification limits
- C. Process mean
- D. Data points

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 628

Which type of control tool identifies whether or not a process has a predictable performance?

- A. Cause and effect diagram
- B. Control Charts
- C. Pareto Chart
- D. Histogram

Correct Answer: B

Section: Monitoring and Controlling

Explanation/Reference:

QUESTION 629

Which technique is utilized in the Schedule Control process?

- A. Performance Measure
- B. Baseline Schedule
- C. Schedule Comparison
- D. Variance Analysis

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 630

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

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

Correct Answer: B

**Section: Monitoring and Controlling
Explanation**

Explanation/Reference:



QUESTION 631

An associate who calculates fees daily to support the department is doing which of the following?

- A. Phase work
- B. Project work
- C. Lifecycle work
- D. Operations work

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 632

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

- A. Expert judgment.
- B. Bidder conference.

- C. Procurement negotiation.
- D. Performance reporting.

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 633

What is the critical chain method?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 634

Schedule milestones and a predefined budget are examples of:

- A. Project constraints.
- B. Requirements documentation.
- C. Organizational process assets.
- D. Activity cost estimates.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 635

Cost variance (CV) is equal to earned value:

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 636

Cost of quality (COQ) refers to total cost of/to:

- A. All efforts related to quality.
- B. Product inspection activities.
- C. Maintain plan quality.
- D. Perform quality control.



Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 637

Which of the Project Time Management processes analyzes activity sequencing, durations, resource requirements, and schedule constraints?

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 638

Budgets reserved for unplanned changes to project scope and cost are:

- A. Contingency reserves.
- B. Management reserves.
- C. Authorized budgets.
- D. Cost baselines.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 639

Projects are authorized by which of the following individuals?

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



Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 640

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 641

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 642

Which standard examines an enterprise's project management process capabilities?

- A. PMBOK Guide
- B. The Standard for Program Management
- C. Organizational Project Management Maturity Model "OPMJ"
- D. The Standard for Portfolio Management

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 643

Which of the following tools and techniques is used to estimate cost?

- A. Budget forecast

- B. Variance analysis
- C. Activity cost estimate
- D. Three-point estimate

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 644

What are the key components of the communication model?

- A. Encode, message and feedback-message, medium, noise, and decode
- B. Encode, messaging technology, medium, noise, and decode
- C. Sender, message and feedback-message, medium, noise, and translate
- D. Receiver, message and feedback-message, medium, noise, and decode

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 645

One of the fundamental tenets of modern quality management states that quality is:

- A. planned, designed, and built in.
- B. planned, designed, and inspected in.
- C. built in, created, and reviewed.
- D. built in, created, and standardized.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 646

Analyzing the strengths, weaknesses, opportunities, and threats (SWOT) of a project is known as:

- A. calculating cost of quality
- B. comparing project benefits
- C. performing measurements analysis
- D. identifying risks

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 647

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 648

A project is being audited, and the project manager receives numerous comments and questions from an unfamiliar person in the company. The project manager shares this information with team members, none of whom know this person. The project manager is unsure how to manage this situation.

What should the project manager do first?

- A. Review the responsible, accountable, consult, and inform (RACI) matrix.
- B. Respond to the person's comments and questions.
- C. Check the stakeholder register.
- D. Review the work breakdown structure (WBS).

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 649

Due to a change in market conditions, the project sponsor insists on a scope change for a project that is scheduled for completion in a month. In addition, the sponsor requires that the same schedule be maintained.

What should the project manager do?

- A. Propose project crashing.
- B. Seek formal approval from the change control board (CCB).
- C. Discuss the issue with the stakeholders and modify the project management plan.
- D. Meet with the project team for ideas on how to move forward and modify the project charter.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 650

A new product has been released. During testing, some defects were discovered and resolved, and a number of features were newly identified that would enhance the product.

What should the project manager do?

- A. Begin work on delivering these new features before closing the project.
- B. Transfer ownership in accordance with the plan.
- C. Implement a partial transfer of ownership while the additional work is being done.
- D. Disregard the additional requirements.

Correct Answer: C

**Section: Monitoring and Controlling
Explanation**

Explanation/Reference:

QUESTION 651

A set of high-impact, repetitive tasks must be executed during a project. What can the project manager use to ensure that all team members consistently perform these tasks in the same manner?

- A. Quality metrics
- B. Quality controls
- C. Quality audits
- D. Quality checklists

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 652

A project manager detects more errors than usual during software component development. Which process did the project manager use to detect this?

- A. Monitor Risks
- B. Control Quality
- C. Manage Quality
- D. Plan Quality Management



Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 653

A project's primary focus is staying on schedule. To monitor this, the project manager requests monthly progress reports from the contractor.

What should the project manager ask the contractor to include in these reports?

- A. Gantt chart
- B. Work breakdown structure (WBS)
- C. Network chart
- D. Schedule attributes

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 654

During project implementation, the project manager reviews identified key performance indicators (KPIs) and determines that the project is within budget and on schedule. To what process does this activity belong?

- A. Review Scope Baseline
- B. Review Project Performance
- C. Perform Integrated Change Control
- D. Monitor and Control Project Work

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 655

A project team member identifies a quality issue that may cause the product to be rejected by the customer. However, the project sponsor wants to deliver the product.

What should the project manager do?

- A. Update the issue log.
- B. Deliver the product.
- C. Review the quality checklist.
- D. Ensure that the product meets customer requirements.

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 656

A team must be appointed to do quality checks, but the project manager cannot obtain stakeholder consensus on the team's composition. What selection criteria can the project manager present to influence consensus?

- A. Knowledge of customer requirements, organizational policies and industry standards, and project metrics.
- B. Knowledge of stakeholder expectations, market landscape, and project scope statement
- C. Knowledge of the product benchmark, business case, and quality assurance
- D. Knowledge of the stakeholder engagement plan, approval criteria, and document specifications

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 657

During scope verification meetings, an end user often rejects the same type of deliverables, although many of the requirements are met. After conducting a root cause analysis, the project manager learns that a specific quality control process was not performed due to lack of resources.

What should the project manager have done to avoid this?

- A. Created quality checklists
- B. Ensured that quality was managed
- C. Held quality control process meetings
- D. Requested more resources for quality control activities

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 658

During a review meeting, the project manager realizes that scheduled quality control inspections were not conducted. Since the project is running short on time, the project manager decides to hold a joint customer acceptance inspection.

What should the project manager do next?

- A. Advise the team to ensure that all specifications are maintained so the client accepts the deliverable.

- B. Create a nonconformance report and initiate a corrective action with the project team.
- C. Keep the customer informed and seek approvals.
- D. Issue a change request to extend the project schedule to complete the quality checks on time.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 659

In a long-running project, both approved and rejected changes have been managed successfully via the change control process. But lately, the change control board (CCB) has been slow to process change requests. Therefore, due to time constraints, some changes are being evaluated by team members instead of following the process, and this trend is increasing.

What should be done to avoid scope creep?

- A. Ask the project sponsor to escalate the issue with the CCB to the project management office (PMO).
- B. Address and correct the issue with the CCB.
- C. Escalate the issue to the program manager.
- D. Reject new changes, as time constraints are important, and the risk of scope creep is high.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 660

A project manager must track schedule variances over time. What tool or technique should be used to determine whether or not the variances are within acceptable limits?

- A. Cause-and-effect diagram
- B. Control chart
- C. Scatter diagram
- D. Control panel diagram

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 661

Because a project is behind schedule, the sponsor suggests reducing the time for quality assurance testing. What should the project manager do?

- A. Perform quality control measurements.
- B. Follow the quality management plan.
- C. Perform quality audits.
- D. Change the quality requirements.

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 662

Upon completion of the deliverables, the customer finds that they fail to meet the required functionality specifications. What should the project manager do to resolve this?

- A. Update the project documentation.
- B. Review the requirements management plan.
- C. Consult the quality management plan.
- D. Identify the process controls

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 663

During a status meeting, a stakeholder requests a new requirement that was previously unidentified. What should the project manager do?

- A. Deny the request
- B. Perform a risk analysis.
- C. Implement the change and update the project management plan.
- D. Execute the Perform Integrated Change Control process.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 664

A project manager, the project team, and stakeholders meet to discuss and resolve project issues. What process does this describe?

- A. Control Scope
- B. Validate Scope
- C. Manage Communications
- D. Direct and Manage Project Work

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 665

A development project's earned value is US\$640,000, and the planned value is US\$800,000. What should the project manager do to control this variance?

- A. Calculate the earned value and change the project baseline to reflect the latest project status.
- B. Reallocate US\$160,000 to project tasks that are behind schedule.
- C. Use project performance measurement and decide on corrective actions.
- D. Release US\$160,000 to the supplier to fast-track the project so that it is completed on time and within budget.

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 666



A project manager completes the requirements traceability matrix but indicates that not all requirements will be addressed. What should the project manager do to resolve this situation?

- A. Compile requirements through affinity diagrams.
- B. Define the scope by using facilitation.
- C. Plan scope management using expert judgement.
- D. Control the scope through variance analysis.

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 667

A project manager discovers a significant flaw in a major project deliverable. Which project management process is being performed?

- A. Manage Quality
- B. Control Quality
- C. Plan Quality Management
- D. Statistical Sampling



Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 668

Deliverables are being validated prior to client handoff. Quality team members find some defective parts and send them for rework by the assembly line team.

Under what cost of quality (COQ) classification does this fail?

- A. Cost of nonconformance
- B. Cost of conformance
- C. Quality control cost
- D. Quality measurement costs

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 669

During a fast-tracked project, outputs are required for production immediately. A new engineering team member submits quality testing to the project manager for approval, but the project manager rejects it.

What should the project manager do next?

- A. Explain the quality communications guidelines to the team member.
- B. Have the quality assurance team train the team member.
- C. Ask the team member to review the quality management plan.
- D. Advise the team member to follow the change control procedure.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 670

A project manager identifies the root cause of a quality issue and implements corrective action. What should the project manager do next?

- A. Conduct an inspection of the issue.
- B. Update the lessons learned documentation.
- C. Revise the checksheets and organize the facts.
- D. Perform a variance analysis.

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 671

During the first year of a three-year project, a key supplier with a long lead time stops production and closes its factory. What should the project manager do first?

- A. Review the risk register.
- B. Meet with the change control board (CCB)
- C. Perform a root cause analysis.
- D. Rebaseline the project.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 672

A vendor who historically has not had quality issues, is delivering low-quality parts. The project manager is concerned that this will cause a delay due to rework.

What tool or technique should the project manager use to address this?

- A. Performance reporting
- B. Procurement control system
- C. Performance reviews
- D. Contract change control system



Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 673

During a multiple-year project, the client and contractors have differing opinions on the project's deliverables, schedule, and quality. What should the project manager do to resolve this conflict?

- A. Review the project management plan with the client.
- B. Develop the project schedule and ensure that the client agrees to it.
- C. Ensure that the client approves the quality management plan.
- D. Meet with the project team to discuss the deliverables.

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 674

A project manager must determine the reasons for undesirable field-testing results so that corrective actions may be implemented. What tool should the project manager use?

- A. Cause-and-effect diagram
- B. Pareto diagram
- C. Affinity diagram
- D. Scatter diagram

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 675

As a result of negative client feedback, a project manager is replaced midway through a project. The new project manager needs to compare stakeholders' current attitudes to their original support for the project.

What will help the project manager with this task?

- A. Stakeholder engagement assessment matrix
- B. Requirements traceability matrix
- C. Stakeholder register
- D. Interpersonal skills

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 676

A project manager wants to establish a benchmark for comparing actual project performance with the project management plan. What process should the project manager complete to generate this model?

- A. Develop Project Charter
- B. Sequence Activities
- C. Develop Schedule
- D. Create WBS

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 677

A vendor has a contract to deliver products for a project on the first day of each month. An inspection reveals that some product components are not meeting design requirements.

What should the project manager do next?

- A. Request an audit of all deliverables, and apply penalties to the vendor.
- B. Demand the necessary corrections from the vendor, and update the progress report.
- C. Conduct an audit of all deliverables, and hire another vendor.
- D. Insist that the vendor make all necessary corrections, and update the risk register

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 678

A vendor contracted to provide a critical component regularly revises the expected delivery date. The latest schedule submitted by the vendor leaves a float of only two weeks while it is still six weeks before delivery.

What should the project manager do?

- A. Work with the procurement manager to identify ways to expedite vendor activities.
- B. Ask the vendor to maintain the agreed-upon delivery date.
- C. Identify an alternate vendor and cancel the order with the current vendor.
- D. Perform a reserve analysis.

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 679

Weekly project progress reports sent to stakeholders by the project manager indicate that the project is behind schedule. During an informal discussion with the project sponsor, the project manager learns that the sponsor is unaware of the schedule deviation.

What should the project manager have done to avoid this?

- A. Asked the sponsor to proactively engage the project team
- B. Reviewed the communication methods in the communications management plan
- C. Ensured that the sponsor was actively engaged during the development of the communications management plan
- D. Confirmed that communication of the schedule deviation was reaching the appropriate stakeholders.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 680

An experienced project manager is assigned to a project that could fail to meet its goals and objectives. What should the project manager do to decrease the likelihood of this happening?

- A. Actively manage stakeholder involvement.
- B. Review change control procedures.
- C. Manage quality
- D. Regularly update lessons learned communications.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 681

During a project review, the construction manager reports that the concrete production rate has changed over the last three months. What analysis should be conducted?

- A. Earned value (EV)
- B. Critical path
- C. Trend
- D. Cost

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 682

Based on an identified risk that has a major severity level, a project sponsor asks for a quantitative risk analysis of the project. The project manager is unsure if there is sufficient time to perform that kind of analysis. The company's board is waiting for a formal response.

What should the project manager do to address the situation without jeopardizing project outcomes?

- A. Hold a team meeting to obtain the information needed for a quantitative risk analysis.
- B. Review the risk management plan to see if a quantitative risk analysis is required.
- C. Meet with the project sponsor to review the identified risk, and issue a risk response plan.
- D. Perform a quantitative risk analysis, and update the risk register and risk response plan.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 683

A project's earned value (EV) report indicates that an activity's cost variance (CV) is -5,000 and its schedule variance (SV) is 1,000. What is the status of this activity?

- A. Behind schedule and over budget
- B. On schedule and within budget
- C. Behind schedule and within budget
- D. Ahead of schedule and over budget

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 684

A project management office (PMO) asks a project manager to calculate a project's contingency reserves. What should the project manager do?

- A. Review the risk management plan.
- B. Check the total cost and add a reserve to cover quality issues.
- C. Ask the PMO to increase the budget according to company policies.
- D. Add a percentage to the cost based on previous experiences.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 685

A client adds a new feature and requests a budget update. The development of this feature cannot extend the project schedule for more than one month. The client has already agreed to a cost per hour.

What should the project manager do next?

- A. Calculate project performance using the earned value management (EVM) method.
- B. Estimate the required number of additional project resources.
- C. Update the resource management plan.
- D. Review the responsibility assignment matrix (RAM).

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 686

A project is midway through its execution stage when the project manager learns that some stakeholders are complaining about insufficient project updates. What should the project manager do first?

- A. Send the latest project updates to all stakeholders.
- B. Meet more frequently with these stakeholders.
- C. Determine if the communications management plan is being followed.
- D. Acknowledge that a step is missing in the communication models.

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 687

A novice project manager with limited knowledge of the construction industry is preparing to conduct a quarterly project review meeting. What should the project manager use as a framework to facilitate the meeting and to communicate information that includes schedule, risk, performance, and budget?

- A. Scope management plan
- B. Work breakdown structure (WBS)
- C. Requirements management plan
- D. Work performance reports

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 688

A new project stakeholder is identified who has interest in, but little authority or influence on, the project. How should the project manager handle this stakeholder?

- A. Provide information to the stakeholder as needed.
- B. Work closely with the stakeholder to proactively address their concerns.
- C. Keep track of the stakeholder and respond to their needs.
- D. Include the stakeholder on standard updates and keep them satisfied.

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 689

A project manager is assigned to an ongoing project and receives notification from another department that they were not made aware of timeline slippage on one of the key deliverables. To which document should the project manager first refer?

- A. Project management plan
- B. Risk matrix
- C. Communications management plan
- D. Project charter



Correct Answer: C

**Section: Monitoring and Controlling
Explanation**

Explanation/Reference:

QUESTION 690

A project team member discovered an issue with the system being developed. The project manager learns that the team member fixed the issue without consulting the change control board (CCB).

What should the project manager do?

- A. Request additional funds to train the team member.
- B. Determine if the documentation has been updated by the CCB.
- C. Submit a change request to the CCB.
- D. Remove the team member from the project.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 691

Key stakeholders disagree about the details in the project charter that describe how to deliver project requirements. What tool or technique should the project manager use to resolve this issue and obtain project charter approval?

- A. Expert judgement
- B. Facilitation
- C. Focus groups
- D. Decision making

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 692

A project manager has been keeping stakeholders informed about an unforeseen issue that caused a production delay. The issue is resolved, but a key stakeholder is dissatisfied because the product was delivered late.

What should the project manager have done to avoid this?

- A. Continuously updated the stakeholder engagement plan
- B. Created more communication styles with which to update stakeholders
- C. More frequently notified stakeholders or project changes
- D. Obtained stakeholder feedback on the changes

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 693

A project manager has a resource assigned to their project who lacks the necessary experience to complete the required tasks. What should the project manager do?

- A. Ask the project sponsor to reassign the resource.
- B. Update the project team assignments.



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- C. Work with the resource to train and bridge the performance gap.
- D. Ask an experienced team member to mentor this resource.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 694

Without consulting the project manager, a functional manager removes key project resources in order to assign them operational tasks. Since these resources are now focused on operational tasks rather than deliverables, the deliverables run late.

What should the project manager do first?

- A. Extend the project timeline.
- B. Escalate the functional manager's actions to the sponsor.
- C. Negotiate time allocation to prioritize the resources' workload.
- D. Ask to have the resources replaced immediately.

Correct Answer: C

Section: Monitoring and Controlling

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Explanation/Reference:

QUESTION 695

A company has a history of implementing system integration projects using their in-house software with a vendor hardware infrastructure. A project manager, new to the company, has no prior experience with vendor integration projects.

What should the project manager do?

- A. Refer to the project statement of work (SOW).
- B. Review the project charter.
- C. Seek expert judgement.
- D. Meet with the sponsor.

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 696

During a team review, the project manager learns that the schedule performance index (SPI) is 0.8 and the cost performance index (CPI) is 0.7. The project manager asks team members to work overtime.

How will this affect the CPI?

- A. It will decrease.
- B. It will remain the same.
- C. It will increase.
- D. It will return to 1.0

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 697

A project sponsor constantly asks the project technical lead for project information. To prevent this issue from continuing, what should the project manager do?

- A. Hold a one-to-one meeting with the project sponsor.
- B. Send an updated stakeholder engagement plan to the technical lead.
- C. Provide an updated communications management plan to all stakeholders.
- D. Email all stakeholders requesting that they contact the project manager directly with questions.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 698

During a program review, it is noted that a project is struggling with known challenges because the project manager is inexperienced. What should the project management office (PMO) do?

- A. Replace the project manager with a more experienced one.
- B. Have the project manager review the lessons learned repository.
- C. Send the project manager to external training.
- D. Tell the project manager to create an issue log.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 699

During a weekly progress meeting, a stakeholder announces that they are no longer able to cooperate with the project management team in obtaining the required government permits for construction. What should the project manager do first?

- A. Discuss the issue with the project sponsor.
- B. Update the issue log and inform other stakeholders.
- C. Exclude the activities that require the permits from the scope of work.
- D. Assume the responsibility of obtaining the permits.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 700

As a project approaches its final phase, the project manager sends a follow-up report to the stakeholders. Some stakeholders comment that some unresolved issues have been excluded from the report.

What should the project manager have done to prevent this?

- A. Conducted the Monitor Communications process
- B. Implemented the Monitor Risks process
- C. Followed the Perform Integrated Change Control process
- D. Better controlled project documents

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 701

A project sponsor decides to add a feature to the project that affects the project cost, schedule, and scope. The change is approved by the change control board.

Which process governs the project manager's implementation of the approved change?

- A. Monitor Risks
- B. Control Cost and Schedule
- C. Direct and Manage Project Work
- D. Perform Integrated Change Control

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 702

A project manager compiling a list of project stakeholders discovers an interested stakeholder with little to no authority. How should they manage this stakeholder?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 703

A project manager learns of concerns regarding the quality of the project team's engineering process requirements. Stakeholders believe that the team has failed to adhere to organizational standards. Most requirements are written after product testing. What should the project manager do to confirm the quality of the process?

- A. Prepare a checklist for each of the requirement's deliverables.
- B. Conduct peer reviews for each of the requirement's deliverables.
- C. Review the work performance reports for the project team.
- D. Develop a histogram to show the frequency of noncompliance.



Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 704

A company has recurring quality issues with one of its sole-source suppliers. A new project will incur significant penalties from the customer if deliveries are late. What should the project manager do?

- A. Review incoming inspection reports and quality logs.
- B. Negotiate with other vendors with better quality-control methods.
- C. Identify high-level risks prior to developing contingency plans.
- D. Escalate the issue to senior management.

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 705

A project is being audited to ensure compliance with organizational policies. What process is being conducted?

- A. Audit Schedule
- B. Plan Quality Management
- C. Control Quality
- D. Manage Quality

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 706

A project manager must evaluate and simulate the impact of a list of risks for a project's duration. What should the project manager do?

- A. Conduct a what-if scenario analysis.
- B. Prepare a set of contingent response strategies.
- C. Complete an expected monetary value (EMV) analysis.
- D. Perform a schedule network analysis.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 707

During a project team meeting, a team member suggests an enhancement that falls outside of the project charter. The project manager states that the team needs to concentrate on completing all required work. Which action has the project manager performed?

- A. Scope creep
- B. Change management
- C. Conflict resolution

D. Scope management

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 708

The project sponsor is inappropriately requesting status reports from individual team members. The project manager plans to meet with the sponsor to discuss the issue.

To what should the project manager refer prior to the meeting?

- A. Communications management plan
- B. Risk management plan
- C. Project charter
- D. Work performance reports

Correct Answer: A

Section: Monitoring and Controlling
Explanation



Explanation/Reference:

QUESTION 709

During an IT hardware manufacturing project, the project manager discovers that certain batches of components are failing quality inspections. What should the project manager use to lower the failure rate?

- A. Control chart
- B. Tornado diagram
- C. Probability and impact matrix
- D. Fishbone diagram

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 710

Midway through implementation of a construction project, a supplier fails to deliver cement and jeopardizes the project schedule. The construction team leader asks the project manager to implement a contingency plan. What action should the project manager take?

- A. Inform project stakeholders of the risk occurrence.
- B. Implement a workaround.
- C. Refer to the risk register.
- D. Brainstorm with the team

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 711

While reviewing a status report, a project manager notices that, over a period of six months, the coding quality for one developer is statistically lower than another developer assigned the same task. Which tool should the project manager use to trace the problem's source back to its actionable root cause?

- A. Histogram
- B. Control chart
- C. Scatter diagram
- D. Ishikawa diagram

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 712

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

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 713

Which Knowledge Areas include processes from the Closing Process Group?

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

Correct Answer: D

Section: Closing Explanation

Explanation/Reference:

QUESTION 714

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 715

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 716

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

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 717

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

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:



QUESTION 718

An example of a group decision-making technique is:

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 719

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register



Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 720

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

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 721

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 722

Completion of the product scope is measured against the product:

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 723

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

- A. Procurement audit
- B. Lessons learned

- C. Performance reporting
- D. Payment requests

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 724

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

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:



QUESTION 725

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 726

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 727

Which technique should a project manager use in a situation in which a collaborative approach to conflict management is not possible?

- A. Coaching
- B. Avoidance
- C. Consensus
- D. Influencing

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 728

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.

Correct Answer: C

**Section: Closing
Explanation**

Explanation/Reference:



QUESTION 729

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

- A. Intuitive
- B. Iterative
- C. MeasuredD. Monitored

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 730

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

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



Correct Answer: A

Section: Closing **Explanation**

Explanation/Reference:

QUESTION 731

Information collected on the status of project activities being performed to accomplish the project work is known as what?

- A. Project management information system
- B. Work performance information
- C. Work breakdown structure
- D. Variance analysis

Correct Answer: B

Section: Closing **Explanation**

Explanation/Reference:

QUESTION 732

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

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

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 733

When is a project finished?

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 734

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

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

Correct Answer: B
Section: Closing Explanation

Explanation/Reference:

QUESTION 735

What type of reward can hurt team cohesiveness?

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

Correct Answer: B
Section: Closing Explanation

Explanation/Reference:

QUESTION 736

What type of planning is used where the work to be accomplished in the near term is planned in detail, while work in the future is planned at a higher level?

- A. Finish-to-start planning
- B. Rolling wave planning
- C. Short term planning
- D. Dependency determination

Correct Answer: B
Section: Closing Explanation

Explanation/Reference:

QUESTION 737

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

- A. One

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 738

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:



QUESTION 739

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.

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 740

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 741

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



Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 742

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

Correct Answer: D

Section: Closing Explanation

Explanation/Reference:

QUESTION 743

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

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 744

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

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

Correct Answer: D

Section: Closing Explanation

Explanation/Reference:

QUESTION 745

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

- A. Little or no project manager authority, little or no resource availability, and the functional manager controls the project budget

- B. Limited project manager authority, limited resource availability, and a part-time project manager's role
- C. Low to moderate project manager authority, low to moderate resource availability, and a full-time project manager's role
- D. High to almost total project manager authority, high to almost total resource availability, and full-time project management administrative staff

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 746

When calculating the cost of quality (COQ) for a product or service, money spent for cost of conformance would include the areas of:

- A. training, testing, and warranty work.
- B. equipment, rework, and scrap.
- C. training, document processes, and inspections.
- D. inspections, rework, and warranty work.

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:



QUESTION 747

Which of the following is a tool or technique of the Define Activities process?

- A. Rolling wave planning
- B. Precedence diagramming method (PDM)
- C. Alternatives analysis
- D. Parametric estimating

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 748

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

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

Correct Answer: B

Section: Closing Explanation Explanation/Reference:

QUESTION 749

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

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 750

In which Process Group are lessons learned documented?

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:



QUESTION 751

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

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

Correct Answer: C Section: Closing Explanation

Explanation/Reference:

QUESTION 752

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

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



Correct Answer: D Section: Closing Explanation

Explanation/Reference:

QUESTION 753

Which is the correct formula for calculating expected activity cost for three-point estimating?

- A. $C_e = (C_0 + 6C_m + C_p)/4$
- B. $C_e = (6C_0 + C_m + C_p)/4$
- C. $C_e = (C_0 + 4C_m + C_p)/6$
- D. $C_e = (C_0 + C_{,,} + 4C_p) / 6$

Correct Answer: C Section: Closing Explanation

Explanation/Reference:

QUESTION 754

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

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 755

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

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



Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 756

Types of internal failure costs include:

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

Correct Answer: D

Section: Closing Explanation

Explanation/Reference:

QUESTION 757

In a weak matrix, the project managers role is:

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 758

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 759

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

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 760

Which activity may occur at project or phase closure?

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 761

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.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 762

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



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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 763

The cost benefit analysis tool is used for creating:

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

Correct Answer: B

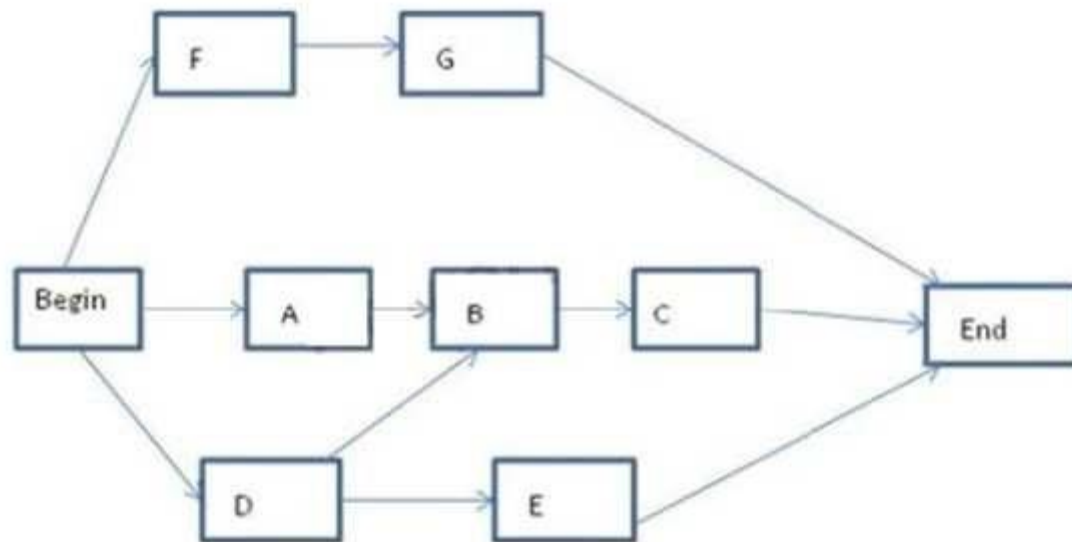
Section: Closing Explanation

Explanation/Reference:

QUESTION 764

Exhibit A is an example of which of the following types of Sequence Activities?





- A. Activity-on-arrow diagramming
- B. Precedence diagramming
- C. Project schedule network diagramming
- D. Mathematical analysis diagramming

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 765

Which of the following is an estimating technique that uses the values of parameters from previous similar projects for estimating the same parameter or measure for a current project?

- A. Reserve analysis
- B. Three-point estimating
- C. Parametric estimating

D. Analogous estimating

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 766

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

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

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:



QUESTION 767

Which of the following is an output of Close Procurements?

- A. Accepted deliverables
- B. Organizational process assets updates
- C. Managing stakeholder expectations
- D. Performance reports

Correct Answer: B

Section: Closing

Explanation/Reference:

QUESTION 768

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

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 769

Verification of project deliverables occurs during which process?

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

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 770

What do composite organizations involve?

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:



QUESTION 771

What is a technique used in the performance reporting process?

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

Correct Answer: D

Section: Closing Explanation

Explanation/Reference:

QUESTION 772

When are deliverables accepted or not accepted?

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



Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 773

Which of the following tools and techniques are utilized in the Close Project or Phase process?

- A. Project management information system
- B. Product analysis
- C. Expert judgment
- D. Inspection

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 774

Procurement audits, negotiated settlements, and a records management system are tools and techniques used in which Procurement Management process?

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 775

An output of the Close Project (or Close Phase) process is:

- A. accepted deliverables
- B. organizational process asset updates
- C. work performance information
- D. project management plan updates



Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 776

During which process would you obtain stakeholders' formal acceptance of the completed project scope?

- A. Quality control
- B. Scope verification
- C. Scope control

D. Close project

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 777

Which of the following choices is a contract closure tool or technique?

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

Correct Answer: D

Section: Closing Explanation

Explanation/Reference:



QUESTION 778

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

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 779

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

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 780

The end point of a project phase can be referred to as:

- A. project failure
- B. closing process
- C. stage gate
- D. lifecycle

Correct Answer: C

Section: Closing Explanation



Explanation/Reference:

QUESTION 781

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

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

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 782

A project sponsor asks to terminate a software installation project that is 80 percent complete. What should the project manager do first?

- A. Follow the project management plan to close the project.
- B. Meet with the sponsor to discuss the possibility of continuing the project.
- C. Release the project team to other projects.
- D. Proceed to complete the installation, then close the project.

Correct Answer: B

Section: Closing Explanation

Explanation/Reference:

QUESTION 783

During each phase, what should a project manager do to avoid the reoccurrence of a consistent issue?

- A. Record it in the project closure report.
- B. Manage quality
- C. Conduct lessons learned.
- D. Complete a work performance report.

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 784

All the deliverables defined in a project have been completed. In the final meeting to approve these deliverables, some stakeholders state that the product does not meet their needs.

What should the project manager do?

- A. Demonstrate that the objectives in the project charter have been achieved.
- B. Validate that the deliverables are as requested and close the project.
- C. Demonstrate that the deliverables have been verified and negotiate their approval.
- D. Review the list of stakeholders and determine whether the appropriate individuals attended the meeting.

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 785

At the final project closeout meeting, the customer informs the project manager that they require only selected parts of the project information. What should the project manager do with the documentation internally?

- A. Comply with the current legislation for document retention.
- B. Archive project documents per their own company's document retention policies.
- C. Remove the unnecessary parts of the documentation to match the customer's request.
- D. Archive the entire documentation in the project management office (PMO) for retrieval upon customer request.

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:



QUESTION 786

A project is delivered that meets the approved business requirements. However, the client identifies a few unrelated issues that will cause a delay in final product approval and impact project closure.

What should the project manager do?

- A. Discuss the impact with the client, obtain acceptance, and formally close the project.
- B. Follow the escalation process, develop the hand-over report, and formally close the project.
- C. Document the unrelated issues, develop the hand-over report, and formally close the project.
- D. Resolve the unrelated issues, obtain acceptance, and formally close the project.

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 787

A project manager is determining the accuracy of the deliverables before closing a project. What process should be used to determine this and is an input to formalizing acceptance?

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

Correct Answer: A

Section: Closing Explanation

Explanation/Reference:

QUESTION 788

A software development project is approaching the close-out phase. The team is completing development and testing of the new system, and the project manager is preparing documents for the final project meetings.

What meeting should the project manager conduct next?

- A. Lessons learned
- B. Service transition
- C. Benefits analysis
- D. Scope validation



Correct Answer: D

Section: Closing Explanation

Explanation/Reference:

QUESTION 789

You realize that projects represent change, and on your projects, you always seem to have a number of change requests to consider. In your current project to manage the safety of the nation's cheese products and the testing methods used, you decided to prepare a formal change management plan. An often overlooked type of change request is_____.

- A. Adding new subject matter experts to your team
- B. Updates
- C. Work performance information

D. Enhancing the reviews performed by your project's governance board

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Change requests may include corrective actions, preventive actions, defect repairs, or updates. Updates are changes to formally controlled project documents or plans to reflect modified or additional content.

QUESTION 790

You have been directed to establish a change control system for your company, but must convince your colleagues to use it. To be effective, the change control system must include_____.

- A. Procedures that define how project documents may be changed
- B. Specific change requests expected on the project and plans to respond to each one
- C. Performance reports that forecast project changes
- D. A description of the functional and physical characteristics of an item or system

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A change control system is a collection of formal, documented procedures that define the process used to control change and approve or reject changes to project documents, deliverables, or baselines. It includes the paperwork, tracking systems, and approval levels necessary to authorize changes.

QUESTION 791

You are working on the next generation of software for mobile phones for your telecommunications company. While time to market is critical, you know from your work on other projects that management reviews can be helpful and plan to use them on your project. You are documenting them as part of your_____.

- A. Governance plan
- B. Change management plan
- C. Performance reviews
- D. Project management plan

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project management plan describes how the project will be executed and monitored and controlled. While it contains a number of subsidiary plans, it also contains other items including information on key management reviews for contents, their extent, and timing to address open issues and pending decisions.

QUESTION 792

Your cost control specialist has developed a budget plan for your project to add a second surgical center to the Children's Hospital. As you analyze cash flow requirements, you notice that cash flow activity is greatest in the closing phase. You find this unusual because on most projects the largest portion of the budget spent during_____.

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Executing is where the majority of the budget is spent because this is the process where all of the resources (people, material, etc.) are applied to the activities and tasks in the project management plan. PMI®, PMBOK® Guide, 2013, 56

QUESTION 793

You are project manager for a systems integration effort and need to procure the hardware components from external sources. Your subcontracts administrator has told you to prepare a product description, which is referenced in a_____.

- A. Project statement of work
- B. Contract scope statement
- C. Request for proposal
- D. Contract

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Project statement of work

The project statement of work describes in a narrative form the products, services, or results that the project will deliver. It references the product scope description as well as the business needs and the strategic plan.

QUESTION 794

Because your project is slated to last five years, you believe rolling wave planning is appropriate. It provides information about the work to be done_____.

- A. Throughout all project phases
- B. For successful completion of the current project phase
- C. For successful completion of the current and subsequent project phases
- D. In the next project phase

Correct Answer: C

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

Rolling wave planning provides progressive detailing of the work to be accomplished throughout the life of the project, indicating that planning and documentation are iterative and ongoing processes.

QUESTION 795

You want to minimize the impact of changes on your project, yet you want to ensure that change is managed when and if it occurs. This can be done through each of the following ways EXCEPT_____.

- A. Rejecting requested changes
- B. Approving changes and incorporating them into a revised baseline
- C. Documenting the complete impact of requested changes
- D. Ensuring that project scope changes are reflected in changes to product scope

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Integrated change control requires maintaining the integrity of baselines by releasing only approved changes into project products, services, or results. It also ensures that changes to product scope are reflected in the project scope definition. This is done by coordinating changes across the entire project.

QUESTION 796

You are managing a project to introduce a new product to the marketplace that is expected to have a very long life. In this situation, the concept of being temporary, which is part of the definition of a project,_____.

- A. Does not apply because the project will have a lasting result
- B. Does not apply to the product to be created
- C. Recognizes that the project team will outlive the actual project
- D. Does not apply because the project will not be short in duration

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A project is completed when its objectives have been achieved or when they are recognized as being unachievable and the project is terminated. In this case, the end will occur when the product is finished. Thus, the concept of temporary applies to the project life cycle_____ not the product life cycle.

QUESTION 797

When closing a project, it is a best practice to_____.

- A. Update the project documents
- B. Prepare a sustainment plan for the project's benefits
- C. Measure product scope against the project management plan
- D. Review the scope baseline

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In closing the project, it is necessary to ensure that the project work is completed, and the project has met its objectives. Since project scope is measured against the project management plan, the project manager then reviews the scope baseline to ensure completion. PMI®, PMBOK® Guide, 2013, 101

QUESTION 798

All the following are project baselines that are generally part of the project management plan EXCEPT _____.

- A. Technical
- B. Scope
- C. Time
- D. Cost

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Scope, time, and cost are examples of project baselines to be part of the project management plan.

QUESTION 799

You are responsible for a project management training curriculum that is offered throughout the organization. In this situation, your intangible deliverables are _____.

- A. Employees who can apply the training effectively
- B. Training materials for each course
- C. Certificates of completion for everyone who completes the program
- D. The training curriculum as advertised in your catalog

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Most deliverables are tangible, such as buildings or roads, but intangible deliverables also can be provided. Work performance data are collected during direct and manage project work and is passed on to the controlling processes of each process area for further analysis.

QUESTION 800

Working on your project management training curricula project, you decided it would be beneficial to you to become an active member of the Project Management Institute as part of the objectives of your project is to ensure it is aligned with PMI®'s best practices. To complement PMI®'s Work

Breakdown Structure Practice Standard, you learned PMI® was requesting volunteers to participate in development of a similar standard on the Scope Statement. You volunteered, and now the Standard is issued. This is an example of:

- A. Improving your own competency as a project manager
- B. Corrective action
- C. Preventive action
- D. A requirement for you to immediately update your project management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When you volunteered, you signed a confidentiality statement so you could not disclose what was under way on this activity. Now the Standard has been issued, and to stay in alignment with PMI®'s best practices, you need to issue a change request based on corrective action to realign the performance of the work of your project with your project management plan.

QUESTION 801

Ideally, a project manager should be selected and assigned at which point in the project life cycle?

- A. During the initiating processes
- B. During the project planning process
- C. At the end of the concept phase of the project life cycle
- D. Prior to the beginning of the development phase of the project life cycle

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When the project manager is selected and assigned to the project during initiation, several of the usual start-up tasks for a project are simplified. In addition, becoming involved with project activities from the beginning helps the project manager to understand where the project fits within the organization in terms of its priority relative to other projects and the ongoing work of the organization.

QUESTION 802

Closing a project phase should not be delayed until project completion because_____.

- A. Useful information may be lost
- B. The project manager may be reassigned
- C. Project team members may be reassigned by that time
- D. Sellers are anxious for payments

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Closure includes collecting project records, ensuring that the records accurately reflect final specifications, analyzing project or phase success and effectiveness, and archiving such information for future use. Each phase of the project should be properly closed while important project information is still available.

QUESTION 803

As you are working on your telecommunications project, even though you are using agile methods, you realize you are preparing an extensive amount of data and information. You regularly share data with your project team. Your last team meeting focused on the number of change requests and also the start and finish dates of activities in your schedule. They are examples of_____.

- A. Key performance indicators
- B. Work performance reports
- C. Work performance data
- D. Work performance information

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data are the raw observations and measurements identified during activities performed to carry out the work of the project. Other examples are the reported percent of work physically completed, quality and technical performance measures, number of defects, actual costs, and actual durations.

QUESTION 804

Project management processes describe project work, while product-oriented management processes specify the project's product. Therefore, a project management process and a product-oriented management process_____.

- A. Overlap and interact throughout the project

- B. Are defined by the project life cycle
- C. Are concerned with describing and organizing project work
- D. Are similar for each application area

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project management processes and product-oriented management processes must be integrated throughout the project's life cycle, given their close relationship. In some cases, it is difficult to distinguish between the two. For example, knowing how the project will be created aids in determining the project's scope. However, the project life cycle is independent from that of the product.

QUESTION 805

The close project or phase process addresses actions and activities concerning all of the following EXCEPT_____.

- A. Completion or exit criteria for the project or phase have been met
- B. Stakeholder approval that the project has meet their requirements
- C. Review of the project and/or phase information for potential future use

- D.
Documentation that completed deliverables have been accepted

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Documentation that the completed deliverables have been accepted is prepared as an output of validate scope. The close project or phase procedures provides a listing of necessary activities, including: confirmation that the project has met sponsor, customer, and other stakeholder requirements; satisfaction and validation that the completion and exit criteria have been met; the transfer of deliverables to the next phase or to production/operations has been accomplished; and activities to collect, audit, and archive project information and gather lessons learned have been addressed.

QUESTION 806

You are a personnel management specialist recently assigned to a project team working on a team-based reward and recognition system. The other team members also work in the human resources department. The project charter should be issued by_____.

- A. The project manager
B. The client
C. A sponsor
D. A member of the PMO who has jurisdiction over human resources

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project charter should be issued by a project initiator or sponsor who formally authorizes the project and provides the project manager with the authority to apply organizational resources to project activities. The project charter should not be issued by the project manager, although, the project manager can assist in its development.

QUESTION 807

Your project is proceeding according to schedule. You have just learned that a new regulatory requirement will cause a change in one of the project's performance specifications. To ensure that this change is incorporated into the project management plan, you should_____.

- A. Call a meeting of the change control board

- D.
- B. Change the WBS, project schedule, and project plan to reflect the new requirement
- C. Prepare a change request
Immediately inform all affected stakeholders of the new approach to take on the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The change request should detail the nature of the change and its effect on the project. Documentation is critical to provide a record of the change and who approved it, in case differences of opinion arise later. A change request is an output from the direct and manage project work process and an input to the perform integrated change control process.

QUESTION 808

Different types of project phases are used on projects, and each phase culminates in the completion of at least one deliverable. The high-level nature of these phases means they are an element of the project life cycle. Some phases start before others complete. If this approach is followed, it may result in_____.

- A. An increase in the number of issues
- B. Increasing the schedule
- C. The need for a CCB
- D. More rework

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The question is an example of an overlapping relationship between phases. It is used to compress the schedule through fast tracking as an example. By overlapping phases more resources may be needed, risks may increase, and more rework may result if a significant phase progresses before accurate information is available from the previous phase.

QUESTION 809

D.

Assume your company is a leader in the market in production of cereal products. It has been in this market for over 50 years. You are the project manager for a new product that is a derivative from the company's core product. As you determine a life cycle for this project, you believe you should follow one that is_____.

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

If the product to be delivered is well understood, a predictive life cycle or one that is fully plan driven is recommended. The project's scope, time, and cost to deliver it are determined in the project life cycle as early as possible.

QUESTION 810

Oftentimes when a project is terminated, senior managers will replace the project manager with an individual who is skilled in closing out projects. If this is done, the first step for the termination manager should be to_____.

- A. Notify all relevant stakeholders of the termination
- B. Complete the lessons learned report
- C. Conduct an immediate review of the work packages
- D. Review the status of all contracts

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A thorough review of the work packages will provide a complete accounting of the physical progress achieved on the project. This is the first step in attempting to improve performance.

D.

QUESTION 811

On your project you want to avoid bureaucracy, so you adopt an informal approach to change control. The main problem with this approach is_____.

- A. There is no "paper trail" of change activity
- B. Regular disagreements between the project manager and the functional manager will occur
- C. There are misunderstandings regarding what was agreed upon by stakeholders
- D. There is a lack of sound cost estimating to assess the change's impact

Correct Answer: C

Section: Mix Questions



Explanation

Explanation/Reference:

Explanation:

Using a formal, documented approach to change management reduces the level of misunderstanding or uncertainty regarding the nature of the change and its impact on cost and schedule. For large projects, change control boards are recommended.

QUESTION 812

Projects are supposed to succeed, not fail. However, termination is an option to consider when all but which one of the following conditions exist?

- A. The customer's strategy has changed.
- B. There are new stakeholders.
- C. Competition may make the project results obsolete.
- D. The original purposes for the project have changed.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As long as the new stakeholders agree with the project's business case, the work should continue. However, if any of the other events occur, termination should be considered. Cleland and Ireland 2007, 365-375

QUESTION 813

All projects involve some extent of change, because they involve work that is unique in some fashion. Therefore, it is important that a project management plan includes a_____.

- A. Description of the change request process
- B. Configuration management plan
- C. Methodology for preventive action to avoid the need for excessive changes
- D. A work authorization system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A configuration management plan is part of a project management plan to document how configuration management will be performed on the project.

QUESTION 814

Progressive elaboration of product characteristics on your project must be coordinated carefully with the_____

- A. Proper project scope definition
- B. Project stakeholders
- C. Scope change control system
- D. Customer's strategic plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Progressive elaboration of a project's specification must be coordinated carefully with proper scope definition, particularly when the project is performed under contract. When properly defined, the project scope the work to be done should remain constant even when the product characteristics are elaborated progressively.

QUESTION 815

You are examining multiple scope change requests on a project you were asked to take over because the previous project manager decided to resign. To assess the degree to which the project scope will change, you need to compare the requests to which project document?

- A. Preliminary scope statement
- B. WBS
- C. Change management plan
- D. Scope management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The WBS, along with the detailed scope statement and the WBS dictionary, defines the project's scope baseline, which provides the basis for any changes that may occur on the project.

QUESTION 816

You and your project team recognize the importance of project scope management to a project's overall success; therefore, you include only the work required for successful completion of the project. The first step in the Project Scope Management process is to _____

- A. Clearly distinguish between project scope and product scope
- B. Prepare a scope management plan
- C. Define and document your stakeholders' needs to meet the project's objectives
- D. Capture and manage both project and product requirements

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The work involved in the six Project Scope Management processes begins by preparing a scope management plan, which is a subsidiary plan for the project management plan. It describes the Project Scope Management processes from definition to control.

QUESTION 817

An example of an organizational process asset that could affect how project scope is to be managed is _____

- A. Personnel administration
- B. Marketplace conditions
- C. Historical information
- D. Organizational culture

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizational process assets that can influence plan scope management include formal and informal policies, procedures, and guidelines impacting project scope management. Historical information and the lessons learned knowledge base are other examples.

QUESTION 818

You are managing a complex project for a new method of heating and air conditioning in vehicles. You will use both solar and wind technologies in this project to reduce energy costs. Therefore, you must ensure that the work of your project will result in delivering the project's specified scope, which means that you should measure completion of the product scope against the _____

- A. Scope management plan
- B. Project management plan
- C. Product requirements
- D. Requirements management plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Completion of the project scope is measured against the project management plan, and completion of the product scope is measured against the requirements. In the project context, product scope consists of features and functions that characterize the product, service, or result. Project scope is the work that must be done to deliver the product, service, or result with specified features and functions.

QUESTION 819

A key tool and technique used in define scope is_____

- A. Templates, forms, and standards
- B. Decomposition
- C. Expert judgment
- D. Project management methodology



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Expert judgment is used to analyze the information needed to develop a project scope statement. It is applied to any technical details.

QUESTION 820

Alternatives generation often is useful in defining project scope. An example of a technique that can be used is_____

- A. Sensitivity analysis
- B. Decision trees
- C. Mathematical model

D. Lateral thinking

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lateral thinking, brainstorming, and analysis of alternatives are examples of alternatives generation that can be used to develop as many potential options as possible to execute and perform the project's work.

QUESTION 821

Product analysis techniques include all the following EXCEPT _____

- A. Value engineering
- B. Value analysis
- C. Systems analysis
- D. Bill of materials

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Product analysis techniques vary by application area, and each application area generally has accepted methods to translate project objectives into tangible deliverables and requirements. Other product analysis techniques include product breakdown, requirements analysis, and systems engineering.

QUESTION 822

The baseline for evaluating whether requests for changes or additional work are contained within or outside the project's exclusion is provided by the _____

- A. Project management plan
- B. Project scope statement
- C. Project scope management plan
- D. WBS dictionary

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Project exclusion identifies generally what is included within the project, and state explicitly what is excluded from the project, if a stakeholder might assume that a particular product, service, or result could be a project component. Project boundaries are described as part of the detailed project scope statement.

QUESTION 823

Rather than use a WBS, your team developed a bill of materials to define the project's work components. A customer review of this document uncovered that a scope change was needed, because a deliverable had not been defined, and a change request was written subsequently. This is an example of a change request that was the result of _____

- A. An external event
- B. An error or omission in defining the scope of the product
- C. A value-adding change
- D. An error or omission in defining the scope of the project

Correct Answer: B

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

The bill of materials provides a hierarchical view of the physical assemblies, subassemblies, and components needed to build a manufactured product, whereas the WBS is a deliverable-oriented grouping of project components used to define the total scope of the project, providing a structured vision of what has to be delivered. Using a bill of materials where a WBS would be more appropriate may result in an ill-defined scope and subsequent change requests.

QUESTION 824

Collecting requirements is critical in project scope management as it becomes the foundation for the project's _____

- A. Scope management plan
- B. WBS
- C. Schedule
- D. Scope change control system

Correct Answer: B

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

Collecting requirements provides the basis for defining project scope and product scope. It also involves determining, documenting, and managing stakeholder needs to meet project objectives. The requirements become the foundation for the WBS; moreover, cost, schedule, and quality planning are built upon the requirements.

QUESTION 825

The project scope statement addresses and documents all the following items EXCEPT _____

- A. Project exclusions
- B. The relationship between the deliverables and the business need
- C. Product scope description
- D. Project management methodology (PMM)

Correct Answer: B

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

The PMM is an organization-approved approach for project management that is used on every project. It is not part of the project scope statement, which describes the project scope, major deliverables, assumptions, and constraints. It describes the project's deliverables and the work required to complete them.

QUESTION 826

The first step in collecting requirements on any project, large or small, is to _____

- A. Talk with the project stakeholders through interviews
- B. Review the scope management plan
- C. Conduct facilitated workshops with stakeholders
- D. Prepare a requirements document template that you and your team can use throughout the collect requirements process

Correct Answer: B

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

The scope management plan is reviewed first as it provides clarity as to how the project team will determine which requirements need to be collected on the project.

QUESTION 827

You want to structure your project so that each project team member has a discrete work package to perform. The work package is a _____

- A. Deliverable at the lowest level of the WBS
- B. Task with a unique identifier
- C. Required level of reporting
- D. Task that can be assigned to more than one organizational unit

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A work package is the lowest or smallest unit of work division in a project or WBS. The work package can be scheduled, cost estimated, monitored, and controlled.

QUESTION 828

Quality function deployment is one approach for collecting requirements. Assume that you have studied the work of numerous quality experts, such as Deming, Juran, and Crosby, and your organization has a policy that states the importance of quality as the key constraint of all project constraints. You and your team have decided to use quality function deployment on your new project to manufacture turbines that use alternative fuels. The first step you should use is to _____

- A. Determine the voice of the customer
- B. Build the house of quality
- C. Address the functional requirements and how best to meet them
- D. Hold a focus group of prequalified stakeholders

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality function deployment is an example of a facilitated workshop used in the manufacturing industry as a tool and technique to collect requirements. It helps to determine the critical characteristics for new product development and starts by collecting customer needs, known as the voice of the customer.

QUESTION 829

On the WBS, the first level of decomposition may be displayed by using all the following EXCEPT _____

- A. Phases of the project life cycle
- B. Subcomponents
- C. Major deliverables
- D. Project organizational units

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The WBS includes all work needed to be done to complete the project. The organizational breakdown structure (OBS) includes the organizational units responsible for completing the work.

QUESTION 830

Change is inevitable on projects. Uncontrolled changes are often referred to as _____

- A. Rework
- B. Scope creep
- C. Configuration items
- D. Emergency changes

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project scope creep is typically the result of uncontrolled changes. Scope control works to control the impact of any project scope changes.

QUESTION 831

Each WBS component should be assigned a unique identifier from a code of accounts to _____

- A. Link the WBS to the bill of materials
- B. Enable the WBS to follow a similar numbering system to that of the organization's units as part of the organizational breakdown structure
- C. Sum costs, schedule, and resource information
- D. Link the WBS to the project management plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The key document generated from the create WBS process is the actual WBS. Each WBS component is assigned a unique identifier to provide a structure for hierarchical summation of costs, schedule, and resource information.

QUESTION 832

When a process is within acceptable limits, it _____

- A. Should not be adjusted
- B. May not be changed to provide improvements
- C. Shows differences caused by expected events or normal causes
- D. Should not be inspected or reworked for any reason

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Processes should be changed only through established change procedures. If the process is outside acceptable limits, it should be adjusted.

QUESTION 833

The project team should have a working knowledge of statistical process control to help evaluate control quality outputs. Of all the topics involved, which of the following is the most important for the team to understand?

- A. Sampling and probability
- B. Attribute sampling and variables sampling
- C. Tolerances and control limits

D. Special causes and random causes

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Sampling and probability form the basis of statistical process control, which helps the team monitor project results for compliance with relevant quality standards so that methods can be identified to eliminate causes of unsatisfactory results.

QUESTION 834

Rank ordering of defects should be used to guide corrective action. This is the underlying principle behind_____

- A. Trend analysis
- B. Inspections
- C. Control charts
- D. Pareto diagrams

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Pareto diagrams are histograms, ordered by frequency of occurrence, that show how many results were generated by type or category of identified cause. The project team should take action to fix the problems that are causing the greatest number of defects first. Pareto diagrams are based on Pareto's Law, which holds that a relatively small number of causes will typically produce a large majority of defects, also called the "solzo rule."

QUESTION 835

Project quality management was once thought to include only inspection or quality control. In recent years, the concept of project quality management has broadened. Which statement is NOT representative of the new definition of quality management?

- A. Quality is designed into the product or service, not inspected into it.
- B. Quality is the concern of the quality assurance staff.
- C. Customers require a documented and, in some cases, registered quality assurance system.
- D. National and international standards and guidelines for quality assurance systems are available.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality concerns all levels of management and staff. Its success requires participation from all members of the project team with management providing the needed resources to succeed.

QUESTION 836

Assume you wish to provide a process to be more creative in problem solving as on your project you have a somewhat complex scenario that possesses intertwined logical relationships for up to 50 items. The best approach is to _____

- A. Design an experiment
- B. Use an interrelationship diagram
- C. Conduct a Monte Carlo analysis
- D. Use a process decision program chart

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In perform quality assurance, the interrelationship diagram can be used as a quality management and control tool. It may be developed from data generated by other quality tools such as the affinity diagram, the tree diagram, or the cause-and-effect diagram. It is an adoption of relationship diagrams.

QUESTION 837

Your quality assurance department recently performed a quality audit of your project and identified a number of findings and recommendations. One recommendation seems critical and should be implemented because it affects successful delivery of the product to your customer.

Your next step should be to _____

- A. Call a meeting of your project team to see who is responsible for the problem
- B. Reassign the team member who had responsibility for oversight of the problem
- C. Perform product rework immediately
- D. Issue a change request to implement the needed corrective action

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The information obtained from a quality audit can be used to improve quality systems and performance. In most cases, implementing quality improvements requires preparation of change requests.

QUESTION 838

Six sigma refers to the aim of setting tolerance limits at six standard deviations from the mean, whereas the normally expected deviation of a process is _____

- A. One standard deviation
- B. Two standard deviations
- C. Three standard deviations
- D. Undeterminable because of the unique nature of every process

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

When the results of a sample of items measured falls within three standard deviations and that sample is representative of the entire population, you can assume that more than 99% of all items fall within that range. This generally accepted range of results has been used by quality control professionals through the years. Six sigma is a program started by Motorola that, from a statistical standpoint, indicates a quality +standard of only 3.4 defects per million.

QUESTION 839

You recognize the importance of quality control on your project. However, you also know that quality control has costs associated with it and that the project has a limited budget. One way to reduce the cost of quality control is to _____

- A. Work to ensure that the overall quality program is ISO compliant
- B. Use statistical sampling
- C. Conduct inspections throughout the process
- D. Use trend analysis

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Statistical sampling uses part of a population to draw conclusions about the total population. It is a well-proven technique that can significantly reduce the cost of quality control.+

QUESTION 840

Deming's Fourteen Points provide a way for an organization to create and sustain a culture of continuous improvement. As such it should be directed by_____

- A. The project manager
- B. Top management
- C. Employees participating in quality circles
- D. Stakeholders

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Deming is known as a quality pioneer. His approach to quality is not only statistically based but focuses on what management's responsibilities should be with respect to quality. His Fourteen Points for management are goals of quality for transforming business.

QUESTION 841

Quality inspections also may be called_____

- A. Control tests
- B. Walkthroughs
- C. Statistical sampling
- D. Checklists

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Inspections comprise an examination of a work product to determine if it conforms to standards. Additional names for inspections are audits, reviews, or peer reviews (in some application areas, these terms may have narrow and specific meanings).

QUESTION 842

Your management has prescribed that a quality audit be conducted at the end of every phase in a project. This audit is part of the organization's_____

- A. Quality assurance process
- B. Quality control process
- C. Quality improvement program
- D. Process adjustment program

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality assurance is a managerial function that establishes processes or procedures in an organization or project to assist in determining whether quality standards and operational definitions are being met. It is the application of planned, systematic quality activities to ensure that the project will use all processes needed to meet requirements and is performed throughout the life of the project. Quality audits are a tool and technique to use.

QUESTION 843

You are managing a major international project, and your contract requires you to prepare both a project plan and a quality management plan. Your core team is preparing a project quality management plan. Your first step in developing this plan is to_____

- A. Determine specific metrics to use in the quality management process
- B. Identify the quality standards for the project
- C. Develop a quality policy for the project
- D. Identify specific quality management roles and responsibilities for the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The quality policy includes the overall intentions and direction of the organization with regard to quality, as formally expressed by top management. If the performing organization lacks a formal quality policy or if the project involves multiple performing organizations, as in a joint venture, the project management team must develop a quality policy for the project. The quality management plan then describes how the quality policies will be implemented.

QUESTION 844

Recently your company introduced a new set of "metal woods" to its established line of golfing equipment. However, in the past weeks many of the clubs have been returned because of quality problems. You decide to conduct a failure mode and criticality analysis to _____

- A. Analyze the product development cycle after product release to determine strengths and weaknesses
- B. Evaluate failure modes and causes associated with the design and manufacture of this product
- C. Evaluate failure modes and causes associated with the design and manufacture of a new product to replace the clubs
- D. Help management set priorities in its existing manufacturing processes to avoid failures

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This technique is a method of analyzing design reliability. A list of potential failure modes is developed for each element, and then each mode is given a numeric rating for frequency of occurrence, criticality, and probability of detection. These data are used to assign a risk priority number for prioritizing problems and guiding the design effort.

QUESTION 845

The "rule of seven" as applied to statistical process control charts means that _____

- A. Seven rejects typically occur per thousand inspections
- B. Seven consecutive points are above or below the mean
- C. At least seven inspectors should be in place for every thousand employees
- D. A process is not out of control even though seven measurements fall outside the lower and upper control limits

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Consecutive points on a control chart that are above or below the mean or if a point exceeds a control limit indicate an abnormal trend in the process and must be investigated.

QUESTION 846

Long-term contracting is an important aspect of project quality management because it_____

- A. Provides incentives to vendors to make quality commitments
- B. Improves quality through the use of benefit-cost ratio
- C. Usually results in lower costs and increased profitability
- D. Provides for periodic, yet mandatory quality audits

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Vendors that have long-term relationships with buyers are generally more inclined to invest in process and quality improvement, because they have a higher probability of recovering their costs. The stability provided through longer-term contracts permits better planning and encourages better communication and partnering between the buyer and the seller. Long-term contracting with fewer vendors also reduces buyer-related costs by simplifying accounting, collections, and other administrative tasks.

QUESTION 847

Even though your project is vastly different from a manufacturing operation, you believe the principles of kaizen will work well. The kaizen approach to continuous improvement emphasizes_____

- A. The greater importance of customer satisfaction over cost
- B. Radical changes in operating practices
- C. Incremental improvement
- D. The use of quality circles to improve morale

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Imai, a Japanese engineer, coined the word kaizen to describe an approach to quality that means making small improvements every time a process is repeated.

QUESTION 848

Results of quality control measurements are used_____

- A. As an input to plan quality management
- B. To prepare an operational definition
- C. To prepare a control chart
- D. As an input to perform quality assurance

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality control activities result in measurements that are used as inputs to the QA process. Such quality control measurements are used to evaluate and analyze the quality of the processes of the project against the organization's standards or specific requirements. They also compare processes used to create the measurements and validate actual measurements to determine their level of correctness.

QUESTION 849

The control chart is a tool used primarily to help_____

- A. Monitor process variation over time
- B. Measure the degree of conformance
- C. Determine whether results conform
- D. Determine whether results conform to requirements



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Used to monitor process variation and to detect and correct changes in process performance, the control chart helps people understand and control their processes and work. It enables the project manager, along with appropriate stakeholders, to identify points where corrective action can be taken to prevent unnatural performance.

QUESTION 850

The area where the project manager can have the greatest impact on the quality of his or her project is in_____

- A. Quality planning
- B. Quality assurance

- C. Quality control
- D. Quality improvement

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality assurance is the management section of quality management. It is the collective term for the formal activities and managerial processes that attempt to ensure that products and services meet the required quality level. The project manager should establish administrative processes and procedures necessary to ensure and often prove that the scope statement conforms to the customer's actual requirements, to determine which processes will be used to ensure that stakeholders have confidence that the quality activities will be properly performed, and to ensure that all legal and regulatory requirements will be met.

QUESTION 851

You are a project manager for residential construction. As a project manager, you must be especially concerned with building codes-particularly in the plan quality management process. You must ensure that building codes are reflected in your project plans because_____

- A. Standards and regulations are an input to plan quality management
- B. Quality audits serve to ensure there is compliance with regulations
- C. They are a cost associated with quality initiatives
- D. Compliance with standards is the primary objective of perform quality control

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During the plan quality management process, the project management team must consider any application area-specific standards, regulations, rules, and guidelines that may affect the project as part of the enterprise environmental factors. Building codes are an example of regulations.

QUESTION 852

You work as a project manager in the largest hospital in the region. Studies have shown that patients have to wait for long periods before being treated. To assist in identifying the factors contributing to this problem, you and your team have decided to use which of the following techniques?

- A. Cause-and-effect diagrams
- B. Pareto analysis
- C. Scatter diagrams

D. Control charts

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cause-and-effect diagrams, also called Ishikawa diagrams or fishbone diagrams, are used to illustrate how various causes and subcauses interact to create a special effect. It is named for its developer, Kaoru Ishikawa. These diagrams are useful in linking the undesirable effects seen as special variation to the assigned cause, enabling project teams to implement corrective actions to eliminate the special variation shown in a control chart.

QUESTION 853

The ISO 9000 standards provide_____

- A. A description of how products should be produced
- B. Specifics for the implementation of quality systems
- C. A framework for quality systems
- D. The maximum process requirements necessary to ensure that customers receive a good product

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

ISO 9000 provides a basic set of requirements for a quality system, without specifying the particulars for implementation.

QUESTION 854

All of the following are objectives of a quality audit_____

- A. Defect repairs have been implemented
- B. Improvement opportunities are identified
- C. Good practices can be introduced elsewhere
- D. Root cause analysis has been performed as part of process analysis

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purpose of the quality audit is to determine if project activities comply with organizational policies, procedures, and processes. The quality audit has a number of objectives associated with it, but root cause analysis is part of process analysis to identify needed improvements in the process improvement plan.

QUESTION 855

There are three uses and types of Pareto analysis. If you wish to provide a measure of significance to factors that at first may not appear to be significant at all, you should use a_____

- A. Basic Pareto analysis
- B. Comparative Pareto analysis
- C. Weighted Pareto analysis
- D. Trend Pareto analysis

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The weighted Pareto analysis gives a measure of significance to factors that may not appear significant at first, using such additional factors as cost, time, and criticality. A basic Pareto analysis identifies the vital few contributors that account for most quality problems, and the comparative Pareto analysis focuses on any number of program options or actions.

QUESTION 856

Constancy of purpose is a core concept for continuous improvement. An organization displaying constancy of purpose must have all the following elements EXCEPT_____

- A. Documented and well-disseminated statements of purpose and vision
- B. A set of strategic and tactical plans
- C. An awareness by all members of the organization of the purpose, vision, goals, and objectives and their roles in achieving them
- D. Separate quality assurance and quality control departments reporting to senior management

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Top management should provide constancy of purpose so that it can be infused throughout the organization. Constancy of purpose also requires a shared belief among organization members that management's behavior clearly signals its commitment to and support of achievement of the vision. Quality assurance and control are functions that must be performed by everyone, not just those assigned to specific departments.

QUESTION 857

Quality objectives of the project are recorded in _____

- A. Process improvement plan
- B. Quality management plan
- C. Quality baseline
- D. Quality metrics

Correct Answer: B

Section: Mix Questions

Explanation

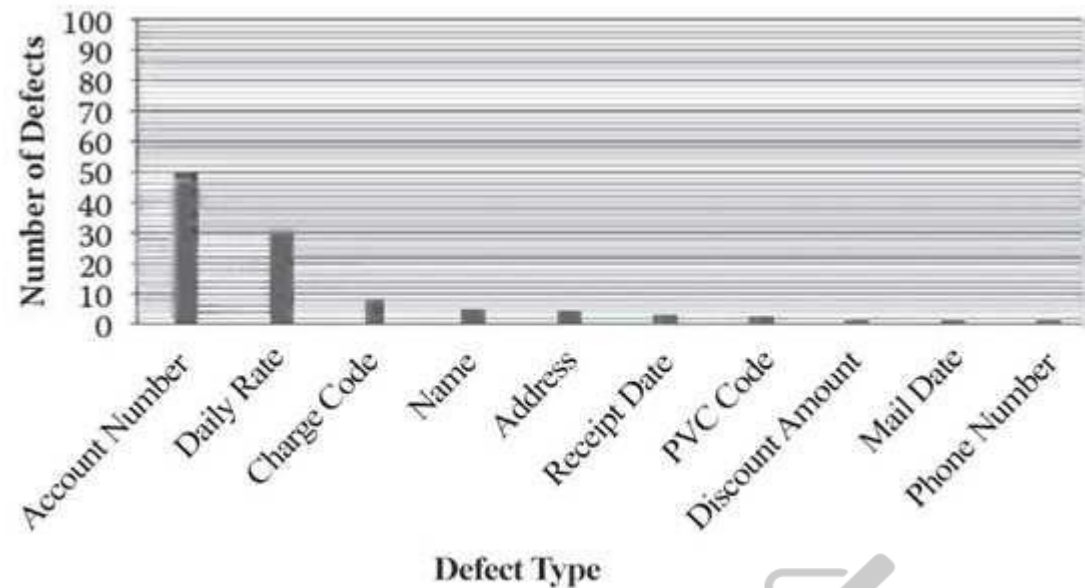
Explanation/Reference:

Explanation:

The quality management plan describes how the team will implement the quality policy, which describes the objectives of the project regarding quality management.

QUESTION 858

The below Pareto chart indicates defects in areas associated with billing a client for project services. Based on this Pareto analysis, which area, or areas, indicate the greatest opportunity for improvement?



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- A. The account number, because if it is incorrect, the invoice may be sent to the wrong client.
- B. The daily rate, because if it is incorrect, the total amount of the invoice will be wrong, which impacts the cash flow.
- C. The charge code, name, address, receipt date, pvc code, discount amount, mail date, and phone number, because they are fairly easy to confirm and correct, thereby significantly reducing the types of defects.
- D. The account number and daily rate, because they account for 80 percent of all defects.

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Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Pareto analysis focuses on what Joseph Juran called the vital few. Named after Vilfredo Pareto, an Italian economist whose studies showed that 80 percent of the wealth was held by 20 percent of the population, quality analysis typically shows that 80 percent of the all problems (defects) are found in 20 percent of the items or areas studied.

QUESTION 859

You have decided to use a fishbone diagram to identify the relationship between an effect and its causes. To begin, you should first_____

- A. Select an interdisciplinary team who has used the technique before to help brainstorm the problem
- B. Determine the major categories of defects
- C. Set up a process analysis using HIPO charts
- D. Identify the problem

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The first and most important is to identify the problem as a gap to be closed or as an objective to be achieved. Causes then are found by looking at the problem statement and asking why until a root cause has been identified for which action can be taken or the reasonable possibilities on the diagram have been exhausted.

QUESTION 860

Assume that your project in the food service industry involves the need for the presence of the required food label as specified by the Food and Drug Administration.

In this situation, you plan to use control charts as a quality control tool, so you should prepare a(n)_____

- A. Variables chart
- B. Attribute chart
- C. Trend chart
- D. Run chart

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

There are two types of control charts: variable charts, which are used with continuous data, and attribute charts, for use with discrete data. Attribute data have only two values (conforming/nonconforming, pass/fail, go/no-go, or present/absent). In this situation, you are looking for the presence of the required food label.

QUESTION 861

The quality management plan describes all the following EXCEPT the_____

- A. Method for implementing the quality policy
- B. Methods the team will use to meet the project's quality requirements
- C. Efforts at the front end of a project to ensure that decisions are based on accurate information
- D. Procedures used to conduct trade-off analyses among cost, schedule, and quality

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

A part of the overall project management plan, the quality management plan should address all aspects of how quality management will be implemented on the project and how the project team will implement the quality policy. Trade-off analyses are business judgments and, as such, are not procedural steps to be included in the quality management plan.

QUESTION 862

You have been assigned as project manager on what could be a "bet the company" project. You realize that to be successful you need to exercise maximum control over project resources. Which form of project organization should you establish for this project?

- A. Strong matrix
- B. Projectized
- C. Project coordinator
- D. Weak matrix

Correct Answer: B

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

In a projectized organizational structure, all project team members report directly and solely to the project manager. He or she has complete control over these resources and, therefore, exercises more authority over them than when in any other project organizational structure.

QUESTION 863

Which of the following is a ground rule for project team building?

- A. Perform frequent performance appraisals
- B. Ensure that each team member reports to his or her functional manager in addition to the project manager
- C. Start early
- D. Try to solve team political problems

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Starting the team-building process early in the project is crucial for setting the right tone and preventing bad habits and patterns from developing.

QUESTION 864

Project A is being administered using a matrix form of organization. The project manager reports to a senior vice president who provides visible support to the project. In this scenario, which of the following statements best describes the relative power of the project manager?

- A. The project manager will probably not be challenged by project stakeholders.
- B. In this strong matrix, the balance of power is shifted to the functional line managers.
- C. In this tight matrix, the balance of power is shifted to the project manager.
- D. In this strong matrix, the balance of power is shifted to the project manager.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project manager's ability to influence project decisions increases the higher up he or she _____ and the person to whom he or she reports _____ is placed in the organization. In the strong matrix, the project manager's authority ranges from moderate to high.

QUESTION 865

You are leading a team to recommend an equitable reward and recognition system for project managers. Before finalizing the plan, you want to ensure that executives understand the basic objective of reward systems. This objective is to_____

- A. Be comparable with the award system established for functional managers to indicate parity and to show the importance of project management to the company
- B. Make the link between project performance and reward clear, explicit, and achievable
- C. Motivate project managers to work toward common objectives and goals as defined by the company
- D. Attract people to join the organization's project management career path

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Reward and recognition systems are formal management actions that provide an incentive to behave in a particular way, usually with respect to achieving certain goals. Such systems are described in the staffing management plan. A best practice is to give the team recognition throughout the life cycle.

QUESTION 866

Which of the following factors contributes the most to team communication?

- A. External feedback
- B. Performance appraisals
- C. Smoothing over of team conflicts by the project manager
- D. Collocation

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collocation is the placement of team members in the same physical location to enhance their ability to perform as a team, primarily through increased communication as well as improved working relationships and productivity.

QUESTION 867

You are managing a virtual team. The project has been under way for several months, and you believe your team members do not view themselves as a team or a unified group. To help rectify this situation, you should_____

- A. Ensure that every member of the project team uses e-mail as a form of communication
- B. Mandate that the team follow the vision and mission statement of his or her organization
- C. Enhance communications planning
- D. Provide team members with the latest in communications technology and mandate its use

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Because the dispersed project team does not share the same physical space each day, the possibility for misunderstandings, isolationism, difficulty in sharing information, and the cost of technology can be key issues. The project manager must enhance communications planning in the virtual team as it requires even more communication than collocated teams. Additional time also may be needed to set expectations, determine how best to resolve conflicts, involve people in making decisions, understand cultural differences, and share credit for success.[Executing]

QUESTION 868

Major difficulties arise when multiple projects need to be managed in the functional organizational structure because of_____

- A. The level of authority of the project manager
- B. Conflicts over the relative priorities of different projects in competition for limited resources
- C. Project team members who are focused on their functional specialty rather than on the project
- D. The need for the project manager to use interpersonal skills to resolve conflicts informally

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When a finite group of resources must be distributed across multiple projects, conflicts in work assignments will occur.

QUESTION 869

The team you have organized for your new project consists of three people who will work full-time and five people who will support the project on a part-time basis. All team members know one another and have worked together in the past. To ensure a successful project start-up, your first step should be to_____

- A. Meet with each team member individually to discuss assignments
- B. Prepare a responsibility assignment matrix and distribute it to each team member

- C. Distribute the project plan and WBS to the team
- D. Hold a project kickoff meeting

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An indispensable tool in project management, the kickoff or launch meeting is held at the outset of the project and is designed to get the project rolling. The meeting provides the opportunity not only to present the project charter and discuss the project's goals and objectives but also to establish rapport among team members.

QUESTION 870

Your organization is characterized by hierarchical organizational structures with rigid rules and policies and strict supervisory controls. Individual team members are not expected to engage in problem solving or use creative approaches to plan and execute work; management does that. Your organization is characterized by which one of the following theories?

- A. Ouchi's Theory
- B. McGregor's Theory X
- C. Maslow's self-esteem level
- D. Vroom's Expectancy Theory



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

McGregor observed two types of managers and classified them by their perceptions of workers. Theory X managers thought that workers were lazy, needed to be watched and supervised closely, and were irresponsible. Theory Y managers thought that, given the correct conditions, workers could be trusted to seek responsibility and work hard at their jobs.

QUESTION 871

As you prepare your human resource plan, you need to determine the skill and capacity required to complete the activities in the project. This should be documented in the_____

- A. Roles and responsibilities section

- B. Staffing management plan
- C. Staff acquisition section
- D. Compliance section

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Roles and responsibilities are listed in the human resource plan. This section describes roles and authority, responsibility, and competency or the skill and capacity required to complete project activities. When team members do not have the required competencies, project performance may be jeopardized and the project manager must have proactive responses to handle these situations.

QUESTION 872

The primary result of effective team development is_____

- A. Improved project performance
- B. An effective, smoothly running team
- C. An understanding by project team members that the project manager is ultimately responsible for project performance
- D. Enhancement of the ability of stakeholders to contribute as individuals and team members

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Improved project performance not only increases the likelihood of meeting project objectives, it also creates a positive team experience contributing to the enhancement of team capabilities. It results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall team performance.

QUESTION 873

The team members on your project have been complaining that they do not have any sense of identity as a team because they are located in different areas of the building. To remedy this situation, you developed a project logo and had it printed on T-shirts to promote the project, but this action has not worked. Your next step is to_____

- A. Initiate a newsletter

- B. Create an air of mystery about the project
- C. Establish a "team meeting room"
- D. Issue guidelines on how team members should interact with other stakeholders

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collocating team members, even on a temporary basis, enhances communications, thereby contributing to improved project performance. In addition, the "team meeting room" (often called a `war room') provides a sense of identity to the project team and raises the visibility of the project within the organization. Creating a newsletter is simply applying another organizational process asset, which typically has proven ineffective.

QUESTION 874

The project team directory is an output from which of the following processes?

- A. Develop project team
- B. Acquire project team
- C. Develop human resource management plan
- D. Manage project team



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project team directory is part of project staff assignments, an output from the acquire project team process. Other outputs are resource calendars and updates to the project management plan.

QUESTION 875

You realize that leadership without management or management without leadership probably will produce poor project results. Which one of the following key responsibilities best represents project leadership?

- A. Developing a vision and strategy, and motivating people to achieve them
- B. Getting things done through other people
- C. Using charismatic power to motivate others even if they do not like the work

D. Using all types of power, as appropriate, as motivational tools

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Leadership involves developing a vision of the future and strategies to achieve that vision, positioning people to carry out the vision, and helping people energize themselves to overcome any barriers to change.

QUESTION 876

Given that you are neighbors, you and the CEO of your company have established a friendly personal relationship. Recently your company appointed you project manager for a new project that is crucial to achieving next year's financial targets. Which type of power available to project managers might you be able to rely upon?

- A. Referent
- B. Reward
- C. Formal
- D. Expert



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Referent power is based on a less powerful person's identification with a more powerful person. This type of power is useful in terms of persuasion and helps the project manager exert influence over individuals from whom he or she needs support.

QUESTION 877

You have been a project manager for seven years. You now are managing the construction of a new facility that must comply with the government's newly issued environmental standards. You want to ensure that your team members are able to select methods to complete various activities on the project without needing to involve you in each situation. As you prepare your human resource management plan, you should document this information in which of the following_____

- A. Roles and responsibilities section
- B. Resource assignment matrix
- C. Resource breakdown structure

D. Staffing management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Authority refers to the right to apply project resources, make decisions, and sign approvals. Examples include selecting methods to complete activities, quality acceptance, and responding to variances in the project. The individual authority of each team member should match their individual responsibilities. This is documented in the roles and responsibilities section in the human resource management plan.

QUESTION 878

It is important on all projects to determine when and how human resources will be met. Assume that you are managing a project to assess methods for streamlining the regulatory approval process for new medical devices in your government agency. Because the agency has undergone downsizing during the past three years, subject matter experts are in short supply. You must determine whether the needed subject matter experts can be acquired from inside the agency or whether you must use contractors. This information should be documented in the_____

- A. Make-or-buy decisions in the procurement management plan
- B. Contracts management plan
- C. Staffing management plan
- D. Resource management plan



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The staffing management plan is part of the human resource management plan. One section of it involves staff acquisition. Among other things, this section includes whether the human resources will come from within the organization or from external, contracted sources. These data then help to plan the acquisition of project team members.

QUESTION 879

In both the weak and strong matrix organizational structures, the primary condition leading to conflict is_____

- A. Communication barriers
- B. Conflicting interests
- C. Need for consensus

D. Ambiguous jurisdictions

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Ambiguous jurisdictions exist when two or more parties have related responsibilities, but their work boundaries and role definitions are unclear. This situation is found frequently in weak and strong matrix organizations because of the "two-boss" concept.

QUESTION 880

As project manager, you are primarily responsible for implementing the project management plan by authorizing the execution of project activities. Because you do not work in a projectized organization, you do not have direct access to human resource administrative activities. Therefore you need to_____

- A. Outsource these functions
- B. Prepare a project team charter that is signed off by a member of the human resources department to delineate responsibilities
- C. Ensure that your team is sufficiently aware of administrative requirements to ensure compliance
- D. Ask the head of human resources to approve your project human resource plan personally

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A projectized work environment is unusual because project managers rarely have every function under their control. But compliance with administrative requirements, government regulations, union contract provisions, and other constraints is a consideration in human resource management.

QUESTION 881

Constant bickering, absenteeism, and substandard performance have characterized the behavior of certain members of your team. You have planned an off-site retreat for the team to engage in a variety of activities. Your primary objective for investing time and money in this event is to improve_____

- A. Team performance
- B. Morale
- C. Quality
- D. Individual performance

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Team development leads to improved team performance, which ultimately results in improved project performance. Improvements in team performance can come from many sources and can affect many areas of project performance. For example, improved individual skill levels such as enhanced technical competence may enable team members to perform their assigned activities more effectively. Team development efforts have greater benefit when conducted early but should take place throughout the project life cycle.

QUESTION 882

Two team members on your project often disagree. You need a conflict resolution method that provides a long-term resolution. You decide to use which one of the following approaches?

- A. Confronting
- B. Problem solving
- C. Collaborating
- D. Smoothing



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collaborating or problem solving is an effective technique for managing conflict when a project is too important to be compromised. It involves incorporating multiple ideas and viewpoints from people with different perspectives and offers a good opportunity to learn from others. It provides a long-term resolution.

QUESTION 883

Which of the following is an enterprise environmental factor that may influence the development of the human resource management plan?

- A. The organizational structure of the performing organization
- B. Poor communication among team members
- C. Ambiguous staffing requirements
- D. Team morale

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Enterprise environmental factors can influence the develop human resource management plan process. The organizational structure of the performing organization determines whether the project manager's role is a strong one (as in a strong matrix) or a weak one (as in a weak matrix). Other examples of enterprise environmental factors are the organization's culture, geographic dispersion of team members, existing human resources, personnel administration functions, and marketplace conditions.

QUESTION 884

As a project manager, you believe in using a "personal touch" to further team development. One approach that has proven effective toward this goal is _____

- A. Creating a team name
- B. Providing flexible work time
- C. Issuing a project charter
- D. Celebrating special occasions

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Project managers can show interest in their team members by celebrating occasions such as birthdays, anniversaries with the organization, and special achievements. Other approaches include being supportive, being clear, learning some information about each team member, and being accessible. Through observation and conversation, the project management team monitors indicators such as progress toward project deliverables, accomplishments that are a source of pride for team members, and interpersonal issues.

QUESTION 885

Your project has been under way for some time, but indicators show that it is in trouble. You have observed all the following symptoms of poor teamwork in your project team EXCEPT _____

- A. Frustration
- B. Excessive meetings
- C. Lack of trust or confidence in the project manager
- D. Unproductive meetings

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The problem is not too many meetings, but unproductive ones. The purpose of project meetings is to focus the skills and resources of the project team on project performance. Meetings that are considered "gripe sessions" or a time for the project manager to "lay down the law" are demoralizing to the team.

QUESTION 886

You are the project manager for a two-year project that is now beginning its second year. The mix of team members has changed, and there is confusion as to roles and responsibilities. In addition, several of the completed work packages have not received the required sign-offs, and three work packages are five weeks behind schedule. To gain control of this project, you need to_____

- A. Rebase line your original human resource plan with current resource requirements
- B. Change to a projectized organizational structure for maximum control over resource assignments
- C. Work with your team to prepare a responsibility assignment matrix
- D. Create a new division of labor by assigning technical leads to the most critical activities

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The responsibility assignment matrix defines project roles and responsibilities in terms of work packages and activities. It can be used to show who is a participant, who is accountable, who handles review, who provides input, and who must sign off on specific work packages or project phases.

QUESTION 887

You are part of a team that is working to develop a new medical implant device. Your project manager is an expert in medical implantation devices, yet he continually seeks opinions from the team about a wide variety of project and product issues. Team members often run project meetings while he sits silently at the head of the table. Which one of the following best characterizes his leadership style?

- A. Laissez-faire
- B. Team directed
- C. Collaborative
- D. Shared leadership

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Shared leadership is more than participatory management or collaboration; it involves letting the project team take over as much of the leadership role as it will accept.

QUESTION 888

The major difference between the project coordinator and project expeditor forms

- A. Strong commitment to the project usually does not exist in the project expeditor form of organization
- B. The project coordinator cannot personally make or enforce decisions
- C. The project expeditor acts only as an intermediary between management and the project team
- D. The project coordinator reports to a higher-level manager in the organization

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The relative position of the project coordinator in the organization is thought to lead to an increased level of authority and responsibility.

QUESTION 889

Which one of the following represents a constraint on the acquire project team process?

- A. Pre assignment of staff to the project
- B. Recruitment practices of the organizations involved
- C. Use of outsourcing
- D. Team member training requirements

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Staff assignments in organizations are governed by the policies, procedures, or guidelines of individual components. These policies will constrain the project manager's actions in acquiring a project team. The more familiar the project manager is with such policies, the easier it will be for him/her to assemble a team. Such recruitment practices are examples of personnel administration policies; an enterprise environmental factor, which is an input to acquire project team.

QUESTION 890

According to Herzberg's Motivator-Hygiene Theory, when achievement, recognition, responsibility, and advancement, or promotion, are not present, employees will _____

- A. Become alienated with the organization and leave
- B. Lack motivation but will not be dissatisfied with their work
- C. Lack motivation and become dissatisfied with their work
- D. Become dissatisfied only if they do not receive salary increases

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Herzberg advanced the theory that hygiene factors, such as the poor attitude of a supervisor, lead to dissatisfaction but not usually to decreased motivation. When motivators, such as responsibility and recognition, are lacking, they lead to job dissatisfaction, but when such motivators are present, they tend to motivate a person in the performance of his or her work.

QUESTION 891

Objectives for conducting performance appraisals during the course of a project can include all the following EXCEPT _____

- A. Initial establishment of roles and responsibilities
- B. Discovery of unknown and unresolved issues
- C. Development of individual training plans
- D. Establishment of goals for future time periods

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project performance appraisals are a tool and technique for the manage project team process and are used, among other objectives, to reclarify roles and responsibilities. It is critical that team members receive positive feedback in what might otherwise be a hectic environment.

QUESTION 892

Your organization is adopting a project-based approach to business, which has been difficult. Although project teams have been created, they are little more than a collection of functional and technical experts who focus on their specialties. You are managing the company's most important project. As you begin this project, you must place a high priority on _____

- A. Creating an effective team
- B. Identifying the resources needed to finish the project on time
- C. The best way to communicate status to the CEO
- D. Establishing firm project requirements

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An effective team is critical to project success, but such a team is not born spontaneously. In early project phases, it is vitally important for the project manager to place a high priority on initiating and implementing the team-building process.

QUESTION 893

In organizing a project, a project manager must deal with conflict. Which statement is TRUE regarding conflict in projects?

- A. A matrix form of organization can produce a lack of clear role definitions and lead to ambiguous jurisdictions between and among functional leaders and project managers
- B. Sources of conflict include project priorities, PERT/CPM schedules, contract administrative procedures, and type of contract C. Conflict is to be avoided whenever possible
- D. Strong matrix project managers have few human resource conflicts, because they can dictate their needs to functional managers

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Matrix management is useful but complex, involving difficult communication because of the use of borrowed and often part-time resources who are spread throughout the organization.

QUESTION 894

The chances for successful completion of a multidisciplinary project are increased if project team members are_____

- A. Problem oriented
- B. Politically sensitive to top management's needs
- C. Focused on individual project activities
- D. Focused on customer demands

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Problem-oriented people tend to learn and use whatever problem-solving techniques appear helpful. Although the project manager must be politically sensitive, team members need not have developed this skill to the extent required of the project manager; and rather than focusing on individual activities, team members should take a systems approach focusing on the entire project.

QUESTION 895

The terms strong matrix, balanced matrix, and weak matrix when applied to the matrix structure in project organization refer to the_____

- A. Ability of the organization to achieve its goals
- B. Physical proximity of project team members to one another and to the project manager
- C. Degree of the project manager's authority
- D. Degree to which team members bond together

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a strong matrix organization, the balance of power shifts toward the project manager. In a weak matrix organization, the balance of power shifts toward the functional or line manager.

QUESTION 896

The key way for a project manager to promote optimum team performance in project teams whose members are not collocated is to_____

- A. Build trust

- B. Establish a reward and recognition system
- C. Obtain the support of the functional managers in the other locations
- D. Exercise his or her right to control all aspects of the project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Team members who are physically separate from one another tend not to know each other well. They have few opportunities to develop trust in the traditional way, and they tend to communicate poorly with one another. Trust then must become the foundation upon which all team-building activities are built.

QUESTION 897

Hierarchical-type charts are a tool and technique for use in human resource planning. Which one of the following is helpful in tracking project costs and can be aligned with the organization's accounting system?

- A. RACI
- B. RAM
- C. RBS
- D. OBS



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The resource breakdown structure (RBS) is a variation of the organizational breakdown structure (OBS) and is used to show which work elements are assigned to individuals and other resource categories. As an example, it can show all crane operators and cranes even though they may be scattered throughout the OBS and WBS, which can help to track project costs.

QUESTION 898

When choosing the most appropriate form of project organization, the first step is to _____

- A. Create the WBS and let it determine the project organizational structure
- B. Produce a project management plan and determine the functional areas responsible for each task
- C. Refer to the project charter developed by top management

D. Develop a project schedule, including a top-down flowchart, and identify the functional areas to perform each task

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All effort on a project starts from the project management plan, which details the work that must be accomplished. It is a key input as the human resource management plan is developed.

QUESTION 899

Conflicts in which following three areas represent the majority of all project conflicts?

- A. Personalities, cost objectives, and schedules
- B. Cost objectives, administrative procedures, and scarce resources
- C. Scarce resources, scheduling priorities, and personal work styles
- D. Personal work styles, project priorities, and cost objectives

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although all areas listed contain potential conflicts, the majority of all conflict in a project environment is caused by scarce resources, scheduling priorities, and personal work styles.

QUESTION 900

Which of the following qualifications is the most important for a project manager?

- A. Supervisory experience
- B. Negotiation skill
- C. Education in a technical field
- D. Ability to work well with others

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project management requires getting things done through people who generally do not report directly to the project manager. The ability to influence project team members, as well as other key stakeholders, is crucial for success.

QUESTION 901

Determining the method and the timing of releasing team members should be included in the_____

- A. Staff acquisition plan
- B. Human resource plan
- C. Staffing management plan
- D. Project training plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The staffing management plan is a document that describes when and how human resources will become part of the project team and when they will return to their organizational units. It addresses how staff members will be acquired, how long they will remain on the project, how and when they will be released, training needs, and other important aspects of forming and disbanding the team.

QUESTION 902

As project manager, you plan to conduct a "kickoff" meeting at which you will discuss all the following EXCEPT_____

- A. Establishing working relationships and standard formats for global communication
- B. Reviewing project plans
- C. Establishing individual and group responsibilities and accountabilities
- D. Discussing specific legal issues regarding the contract

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Conducted after contract award or approval of the project, the kickoff meeting provides an opportunity for project participants to get to know each other and review information about the project. It is not a forum to discuss detailed project issues.

QUESTION 903

One purpose of the communications management plan is to provide information about the_____

- A. Methods that will be used to convey information
- B. Methods that will be used for releasing team members from the project when they are no longer needed
- C. Project organization and stakeholder responsibility relationships
- D. Experience and skill levels of each team member

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

These methods or technologies can include memos, e-mails, and/or press conferences. They are one of several items to include in this plan.

QUESTION 904

Project managers for international projects should recognize key issues in cross-cultural settings and place special emphasis on_____

- A. Establishing a performance reporting system
- B. Using good communication planning
- C. Establishing and following a production schedule for information distribution to avoid responding to requests for information between scheduled communications
- D. Using translation services for formal, written project reports

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An effective way to manage cultural diversity on projects is for the project manager to get to know the team members and to use good communication planning. It is necessary to consider time zones and language barriers as well as cultural differences and to include a glossary of common terminology in the communications management plan.

QUESTION 905

You are managing a project with team members located at customer sites on three different continents. As you plan communications with your stakeholders, you should review_____

- A. Stakeholder management plan
- B. Stakeholder register
- C. Communications model
- D. Communications channels

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder register is an input to the plan communications management process. It contains the identified stakeholders including their name, position, location, and role; their main requirements, expectations, and potential influence; and whether or not they are supporters, neutral, or resisters of the project.

QUESTION 906

Having worked previously on projects as a team member, you are pleased to now be the project manager to develop a new process to ensure that software projects in your IT Department are considered a success and are not late or over budget. However, many of your team members are new to the organization. As you work to establish a high-performing team, you realize the importance of_____

- A. Mentoring
- B. Coaching
- C. Moving quickly through the forming and storming stages
- D. Safeguarding information

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Many communications skills are common to both general management and project management. Coaching is one example. It is especially useful to develop the team to higher levels of competency and performance and helping people recognize their potential through empowerment and development. It is used to aid team members to develop or enhance their skills required to achieve project success.

QUESTION 907

As a project manager, you try to use empathic listening skills to help understand another person's frame of reference. In following this approach, you should_____

- A. Mimic the content of the message
- B. Probe, then evaluate the content
- C. Evaluate the content, then advise
- D. Rephrase the content and reflect the feeling

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Empathic listening requires seeing the world the way the other person sees it, with the goal of understanding that person's views and feelings. Unlike sympathetic listening, empathic listening contains no element of value judgment. It is essential to listen actively and effectively and to question and probe ideas to help ensure better understanding.

QUESTION 908

Statements of organizational policies and philosophies, position descriptions, and constraints are examples of_____

- A. Formal communication
- B. Lateral communication
- C. External communication
- D. Horizontal communication

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Formal communication provides direction and control for project team members and other employees. They also contain reports, minutes, and briefings and are examples of organizational process assets used in manage communications and in control communications.

QUESTION 909

You have decided to organize a study group of other project managers in your organization to help prepare for the PMP exam. What type of communication activity are you employing in your efforts to organize this group?

- A. Horizontal
- B. Vertical
- C. Official
- D. External

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communication activities have many potential dimensions to consider in exchanging information between the sender and the receiver. Horizontal communication occurs between or among peers, that is, across, rather than up and down, the organization.

QUESTION 910

Your company CEO just sent you an e-mail asking you to make a presentation on your project, which has been in progress for 18 months, to over 50 identified internal and external stakeholders. You have been conducting such presentations and holding meetings regularly on this important project. You should begin by_____

- A. Defining the audience
- B. Determining the objective
- C. Deciding on the general form of the presentation
- D. Circulating issues to be discussed

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Meetings are held regularly on projects to update and communicate project information and to respond to requests from stakeholders for the information. Most meetings consist of stakeholders coming together to resolve problems or make decisions. Typical meetings begin with a defined list of issues to be discussed, which are distributed in advance with minutes and other key information relative to the meeting.

QUESTION 911

You are responsible for a project in your organization that has multiple internal customers. Because many people in your organization are interested in this project, you realize the importance of_____

- A. Conducting a stakeholder analysis to assess information needs
- B. Performing communications planning early
- C. Determining the communications requirements of the customers
- D. Having an expert on communications management and customer relationship management on your team

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

On most projects, communications planning should be performed very early such as when the project management plan is prepared. This approach then allows appropriate resources, such as time and budget, to be allocated to communications activities.

QUESTION 912

Project managers spend a great deal of time communicating with the team, the stakeholders, the client, and the sponsor. One can easily see the challenges involved, especially if one team member must communicate a technical concept to another team member in a different country. The first step in this process is to_____

- A. Encode the message
- B. Decode the message
- C. Determine the feedback loops
- D. Determine the medium

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As the first step in the basic communication model, it is essential to translate thoughts or ideas into a language that is understood by others. Then, the message is sent using various technologies, and the receiver decodes it or translates it back into meaningful thoughts or ideas.

QUESTION 913

On your project, scope changes, constraints, assumptions, integration and interface requirements, and overlapping roles and responsibilities pose communications challenges. The presence of communication barriers is most likely to lead to_____

- A. Reduced productivity

- B. Increased hostility
- C. Low morale
- D. Increased conflict

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Barriers to communication lead to a poor flow of information. Accordingly, messages are misinterpreted by recipients, thereby creating different perceptions, understanding, and frames of reference. Left unchecked, poor communication increases conflict among project stakeholders, which causes the other problems listed to arise. Then, the project manager must work actively to resolve conflicts so disruptive impacts are prevented.

QUESTION 914

The most common communication problem that occurs during negotiation is that_____

- A. Each side may misinterpret what the other side has said
- B. Each side may give up on the other side
- C. One side may try to confuse the other side
- D. One side may be too busy thinking about what to say next to hear what is being said

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Effective communication is the key to successful negotiation. Misunderstanding is the most common communication problem. A project manager should listen actively, acknowledge what is being said, and speak for a purpose. It is essential to listen attentively and communicate articulately.

QUESTION 915

You finally have been appointed project manager for a major company project. One of your first activities as project manager will be to create the communications management plan. As you match the stakeholder with the appropriate communication methods for that stakeholder, you could use any one of the following methods EXCEPT_____

- A. Interactive communications
- B. Passive communications

- C. Pull communications
- D. Push communications

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

You can use several different methods to share information. Interactive communications are multidirectional in nature, such as conferences and meetings. Pull communications are those methods where the recipient finds the information at their leisure and gets the information that they want at their discretion. Push communications is targeted information sent to a select group but does not certify that the recipient actually has received the information, such as e-mail. Passive communications is more of a style of delivering the content or receiving the content.

QUESTION 916

As an output of plan communications, it may be necessary to update the project documents, which include the_____

- A. Stakeholder register
- B. Corporate policies, procedures, and processes
- C. Knowledge management system
- D. Stakeholder management plan



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In the plan communications management process the two documents that may be updated are the project schedule and the stakeholder register.

QUESTION 917

Sample attributes of a communications management plan include which one of the following?

- A. Roles
- B. Responsibilities
- C. Ethics
- D. Authority

Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

The communications management plan should identify the person responsible for communicating the information and the person responsible for authorizing release of any confidential information.

QUESTION 918

The process of conferring with others to come to terms or reach an agreement is called_____

- A. Win-win
- B. Negotiation
- C. Getting to "yes"
- D. Confrontation

Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

Negotiation if done well increases the probability of project success and involves conferring with others of shared or opposed interests with a view toward compromise. Negotiating is required to achieve mutually acceptable agreements between parties.

QUESTION 919

The key benefit of the control communications process is to_____

- A. Sharing best practices with other project teams in the organization with lessons learned
- B. Ensuring the information needs of stakeholders are met
- C. Ensuring an optimal information flow among communication participants
- D. Providing stakeholders with information about resolved issues, approved status, and project status

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While control communications as a process monitors and controls communications throughout the project to ensure the communication needs of project stakeholders are met, the key benefit is to ensure an optimal information flow among all communication participants at any moment in time.

QUESTION 920

The issue log is useful in control communications because it _____

- A. Provides what has happened and is a platform for subsequent communications
- B. Includes the project's risk register
- C. Organizes and summarizes information gathered
- D. Serves as an information management system for communications management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The issue log is an input to control communications and is used to document and monitor issue resolution. It can facilitate communications and ensure a common understanding of issues. In this process its information provides a repository of what already has happened in the project and serves as a platform for subsequent communications to be delivered. PMI®, PMBOK® Guide, 2013, 305

QUESTION 921

As head of the PMO, you will receive performance reports for all major projects. You decided to set a guideline for project managers as performance reporting should _____

- A. Collect work performance information on the status of deliverables
- B. Provide earned value data for project forecasting
- C. Provide information at an appropriate level for each audience
- D. Focus on cost and schedule variances rather than scope, resources, quality, and risks

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Performance reporting is a tool and technique in manage communications. Performance reports range from simple status reports to more elaborate reports. The emphasis is to ensure performance reporting provides the needed information for each audience level.

QUESTION 922

A simple performance report provides information on _____

- A. Percent complete
- B. Customer satisfaction
- C. Unacceptable variances
- D. Scope creep

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A simple status report may show performance information such as percent complete or status information for each area (scope, schedule, cost, and quality).

QUESTION 923

Communication is important when setting and managing expectations with the stakeholders.

Which one of the following statements is NOT true regarding the importance of communications within a project?

- A. Communications is one of the single biggest contributors to project success or failure.
- B. Project resources should be spent primarily on communicating information that leads to project success.
- C. Effective communications includes awareness of communication styles, cultural issues, relationships, personalities, and the context of the situation
- D. Listening is part of communicating and is a way to gain insight into problem areas, managing conflicts, and making decisions.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communications is considered one of the single most powerful indicators of project success or failure. Effective communications includes an awareness of all types of filters that may be impeding or straining communications. Listening is vital to good communications. Resources also should be spent on determining where a lack of communications can lead to failure.

QUESTION 924

In person-to-person communication, messages are sent on verbal levels and nonverbal levels simultaneously. As a general rule, what percentage of the message actually is sent through nonverbal cues?

- A. 5 percent to 15 percent
- B. 20 percent to 30 percent
- C. 40 percent to 50 percent
- D. Greater than 50 percent

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Nonverbal cues can be divided into four categories: physical, aesthetic, signs, and symbols. Many studies have demonstrated that most messages are conveyed through such nonverbal cues as facial expression, touch, and body motion, rather than through the words spoken.

QUESTION 925

As an output from control communications, it may be necessary to update the_____

- A. Project schedule
- B. Forecasts
- C. Corporate policies, procedures, and processes
- D. Knowledge management system



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communications control often entails the need to update project documents, including forecasts, performance reports, and the issue log.

QUESTION 926

In project communications, the first step in a written communication is to_____

- A. Analyze the facts and assumptions that have a bearing on the purpose of the message
- B. Gather thoughts or ideas
- C. Develop a logical sequence of the topics to be addressed
- D. Establish the basic purpose of the message

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

For any type of communication, the first step in the basic communication model is to encode, which means the sender translates thoughts or ideas into language.

QUESTION 927

A communications management plan includes which one of the following sample contents?

- A. Issues
- B. Escalation processes, including time frames and the management chains
- C. Dimensions
- D. Project assumptions and constraints

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Numerous items, including escalation processes, are part of the communications management plan. Business issues may arise that cannot be resolved at a lower staff level. During such a time, an escalation process is required to show time frames and the names of people in the management chain who will work to resolve these issues.

QUESTION 928

Your organization has decided to use project management for all of its endeavors. It has established a Center of Excellence for Project Management to support the movement into management by projects and has appointed you as its director. Since you work in a matrix environment, which of the following types of communications is the most essential for success?

- A. Upward
- B. Horizontal
- C. Downward
- D. Diagonal

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Horizontal communication is between the project manager and his or her peers and will be where most of the communications will occur. Accordingly, it is essential for success in a highly competitive environment and requires diplomacy, experience, and mutual respect.

QUESTION 929

You have heard recently that the client calls your progress reports the "Code of Hammurabi" because they seem to be written in hieroglyphics and are completely indecipherable to all but an antiquities scholar. This situation could have been avoided by_____

- A. Informing the client at the start of the project about the types of reports they will receive
- B. Using risk management techniques to identify client issues
- C. Hiring an expert report writer to prepare standard reports
- D. Engaging in communications planning

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The communications management plan is prepared during plan communications management.

The plan should include a description of the information to be distributed such as format, content, level of detail, as well as conventions and definitions to be used.

QUESTION 930

Assume on your project you have identified 250 stakeholders located in three continents and of these 250, you have determined that 200 of them will be actively involved and interested in your project. Therefore, as you determine an appropriate communication method, your best approach is_____

- A. Elaborate status reports
- B. Simple status reports
- C. Knowledge repositories
- D. E-mails

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Knowledge repositories along with Intranet sites, e-learning, and lessons learned data bases are examples of methods of pull communications. They are used for large volumes of information or for large audiences and require recipients to access communication content at their own discretion.

QUESTION 931

You want to ensure that the information you collect showing project progress and status is meaningful to stakeholders. You want to combine the type and format of the stakeholder's information needs with an analysis of the value of the information. You will document this information in the_____

- A. Communications register
- B. Stakeholder register
- C. Stakeholder management plan
- D. Communications management plan

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project team must conduct an analysis of stakeholder communications requirements to ensure that stakeholders are receiving the information required to participate in the project. For example, stakeholders typically require performance reports for information purposes. Such information requirements should be included in the communications management plan.

QUESTION 932

Work performance information is an output of which process?

- A. Manage risks
- B. Manage communications
- C. Control communications
- D. Report performance

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance information, an output of control communications, organizes and summarizes performance data such as status and progress information on the project at the level required by stakeholders. This information next is communicated to the appropriate stakeholders.

QUESTION 933

Assume you want to optimize the work performance reports you will use to manage communications. You should do so by_____

- A. Determining the most appropriate choice of communications media
- B. Setting different communications techniques for different stakeholder groups
- C. Ensuring the information is consistent with regulations and standards
- D. Ensuring comprehensiveness, accuracy, and availability

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance reports are an input to manage communications. They are a collection of project performance and status information used to facilitate discussion and create communications. They should be comprehensive, accurate, and available in a timely way.

QUESTION 934

Information received from stakeholders concerning project operations can be distributed and used to modify or improve future performance of the project. This modification or improvement is done as an update to organizational process assets during which following process?

- A. Plan communications management
- B. Distribute information
- C. Manage communications
- D. Report performance

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Feedback from stakeholders is an example of an organizational process asset to update as a result of the manage communications process.

QUESTION 935

General management skills relevant to the manage communications process include_____

- A. Operational planning

- B. Organizational behavior
- C. Setting and managing expectations
- D. Influencing the organization

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communications skills are part of general management skills, and setting and managing expectations are an example in manage communications. This helps create, collect, distribute, store, retrieve, and ultimately dispose of project information according to the communications management plan.

QUESTION 936

Changes in the report formats and lessons learned documents process should trigger changes to the_____

- A. Project management plan and performance reporting system
- B. Integrated change control system and the communications management plan
- C. Monitor and control project process and the project management plan
- D. Organizational process assets updates

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Any changes in report formats or lessons learned documentation are organizational process asset updates as an output of control communications. The documentation may become part of the historical data base for both the project and the organization.

QUESTION 937

One way to determine how to best update and communicate project performance and respond to stakeholder information requests is to_____

- A. Review the effectiveness of the communications management plan
- B. Set up a portal
- C. Hold meetings
- D. Distribute performance reports

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Meetings are a tool and technique in control communications. They can be face to face or online and in different locations and may include not only the project team but also suppliers, vendors, and other stakeholders.

QUESTION 938

The purpose of work performance data in control communications is to present results of comparative analysis to the_____

- A. Performance measurement baseline
- B. Communications management plan
- C. Stakeholder management plan
- D. Deliverable status

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Work performance data are an input in control communications. These data organize and summarize information gathered and present the results of comparative analysis to the performance measurement baseline.

QUESTION 939

Because communications planning often is linked tightly with enterprise environmental factors, which one of the following statements is true?

- A. The project's organizational structure has a major effect on the project's communications requirements.
- B. Standardized guidelines, work instructions, and performance measurement criteria are key items to consider.
- C. Procedures for approving and issuing work authorizations should be taken into consideration.
- D. Criteria and guidelines to tailor standard processes to the specific needs of the project should be stated explicitly.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Enterprise environmental factors undoubtedly will influence the project's success and must be considered because communication must be adapted to the project environment.

QUESTION 940

You are working on a project with 15 stakeholders. The number of communication channels on this project is_____

- A. 15
- B. 105
- C. 210
- D. 225

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The formula for determining the number of communication channels is $n(n - 1)/2$, where n = the number of stakeholders: $15(15 - 1)/2 = (15)(14)/2 = 105$. It is important to note that project managers must plan the project's communications requirements carefully, limiting who will communicate with whom given the potential for confusion when multiple communications channels can exist.

QUESTION 941

Which of the following formulas calculates the number of communication channels in a project?

a. $\frac{n(n-1)}{2}$

b. $\frac{n^2-1}{2}$

c. $\frac{n^2-1}{n}$

d. $\frac{2^n-2}{1^n}$



- A. Option a
- B. Option b
- C. Option c
- D. Option d

Correct Answer: A

Section: Mix Questions

Explanation

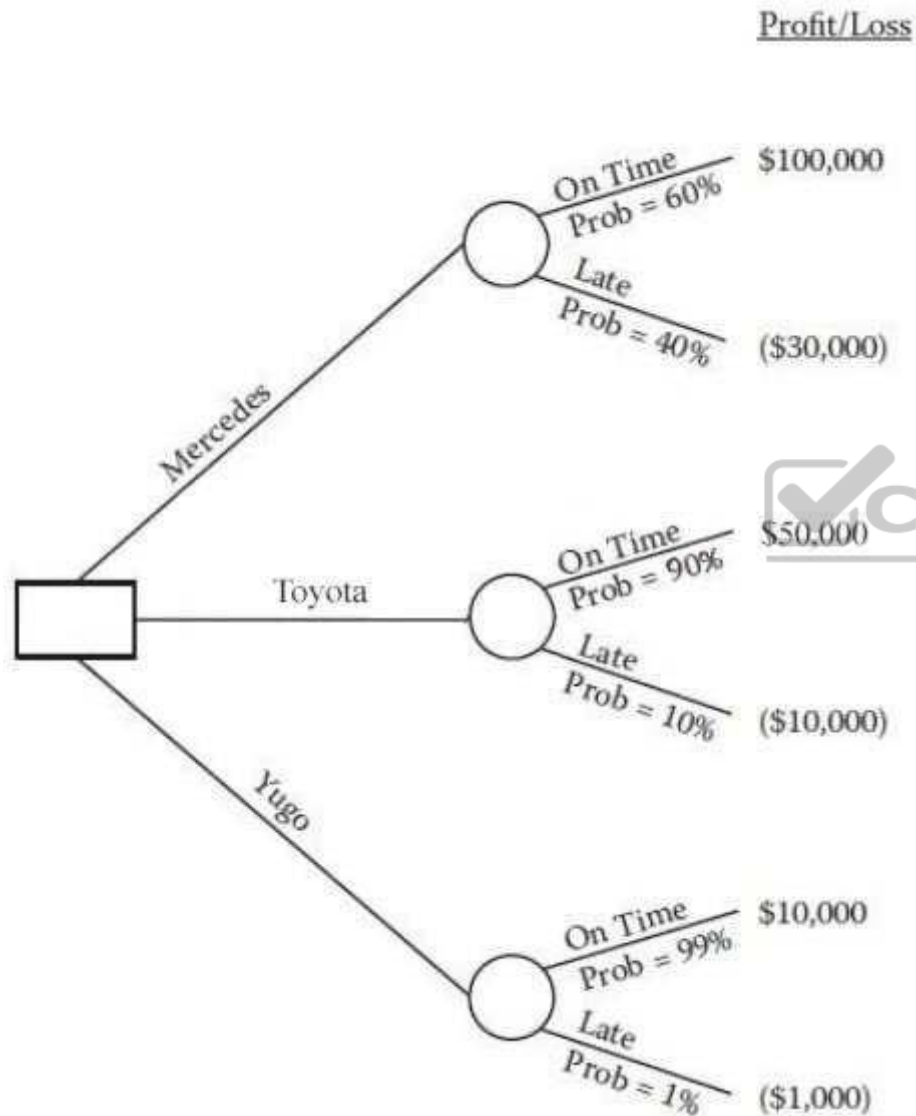
Explanation/Reference:

Explanation:

Where n = the number of stakeholders.

QUESTION 942

As the project manager, you have the option of proposing one of three systems to a client: a full-feature system that not only satisfies the minimum requirements but also offers numerous special functions (the "Mercedes"); a system that meets the client's minimum requirements (the "Yugo"); and a system that satisfies the minimum requirements plus has a few extra features (the "Toyota"). The on-time records and associated profits and losses are depicted on the below decision tree. What is the expected monetary value of the "Toyota" system?



- A. \$9,900
- B. \$44,000
- C. \$45,000
- D. \$48,000

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$$\begin{aligned}\text{EMV VToyota} &= (\$50,000 \times 90\%) + (\$10,000 \times 0\%) \\ &= \$45,000 + (-\$1,000) = \\ &= \$44,000\end{aligned}$$

QUESTION 943

A risk response strategy that can be used for both threats and opportunities is_____

- A. Share
- B. Avoid
- C. Accept
- D. Transfer



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risk exists on every project, and it is unrealistic to think it can be eliminated completely. There are certain risks that simply must be accepted because we cannot control whether or not they will occur (for example, an earthquake). Acceptance is a strategy for dealing with risk that can be used for both threats and opportunities.

QUESTION 944

The risk urgency assessment is a tool and technique used for_____

- A. Plan risk responses
- B. Identify risks

- C. Perform qualitative risk analysis
- D. Perform quantitative risk analysis

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risks that may happen in the near-term need urgent attention. The purpose of the risk urgency assessment is to identify those risks that have a high likelihood of happening sooner rather than later. It is combined with the risk ranking to give a final risk severity ranking.

QUESTION 945

Projects are particularly susceptible to risk because_____

- A. Murphy's law states that "if something can go wrong, it will"
- B. There is uncertainty in all projects
- C. Project management tools are generally unavailable at the project team level
- D. There are never enough resources to do the job

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Every project has uncertainty associated with it because a project by its definition is a temporary endeavor undertaken to create a unique product, service, or result. Risks may be known or unknown.

QUESTION 946

As project manager, you have assembled the team to prepare a comprehensive list of project risks. Which one of the following documents would be the most helpful in this process?

- A. OBS
- B. WBS
- C. RBS
- D. CBS

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The risk breakdown structure (RBS) helps to provide framework for ensuring a comprehensive process of systematically identified risks. It is a hierarchically organized depiction of the identified risks by risk categories.

QUESTION 947

You are working on identifying possible risks to your project to develop a nutritional supplement. You want to develop a comprehensive list of risks that can be addressed later through qualitative and quantitative risk analysis. An information gathering technique used to identify risks is_____

- A. Documentation reviews
- B. Probability and impact analysis
- C. Checklist analysis
- D. Brainstorming

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Brainstorming is a frequently used information-gathering technique for identifying risk, because it enables the project team to develop a list of potential risks relatively quickly. Project team members, or invited experts, participate in the session. Risks are easily categorized for follow-on analysis.

QUESTION 948

The Delphi technique is a particularly useful method for identifying risks to_____

- A. Present a sequence of decision choices graphically to decision makers
- B. Define the probability of occurrence of specific variables
- C. Reduce bias in the analysis and keep any one person from having undue influence on the outcome
- D. Help take into account the attitude of the decision maker toward risk

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The Delphi technique provides a means for arriving at a consensus using a panel of experts to determine a solution to a specific problem. Project risk experts are identified but participate anonymously. Each panelist answers a questionnaire. Then the responses, along with opinions and justifications, are evaluated, and statistical feedback is given to each panel member. The process continues until group responses converge toward a solution.

QUESTION 949

A workaround is_____

- A. An unplanned response to a negative risk event
- B. A plan of action to follow when something unexpected occurs
- C. A specific response to certain types of risk as described in the risk management plan
- D. A proactive, planned method of responding to risks

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Used in control risks, a workaround is a response to a threat that has occurred for which a prior response had not been planned or was not effective.

QUESTION 950

Most statistical simulations of budgets, schedules, and resource allocations use which one of the following approaches?

- A. PERT
- B. Decision-tree analysis
- C. Present value analysis
- D. Monte Carlo analysis

Correct Answer: D

Section: Mix Questions

Explanation

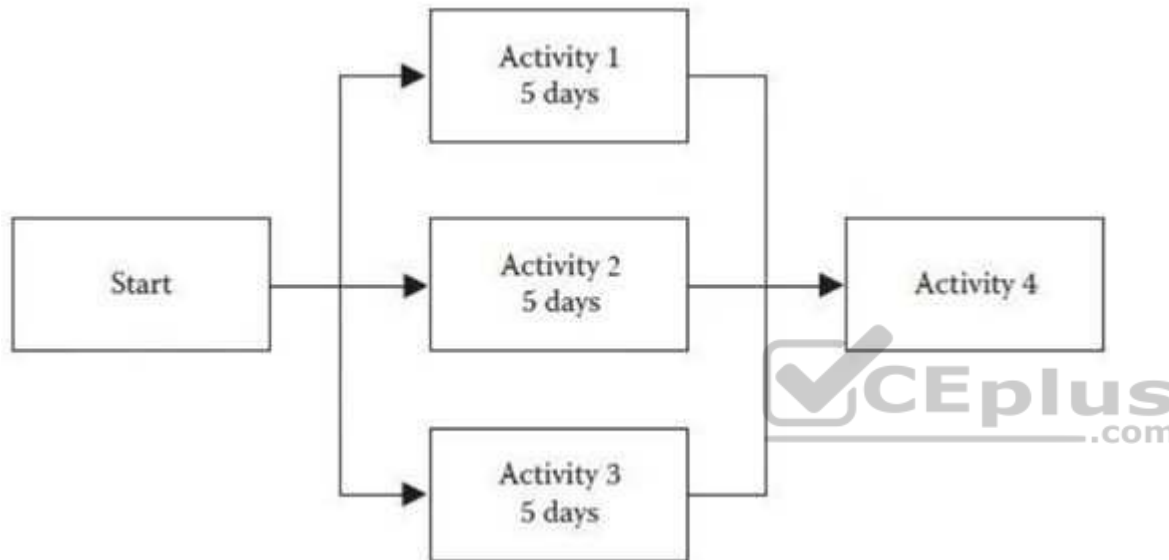
Explanation/Reference:

Explanation:

Simulations are typically performed using Monte Carlo in which a project model is computed many times with the input values chosen at random for each iteration from the probability distribution of these variables. Monte Carlo analysis supports various statistical distributions (normal, triangular, beta, uniform, etc.) used in estimating budgets, schedules, and resource allocations.

QUESTION 951

In the below path convergence example, if the odds of completing activities 1, 2, and 3 on time are 50 percent, 50 percent, and 50 percent, what are the chances of starting activity 4 on day 6?



- A. 10 percent
- B. 13 percent
- C. 40 percent
- D. 50 percent

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Probability (starting activity 4 on day 6) = $(0.5)^3$
= 0.125 or 13%

QUESTION 952

A project health check identified a risk that your project would not be completed on time. As a result, you are quantifying the project's risk exposure and determining what cost and schedule contingency reserves might be needed. You performed a schedule risk analysis using Monte Carlo analysis. The basis for your schedule risk analysis is the _____

- A. WBS
- B. Gantt chart
- C. Schedule network diagram and duration estimates
- D. Probability/impact risk rating matrix

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When determining the likelihood of meeting the project's schedule end date through Monte Carlo, the schedule network diagram and duration estimate are used as inputs to the simulation program. Cost risk, on the other hand, uses cost estimates from the WBS.

QUESTION 953

You are developing radio frequency (RF) technology that will improve overnight package delivery. You ask each stakeholder to estimate the most optimistic package delivery time using the RF technology, the most pessimistic time, and the most likely time. This shows that for your next step you plan to _____

- A. Use a beta or triangular probability distribution
- B. Conduct a sensitivity analysis
- C. Structure a decision analysis as a decision tree
- D. Determine the strategy for risk response

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Interviews often are used to help quantify the probability and consequences of risks on project objectives. The type of information collected during the interview depends on the type of probability distribution that is used. A beta or triangular distribution is used widely when information is gathered on the optimistic (low), pessimistic (high), and most likely scenarios.

QUESTION 954

Each one of the following statements about risk avoidance is true EXCEPT that it_____

- A. Focuses on changing the project management plan to eliminate entirely the threat
- B. Isolates the project's objectives from the risk's impact
- C. Accepts the consequences of the risk event should it occur
- D. Changes the project objective that is in jeopardy

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Accepting the consequences of the risk event is categorized as risk acceptance. With this risk response approach, the project team takes no action to reduce the probability of the risk's occurring.

QUESTION 955

If the probability of event 1 is 80 percent and of event 2 is 70 percent and they are independent events, how likely is it that both events will occur?

- A. 6 percent
- B. 15 percent
- C. 24 percent
- D. 56 percent

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The likelihood is determined by multiplying the probability of event 1 by the probability of event 2.

QUESTION 956

The project scope statement should be used in the identify risk process because it_____

- A. Identifies project assumptions
- B. Identifies all the work that must be done and, therefore, includes all the risks on the project
- C. Helps to organize all the work that must be done on the project
- D. Contains information on risks from prior projects

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project assumptions, which should be enumerated in the project scope statement, are areas of uncertainty, and as such are potential causes of project risk. The scope statement and the WBS are part of the scope baseline, an input to identify risks.

QUESTION 957

Your project team has identified all the risks on the project and has categorized them as high, medium, and low. The "low" risks are placed on which one of the following for monitoring?

- A. Threat list
- B. Low risk list
- C. Watch list
- D. Low impact list

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Even low-priority risks must be monitored. A watch list is used to ensure such risks are tracked for continued monitoring.

QUESTION 958

A general contingency is used for_____

- A. Risks that are identified at the outset of the project
- B. Risks that are not identified at the outset of the project but are known before they occur

- C. Risks that cannot be known before they occur because they are external risks
- D. Any risks that cannot be known before they occur

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

There is a category of risks that is sometimes called unknown-unknowns, meaning that the risk is not knowable and, therefore, the probability of the risk is also not knowable. Your lead technical advisor becoming seriously ill, your offices being ransacked by persons engaged in industrial espionage, or one of your subcontractors winning the lottery and running off to the Cayman Islands are all examples of risks that are not known before they occur. However, such risks must be expected and a general contingency can be set aside to address the impact they leave in their wake.

QUESTION 959

The simplest form of quantitative risk analysis and modeling techniques is _____

- A. Probability analysis
- B. Sensitivity analysis
- C. Delphi technique
- D. Utility theory



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Sensitivity analysis, as a quantitative risk analysis and modeling technique, helps to determine the risks that have the most potential impact on the project. It examines the extent to which the uncertainty of each project element affects the objective being examined when all other uncertain elements are held at their baseline values.

QUESTION 960

If a business venture has a 60-percent chance to earn \$2 million and a 20-percent chance to lose \$1.5 million, what is the expected monetary value of the venture?

- A. -\$50,000
- B. \$300,000
- C. \$500,000

D. \$900,000

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$$\text{EMV} = (\$2\text{M} \times 60\%) + (-\$1.5\text{M} \times 20\%) = (\$1.2\text{M}) + (-\$300,000) = \$900,000$$

QUESTION 961

You are managing the construction of a highly sophisticated data center in Port Moresby, Papua, New Guinea. Although this location offers significant economic advantages, the threat of typhoons has caused you to create a backup plan to operate in Manila in case the center is flooded. This plan is an example of what type of risk response?

- A. Passive avoidance
- B. Mitigation
- C. Active acceptance
- D. Deflection



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Active acceptance means not only accepting the consequences of a risk, but also establishing a plan for dealing with the risk, should it occur. Organizations typically establish a contingency plan funded by a contingency reserve (of time, money, or resources) to handle known, or even sometimes potential unknown, threats or opportunities.

PMI®, PMBOK® Guide, 2013, 345

QUESTION 962

A recent earned value analysis shows that your project is 20 percent complete, the CPI is 0.67, and the SPI is 0.87. In this situation, you should_____

- A. Perform additional resource planning, add resources, and use overtime as needed to accomplish the same amount of budgeted work
- B. Rebaseline the schedule, then use Monte Carlo analysis
- C. Conduct a risk response audit to help control risk

D. Forecast potential deviation of the project at completion from cost and schedule targets

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Earned value is used for monitoring overall project performance against a baseline plan. It is a part of variance analysis, a tool and technique in control risks.

QUESTION 963

The purpose of a numeric scale in risk management is to_____

- A. Avoid high-impact risks
- B. Assign a relative value to the impact on project objectives if the risk in question occurs
- C. Rank order risks in terms of very low, low, moderate, high, and very high
- D. Test project assumptions

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

You can develop relative or numeric, well-defined scales using agreed-upon definitions by the stakeholders. When using a numeric scale, each level of impact has a specific number assigned to it.

QUESTION 964

Risk score measures the_____

- A. Variability of the estimate
- B. Product of the probability and impact of the risk
- C. Range of schedule and cost outcomes
- D. Reduced monetary value of the risk event

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The risk score provides a convenient way to compare risks because comparing impacts or probabilities alone is meaningless. It helps guide risk responses.

QUESTION 965

Which of the following is an example of recommended corrective action in risk management?

- A. Conducting a risk audit
- B. Engaging in additional risk response planning
- C. Performing the contingency plan
- D. Conducting a risk review

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Corrective action in risk management is the process of making changes to bring expected performance in line with the risk management plan. Such action consists of performing either the planned risk response, such as implementing contingency plans, or a workaround.

QUESTION 966

The primary advantage of using decision-tree analysis in project risk management is that it_____

- A. Considers the attitude of the decision maker toward risk
- B. Forces consideration of the probability of each outcome
- C. Helps to identify and postulate risk scenarios for the project
- D. Shows how risks can occur in combination

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As a graphical way to bring together information, decision-tree analysis quantifies the likelihood of failure and places a value on each decision. Usually applied to cost and time considerations, this form of risk analysis may be linked to a sensitivity analysis.

QUESTION 967

Your project is using complex, unproven technology. Your team conducted a brainstorming session to identify risks. Poor allocation of project resources was the number one risk. This risk was placed on the risk register, which included at this point a_____

- A. Watch list
- B. Potential risk response
- C. Known unknown
- D. List of other risks requiring additional analysis

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The risk register is prepared first in the identify risks process. It contains a list of identified risks in as much detail as possible and a list of potential responses when they are identifiable at this time.

QUESTION 968

When managing current projects, it is important to use lessons learned from previous projects to improve the organization's project management process. Therefore, in project closing procedures, it is important to review the_____

- A. Secondary risks that occurred
- B. Checklists for identify risks
- C. WBS dictionary
- D. Fallback plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Checklists are a tool and a technique of the identify risks process and include risks encountered on similar, previous projects identified through the lessons learned process and from other sources. The project team should review the checklist as part of the identify risks process as well as during closeout. The team should add to the list as necessary, based on its experience, to help others in the future.

QUESTION 969

Risk mitigation involves_____

- A. Using performance and payment bonds
- B. Eliminating a specific threat by eliminating the cause
- C. Avoiding the schedule risk inherent in the project
- D. Reducing the probability and/or impact of an adverse risk event to an acceptable threshold

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

It is often more effective to take early action to reduce probability and/or impact of a risk occurring on a project than attempting to repair the damage after the risk has occurred.

QUESTION 970

On a typical project, when are risks highest and impacts (amount at stake) lowest?

- A. During the concept phase
- B. At or near completion of the project
- C. During the implementation phase
- D. When the project manager is replaced



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risks are highest at the beginning of a project because the project faces an uncertain future, and impacts are lowest at this time because investments in human and material resources are minimal.

QUESTION 971

Two key inputs to the perform quantitative risk analysis process are the_____

- A. WBS and milestone list
- B. Scope management plan and process improvement plan
- C. Schedule management plan and cost management plan
- D. Procurement management plan and quality baseline

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The cost and schedule of a project are two areas significantly affected by risk occurrences. Information on these two areas, because of their quantitative nature, provides excellent input to the perform quantification risk process to help determine overall impact and to provide guidelines as managing risk reserves.

QUESTION 972

The WBS represents all product and project work, including project management. It is sometimes called the_____

- A. Control account level
- B. 100% rule
- C. Integration of scope, cost, and schedule for comparison to the earned value
- D. The code of accounts

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The WBS is a deliverable-oriented, hierarchical decomposition of work to be done by the project team. Sometimes called the 100% rule, it shows the total of the work at the lowest levels must roll up to the higher levels so that nothing is left out and no extra work is done.

QUESTION 973

Your company is in the project management training business. In addition, the company publishes several exam study aids for the PMP® and CAPM® exam. You have your PMP® and you have been appointed as the project manager to make sure your company's training materials are updated to be aligned with the new PMBOK® Guide. You must complete your project in six months. You are now in month four. Many of your team members have been working on other projects as the company uses matrix management. In a performance review meeting today, you informed your Governance Board that you did not think you could complete this project in the remaining two months. You were informed that additional resources were not available, but you had to complete your project on time. Your best course of action is to_____

- A. Revise your schedule baseline
- B. Use fast tracking
- C. Adjust leads and lags now in your schedule
- D. Use modeling techniques

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Fast tracking or crashing the schedule for the remaining work to be done are examples of schedule compression techniques to find ways to bring project activities that are behind into alignment with the project management plan.

QUESTION 974

You are trying to determine whether or not to conduct 100% final system tests of 500 ground-based radar units at the factory. The historical radar field failure rate is 4%; the cost to test each unit in the factory is \$10,000; the cost to reassemble each passed unit after the factory test is \$2,000; the cost to repair and reassemble each failed unit after factory test is \$23,000; and the cost to repair and reinstall each failed unit in the field is \$350,000. Using decision tree analysis, what is the expected value if you decide to conduct these tests?

- A. \$5.5 million
- B. \$5.96 million
- C. \$6.42 million
- D. \$7 million



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Test: $\$5M + \$960K + \$460K = \$6.42M$; Don't Test: $\$7M$.

QUESTION 975

Motivation is dynamic and complex. The statement, "Motivation is an intrinsic phenomenon. Extrinsic satisfaction only leads to movements, not motivation" is attributed to which of the leading theories of motivation?

- A. Maslow's Hierarchy of Needs Theory
- B. Herzberg's Motivator-Hygiene Theory
- C. Morse and Lorsch's Contingency Theory
- D. McGregor's Theory X/Theory Y

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Frederick Herzberg's Motivator-Hygiene Theory asserts that some job factors lead to satisfaction, whereas others can only prevent dissatisfaction. There are two types of factors associated to the motivation process: hygiene factors, which relate to the work environment, and motivators, which relate to the work itself.

Hygiene factors, if provided appropriately, can prevent dissatisfaction, while motivating factors can increase job satisfaction and are more permanent.

QUESTION 976

Each time you meet with your project sponsor, she emphasizes the need for cost control. To address her concerns, you should provide_____

- A. Work performance information
- B. Cost baseline updates
- C. Resource productivity analyses
- D. Trend analysis statistics

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The project's work performance information should document and communicate the CV, SV, CPI, SPI, TCPI, and VAC for the WBS components in particular for specific work packages and control accounts.

QUESTION 977

One output of the control costs process is cost forecasts, which is when_____

- A. Modifications are made to the cost information used to manage the project and are communicated to stakeholders
- B. Trend analyses are performed and communicated to stakeholders
- C. A budget update is required and communicated to all stakeholders
- D. A calculated EAC value or a bottom-up EAC value is documented and communicated to stakeholders

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cost forecasts are another output of control costs, and the EAC is used to show the expected total costs of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

QUESTION 978

You work for an electrical utility company and will be managing a project to build a new substation that will serve a new industrial park. This project was authorized because of a _____

- A. Business need
- B. Market demand
- C. Technological advance
- D. Customer request

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Projects can be authorized as a result of a market demand, organizational need, customer request, technological advance, legal requirement, ecological impact, or a social need. The new industrial park is an example of a project authorized because of a customer request.

QUESTION 979

A final project report is a recommended best practice. Although this report can be organized in a variety of ways, how should each item that is covered in the report be addressed?

- A. A recommendation for changing current practice should be made and defended.
- B. The focus should be solely on items that did not work well on the project.
- C. Individuals who did not contribute successfully as team members should be noted.
- D. An earned value discussion is warranted.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

It is important to capture lessons learned, which then can be used on subsequent projects. The more detailed the lessons the better. However, when it comes to personnel lessons learned, the information should be handled in a confidential manner.

QUESTION 980

At the time the risk register is first prepared, it should contain all the following entries EXCEPT _____

- A. Root causes of risk
- B. Structure for describing risks
- C. List of risks requiring near-term responses
- D. List of potential responses

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The primary outputs from identify risks are initial entries into the risk register. It ultimately contains outcomes of other risk management processes as they are conducted. As an output of identify risks, the risk register should contain a list of identified risks, a list of potential responses, root causes that gave rise to the identified risks, and a structure for describing risks.

QUESTION 981

Which of the following theorists stated that people generally are motivated according to the strength of their desire either to achieve high levels of performance or to exceed in competitive situations?

- A. David McGregor
- B. David McClelland
- C. Victor Vroom D. B. F. Skinner

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

According to David McClelland, there are three relevant motives or needs in work situations: the need for achievement, power, and affiliation or association. This theory supports the view that there is a high correlation between achievement, affiliation, and power motives and the overall motivation and performance achieved in a project.

QUESTION 982

Your project is considered very risky. You plan to perform numerous what-if scenarios on your schedule using simulation software that will define each schedule activity and calculate a range of possible durations for each activity. The simulation then will use the collected data from each activity to calculate a distribution curve (or range) for the possible outcomes of the total project.

Your planned approach is an example of which following technique?

- A. PERT
- B. Monte Carlo analysis
- C. Linear programming
- D. Concurrent engineering

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Simulation is a tool and technique for the develop schedule process by which multiple project durations with different sets of activity assumptions are calculated. Monte Carlo analysis is the most commonly used simulation technique.

QUESTION 983

Project execution must be compared, and deviations must be measured for management control according to the_____

- A. Scope baseline
- B. Performance measurement baseline
- C. Schedule baseline
- D. Control system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The PMB is an approved, integrated scope-schedule-cost plan for the project work against which project execution is compared in order to measure and manage performance. It includes contingency reserve but not management reserve. It typically integrates scope, schedule, and cost parameters of the project, but it may also include technical and quality parameters.

QUESTION 984

A number of items may be part of the schedule data for the project. The amount of additional detail will vary, but the data should include all the following items EXCEPT _____

- A. Schedule activities
- B. Activity attributes
- C. Identified assumptions
- D. Resource breakdown structure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Schedule data for the project schedule includes a number of items as it collects the information used to describe and control the schedule. It includes schedule milestones, schedule activities, activity attributes, and assumptions and constraints. It may include resource histograms, alternate schedules, contingency reserves cash-flow projections, and order and delivery schedules.

QUESTION 985

If a team member, when facing schedule delays and cost overruns, develops several alternatives for completing the project successfully on schedule and within budget and asks questions such as, "Can we do it?," "If we do it what are the consequences?," and "Is it really worth the effort involved?," he or she is primarily motivated by the _____

- A. Contingency Theory
- B. Expectancy Theory
- C. Reinforcement Theory
- D. Equity Theory

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Developed by Victor Vroom, Expectancy Theory asserts that people think seriously about how much effort they should put into a task before doing it. Motivation is linked to an expectation of a favorable outcome. It is based on the concept that people choose behaviors that they believe will lead to desired rewards and outcomes.

QUESTION 986

Which tool or technique is NOT used for schedule control?

- A. Performance reviews
- B. Project management software
- C. Work performance information
- D. Leads and lags

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data is an input to control schedule.

QUESTION 987

All the following are examples of project document updates from the manage project team process EXCEPT _____

- A. Issue log
- B. Roles description
- C. Project staff assignments
- D. Personnel skills

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Personnel skill updates are an example of an enterprise environmental factor that may require updates as a result of the manage project team process along with inputs to the organizational performance appraisals.

QUESTION 988

Recording and reporting information regarding when appropriate configuration information should be provided and regarding the status of proposed and approved changes effectively is done through _____

- A. Configuration status accounting
- B. Configuration verification and audit

- C. Project management methodology
- D. A project management information system (PMIS)

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Configuration status accounting captures, stores, and accesses the needed configuration information to manage products and product information effectively.

QUESTION 989

Decomposition is a technique used to break larger, complex items into smaller and more manageable items. Which following statement best describes the role decomposition plays in creating the WBS?

- A. Final output of creating the WBS is described in terms of phases of a project life cycle.
- B. Final output of creating the WBS is described in terms of schedule activities.
- C. Final output of creating the WBS is described in terms of verifiable products, services, or results.
- D. Final output of creating the WBS is described in terms of the scope of the project.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

By using decomposition, the upper-level WBS components are subdivided for the work for each of the deliverables or subcomponents into its most fundamental elements, where the WBS components then represent verifiable products, service, or results.

QUESTION 990

The schedule management plan is a key document. It is_____

- A. An output of the develop schedule process
- B. A tool and technique used in the develop schedule process
- C. The first time management process
- D. A separate planning effort completed in conjunction with the time management processes

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The schedule management plan is the output of plan schedule management, the first of the seven time management processes. It is a subsidiary plan to the project management plan.

QUESTION 991

Activity attributes are used to extend the description of the activity and to identify its multiple components. In the early stages of the project, an example of an activity attribute is _____

- A. Activity codes
- B. Activity description
- C. Predecessor and successor activities
- D. Activity name

Correct Answer: D

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

The components for each activity evolve over time. In the initial stages of the project, they include the activity ID, WBS ID, and the activity name. Later, additional information is added as other time management processes are performed.

QUESTION 992

You are working on a new project in your city to construct an environmentally friendly landfill. The existing site is so undesirable that many residents have moved to other neighboring cities because of their proximity to it. However, even though the project has the support of the public, you need to have a number of hearings of the city's government before you are authorized to begin work. As you are in the planning phase of the project, you are waiting for these hearings to be scheduled and held before you can begin site preparation. These hearings are an example of _____

- A. A milestone
- B. An external dependency
- C. An item to be scheduled as a fragnet
- D. A mandatory dependency

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Some dependencies are external ones, and they involve a relationship between project activities and non project activities. In sequencing activities, the project management team must determine which dependencies are external as they are usually outside of the team's control.

QUESTION 993

You are working on a project and want to know how many activities in the previous month were completed with significant variances. You should use a(n)

- A. Control chart
- B. Inspection
- C. Scatter diagram
- D. Trend analysis

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Trend analysis is used in many control processes in project management. The trend analysis examines the performance of the project over time to determine whether performance is improving or deteriorating. Graphical analysis techniques are valuable in trend analysis to understand performance to date and to compare it to future performance goals in the form of completion dates.

QUESTION 994

Your project has a budget of \$1.5 million for the first year, \$3 million for the second year, \$2.2 million for the third year, and \$800,000 for the fourth year. Most of the project budget will be spent during _____

- A. Starting the project
- B. Organizing and preparing
- C. Carrying out the work
- D. Closing the project

Correct Answer: C

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

The implementation phase (carrying out the work) is when all interfaces affecting the project must be coordinated and when the product or service of the project is created. In most projects, this phase is also where a large portion of the project budget is spent.

QUESTION 995

If you decide to follow an open subordination approach to resolving conflict, you are using which style of conflict resolution?

- A. Avoiding
- B. Accommodating
- C. Compromising
- D. Collaborating

Correct Answer: B

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

Open subordination is much like an accommodating or smoothing style of conflict management in which negotiators are more concerned about positive relationships than about substantive outcomes. It can dampen hostility, increase support and cooperation, and foster more interdependent relationships. This is an effective style for project managers to use with support staff. It concedes one's position to the needs of others to maintain harmony and relationships.

QUESTION 996

Typically, the seller receives formal written notice that the contract has been completed by the_____

- A. Project manager
- B. Authorized procurement administrator
- C. Member of the project management team responsible for daily contract administration
- D. Purchasing department head

Correct Answer: B

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

The buyer, through its authorized procurement administrator, is responsible for providing the seller with formal written notice of contract completion. The procurement administrator does so when the seller has met all contractual requirements as articulated in the contract. PMI®,

QUESTION 997

Working in the control procurements process since your project is using five contractors, you need to update a number of organizational process assets. An example is_____

- A. Procurement management plan
- B. Procurement documentation
- C. Correspondence
- D. Warranties

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Contract terms and conditions often require written documentation of certain aspects of buyer/seller communications. Examples include any warnings of unsatisfactory performance and requests for changes in the contract or clarification. Other organizational process assets to update include payment schedules and requests and seller performance evaluation documentation.

QUESTION 998

You are beginning a new project staffed with a virtual team located across five different countries. To help limit conflict and misunderstandings concerning the justification, objectives, and high-level requirements of the project among your team members and their functional managers, you ask the project sponsor to prepare a_____

- A. Memo to team members informing them that they work for you now
- B. Project charter
- C. Memo to functional managers informing them that you have authority to direct their employees
- D. Human resource management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although the project charter cannot stop conflicts from arising, it can provide a framework to help resolve them, because it describes the project manager's authority to apply organizational resources to project activities. The project charter also documents the business needs, justification, objectives, and high-level requirements of the project.

QUESTION 999

To anticipate and help develop approaches to deal with potential quality problems on your project, you want to use a variety of root-cause analysis techniques including all the following approaches EXCEPT _____

- A. Fishbone diagrams
- B. Ishikawa diagrams
- C. System or process flowcharts
- D. Checklists

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Checklists are used to verify that the work of the project and its deliverables fulfill a set of requirements.

QUESTION 1000

All of the following are examples of ways to generate options for mutual gain during negotiations EXCEPT _____

- A. Separating inventing from deciding
- B. Options broadening
- C. Zero-sum game analysis
- D. Multiplying options by shuttling between the specific and the general

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Achieving mutual gain during negotiations means that each party benefits by the decisions made. A zero-sum game is where one side wins at the expense of the other.

QUESTION 1001

Recently, your company introduced a new processing system for its products. You were the project manager for this system and now have been asked to lead a team to implement needed changes to increase efficiency and productivity. To help you analyze the process outputs, you and your team have decided to use which following technique?

- A. System flowcharts
- B. Design of experiments
- C. Pareto analysis
- D. Control charts

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Control charts help to determine whether or not a process is stable or has predictable performance. This function of control charts is achieved through the graphical display of results over time to determine whether differences in the results are created by random variations or are unusual events. In a manufacturing environment, such charts are used to track repetitive actions such as manufactured lots. In a project management environment, they can be used to monitor processes such as cost and schedule variances, number requirements, and errors in project documents.

QUESTION 1002

Effective leadership is one key to successful project management. There are several theories of leadership. One model is Hershey and Blanchard's situational leadership model that describes directive behavior and supportive behavior. Of the following, which one is NOT a key word for supportive behavior?

- A. Listen
- B. Structure
- C. Praise
- D. Facilitate

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Supportive behavior is relationship oriented and is the extent to which the leader engages in two-way communication, listens, provides support and encouragement, facilitates interaction, and involves the followers in decision making. Structure connotes a certain level of rigidity and inflexibility and is not a term associated with supportive behavior.

QUESTION 1003

Based on quality control measurements on your manufacturing project, management realizes that immediate corrective action is required to the material requirements planning (MRP) system to minimize rework. To implement the necessary changes you should follow_____

- A. The organization's quality policy
- B. The quality management plan
- C. Established operational definitions and procedures
- D. A defined integrated change control process

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

If the recommended corrective or preventive actions or a defect repair require a change to any of the project management plans, a change request should be prepared in conformance with the perform integrated change control process.

QUESTION 1004

You are the project manager on a project to improve traffic flow in the company's parking garage.

You decide to use flowcharting to_____

- A. Help anticipate how problems occur
- B. Show dependencies between tasks
- C. Show the results of a process
- D. Forecast future outcomes

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Flowcharts depict the interrelationship of a system's components and show the relationships among process steps. They are often referred to as process maps as they display the sequence of steps and the branching possibilities for a process that transforms one or more inputs into one or more outputs. Flowcharts show activities, decision points, branching loops, parallel paths, and the order of processing. As such, they aid the team in anticipating where quality problems might occur, which helps in developing approaches for dealing with these potential problems.

QUESTION 1005

Successful project management involves both project leadership as well as project management skills. Several different leadership styles are appropriate in different phases of the project life cycle. Assume that you are working on a project, and it is in the execution phase. The leadership style that is most appropriate should consist of a blend of all but which one of the following?

- A. Change master
- B. Decision maker
- C. Team and synergy
- D. Trustworthiness

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During the execution stage, the major attributes and emphasis is on realignment. The leadership style/blend that is most appropriate is one who is a decision maker, balances work and fun, is trustworthy, and promotes the team concept and synergy.

QUESTION 1006

Schedule control is one important way to avoid delays. While planning and executing schedule recovery, one tool available to you for control schedules is_____

- A. Changing the schedule management plan
- B. Immediately rebase lining
- C. Adjusting leads and lags
- D. Changing all project and resource calendars

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Corrective action is anything that brings expected future schedule performance in line with the project plan. Adjusting leads and lags is one of many tools available to identify the cause of variation.

QUESTION 1007

You have been the project manager for your nuclear submarine project for four years. While you did not assume this position until the project management plan had been prepared and approved, you find you spend a significant amount of time collecting data and communicating. You also spend time reviewing the impact of project changes and implementing ones that have been approved. Often you have had to modify a non-conforming product, which means you are spending time on_____

- A. Corrective actions
- B. Updating the project's requirements
- C. Updating the traceability matrix
- D. Defect repair

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Defect repair is an intentional activity to modify a nonconforming product or project component.

QUESTION 1008

You were assigned recently as the project manager of a program management office project to implement a new enterprise-wide scheduling system for use throughout your company. You identify the need for a project charter to provide you with appropriate authority for applying resources, completing the project work, and formally initiating the project. Who should issue the project charter?

- A. The project manager you
- B. The customer
- C. The person who formally authorizes the project
- D. A member of the training and development department as they will own the training on the new system

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The charter is issued by the project initiator or sponsor who formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

QUESTION 1009

In which of the following methods of resolving conflict will the conflict typically reappear again in another form?

- A. Smoothing
- B. Compromising
- C. Collaborating
- D. Confronting

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Smoothing emphasizes areas of agreement while avoiding points of disagreement. It tends to keep peace only in the short term.

QUESTION 1010

Statistical sampling is a method to perform quality control to determine the conformance to requirements for some component or product of a project. Its greatest advantage is that it _____

- A. Does not require a large expenditure of resources
- B. Is accurate enough with a sampling of less than 1%
- C. Does not require 100% inspection of the components to achieve a satisfactory inference of the population
- D. Needs to be conducted only when a problem is discovered with the end product or when the customer has some rejects

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The application of the statistical concept of probability has proven, over many years in many applications, that an entire population of products need not be inspected, if the sample selected conforms to a normal distribution of possible outcomes (the "bell" curve). Sample frequency and sizes should be determined as the quality management plan is prepared in order that the cost of quality includes the number of tests and expected scrap.

QUESTION 1011

Your project sponsor wants to know whether process variables are within acceptable limits. To answer this question, you should_____

- A. Conduct a process analysis
- B. Conduct a root cause analysis
- C. Use a control chart
- D. Use a run chart

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A control chart is one of the seven basic tools of quality control that determines whether or not a process is stable or has predictable performance. It also illustrates how a process behaves over time. When a process is within acceptable limits, it need not be adjusted; when it is outside acceptable limits, an analysis should be conducted to determine the reasons why.

QUESTION 1012

All the following statements are true about the grassroots estimate, EXCEPT_____

- A. Its accuracy rate is from -5% to +10%
- B. It is also called an engineering estimate
- C. It is used primarily for Level 1 of the WBS
- D. It may take months to prepare

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Estimates are categorized according to accuracy and the time to prepare them. Grassroots or engineering-type estimates are definite estimates and are prepared when detailed information about the project is available. These estimates would use the work-package level of the WBS.

QUESTION 1013

You are planning a project and want to account for how the project will be managed in the future. While building your cost performance data, you want to provide guidance for when the project is later executed, because you know that different responses are required depending upon the degree of variance from the baseline.

For example, a variance of 10 percent might not require immediate action, whereas a variance of 20 percent will require more immediate action and investigation. You decide to include the details of how to manage the cost variances as part of which following plan?

- A. Cost management plan
- B. Change management plan C. Performance measurement plan
- D. Variance management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The management and control of costs focuses on variances. Certain variances are acceptable, and others, usually those falling outside a particular range, are unacceptable. The actions taken by the project manager for all variances are described in the cost management plan.

QUESTION 1014

Assume that you are managing a project team. Your team is one in which its members confront issues rather than people, establish procedures collectively, and is team oriented. As the project manager, which of the following represents your team's stage of development and the approach you should use during this time?

- A. Storming; high directive and supportive approach
- B. Norming; high directive and low supportive approach
- C. Norming; high supportive and low directive approach
- D. Performing; low directive and supportive approach

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

There are four stages of team development: forming, storming, norming, and performing. Different leadership styles in terms of the amount of required supportive and directive behavior are appropriate when a team is in a certain development stage. At the norming stage, the third stage in team development, leaders provide high support and low direction. Verma 1996, 227

QUESTION 1015

You are finalizing all the contracts and ensuring that they are closed. The close procurements process involves all the following administrative actions EXCEPT _____

- A. The procurement administrator is reassigned
- B. Finalizing open claims
- C. Updating the project records to show the final contract results



- D.
Archiving the contracts and contract records for future use

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The close procurements process looks at the administration of the contract and not the people responsible or involved with the contract.

QUESTION 1016

You are working on a project and want to identify the cause of problems in a process by the shape and width of the distribution of the process variables. You should use a_____

- A. Histogram
- B. Pareto chart
- C. Scatter diagram
- D. Trend analysis



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a histogram, or a special form of bar chart, each column represents an attribute or characteristic of a problem or situation. The height of each column represents the relative frequency of the characteristic. It describes the central tendency, dispersion, or shape of a statistical distribution.

QUESTION 1017

You are working on a construction project in a city different from your headquarters' location. You and your team have not worked in this city, City B, previously, and you lack knowledge of the local building codes. You had a team member review the codes, and he said they were in far greater detail than those in your city, City A. When you asked him how much time he would need to spend to gain a complete understanding of these codes, he estimated that at least five weeks would be needed. You then decided it would be more cost effective to hire a local person from City B who specializes in this area. As a result, as you prepare your schedule and estimate your resource requirements for this project, you should coordinate this work closely with which of the following processes:

- A. Estimate costs
- B. Define activities

- D.
- C. Determine budgets
Develop schedule

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The estimate activity resources process involves estimating the type and quantities of material, people, equipment, or supplies needed to perform each activity. This means close coordination with the estimate costs process is needed.

QUESTION 1018

Assume that you were the first person in your company to be PMP® certified and also that you earned a doctorate in project management. People throughout the organization admired your achievements. Based on your success in managing projects, your company now has adopted a management-by-projects philosophy. You have been appointed head of your company's project management office to lead the organization as it transitions to this new way of working. So far, people seem to willingly comply with your demands and requests. In this situation, you are using which type of power?

- A. Legitimate
- B. Expert
- C. Contacts
- D. Referent

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Legitimate power is formal authority based on a person's position within the organization. It comes with the right to give orders or make requests.

QUESTION 1019

The nature of project work is such that it inevitably causes stress. Project managers thus need to learn how to cope with and manage stress and understand what stress is and why it is created. Project managers need to note that it can be a positive experience depending on how people perceive stress and should work to mentor team members accordingly. As you strive to become more aware of stress, which one of the following is NOT considered a stress-creating factor that is related to the project environment?

- D.
A. Role ambiguity
B. Corporate politics
C. Career development
Selection of team members

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The main sources of stress are grouped into four categories of stress-creating factors: those related to roles and relationships, those related to the job environment, personal factors, and factors related to the project environment or climate. Role ambiguity is an example of factors related to roles and responsibilities. It occurs when an individual is not clear about his or her job responsibilities.

QUESTION 1020

Assume you are working as the project manager on the first project in your company to use the critical chain approach to scheduling. You are a PMP® and also are certified in critical chain. You are getting ready for a performance review with your Governance Board, and you can expect they will ask questions about_____

- A. The magnitude of variance against the schedule baseline
B. Schedule risk
C. Performance to date since the past review meeting
D. The buffer needed and buffer remaining

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Critical chain is an approach in scheduling in which the project team can place buffers on any project schedule path to account for limited resources and project uncertainties. During a performance review, comparing the amount of buffer remaining to the amount of buffer needed to protect the delivery date can help to determine schedule status.

QUESTION 1021

D.

You are in the early stages of a project to manufacture disposable medical devices. You need a number of engineers including ones with specialties in mechanical, environmental, and systems engineering. In the early stages of this project, your resource pool includes a large number of both junior and senior engineers in the various specialty areas. However, as the project progresses_____

- A. Fewer systems engineers will be needed
- B. The resource pool can be limited to those people who are knowledgeable about the project
- C. To complete the project on time, you will continue to require access to a large number of engineers in their specialty areas
You will only need junior level engineers as the senior level people can be used early in the project to mentor and train them

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Resource calendars are an input to the estimate activity resource process and to the estimate activity durations process. They are used to estimate resource use. Early in a project, the resource pool might include people at different levels of expertise in large numbers, but as the project progresses, the resource pool then can be limited to those people who are knowledgeable about the project because of their work on it.

QUESTION 1022

A number of approaches can be helpful when estimating resource requirements for activities on a project. Assume you are managing a project and you have already prepared your WBS. When you decomposed your WBS, it has 45 work packages. You then prepared an activity list. Now, you are preparing your schedule and determining your resource requirements. You found there were about 30 activities that you could not estimate with a reasonable degree of confidence, so you and your team decided to use which one of the following approaches to help with these activity resource estimates:

- A. Resource breakdown structure
- B. Published estimating data
- C. Alternatives analysis
- D. Bottom-up estimating

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

D.

When an activity cannot be estimated with a reasonable degree of confidence, the work then needs to be decomposed into more detail. The estimates then are aggregated into a total quantity for each of the activity's resources through a bottom-up approach. These activities may or may not have dependencies between them. However, when dependencies exist, this pattern of use of resources then is documented in the estimated requirements for each activity.

QUESTION 1023

To practice effective schedule control, your project team must be alert to any issues that may cause problems in the future. To best accomplish effective schedule control, the team should_____

- A. Review work performance information
- B. Allow no changes to the schedule
- C. Update the schedule management plan on a continuous basis
- Hold status reviews

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The calculated SV and SPI time performance indicators for WBS components, in particular the work packages and control accounts, are documented and communicated to stakeholders as an output of the control schedule process.

QUESTION 1024

Functional managers play a vital role in ensuring project success. Since most projects operate in a matrix environment, there is shared authority between project managers and functional managers.

Functional managers tend to focus on_____

- A. Who will do the task
- B. Why the project manager needs resources
- C. How much time and money is available for the task
- D. Why will the task be done

Correct Answer: A

Section: Mix Questions

Explanation

D.

Explanation/Reference:

Explanation:

In a matrix environment, project resources (that is, people) come from the functional departments. Therefore, it is the functional manager's job to identify who will work on specific project tasks.

QUESTION 1025

You are a member of a project selection committee that uses the net present value technique. Using this approach, the project is acceptable if the_____

- A. Sum of the net present value of all estimated cash flow during the life of the project equals the profit
- B. Net present value of the inflow is greater than the specified amount or percentage threshold
- C. Gross present value of all future expected cash flow divided by the initial cash investment is greater than one
- D. Net present value of the inflow is less than the specified amount or percentage threshold



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The discounted cash-flow approach--or the present value method--determines the net present value of all cash flow by discounting it by the required rate of return. The impact of inflation can be considered. Early in the life of a project, net cash flow is likely to be negative because the major outflow is the initial investment in the project. If the project is successful, cash flow will become positive.

QUESTION 1026

A watch list of low priority risks is documented in the_____

- A. Work performance information
- B. Risk register
- C. Fallback plans
- D. Risk response plan

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The monitor and control risks process includes keeping track of those risks on the watch list. Low-priority risks are inputs to the monitor and control risks process and are documented in the risk register. Other inputs that are part of the risk register include identified risks and risk owners, agreed-upon risk responses, control actions to assess the effectiveness of response plans, specific implementation actions, symptoms and warning signs of risk, residual and secondary risks, and the time and cost contingency reserves.

QUESTION 1027

You are the project manager for a major logistics installation project and must obtain specific services from local sources external to your project. Your subcontracts administrator has told you to prepare a product or service description, which is referenced in a_____

- A. Project statement of work
- B. Contract scope statement
- C. Request for proposal
- D. Contract

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project statement of work describes in a narrative form the products, services, or results that the project will deliver. It references the product scope description as well as the business need and strategic plan.

QUESTION 1028

It often is advantageous to appoint a termination manager in the closing phase of the project and release the project manager so that he or she is available to work on another project. If this is the case, the termination manager should focus attention on all but which one of the following?

- A. Ensuring that documentation is complete
- B. Ascertaining any product support requirements
- C. Receiving formal acceptance of the project from the client
- D. Preparing personnel performance evaluations

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project manager, or whoever supervised the work of each individual team member, should prepare the personnel evaluations because they have an intimate understanding of the work performed by the team members. The termination manager focuses instead on the administrative requirements of termination and the environment within which the project will be operating if it is continued in any way.

QUESTION 1029

You are working on a project to upgrade the existing fiber-optic cables in your province. You have determined that a resource can install 25 meters of cable per hour, so the duration required to install 1,000 meters would be 40 hours. This means you are using_____

- A. Productivity efficiency factors
- B. Parametric estimating
- C. Analogous estimating
- D. PERT

Correct Answer: B

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

Parametric estimating uses statistical relationships between historical data and other variables to calculate an estimate for activity parameters such as cost, budget, and duration. The activity durations then are determined quantitatively by multiplying the quantity of work to be performed by the labor hours per unit of work. This technique can produce higher levels of accuracy depending on the reliability of the data in the model.

QUESTION 1030

During the stages of team development, your team is in which stage when there is problem solving and interdependence along with achievement and synergy?

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

Correct Answer: D

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

The performing stage of team development is noted by a theme of productivity. Management skills involve consensus building, problem solving, decision making, and rewarding, with leadership shown through management by walking around, stewardship delegation, mentoring, being a futurist, and being a cheerleader/champion.

QUESTION 1031

When you are about to terminate a contract, the one place to look for specific procedures for contract closure is in the _____

- A. Statement of work in the contract
- B. Terms and conditions in the contract
- C. Product description
- D. Organizational process assets

Correct Answer: B

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

The terms and conditions can prescribe specific procedures for the various ways that a contract could be terminated.

QUESTION 1032

Today, the primary cause of why projects are not completed on time and within cost and are terminated early is due to _____

- A. Contractual issues
- B. Complexity of the project
- C. An increase in the allocated time
- D. Behavioral-oriented reasons

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Behavioral reasons, rather than quantitative reasons, account for more project terminations because it is much more difficult to manage people than things. Issues such as poor morale, poor human relations, poor labor productivity, and no commitment from those involved in the project combine to thwart project success in many industries.

QUESTION 1033

Life-cycle phase definitions are different in different industries. For example, all of the following are terms that could be used in the closing phase of a project EXCEPT _____

- A. Testing and commissioning
- B. Conversion
- C. Implementation
- D. Final audit

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Regardless of the many terms used across many industries, implementation would be considered a term used in the executing phase in which the work is carried out and done. Kerzner 2009, 69

QUESTION 1034

Your company is embarking on a project to launch a new product delivery service. You are the project manager for this project and have just finished the concept phase. The various outputs/deliverable(s) for this phase include _____

- A. Project management plan
- B. Scope of work and requirements
- C. Project charter and stakeholder register
- D. Roles and responsibilities of the project manager

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project charter signifies official sanction by top management and starts the planning, or development, phase. This document formally recognizes the existence of the project and provides the project manager with the authority to apply organizational resources to project activities. The stakeholder register is an output of identify stakeholders and also an output during the initiating processes.

QUESTION 1035

Behavior roles of team members influence the team's process, behavior, and effectiveness. An example of a task-oriented role to perform is that of a(n) _____

- A. Harmonizer
- B. Initiator
- C. Devil's advocate
- D. Group observer

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

To initiate something means to get it started. In the project environment, that typically means a task.

QUESTION 1036

You are managing a project in which your team members all work in the same geographic location and have worked together previously on many projects. Everyone is aware of the various strengths and weaknesses of the individual team members and their key areas of expertise. As a result_____

- A. A kickoff meeting is recommended
- B. Team-building activities will not be needed on your project
- C. You should expect minimal conflicts and changes to occur
- D. Rewards and recognition will be handled smoothly throughout the project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Even if team members already know one another, a kickoff meeting should still be held because the meeting always includes more than meeting team members. Specific expectations for the project can be discussed as well as other important administrative details. It also gives people an opportunity to express their commitment to the project's objectives.

QUESTION 1037

Team building should be ongoing throughout the project life cycle. However, it is hard to maintain momentum and morale, especially on large, complex projects that span several years. One guideline to follow to promote team building is to_____

- A. Consider every meeting a team meeting, not the project manager's meeting
- B. Conduct team building at specific times during the project through off-site meetings
- C. Engage the services of a full-time facilitator before any team-building initiatives are conducted
- D. Develop the project schedule using the services of a project control officer and then issue it immediately to the team

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Team building should be made as important a part of every project activity as possible. Given that there are many meetings on projects, each team member should be made to feel that it is his or her meeting and not just the project manager's meeting. This will foster greater contribution by each team member.

QUESTION 1038

You have been assigned as the project manager for a major project in your company where the customer and key supplier are located in another country. You have been working on your project for six months. Recently, you traveled to this country, and at the conclusion of a critical design review meeting, which was highly successful, you realized you were successful in building a high-performing team. You had your own team members, who work in a weak matrix structure, on a conference call during this meeting. Although it was difficult to reach agreement on some key issues, you therefore relied on your interpersonal skills in_____

- A. Facilitation
- B. Negotiating
- C. Influencing
- D. Decision making

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All are useful skills for project managers. In this situation influencing was necessary as the project manager has little or no direct control over team members as they work in a weak matrix. The ability of the project manager to influence stakeholders in a timely basis is critical to project success.

QUESTION 1039

You are leading a team to review and improve the project selection and prioritization method. You know that the two most important questions to answer are "can we do the project?" (feasibility study) and "should we do the project?" (cost-benefit analysis). The team is considering many different management concerns, including financial return, market share, and public perception.

The most important criterion for building a project selection model is_____

- A. Risks
- B. Realism
- C. Ease of use
- D. Benefits realization

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A project selection model should reflect the objectives of the company and its managers; consider the realities of the organization's limitations on facilities, capital, and personnel; and include factors for risk--the technical risks of performance, cost, and time as well as the market risk of customer rejection.

QUESTION 1040

Because risk management is relatively new on projects in your company, you decide to examine and document the effectiveness of risk responses in dealing with identified risks and their root causes. You therefore_____

- A. Conduct a risk audit
- B. Hold a risk status meeting
- C. Ensure that risk is an agenda item at regularly scheduled staff meetings
- D. Reassess identified risks on a periodic basis

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The risk audit is a tool and technique in the control risks process with two purposes: to assess the effectiveness of risk responses and to evaluate the effectiveness of the risk management process.

QUESTION 1041

Thinking back to lessons that your company learned from experiences with its legacy information systems during the Y2K dilemma, you finally convinced management to consider systems maintenance from the beginning of the project. However, maintenance should_____

- A. Always be included as an activity to be performed during the closeout phase
- B. Have a separate phase in the life cycle for information systems project because 60% to 70% of computer systems' life-cycle costs generally are devoted to maintenance
- C. Not be viewed as part of the project life cycle
- D. Be viewed as a separate project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Projects are efforts that occur within a finite period of time with clearly defined beginnings and ends. Maintenance is ongoing and of an indefinite duration. A maintenance activity, such as revision of an organization's purchasing guidelines, may be viewed as a project but is a separate and distinct undertaking from the initial project that generated it. At this point, the project has been completed, and its deliverables are transferred to operations for implementation.

QUESTION 1042

On your systems development project, you noted during a review that the system had less functionality than planned at the critical design review. This note suggests that during the control risks process you used which following tools and techniques?

- A. Risk reassessment
- B. Variance analysis
- C. Technical performance measurement
- D. Reserve analysis

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Technical performance measurement compares technical accomplishments to date to the project plan's schedule of technical achievement. Deviation, such as less functionality than planned at a key milestone, can help to forecast the degree of success in achieving the project scope.

QUESTION 1043

The workaround that you used to deal with a risk that occurred should be documented and included in which following processes?

- A. Report performance and monitor and control risks
- B. Validate scope and perform quality assurance
- C. Direct and manage project work and perform integrated change control
- D. Monitor and control project work and control risks

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A workaround is a form of corrective action, as it is a response to a threat that has occurred for which a prior response had not been planned or was not effective.

QUESTION 1044

Contested changes are requested changes when the buyer and seller cannot agree on compensation for the change. They are also known as all but which one of the following?

- A. Disputes
- B. Demands
- C. Appeals
- D. Claims

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Claims administration is a tool and technique in the control procurements process. When the buyer and seller cannot agree, this is also called claims, disputes, or appeals and should be documented, processed, monitored, and managed throughout the contract life cycle.

QUESTION 1045

A structured review of the seller's progress to deliver project scope and quality within cost and schedule is known as a(n)_____

- A. Procurement performance review
- B. Procurement audit
- C. Inspection
- D. Status review meeting

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

These reviews are a tool and technique of the control procurements process, which can include a review of seller-prepared documentation and buyer inspections. They seek to identify performance successes or failures, progress with respect to the contract statement of work and contract noncompliance.

QUESTION 1046

Within your company's portfolio, your project is ranked in the top five in terms of importance of the 60 projects under way; however, the number of resources available to you is still limited. You have decided to pilot test the use of critical chain on your project. You have calculated your critical path. You want to ensure that your target finish date does not slip in the critical chain method. To do so you should_____

- A. Add a project buffer
- B. Put in three feeding buffers
- C. Determine the drum resource
- D. Manage the total float of the network paths

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

After the critical path is identified using the critical chain method, resource availability is entered and a resource-constrained schedule results. This schedule may have an altered critical path that is known as the critical chain. The critical chain method adds duration buffers that are non-work schedule activities to manage uncertainty. To protect the target finish date from slippage on the critical chain, a project buffer is placed at the end of the critical chain.

QUESTION 1047

The greatest degree of uncertainty is encountered during which phase of the project life cycle?

- A. Concept
- B. Planning
- C. Implementation
- D. Closeout

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The greatest degree of uncertainty about the future is encountered during the concept phase or at the start of the project. The direction of the project is determined in this phase, and the decisions made have the greatest influence on scope, quality, time, and cost of the project.

QUESTION 1048

A team-building approach that facilitates concurrent engineering is_____

- A. Matrix management
- B. Fast-tracking
- C. Tight matrix
- D. Task force

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A "tight" matrix refers to team members working in close proximity to one another. Studies have demonstrated that such a team approach facilitates concurrent engineering by having designers working next to manufacturing engineers, for example, to help ensure that the project is designed in such a manner that it is also cost-effective to manufacture.

QUESTION 1049

A number of different decision-making styles can be used in a team environment. When quality and acceptance are both important, which of the following styles should be used?

- A. Command
- B. Consultation
- C. Consensus
- D. Coin flip

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project managers tend to use four basic decision styles: command, consultation, consensus, and coin flip or random. If acceptance and quality are both important, the consultation style is preferred. It allows for some involvement of team members but allows project managers to maintain control over the final decision. In this style, team members are free to express their opinions, but the project manager makes the final decision.

QUESTION 1050

Historical information is used_____

- A. To compare current performance with prospective lessons learned

- B. To prepare the stakeholder management plan
- C. To evaluate the skills and competencies of prospective team members
- D. As an input to develop project charter

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Historical information is an organizational process asset in the develop project charter process. Other organizational process assets are organizational standard processes, policies, and process definitions; templates from other project charters; and the lessons learned data base.

QUESTION 1051

Work completed, key performance indicators, technical performance measures, start and finish dates of schedule activities, number of change requests, number of defects, actual costs, and actual decisions are examples of work performance data are an output of _____

- A. Project plan development
- B. Risk control
- C. Monitor and control project work
- D. Direct and manage project work



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data containing these examples are an output of direct and manage project work. They are raw observations and measurements identified as activities are being performed to complete the work of the project. These data often are viewed at the lowest level of detail from which information is derived by other processes. The data then are gathered as the work is done and passed to the controlling processes of the various processes for further analyses.

QUESTION 1052

Two team members on your current construction project are engaged in a major argument concerning the selection of project management software. They refuse to listen to each other. The most appropriate conflict resolution approach for you to use in this situation is _____

- A. Accommodating
- B. Compromising

- C. Collaborating
- D. Forcing

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Forcing, using power or dominance, implies the use of position power to resolve conflict. It involves imposing one viewpoint at the expense of another. Project managers may use it when time is of the essence, when an issue is vital to the project's well-being, or when they think they are right based on available information. Although this approach is appropriate when quick decisions are required or when unpopular issues are an essential part of the project, it puts project managers at risk.

QUESTION 1053

As you use the critical chain method in lieu of the critical path method in developing your schedule, assume you have determined the buffer schedule activities. Your planned activities are scheduled to their latest possible planned start and end dates. Therefore, you are focusing on _____

- A. Managing the free float of each network path
- B. Managing the total float of the network paths
- C. Managing remaining buffer durations against the remaining durations of task chains
- D. Managing the total buffer durations against the durations of the task chains

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purpose of the critical chain method is to modify the project schedule to account for limited resources. The schedule is built using duration estimates with required dependencies and defined constraints as inputs. Then, the critical path is calculated and resource availability is entered, which means there is a resource-limited schedule with an altered critical path. Buffers protect the critical chain from slippage, and the size of each buffer accounts for the uncertainty in the duration of the chain of dependent tasks that lead up to the buffer. This method then focuses on managing the remaining buffer durations against the remaining duration of task chains.

QUESTION 1054

A key member of your project has deep technical skills and many years of experience in the company. Although she is not a manager, people respect her and do what she suggests. Of the following types of power, which one does she have?

- A. Legitimate
- B. Reward
- C. Referent
- D. Expert

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Expert power is earned/personal power when project personnel admire an individual's skills and want to follow him or her as a role model. In such situations, people willingly comply with the demands of such a person.

QUESTION 1055

You have been placed in charge of a group of people that is selecting one of three possible projects. As you gather in the conference room, many team members already have decided which project selection technique to use. Some prefer IRR, and others argue for BCR. In deciding which method to use, your first step should be to_____

- A. Compare and contrast selection techniques and identify the advantages and disadvantage of each
- B. Identify the technique used most often in the company and determine if it is appropriate for this project
- C. Select the method for which most team members have knowledge
- D. Determine the philosophy and wishes of management

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Any selection technique must be evaluated based on the degree to which it will meet the organization's objective for the project. Management generally establishes the organization's objective; therefore, management's wishes must be identified first. Then the most appropriate model to support management's wishes should be selected.

QUESTION 1056

Before considering a project closed, what document should be reviewed to ensure that project scope has been satisfied?

- A. Project scope statement

- B. Project management plan
- C. Project closeout checklists
- D. Scope management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project scope is measured against the project management plan. The project scope statement and scope baseline are subsets of the project management plan. However, the whole plan and all the baselines (cost and schedule) need to be met in addition to part of the scope. The project management plan is the agreement between the project manager and sponsor and defines what constitutes project completion.

QUESTION 1057

A cost management plan should establish and document the various earned value rules of performance measurement. Along with defining the WBS to the level that the earned value analysis will be performed and establishing how earned value will be credited to the project (0-100, 0-50-100, and so on), which following rule is also recognized regarding performance measurement?

- A. Determine the formula for calculating the estimate to complete (ETC) for the project
- B. Determine the code of accounts allocation provision for the WBS
- C. Determine the formula for calculating the estimate at completion (EAC) for the project
- D. Determine the variance thresholds to be used in the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Three recognized earned value rules of performance measurement are to (1) determine the EAC calculation to be used on the project as tracking methodologies are specified and to provide a validity check on the bottom-up EAC, (2) establish the earned value measurement techniques (for example, weighted milestones, fixed formula or percent complete), and (3) define the WBS level at which the measurements of control accounts will be performed. Four methods can be used to calculate the EAC.

QUESTION 1058

All the following elements are organizational process asset updates, resulting from closing a project or phase EXCEPT_____

- A. Project files
- B. Project or phase closure documents
- C. Historical information
- D. Final product, service, or result transition

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All the elements are outputs of the close project or phase processes, but the final product, service, or result transition is not part of the organizational process assets. It is an output on its own and involves the product that the project was created to produce.

QUESTION 1059

You have a conflict on your team but have enough time to resolve it, and you want to maintain future relationships. Thankfully, there is mutual trust, respect, and confidence among the parties involved. You decide to use confronting to resolve this conflict. In using this approach, your first step should be to_____

- A. Separate people from the problem
- B. Acknowledge that conflict exists



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- C. Establish ground rules
- D. Explore alternatives

Correct Answer: B

Section: Mix Questions

Explanation

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Explanation/Reference:

Explanation:

In order to address conflict, people must recognize and acknowledge that conflict exists. Next, it is important to establish common ground or shared goals and then to separate people from the problem.

QUESTION 1060

One way to evaluate the project schedule performance is to_____

- A. Use the project management information system (PMIS)
- B. Determine the percent complete of in-progress schedule activities
- C. Establish a schedule change control system
- D. Determine the total float variance

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Performance reviews are a tool and technique used in control schedule and includes trend analysis, critical path method, critical chain method, and earned value management. In terms of the critical path method, the emphasis is on comparing progress along the critical path to determine schedule status. Variance on the critical path will have a direct impact on the project's end date; evaluating progress of activities or near critical paths can identify schedule risk. After the variance is known, the project team can take corrective action to bring performance in line with the plan.

QUESTION 1061

Validate scope works hand-in-hand with control quality and generally follows control quality. A tool and technique used in validate scope that is not used in control quality is_____

- A. Group decision-making techniques
- B. Inspection
- C. Statistical sampling
- D. Variance analysis

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Both processes use inspection. Validate scope also uses group-decision making techniques to reach a conclusion when the validation is performed by the project team and other stakeholders. Methods to reach a group decision include: unanimity, majority, plurality, and dictatorship.

QUESTION 1062

The project team members have gotten together at the end of the project to review what happened on the project, discussing what went well and what didn't. They undertake this discussion for the sake of future project so that they can repeat the things that worked on the project and eliminate repeating the things that didn't work so well. This is known as what?

- A. Contract Closure
- B. Lessons learned
- C. Closing the project
- D. Contract audit

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

**QUESTION 1063**

You are the Project Manager for a high speed data communications project. You have just finished putting together all the various plans into an integrated document. Which of the following will you do next?

- A. Develop Project Management Plan
- B. Integrated Change Control
- C. Direct and Manage Project Execution
- D. Charter Signoff

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1064

A Project Manager has completed the Scope Planning process. The customer has shortened the schedule by six weeks and decided that the work breakdown structure (WBS) be modified. The Project Manager informs the customer that, by modifying the WBS, the project could be subjected to many problems. Which of the following would not be considered a problem of modifying the WBS?

- A. There are constant changes to the project
- B. Project justification and objectives are not defined
- C. Budget is not well defined
- D. Project may be subject to unforeseen delays

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1065

Your DVD training project is almost complete. You have outsourced the DVD creation to an out-of-state company to complete. As the project closes down, what will be completed last?

- A. Closing the project
- B. Contract Closure
- C. Release of resources
- D. Assignment of contracts for the next phase

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1066

Activity A is worth \$300, is 100% complete, and actually cost \$350. Activity B is worth \$100, is 95% complete, and actually cost \$85 so far. Activity C is worth \$200, is 75% complete, and has cost \$175 so far. Total budget is \$1500. What is the estimate at completion for the activities listed?

- A. \$1,704.55 US
- B. \$0.88

- C. \$1,685.39 US
- D. \$185.39 US

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1067

The customer has requested a five-week delay on the project while they rebuild a warehouse used for manufacturing a key piece of the project. This delay wasn't planned, but the project couldn't continue without it. The company is limited on available resources. This delay will be best shown in what?

- A. Responsibility assignment matrix
- B. Network diagram
- C. Budget
- D. Work breakdown structure (WBS).

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1068

Which of the following would a team create as a result of using a change control system?

- A. Change requests
- B. Approved changes
- C. Impact analysis
- D. Signoff

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

QUESTION 1069

The project is nearing completion. The team is involved in a lot of different activities to close the project. They are in the process of grouping together various documents associated with financial records, contracts, internal project documentation, and client-related documentation. What are they in the process of creating?

- A. Project Closure
- B. Contract File
- C. Lessons learned
- D. Archives

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1070

You are managing a contact management software project and senior management has come to you with a fast breaking project that could make the company have a significant market share boost. According to your current project schedule, your current project is on pace to be completed in six weeks. What is the best response you can tell senior management?

- A. Managing both projects as requested by senior management
- B. Telling senior management that you will consider the project once it has a charter
- C. Assigning the Functional Manager on the project to finish the current project
- D. Implementing crashing and fast tracking to complete your current project ahead of schedule so you can start immediately on this project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1071

The project charter has just been signed off. There were items in the charter that described market conditions which could affect the project and also resource limitations on the project.

These are examples of what?

- A. Assumptions
- B. Constraints
- C. Economic consumption
- D. Authority level of the Project Manager

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1072

Which of the following is the best description of configuration management?

- A. A thorough change control system to ensure the project produces the desired results
- B. A system used to store versions of software code
- C. A system used to store versions of documentation on a project
- D. A piece of an automated project management system used to set up project variables

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1073

The project planning is progressing on budget. The Project Manager and the team meet regularly and are ready to begin updating the project planning documents with a major scope change.

What input into the planning process will help the team the most?

- A. WBS
- B. Project management plan
- C. Risk list
- D. Network diagram

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1074

What is the best reason to create a work breakdown structure?

- A. It provides authority for the Project Manager
- B. It allows the project budget to be determined
- C. It helps attain buy-in from the team doing the work
- D. It allows the project completion date to be determined



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1075

You are the Project Manager on the development of a 4-way fully redundant computer system for the government. The government has been very concerned about the correctness and acceptance of the work results. You are not sure what the government is saying so you review your PMBOK Guide. What areas below will likely be involved in attaining what the government is concerned about?

- A. Scope Control and Scope Verification
- B. Administrative Closure and Quality Assurance
- C. Quality Planning and Quality Control
- D. Scope Verification and Quality Control

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1076

A Project Manager has completed the Scope Definition process. The customer and sponsor have shortened the schedule by four weeks and decided that the work breakdown structure will be excluded. The Project Manager informs the customer and sponsor that this process creates the work breakdown structure for their project. Which answer best explains why the WBS is so important to a project?

- A. It provides a hierarchical diagram of the project
- B. It is the foundation of the project
- C. It provides templates that can be reused on other projects
- D. It helps in team commitment to the project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1077

Project Scope Management is characterized by processes in the Planning, as well as Monitoring and Controlling phases. Which group of processes defines Project Scope Management?

- A. Initiation, Scope Planning, Scope Definition, Scope Verification, Scope Management
- B. Scope Forecasting, Scope Definition, Scope Verification, Scope Control
- C. Scope Planning, Scope Definition, Create WBS, Scope Verification, Scope Control
- D. Scope Planning, Scope Description, Scope Verification, Integrated Change Control

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1078

The internet marketing project is evaluating the size of their market, time limitations for product life cycle, revenue potential, and number of people available for the project. These are examples of what?

- A. Assumptions
- B. Constraints
- C. Economic consumption
- D. Strategic planning

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1079

The Project Manager is working with the customer to gain formal acceptance on the documentation deliverables for a software project. The customer is saying that the deliverables are unusable in their present form as they don't align with the project requirements. Upon reviewing documentation, the customer tells the Project Manager that the requirements are not accurate, to meet the needs for which the project was undertaken. Which of the following will help fix this problem?

- A. Creating the work breakdown structure
- B. Scope Control
- C. Scope Definition
- D. Scope Verification

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1080

A new manufacturing facility is being built for a consumer electronic company. The project to create it is nearing completion and will soon begin to enter the Closing phase. This will involve a number of people, but who will ultimately approve the work of the project?

- A. Project Manager
- B. The customer

- C. Senior management
- D. Stakeholders

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1081

The project team is involved in creating the work breakdown structure of the project. Which of the following best describes a work breakdown structure (WBS) that will be created?

- A. The work should be decomposed to a realistic level of detail
- B. If the work is not listed in the WBS, it is not in the project
- C. The accumulation of the work in the WBS should be equal to the work of the project
- D. All of the answers

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1082

The sponsor on the airport runway project has just told the Project Manager about a change he wants. He says that the change will cost 20% less and should not cause any problems to the existing environment. Which of the following should concern the Project Manager the most?

- A. Scope impact
- B. Schedule impact
- C. Quality impact
- D. Scope and schedule impact

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

QUESTION 1083

There has been a great delay in waiting to get the charter approved. It's finally complete and you are assigned as the Project Manager. Senior management wants you to begin planning as soon as possible. If you are in the process of planning the project, what is the best way to schedule Scope Verification?

- A. At the end of every phase on the project
- B. After the sponsor defines what they want the project to create
- C. When the project management plan is awaiting signoff
- D. When the work of the project is done

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1084

All of the following are true about a work breakdown structure (WBS) except?

- A. The team and the Project Manager should be involved in creating it
- B. It will resemble an organizational chart in appearance when complete
- C. The Activity Sequencing of the WBS can be done only in parallel
- D. It is a decomposition of the work of the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1085

Which of the following will likely result in the greatest customer satisfaction?

- A. Work breakdown structure (WBS).

- B. Scope Verification
- C. A signed contract
- D. Gold Plating

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1086

In defining a milestone, which of the following is correct?

- A. It is used to define the phase of a project B.
It has a duration of no more than one day
- C. It has a duration of zero (0).
- D. It has value in the charter but not in the plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1087

The Project Manager is working with the sponsor to attain formal acceptance on the infrastructure project deliverables. The customer is saying that seven of the deliverables are not meeting project goals, and are unusable in their present form. Upon reviewing documentation, the sponsor explains to the Project Manager that the requirements are not accurate, to meet the needs for which the project was planned. What part of the Planning process did this problem occur?

- A. Creating the Work Breakdown Structure
- B. Scope Control
- C. Scope Definition
- D. Scope Verification

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1088

What is used to define the accounts that the WBS and organizational structures align to for project cost tracking?

- A. Work packages
- B. Chart of accounts
- C. Cost estimates
- D. Cost baseline

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:



QUESTION 1089

The Project Manager is working with the customer to gain formal acceptance on the project deliverables. The customer is saying that three of the deliverables are not meeting project goals, and are unusable in their present form. Which of the following will be used to the problem?

- A. Scope analysis
- B. Team-building
- C. Scope Control
- D. Scope Verification

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1090

A Project Manager has completed the scope statement of the project. The customer and sponsor have shortened the schedule by four weeks and decided that the work breakdown structure will be excluded. The Project Manager informs the customer and sponsor that this process creates the work breakdown structure (WBS) for their project. Which answer best explains why the WBS is so important to a project?

- A. It provides a hierarchical diagram of the project
- B. It is used for estimating activities, cost, and resources
- C. It provides templates that can be reused on other projects
- D. It helps in team commitment to the project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1091

The project team has just started breaking down the components of the project into smaller pieces that are easier to maintain and manage. After doing this what level of decomposition will they ultimately stop at?

- A. Scope Definition
- B. Scope Verification
- C. Creating the WBS
- D. Activity Definition

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1092

Float on a Network diagram is also known as:

- A. Lag
- B. PERT
- C. Slack

D. GERT

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1093

You are the Project Manager on a merger and acquisition project. Activity A (3 days) and activity B (4 days) can start immediately. Activity C (2 days) can start after A and B are complete. Activity D (5 days) can begin after activity B is complete. Activity E (6 days) can begin after activity B is complete. Activity F (4 days) can begin after activities C and D are complete. Activity G (5 days) can begin after activities D and E are complete. Activity H (4 days) can begin after activities F and G are complete. If Activity D increases from five to eight days, what is the critical path, and what is the length?

- A. ACFH, 16 days
- B. BCFH, 18 days
- C. BDFH, 20 days
- D. BDGH, 21 days

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1094

Crosswind Custom Homes is building a customer's dream house. However, rain has delayed the finish by two weeks. The schedule shows that the next activity is to install the roof, then that is followed by the shingles. This is an example of what?

- A. Mandatory dependencies
- B. Lag
- C. Discretionary dependencies
- D. Crashing

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

QUESTION 1095

Crosswind Custom Homes is building a customer's dream house. However, excessive heat has delayed the finish by three weeks. The Project Manager evaluates the schedule and determines that the roofing and cabinetry could occur at the same time instead of right after each other, as laid out in the schedule. This is an example of what?

- A. Mandatory dependencies
- B. Crashing
- C. Lag
- D. Discretionary dependencies

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1096

The customer has requested a five-week delay on the project while the company has winter holiday. This delay was not planned, but the union forced the issue. The company has limited resources. What is the best way to make up the five-week slip?

- A. Fast tracking
- B. Integrated change control
- C. Put more resources on the project
- D. Crashing

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1097

The e-commerce project is six weeks behind schedule with five team members working on it. Three of these team members are working on the critical path related items. What is the slack of the critical path?

- A. Negative six weeks
- B. 30
- C. 0 (Zero).
- D. Not enough information

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1098

You are putting together the final schedule on your security encryption project. The problem you are having is that you don't have a consistent usage of your resources. Some are working 2 hours a day, some 16 hours a day, and there are some days when they aren't scheduled to work at all. Which of the following below would fix this problem?

- A. Resource leveling
- B. PERT analysis
- C. Fast tracking
- D. Crashing



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1099

The development team is building a new product for their company. This is a new product type at their company, and the market for the product is extremely unstable. According to the product manager a key to success will be to have an extremely accurate estimate on the resource needs for the project, since the company is resource constrained. Which type of duration estimating approach is the most accurate?

- A. Bottom-up estimating
- B. Parametric estimating
- C. Fast tracking

D. Analogous estimating

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1100

You are the Project Manager on a merger and acquisition project. Activity A (3 days) and activity B (4 days) can start immediately. Activity C (2 days) can start after A and B are complete. Activity D (5 days) can begin after activity B is complete. Activity E (6 days) can begin after activity B is complete. Activity F (4 days) can begin after activities C and D are complete. Activity G (5 days) can begin after activities D and E are complete. Activity H (4 days) can begin after activities F and G are complete. What is the critical path?

- A. BCFH
- B. BDFH
- C. BEGH
- D. ACFH

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1101

The Project Manager is creating an estimate for a housing development. This is something for which he is quite experienced. The client needs the estimate in four hours. Which of the following types of estimates make the most sense to use?

- A. Analogous
- B. Gut feel
- C. Bottom-up
- D. Parametric

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1102

In what knowledge area does Activity Resource Estimating occur?

- A. Scope
- B. Human Resource
- C. Time
- D. Procurement

Correct Answer: C

Section: Mix Questions Explanation

Explanation/Reference:



QUESTION 1103

The software development project is going through planning. In evaluating the triple constraint, which of the following is the highest priority?

- A. Scope
- B. Time
- C. Cost
- D. They are all equal unless otherwise stated in the charter

Correct Answer: D

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1104

All of the following could be considered functions of the GERT diagramming method except?

- A. Some activities may be performed only in part

- B. Some activities may be fast tracked
- C. Some activities may be performed more than once
- D. Some activities may not be performed

Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1105

The Project Manager is creating an estimate for building a cellular infrastructure base station. It is something that is new to the Project Manager and his team. They decide to create a bottom-up estimate. All of the following are advantages of this type of estimate except?

- A. It provides supporting detail of the estimate
- B. It provides team buy-in when they help create it
- C. It takes a great amount of time to create
- D. There is a greater degree of accuracy because of the detail it was created at

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

QUESTION 1106

The project planning for the trade show is progressing on schedule. The Project Manager and the team are meeting to begin cost estimating. The sponsor has said that estimates must be very accurate. Which of the following estimating techniques will provide the most accuracy?

- A. Cost estimating
- B. Bottom-up estimating
- C. Analogous estimating
- D. Parametric estimating

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1107

The Project Manager is creating an estimate for building a company WAN (wide area network). It is something that is new to the Project Manager and his team, and they want to make sure all the work of the project is covered. They decide to create a bottom-up estimate. All of the following are advantages of this type of estimate except...

- A. It provides supporting detail of the estimate
- B. It provides team buy-in when they help create it
- C. It takes a great amount of time to create
- D. It has a greater degree of accuracy because of the detail at which it was created

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1108

The project planning is progressing on schedule. The Project Manager and the team meet regularly and are ready to begin cost estimating. The customer needs an estimate as soon as possible. What estimating method should the team use?

- A. Cost estimating
- B. Parametric estimating
- C. Bottom-up estimating
- D. Analogous estimating

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1109

Calculate the variance for the following: Pessimistic=20, Optimistic=10, Realistic=17.

- A. 2.78
- B. 5
- C. Not enough information
- D. 5.67

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1110

The IT initiative project is on schedule and under budget. The customer is pleased, but would like a scope change. As a result, a new team is brought in to help the existing team implement this scope change. Before the team arrives, senior management would like to see where the project stands. Which of the following do you show them?

- A. Milestone chart
- B. Gantt chart
- C. Work breakdown structure
- D. Network diagram



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1111

Crosswind Custom Homes is building a customer's dream house. However, rain has delayed the finish by two weeks. The Project Manager evaluates the schedule and determines that by crashing, the project could be placed back on schedule. After discussing this with senior management, the Project Manager has decided to crash the project. By doing so, the Project Manager is adding what to the project?

- A. Time change
- B. Responsibility
- C. Cost change
- D. Scope change

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1112

Project A has a NPV of \$275K US over 2.5 years. Project B has an IRR of 3.2%. Project C has a BCR of 0.89:1. Project D has four people on it and is encountering scope creep. Which of the following projects would stand the greatest chance of getting canceled?

- A. Project A
- B. Project B
- C. Project C
- D. Project D

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1113

You are the Project Manager of an engineering project for a cellular base station with a one-year schedule as defined by the project management plan. You need a spectrum analyzer. During the procurement process, you have decided to rent this equipment. The rental cost is \$506 per month.

What type of cost is this?

- A. Indirect
- B. Direct
- C. Fixed
- D. Variable

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1114

Which of the following is an example of fixed formula status reporting?

- A. Getting status updates from the project team
- B. PV multiplied by % complete
- C. The Project Manager updating the status reports quantitatively
- D. 0%/100% rule

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1115

Calculate the standard deviation for the following: Pessimistic=20, Optimistic=10, Realistic=17.

- A. 6
- B. Not enough information
- C. 5.67
- D. 1.67



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1116

You are in the initial phase of a project and are doing an estimate for a project that requires a MRI lab for a hospital to be built. What is the estimate range you would use for this project?

- A. -10% to +25%
- B. -25% to +75% C. -5% to +10%
- D. -25% to +85%

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1117

Calculate the standard deviation for the following: Pessimistic=50, Optimistic=10, Realistic=24.

- A. 26
- B. Not enough information
- C. 5.67
- D. 6.667

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:



QUESTION 1118

The project planning is progressing. The team has involved the accounting department to set up a system of codes that the accounting department will use to track work on the project. This is known as what?

- A. Accounting codes
- B. WBS numbering
- C. Cost budgeting
- D. Chart of accounts

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1119

The project team is developing rules for reporting status on the project in the communication management plan. The majority of their activities are greater than three reporting periods long.

Which format is best to use in this case?

- A. Fixed formula progress reporting
- B. Weighted milestone
- C. Earned value
- D. Forecast reporting

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1120

Activity A is worth \$200, is 100% complete, and actually cost \$200. Activity B is worth \$75, is 90% complete, and actually cost \$120 so far. Activity C is worth \$200, is 75% complete, and has cost \$175 so far. The total budget is \$1000. What is the estimate at completion for the activities listed?

- A. \$1100.04
- B. \$690.63
- C. \$1186.24
- D. \$1000

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1121

Which process involves applying budget amounts to the individual work packages or activities?

- A. Cost Control
- B. Cost Estimating
- C. Cost Budgeting

D. Earned Value Management

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1122

Which process involves user cost estimates and the schedule to determine when these costs are expected to occur during the project?

- A. Cost Baseline
- B. Cost Budgeting
- C. Cost Control
- D. Cost Estimating

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1123

Activity A is worth \$300, is 100% complete, and actually cost \$350. Activity B is worth \$100, is 95% complete, and actually cost \$85 so far. Activity C is worth \$200, is 75% complete, and has cost \$175 so far. The total budget is \$1500. What is the cost variance for the activities listed?

- A. \$0.84
- B. \$65.00
- C. -\$65.00
- D. -\$57.50

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1124

The project is using a new server that cost \$25,000 US. The Project Manager is told to set up depreciation for the server over a five-year schedule, with the server having a value of \$0 at the end of five years. Standard depreciation will be used in the calculation. What is the amount per year the server will depreciate?

- A. \$5,000 US
- B. \$10,000 US
- C. \$2,500 US
- D. Not enough information

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1125

A Project Manager was assigned to manage a project to develop pink widgets for the Project Manager's company. The project will cost the company \$650,000 over the next 12 months. It is projected that the widgets will earn the company \$20,500 per month. How much time will it take to recover the cost for this project?

- A. 28 months
- B. 32 months
- C. 36 months
- D. Not enough information

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1126

Activity A is worth \$400, is 95% complete, and actually cost \$395. Activity B is worth \$350, is 90% complete, and actually cost \$330 so far. Activity C is worth \$275, is 100% complete, and has cost \$310 so far. The total budget is \$2500. What is the total earned value for the activities listed?

- A. \$970.00
- B. -\$970.00

- C. \$1025
- D. \$1035.00

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1127

Company-wide software licensing fees are an example of what type of project cost?

- A. Variable indirect
- B. Variable
- C. Fixed
- D. Fixed direct

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1128

The project management team has performed earned value analysis on its project and discovered that the project is behind schedule and over budget. The SPI is 0.82 and the CPI is 0.73. The team is trying to determine how efficient it will need to be with the remaining resources on the project to complete the project on budget. Which of the following is the team trying to calculate?

- A. Cost variance
- B. Cost performance index
- C. Estimate to complete
- D. To complete performance index

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1129

What are seven consecutive data points on either side of the mean called?

- A. Too tight of control limits
- B. A violation of the Seven Run Rule
- C. Too loose of specification limits
- D. Acceptable measurements

Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1130

The team is involved in defining what is needed to ensure that the quality process will capture the intended results of the testing. This is known as what?

- A. Quality Management Planning
- B. Quality assurance
- C. Measuring the output of the project
- D. Quality control

Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1131

A Project Manager is assigned to a project that is in the construction phase of a video computer board. The Project Manager is in the process of reviewing deliverables and Work Results to gain formal acceptance. This is known as what?

- A. Quality assurance
- B. Quality control
- C. Scope Verification

D. Scope Control

Correct Answer: C

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1132

The company is in the testing phase of its project. It is tracking defects that come in from customers who are testing the project. Given the nature of a new project, they have a variety of defects that are being discovered. Organizing and prioritizing the defects is becoming a challenge. What would help them organize this better?

- A. Pareto diagram
- B. Flowchart
- C. Ishikawa diagram
- D. Fishbone diagram

Correct Answer: A

**Section: Mix Questions
Explanation**

Explanation/Reference:



QUESTION 1133

The team is testing the work of the project and is having issues with a particular requirement showing the desired data. Which of the following can they use to isolate the problem?

- A. Cost-Benefit analysis
- B. Ishikawa diagram
- C. Flowcharts
- D. Design of Experiments

Correct Answer: B

**Section: Mix Questions
Explanation**

Explanation/Reference:

QUESTION 1134

The company is implementing a quality improvement standard on its new projects, trying to improve the culture to make it conform to quality standards better. The company views the need to shift the mentality of the company to a proactive approach to quality. Which of the following would it not expect to deal with in an environment that has a proactive approach to quality?

- A. Increased warranty support
- B. Greater quality standard
- C. Less inventory needed
- D. Decreased warranty support

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1135

Fishbone diagrams are also known as what?

- A. Cause and effect diagram
- B. Ishikawa diagram
- C. Pareto diagram
- D. Cause/Effect diagram AND Ishikawa diagram



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1136

The Project Manager is reviewing testing output. Generally, the data looks good. He does observe seven consecutive data points on one side of the mean in a couple of areas on the control chart. What is this called?

- A. A violation of the Seven Run Rule
- B. Lucky seven gets eleven

- C. Acceptable measurements
- D. Too loose of specification limits

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1137

The team is involved in defining what is needed to ensure project quality for their project. One team member says, "Do it right the first time." Another team member says, "Let's incorporate a method that reduces errors and helps the company make money." What best describes this process?

- A. Kaizen
- B. TQM
- C. Fitness for Use
- D. Zero Defects

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1138

The printing company is putting a policy in place to use just-in-time manufacturing. It feels this policy will help minimize excess paper and ink costs and improve efficiency in processing and maximize square footage utilization. The amount of inventory needed for this type of process is what?

- A. Minimal
- B. 25%
- C. Six Sigma
- D. Zero

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

QUESTION 1139

The project is going through Quality control. Which of the following are used to validate that the output is in compliance with the specifications of the work?

- A. Inspection
- B. Checklists
- C. Rework
- D. Acceptance decisions

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1140

The networking company that won the procurement contract has begun development of the work of the project. Given that they are trying to get additional business with the customer, they are providing some extra features and functionality. Which of the following best describes this situation?

- A. This is Gold Plating and it is a good thing to help them get more business
- B. This is Gold Plating and it is not a good practice
- C. This was an unsuccessful negotiation on the behalf of the company that won the contract
- D. This was a successful negotiation on the customer's behalf

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1141

The project is going through quality assurance. Which of the following is a key tool that will be utilized in this process?

- A. Quality improvement
- B. Quality audits

- C. Quality testing
- D. Quality management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1142

The project is progressing. As the company starts to release the product of the project to market, the consumer isn't buying it as the company had projected. This appears to be because the company has released a lot of products before that had an excessive number of defects. Who was ultimately responsible for these products being released with the defects?

- A. Functional management
- B. Project Manager
- C. The developer
- D. Senior management

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1143

The pilot for PM Airlines is in the process of flying from Dallas to Los Angeles. Adhering to the required pre-flight process, the pilot follows the procedures to ensure that he has properly selected and adjusted all the needed items to start up the plane for navigation. Which of the following did he likely use?

- A. Process flowchart
- B. Checklist
- C. Cause and Effect diagram
- D. Company policy

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1144

Calculate the variance for the following: Pessimistic=50, Optimistic=10, Realistic=24.

- A. 44.44
- B. 55.55
- C. Not enough information
- D. 26

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1145

The team is in the process of validating that the quality plan for the project will measure sufficiently the product of the project. What are the team members doing?

- A. Quality control
- B. Quality planning
- C. Quality management
- D. Quality audit

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1146

The construction engineer is doing questionable work on his activities on the remodeling project. The Project Manager has spoken to him about it a few times to no resolution. Functional management has been made aware of this issue as well. Who is responsible for the quality of the work of the construction engineer?

- A. Senior management
- B. Functional management
- C. The construction engineer
- D. Project Manager

Correct Answer: C

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1147

Which of the following is not a human resources process?

- A. Team Motivation
- B. Human Resource Planning
- C. Acquire Project Team
- D. Develop Project Team

Correct Answer: A

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1148

Which of the following is not an example of team development?

- A. Creating the WBS of the project
- B. Attending a sporting event as a group
- C. A team lunch
- D. Performance reviews

Correct Answer: D

Section: Mix Questions Explanation

Explanation/Reference:



QUESTION 1149

In performing human resources functions on a project, which of the following is not a process that would be done by the Project Manager?

- A. Team motivation
- B. Human Resource Planning
- C. Acquire Project Team
- D. Develop Project Team

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1150

The electrical engineer has recently been promoted from lead engineer to section manager. In this new position, he will be responsible for managing projects and project resources. Over the five years he has been with the company, he was always ranked as one of the top engineers but has had no formal project management training. This is an example of what?

- A. Halo Theory
- B. Reward power
- C. Problem solving
- D. Equal opportunity employment

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1151

The project is progressing well but has begun to experience resource conflicts with people who are working on critical path activities. What role will typically help resolve these resource issues?

- A. Senior management
- B. Functional management

- C. Project management
- D. Sponsor

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1152

The project is in a projectized environment. There are significant challenges with meeting the tight schedule of the project and personnel leaving the company. Project personnel have been complaining to senior management about the environment hoping for a resolution. In this type of environment, who controls the resources?

- A. Project Manager
- B. Functional Manager
- C. Senior management
- D. Project Coordinator

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1153

You are the Project Manager working with the customer on a construction project. You are required to purchase and integrate wireless communication system throughout the construction. A contract is signed with a vendor and work has begun. Halfway through the project, the customer decides to upgrade the equipment. This change will require changes to the signed contract. Who has the authority to change the contract?

- A. Sponsor
- B. Project Manager
- C. Customer
- D. Contract Administrator

Correct Answer: D



Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1154

The project has gone smoothly so far. The team members appear to be working with an end goal in mind and without a lot of supervision. They appear highly motivated and enjoying their work.

This is an example of what?

- A. Reward Theory
- B. Theory Y environmentC. Motivation Theory
- D. Theory X environment

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1155

The project is in a balanced matrix environment. There are significant challenges with the schedule and resource constraints of the project. Project personnel have been complaining to the Project Manager about the environment. In this type of environment, who controls the resources?

- A. Functional Manager
- B. Project Manager
- C. Project Coordinator
- D. Senior management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1156

The Project Manager has some issues on the team between two developers who disagree about how something should be done. What is the best method to resolve the conflict?

- A. Compromise
- B. Problem solving
- C. Withdrawal
- D. Reward

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1157

The project is very challenging and has been very trying on a lot of people. There are some key team members considering leaving the project and going back to their old jobs at the company.

Which of the following would be a key motivator to keep them on the project?

- A. Fringe benefits
- B. Perks
- C. Theory Y motivation strategy
- D. Compromise

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1158

An organizational breakdown structure (OBS) is also known as what?

- A. Staffing management plan
- B. Organizational chart
- C. Resource histogram

D. Responsibility assignment matrix

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1159

The Project Manager tells a team member on the project that she can attend some training for a new computer program. He further explains that this new skill will be used by the company in the future. He lets the team member know that he approved this training because of the good work the team member has done on the project. This is an example of what type of power?

- A. Formal
- B. Reward
- C. Award
- D. Compromise

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1160

You are a Project Manager at Dewey, Cheatum, and Howe and have been assigned to an internet renovation project. The project is on schedule and under budget, but you are constantly in conflict with three members of your project team. This conflict is apparent to all the team members. According to PMI's Code of Conduct, what would be the best solution?

- A. Treat the team member as a professional with respect
- B. Hold a team meeting to vote if the team member should be removed
- C. Remove the team member from the project
- D. Avoid the team member as much as possible

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1161

The project is progressing well but has begun to experience resource conflicts with people who are being pulled from the project by functional management for other work. What role will typically help resolve these resource issues?

- A. Senior management
- B. Functional management
- C. Project management
- D. Sponsor

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:



QUESTION 1162

The team has implemented a risk response plan when a vendor was unable to fulfill a contract commitment. The response was to choose another vendor. Because of the short notice, the other vendor cannot fulfill the need of the team. Which best describes what happened with the different vendor?

- A. Workaround
- B. Secondary risk
- C. Risk response plan
- D. Avoidance

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1163

The Project Manager and team are planning the project. They are presently identifying things that could go differently than planned. They are also trying to identify warning signs that would show that these events could be on the verge of occurring. What is the team doing?

- A. Risk analysis
- B. Risk Identification
- C. Conformance to quality
- D. Problem solving

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1164

The advertising agency has been awarded a \$54M US, 8-year contract to manage the advertising campaigns of a fast food chicken restaurant. The company realizes that this work is going to require a specific skill set for 40 people. Their current workforce only has 7 people with this skill set. This skill set is somewhat rare and specialized in the area they are located. They have chosen to buy a company much smaller than they are, but this company's core focus is this type of skill set. The company employs 50 people with this skill set. This is an example of what type of risk response strategy?

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1165

The network project has been very challenging. The cost performance index is presently 0.95 and the schedule performance index is 0.91. Risk could have been managed better from the start of this project. Halfway through the execution of the project management plan, the Project Manager assigned one person to do nothing but monitor for risks and work with the people who implemented the risk response plans. What would be a main goal to achieve from Risk Monitoring and Controlling?

- A. Qualitative analysis
- B. Corrective action
- C. Overall Risk ranking for the project
- D. Quantitative analysis

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1166

Your company is evaluating two projects for consideration. Project A has a 40% probability of \$69,000 US and a 60% probability of -\$10,000 US. Project B has a 60% probability of \$56,000 US and a 40% probability of -\$15,000 US. Which of the projects would you select based on the greatest expected monetary value?

- A. Project A
- B. Project B
- C. Project A and B are of even value
- D. The expected monetary value is not high enough on either to make a selection

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1167

The Project Manager and team are planning a banking software project. They are discussing what could go differently than planned on the project. They are also trying to identify warning signs that would show that these events could be on the verge of occurring. What are these warning signs called?

- A. Risk analysis
- B. Triggers
- C. Problem solving
- D. Risks

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1168

The information technology system for the national power grid has been working well. Today, the main control processor crashed, disabling the west coast delivery of power to four states. Implementation of the risk response plan didn't fix the problem. Which of the following steps would they perform first?

- A. Determine why the risk response plan failed
- B. Fix the problem
- C. Determine why the problem happened
- D. Adjust the risk response plan

Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:



QUESTION 1169

Ranking risks is performed in which of the following?

- A. Workarounds
- B. Risk triggers
- C. Qualitative Risk Analysis
- D. Expected monetary value (EMV).

Correct Answer: C

Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1170

Which of the following best relates to unknown unknowns?

- A. Schedule reserves

- B. Risk management
- C. Contingency reserves
- D. Management reserves

Correct Answer: D

Section: Mix Questions **Explanation** Explanation/Reference:



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