

PMP.exam.1041q

Number: PMP
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Time Limit: 120 min



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PMP

Project Management Professional v5

Sections

1. Initiation
2. Planning
3. Executing

- 4. Monitoring and Controlling
- 5. Closing
- 6. Mix Questions

Exam A

QUESTION 1

An input to the Collect Requirements process is the:



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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 2

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 3

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 4

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

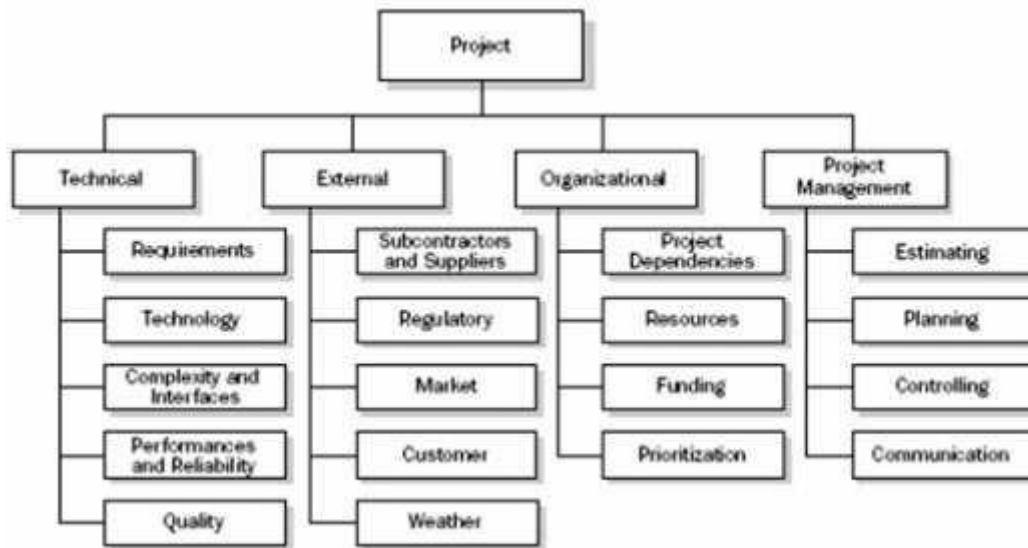
- A. Work performance information
- B. Project management plan
- C. Business case
- D. Change requests

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 5

The diagram below is an example of a:



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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 6

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 7

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 8

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 9

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 10

Which characteristics do effective project managers possess?



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- 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 11

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 12

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 13

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 14

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 15

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 16

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 17

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 18

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 19

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 20

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 21

Risk responses reflect an organization's perceived balance between:



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- 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 22

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 23

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 24

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 25

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 26

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 27

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 28

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 29

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 30

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 31

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 32

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 33

Which of the following methods is a project selection technique?

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

D. Pareto analysis

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 34

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 35

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 36

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 37

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 38

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 39

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 40

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 41

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 42

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 43

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



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Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 44

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 45

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 46

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 47

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 48

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 49

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 50

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 51

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 52

What is Project Portfolio Management?

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 53

What process determines which risks might affect the project?

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 54

In which process group is the scope first defined?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 55

The product scope description is used to:

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

Correct Answer: B

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 56

Which enterprise environmental factors are considered during cost estimating?

- A. Marketplace conditions and commercial databases
- B. Marketplace conditions and company structure
- C. Commercial databases and company structure
- D. Existing human resources and market place conditions

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 57

What are the five Project Management Process Groups?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 58

PMBOI Guide is a standard that describes:

- A. product-oriented processes.
- B. project management processes.
- C. product-oriented and project management processes.
- D. program management and project management processes.

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 59

Which is an input to the Scope Verification Process?

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 60

Which is the document that presents a hierarchical project organization?

- A. WBS
- B. CPI
- C. OBS
- D. BOM

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 61

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 62

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

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 63

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 64

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 65

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 66

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 67

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 68

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 69

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 70

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



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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 71

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 72

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 73

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 74

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 75

Which document defines how a project is executed, monitored and controlled, and closed?

- A. Strategic plan
- B. Project charter
- C. Project management plan
- D. Service level agreement

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 76

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

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 77

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

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

Correct Answer: B
Section: Planning
Explanation



Explanation/Reference:

QUESTION 78

An input used in developing the communications management plan is:

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 79

Enterprise environmental factors are an input to which process?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 80

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

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



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 81

The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule is known as:

- A. Plan Schedule Management.
- B. Develop Project Charter.
- C. Develop Schedule.
- D. Plan Scope Management.

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 82

An input to the Plan Stakeholder Management process is:

- A. The project charter.
- B. The stakeholder analysis.
- C. A communication management plan.
- D. A stakeholder register.

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:



QUESTION 83

An input to the Plan Cost Management process is:

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 84

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 85

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

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



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 86

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 87

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 88

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 89

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 90

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 91

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 92

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 93

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 94

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 95

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 96

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 97

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 98

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 99

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 100

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



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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 101

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 102

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 103

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 104

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 105

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 106

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 107

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 108

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 109

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 110

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 111

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 112

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 113

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 114

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 115

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 116

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 117

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 118

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

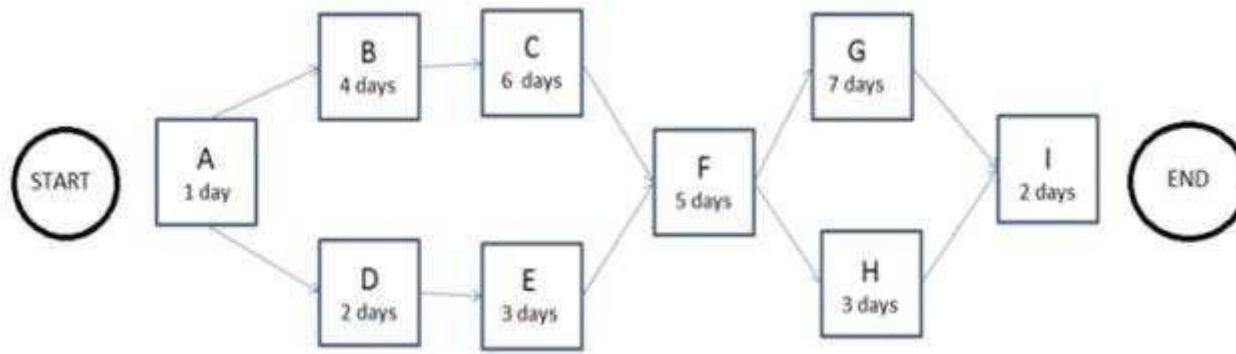
- A. Checksheets
- B. Histograms
- C. Flowcharts
- D. Control charts

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 119

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

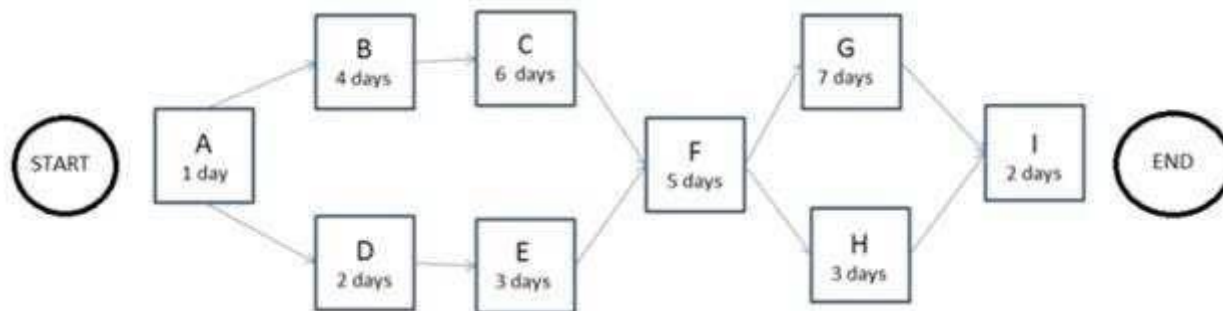
Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 120

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

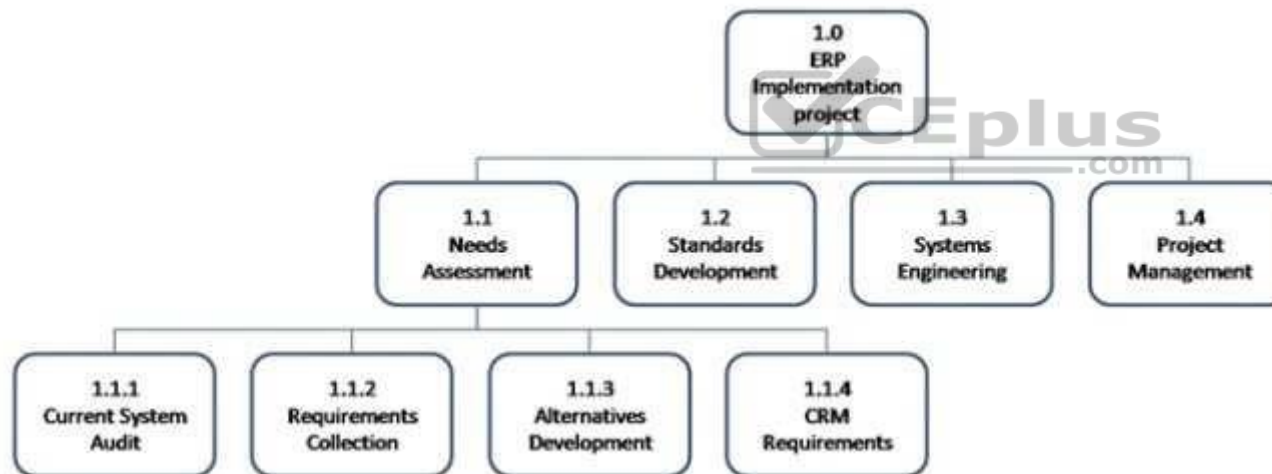
Section: Planning

Explanation

Explanation/Reference:

QUESTION 121

Which type of graphic is displayed below?



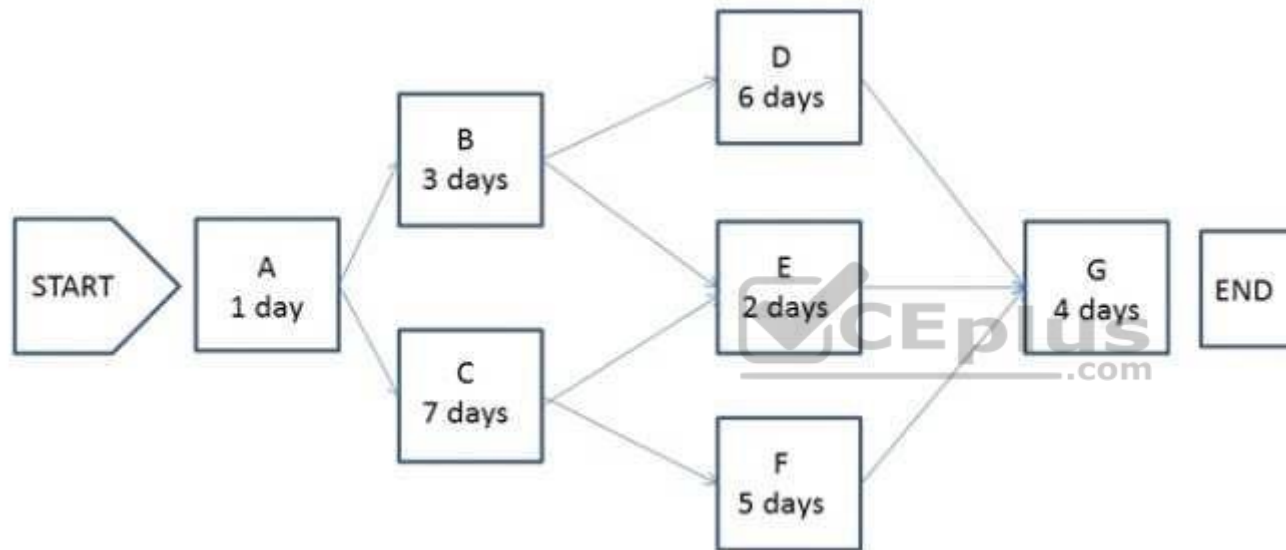
- A. Work breakdown structure
- B. Context diagram
- C. Control chart
- D. Pareto diagram

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 122

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

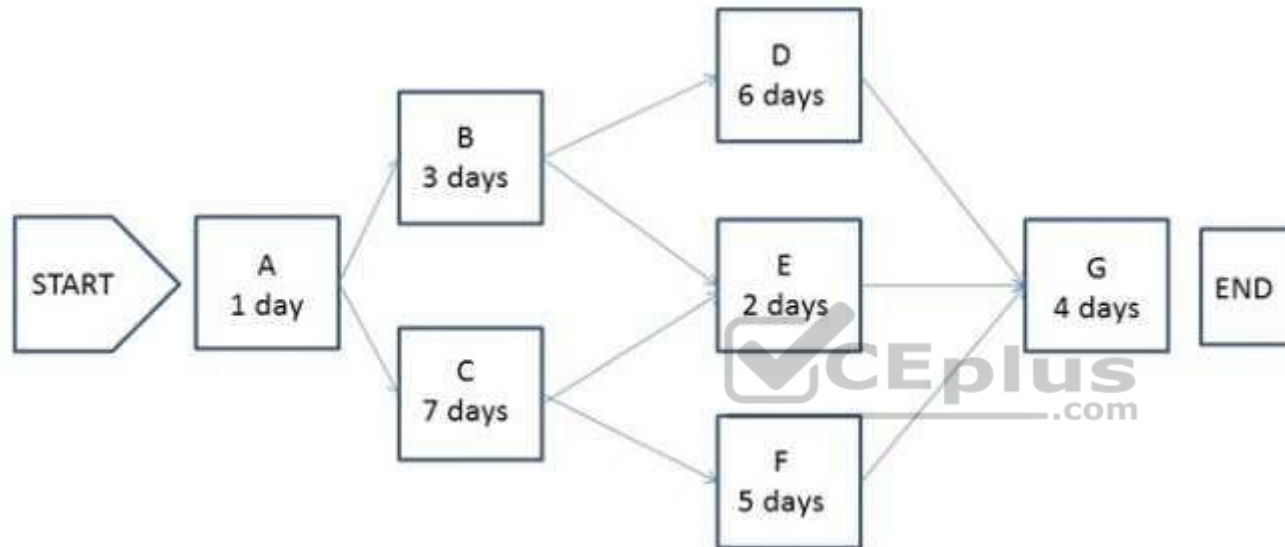
Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:

QUESTION 123

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 124

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 125

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 126

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 127

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 128

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 129

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 130

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 131

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 132

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 133

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



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- 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 134

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 135

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 136

Project Scope Management is primarily concerned with:

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 137

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 138

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 139

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

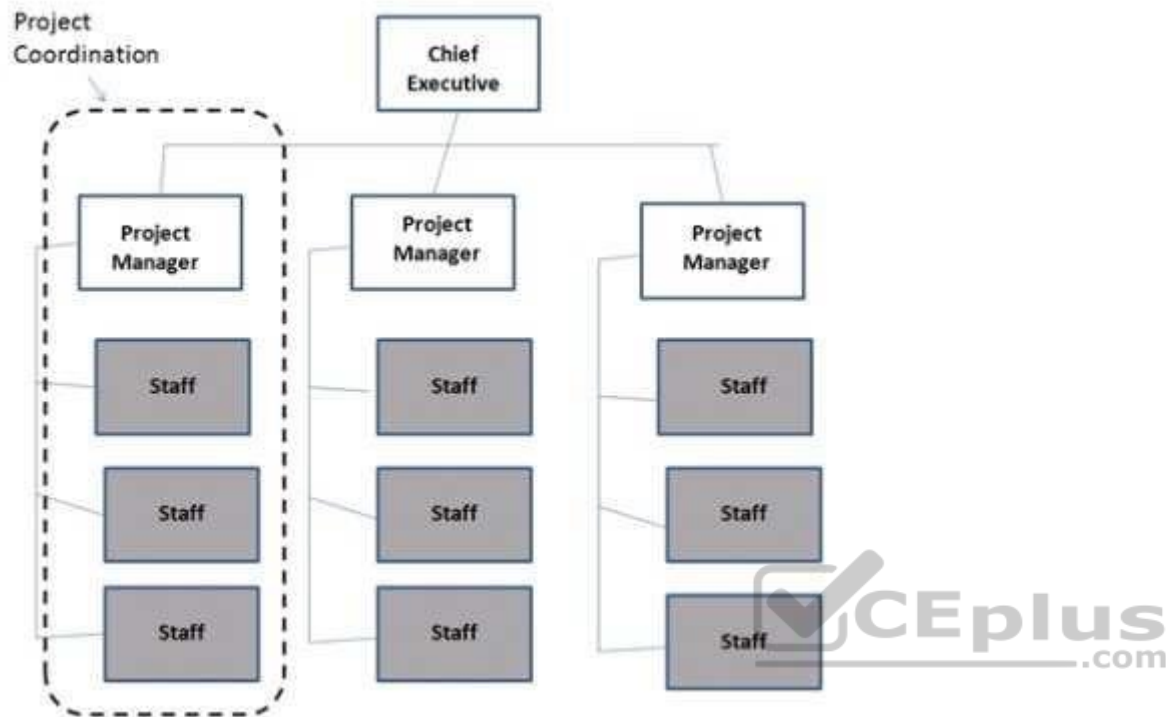
Explanation

Explanation/Reference:



QUESTION 140

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 141

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 142

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 143

Stakeholder communication requirements should be included as a component of:

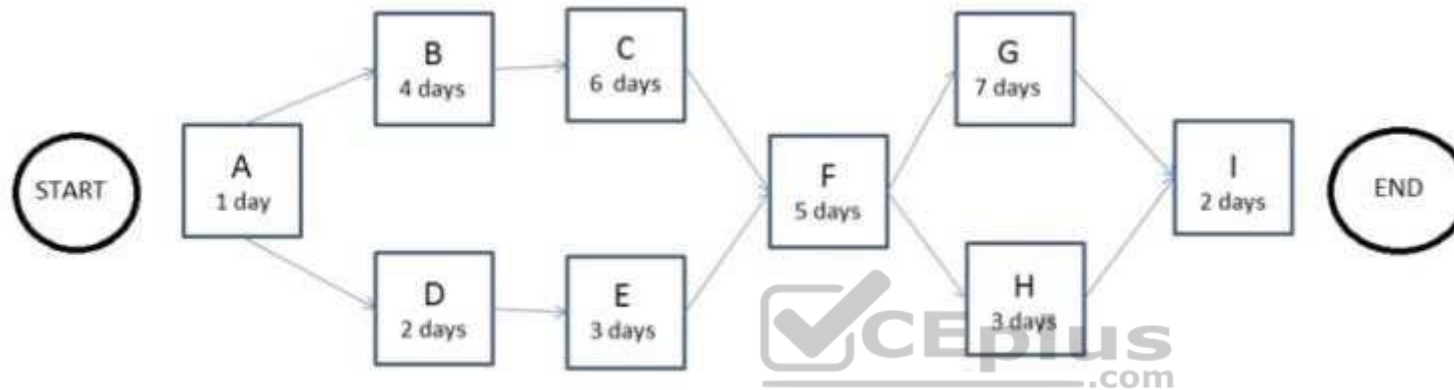
- A. enterprise environmental factors
- B. organizational process assets
- C. the project management plan
- D. the stakeholder register

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 144

The following is a network diagram for a project.



What is the critical path for the project?

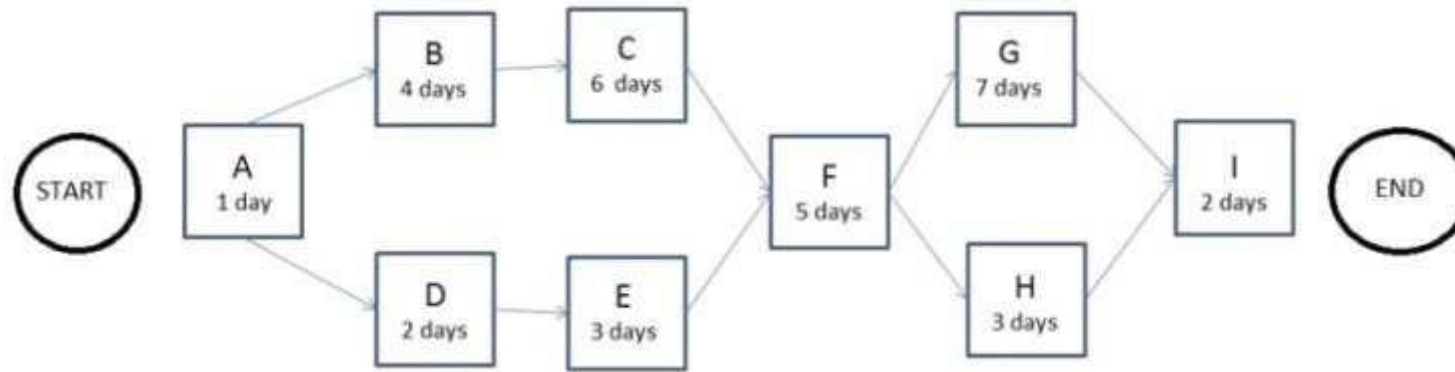
- A. A-B-C-F-G-I
- B. A-B-C-F-H-I
- C. A-D-E-F-G-I
- D. A-D-E-F-H-I

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 145

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



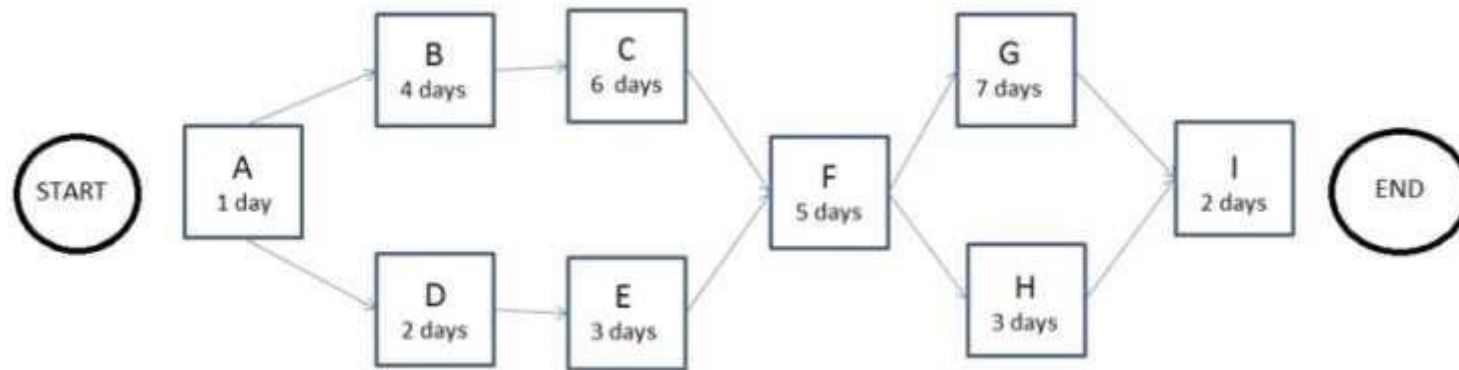
Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 146

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 147

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 148

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 149

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

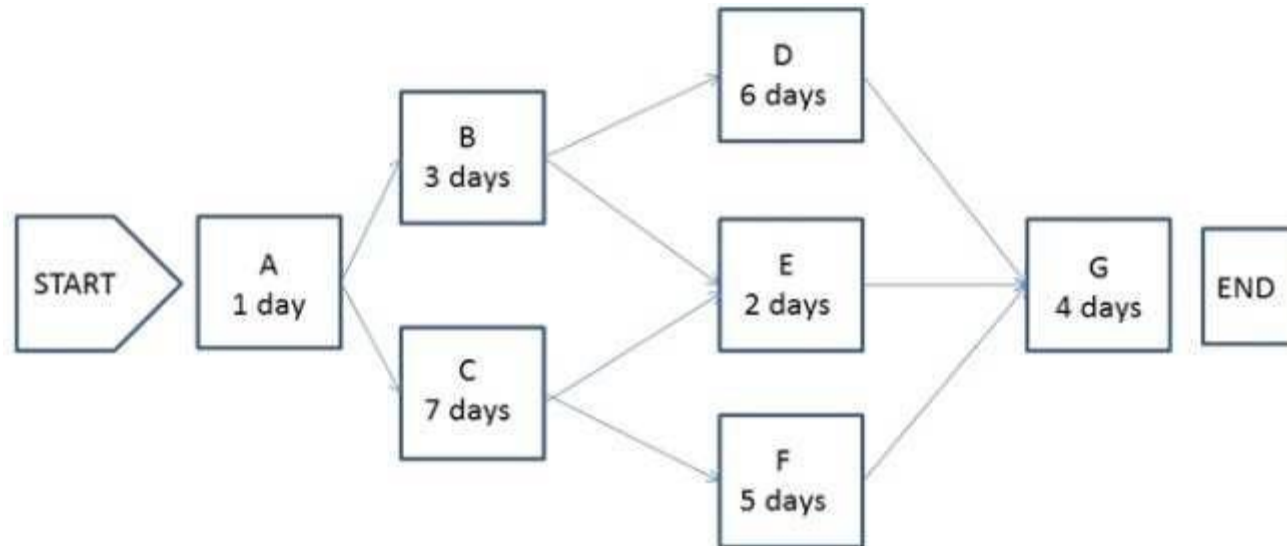
Section: Planning

Explanation

Explanation/Reference:

QUESTION 150

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

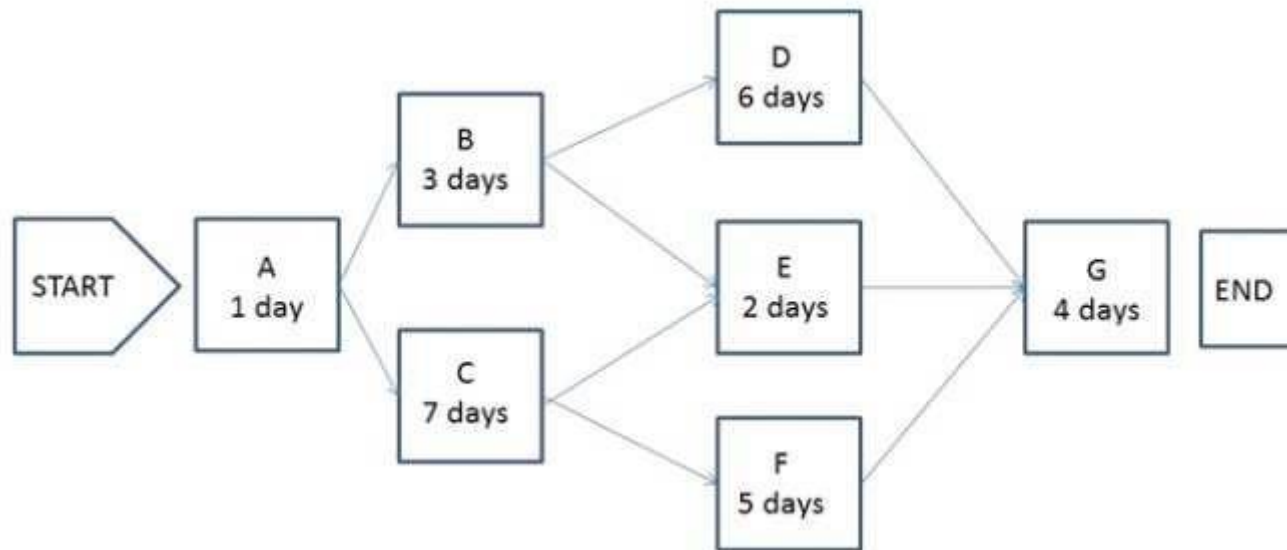
Section: Planning

Explanation

Explanation/Reference:

QUESTION 151

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 152

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 153

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 154

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 155

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 156

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 157

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 158

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 159

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 160

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 161

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 162

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 163

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 164

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 165

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 166

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?



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- 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 167

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 168

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 169

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 170

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 171

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 172

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 173

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 174

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 175

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 176

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 177

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 178

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 179

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 180

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 181

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 182

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 183

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 184

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 185

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 186

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 187

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 188

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 189

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 190

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 191

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 192

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 193

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 194

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 195

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 196

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 197

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 198

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 199

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 200

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 201

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 202

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 203

A required input for Create WBS is a project:



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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 204

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 205

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 206

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 207

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 208

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 209

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 210

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 211

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 212

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 213

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 214

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 215

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 216

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 217

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 218

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 219

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 220

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 221

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 222

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 223

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 224

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 225

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 226

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 227

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 228

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 229

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 230

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:
QUESTION 231

The Perform Quality Assurance process occurs in which Process Group?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 232

An input to the Manage Project Team process is:

- A. Work performance reports.
- B. Change requests.
- C. Activity resource requirements.
- D. Enterprise environmental factors.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 233

Which input provides suppliers with a clear set of goals, requirements, and outcomes?



- A. Procurement statement of work
- B. Purchase order
- C. Source selection criteria
- D. Bidder conference

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 234

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 235

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 236

A project charter is an output of which Process Group?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 237

Which tool or technique is effective in a project in which the deliverable is not a service or result?

- A. Inspection
- B. Variance analysis
- C. Decomposition
- D. Product analysis

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 238

The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

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

D. Develop Project Team.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 239

An input to Conduct Procurements is:

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 240

What are the Project Procurement Management processes?

- A. Conduct Procurements, Control Procurements, Integrate Procurements, and Close Procurements
- B. Estimate Procurements, Integrate Procurements, Control Procurements, and Validate Procurements
- C. Plan Procurement Management, Conduct Procurements, Control Procurements, and Close Procurements
- D. Plan Procurement Management, Perform Procurements, Control Procurements, and Validate Procurements

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 241

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 242

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 243

The basis of identification for current or potential problems to support later claims or new procurements is provided by:



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- A. A risk urgency assessment.
- B. The scope baseline.
- C. Work performance information.
- D. Procurement audits.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 244

Typical outcomes of a project include:

- A. Products, services, and improvements.
- B. Products, programs, and services.
- C. Improvements, portfolios, and services.
- D. Improvements, processes, and products.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 245

Which grid shows which resources are tied to work packages?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Project assignment chart
- D. Personnel assignment matrix

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 246

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

- A. Continuous improvement.
- B. Predictive planning.
- C. Progressive elaboration.
- D. Quality assurance.



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 247

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

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

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 248

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

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

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:



QUESTION 249

A project manager managing a cross-cultural virtual project team across several time zones should be concerned about the impacts of which communication technology factor?

- A. Urgent information need
- B. Sensitivity of information
- C. Project environment
- D. Ease of use

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 250

The number of potential communication channels for a project with 5 stakeholders is:

- A. 10.
- B. 12.
- C. 20.
- D. 24.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 251

Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

- A. Historical relationships
- B. Dependency determination
- C. Bottom-up estimating
- D. Rolling wave planning

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 252

An output of the Create WBS process is:

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

Correct Answer: A
Section: Executing
Explanation



Explanation/Reference:

QUESTION 253

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 254

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 255

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

- A. Project document updates
- B. Activity list

- C. Activity attributes
- D. Project calendars

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 256

An input to the Identify Stakeholders process is:

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 257

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

- A. \$50
- B. \$100C. \$125
- D. \$200

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

Explanation:

$EAC = BAC / CPI$ and $CPI = EV / AC$

$CPI = EV / AC = 25 / 50 = 0.5$
 $EAC = BAC / CPI = 100 / 0.5 = \200

QUESTION 258

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 259

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 260

A disadvantage associated with virtual teams is that they:

- A. Require communication technology that is not readily available.
- B. Create difficulties when including people with disabilities.

- C. Often cannot accommodate teams that work different hours or shifts.
- D. Create the possibility for misunderstandings to arise.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 261

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 262

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 263

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 264

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 265

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

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 266

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 267

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 268

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 269

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

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 270

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

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

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 271

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

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:



QUESTION 272

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 273

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 274

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:

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

QUESTION 275

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 276

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



<https://www.vceplus.com/> A.

Communication models.

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 277

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 278

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 279

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 280

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 281

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 282

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 283

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 284

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 285

Which technique is used in Perform Quantitative Risk Analysis?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 286

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 287

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

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

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 288

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 289

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 290

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 291

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 292

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 293

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 294

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 295

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 296

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 297

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 298

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 299

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 300

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 301

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 302

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 303

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 304

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 305

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 306

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 307

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 308

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 309

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 310

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



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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 311

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 312

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 313

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 314

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 315

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 316

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 317

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 318

What's budget?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 319

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 320

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 321

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 322

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 323

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 324

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 325

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 326

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 327

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 328

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 329

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 330

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 331

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 332

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 333

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 334

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 335

The Plan Procurements process includes documenting project purchasing decisions and what other steps?

- A. Specifying the approach and identifying potential sellers
- B. Specifying the approach and selecting a seller
- C. Identifying potential sellers and obtaining seller responses
- D. Specifying the approach and managing procurement relationships

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 336

An imposed date for completion of the project by the customer is an example of a project:

- A. deliverable
- B. assumption
- C. constraint
- D. exclusion

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 337

Information distribution involves making needed information available to project stakeholders in a timely manner. What is an output from information distribution?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 338

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 339

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



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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 340

Which stakeholder communicates with higher levels of management to gather organizational support and promote project benefits?

- A. Portfolio manager
- B. Project sponsor
- C. Project manager
- D. Project management office

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 341

Activities on the critical path have which type of float?

- A. Zero free float
- B. Zero or negative float
- C. Negative and positive float
- D. Zero or positive float

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 342

Your project has an EV of 100 work-days, an AC of 120 work-days, and a PV of 80 work days. What should be your concern?

- A. There is a cost under run.
- B. There is a cost overrun.
- C. May not meet deadline.
- D. The project is 20 days behind schedule.

Correct Answer: B

Section: Executing

Explanation



Explanation/Reference:

QUESTION 343

The project manager for XYZ stationers is sequencing the activities for the project to set up a new office. It is known from knowledge of best practices that it is better to wait for the painters to finish painting the walls before the new floors are installed. This is an example of which of the following types of dependency?

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 344

Which of the following is an input into the Develop Project Team process?

- A. Enterprise environmental factors
- B. Organizational process assets
- C. Project staff assignments
- D. Performance reports

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 345

A process is defined as:

- A. A set of interrelated actions and activities performed to achieve a certain objective.
- B. A set of guidelines that explains how to carry out a particular task.

- C. The inputs for a task and the tools and techniques required to carry out the task.
- D. A collection of logically related project activities, usually culminating in the completion of a major deliverable.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 346

Which of the following is an output of the Plan Quality process?

- A. Project document update
- B. Control chart
- C. Cost performance baseline
- D. Organizational process asset update

Correct Answer: A

Section: Executing

Explanation



Explanation/Reference:

QUESTION 347

Which of the following methods of performance review examines project performance over time to determine if performance is improving or deteriorating?

- A. Earned value performance
- B. Trend analysis
- C. Cost-benefit analysis
- D. Variance analysis

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 348

Which of the following tools will be used to produce performance reports that provide information to stakeholders about project cost, schedule progress, and performance?

- A. Communications methods
- B. Reporting systems
- C. Forecasting methods
- D. Variance analysis

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 349

Which process group contains the processes performed to finalize all activities?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 350

Which of the following will provide the basis for estimating, scheduling, executing, and monitoring and controlling project work?

- A. Activities
- B. Milestone list
- C. Work breakdown structure (WBS)
- D. Work packages

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 351

The process of developing a detailed description of the project and product is known as:

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 352

Which of the following is a tool or technique for the Plan Procurements process?

- A. Bidder conferences
- B. Proposal evaluation techniques
- C. Contract types
- D. Contract change control systems

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 353

In which of the following types of organizations is resource availability moderate to high?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 354

Which of the following makes changes to formally control documentation to reflect modified or additional ideas or content?

- A. Defect repair
- B. Updates
- C. Corrective action
- D. Performance reports

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 355

Which of the following are documented directions to perform an activity that can reduce the probability of negative consequences associated with project risks?

- A. Recommended corrective actions
- B. Recommended preventive actions
- C. Risk audits
- D. Risk reassessments

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 356

Which type of team can be defined as a group of people with a shared goal who fulfill their roles although spending little or no time meeting face to face?

- A. Co-location team
- B. Virtual team
- C. Departmental team
- D. Consultant team

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 357

Design of experiments (DOE) should be used during which of the following processes?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 358

Overlooking negative stakeholders can result in a/an:

- A. decreased likelihood of conflicting interests between stakeholders.
- B. decreased likelihood of the projects progress being impeded.

- C. increased likelihood of project failure.
- D. increased likelihood of project success.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 359

Outputs from constituent processes might be used as:

- A. Inputs to other processes.
- B. Proof of process completion.
- C. Identification of project tasks.
- D. Indicators to eliminate project redundancies.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 360

Which document describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results?

- A. Procurement management plan
- B. Procurement statement of work
- C. Request for proposal
- D. Request for quote

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 361

A project manager needs to deliver the project 2 weeks before the planned date without changing the scope. Which of the following techniques may be applied to reevaluate the schedule?

- A. What-if scenario analysis
- B. Critical chain method
- C. Schedule crashing
- D. Resource leveling

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 362

Which of the following is an example of push communication?

- A. Intranet sites
- B. Video conferencing
- C. Knowledge repositories
- D. Press releases



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 363

Which of the following is a tool and technique used in all processes within Project Integration Management?

- A. Records management system
- B. Expert judgment
- C. Project management software
- D. Issue log

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:
QUESTION 364

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

- A. Parametric, most likely, and analogous.
- B. Least likely, analogous, and realistic.
- C. Parametric, optimistic, and pessimistic.
- D. Most likely, optimistic, and pessimistic.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 365

Which of the following correctly lists the configuration management activities included in the Integrated Change Control process?

- A. Configuration definition, configuration status accounting, configuration monitoring and control
- B. Configuration identification, configuration status accounting, configuration verification and audit
- C. Configuration identification, configuration status reporting, configuration verification and audit
- D. Configuration definition, configuration status reporting, configuration monitoring and Control

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 366

The Process Group that involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan is known as:

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 367

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 368

Projects can intersect with an organization's operations at various points during the product life cycle such as:

- A. When there is an operations shutdown (i.e. a strike).
- B. When developing new products, upgrading products, or expanding outputs.
- C. When a project transitions from a temporary to a permanent status.
- D. When the project manager is promoted to operations manager.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 369

What is the lowest level in the Work Breakdown Structure called?

- A. Work Packages
- B. Activities
- C. Schedules
- D. Tasks

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 370

Who is responsible for developing the project management plan and all related component plans?

- A. Project team
- B. Portfolio manager
- C. Project manager
- D. Project management office

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 371

The cost of nonconformance in a project includes:

- A. testing
- B. rework
- C. inspections

D. training

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 372

The project manager has requested all expert team members to complete an anonymous questionnaire to identify possible risks. This is an example of a technique known as the:

- A. interview technique
- B. information gathering technique
- C. Delphi technique
- D. feedback technique

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 373

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 374

Team performance assessments is an output of which of the following processes?



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- A. Develop Human Resource Plan
- B. Perform Quality Control
- C. Develop Project Team
- D. Manage Project Team

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

**QUESTION 375**

Project management processes are:

- A. Static; they must not change across different projects.
- B. Applied globally and across all industry groups.
- C. Discrete elements with well-defined interfaces.
- D. Project phases, applied as required in different projects.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 376

Issue change requests and adapt approved changes into the project's scope, plans, and environment is an activity included in which of the following project management processes?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 377

The Process Group in which the internal and external stakeholders interact and influence the overall outcome of the project is the:

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 378

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

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:
QUESTION 379

Which of the following procurement processes results in the awarding of a procurement contract?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 380

To which process is work performance information an input?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 381

Decomposition, rolling wave planning, and templates are all tools and techniques for which of the following?



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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 382

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 383

An output of the Manage Project Team process is:

- A. project management plan updates
- B. project staff assignments updates
- C. team performance assessments
- D. resource calendar updates

Correct Answer: A

Section: Executing

Explanation



Explanation/Reference:

QUESTION 384

Within project integration management, the statement of work (SOW) references which aspects of the project?

- A. Strategic plan, business need, and product scope description
- B. Contract, enterprise environmental factors, and organizational process assets
- C. Business plan, project management plan, and project schedule
- D. Product lifecycle, business objective, and management strategy

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 385

Which of the following are examples of interactive communication?

- A. Intranet sites
- B. Voice mails
- C. Video conferences
- D. Press releases

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 386

Which of the following are inputs into the Administer Procurements process?

- A. Payment systems, organizational process assets update, and claims administration
- B. Inspections and audits, contract change control system, and project management plan updates

- C. Procurement documents, performance reports, and approved change requests
- D. Project documents, seller proposals, and payment systems

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 387

Which characteristic is unique to project work and does not apply to operational work?

- A. Performed by individuals
- B. Limited by constraints
- C. Temporary
- D. Performed to achieve organizational objectives

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 388

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 389

Project Management Process Groups are linked by:

- A. the outputs they produce
- B. discrete or one-time events
- C. the project management plan
- D. common tools and techniques

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 390

Which of the following is a means of reaching a group decision in which everyone agrees on a single course of action?

- A. Dictatorship
- B. Majority
- C. Plurality
- D. Unanimity



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 391

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 392

A technique used to determine the cause and degree of difference between baseline and actual performance is:

- A. Product analysis.
- B. Variance analysis.
- C. Document analysis,
- D. Decomposition.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 393

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 394

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 395

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 396

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 397

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 398

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 399

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 400

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 401

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 402

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 403

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

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



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 404

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:

QUESTION 405

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 406

An output of the Develop Project Team process is:

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 407

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



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

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 408

An output of the Plan Quality Management process is:

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

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 409

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 410

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

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 411

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 412

Which tool or technique is used to manage change requests and the resulting decisions?

- A. Change control tools
- B. Expert judgment
- C. Delphi technique
- D. Change log

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 413

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 414

The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

- A. Human resource management plan.
- B. Activity resource requirements.
- C. Personnel assessment tools, D. Multi-criteria decision analysis.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 415

An input to the Plan Procurement Management process is:

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 416

Reserve analysis is a tool and technique used in which process?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 417

Which type of dependency is established based on knowledge of best practices within a particular application area or some unusual aspect of the project in which a specific sequence is desired, even though there may be other acceptable sequences?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 418

The Monitoring and Controlling Process Group includes processes that:

- A. Establish the scope, objectives, and course of action of a project,
- B. Define a new project or a new phase of an existing project.
- C. Track, review, and regulate the progress and performance of a project.
- D. Complete the work defined in the project management plan.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 419

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 420

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 421

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 422

Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

- A. Perform Quality Assurance
- B. Direct and Manage Project Work
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 423

Which tool or technique is used in the Estimate Costs process?

- A. Acquisition
- B. Earned value management
- C. Vendor bid analysis
- D. Forecasting

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 424

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

- A. Decomposition
- B. Modeling techniques

- C. Resource optimization
- D. Meetings

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 425

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 426

Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 427

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

- A. Analysis
- B. Appetite
- C. ToleranceD. Response

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 428

An output of the Perform Integrated Change Control process is:

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 429

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 430

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 431

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 432

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

- A. Monitor and control communications throughout the entire project life cycle.

- B. Maintain an optimal flow of information among all project participants.
- C. Develop an appropriate approach for project communications.
- D. Ensure timely and appropriate collection of project information.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 433

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

- A. Level of control.
- B. Communication channels.
- C. Scope.
- D. Strategic alignment.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 434

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 435

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 436

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 437

Which item is a cost of conformance?

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

D. Scrap

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 438

Which key interpersonal skill of a project manager is defined as the strategy of sharing power and relying on interpersonal skills to convince others to cooperate toward common goals?

A. Collaboration

B. Negotiation

C. Decision making

D. Influencing

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 439

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

A. Estimate Costs

B. Control Costs

C. Plan Cost Management

D. Determine Budget

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 440

Which change request is an intentional activity that realigns the performance of the project work with the project management plan?



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

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 441

Using parametric estimating, if an assigned resource is capable of producing 120 units per hour, how many hours are required to produce 12,000 units?

- A. 100
- B. 120
- C. 1,000
- D. 1,200

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 442

Perform Integrated Change Control is the process of:

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 443

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

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



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 444

Which action is included in the Control Costs process?

- A. Identify how the project costs will be planned, structured, and controlled
- B. Determine policies, objectives, and responsibilities to satisfy stakeholder needs
- C. Develop an approximation of the monetary resources needed to complete project activities
- D. Monitor cost performance to isolate and understand variances from the approved cost baseline

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 445

An element of the modern quality management approach used to achieve compatibility with the International Organization for Standardization (ISO) is known as:

- A. Forecasting.
- B. Brainstorming.
- C. Historical databases.
- D. Cost of quality.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 446

An input to the Control Quality process is:

- A. Activity attributes
- B. Quality control measurements
- C. Enterprise environmental factors
- D. Deliverables

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 447

The chart below is an example of a:

ID	Requirements Description	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001						
002						
003						

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 448

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 449

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

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



Based on the chart, what is the cost performance index (CPI) for Task 2?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 450

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

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



Based on the chart, what is the schedule variance (SV) for Task 8?

- A. -2,000
- B. -1,000
- C. 1,000
- D. 2,000

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 451

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

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



Based on the chart, what is the cost variance (CV) for Task 6?

- A. -2,000
- B. 0
- C. 1,000
- D. 2,000

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 452

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

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



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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 453

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 454

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

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 455

Which term describes an assessment of correctness?

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

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 456

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

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

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 457

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

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

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 458

Success is measured by benefits realization for a:

- A. strategic plan

- B. project
- C. portfolio
- D. program

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 459

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 460

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 461

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 462

A project requires a component with well-understood specifications. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. The most appropriate agreement with the supplier is:

- A. Cost Plus Incentive Fee (CPIF).
- B. Fixed Price Incentive Fee (FPIF).
- C. Cost Plus Award Fee (CPAF).
- D. Fixed Price with Economic Price Adjustment (FP-EPA).

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 463

Which enterprise environmental factors may influence Plan Schedule Management?

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

D. Resource availability and organizational culture and structure

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 464

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 465

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 466

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 467

An input of the Plan Procurement Management process is:

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



Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 468

Outputs of the Control Communications process include:

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 469

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 470

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



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- A. plan
- B. process C. program

D. portfolio

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 471

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 472

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 473

An output of Control Schedule is:

- A. A project schedule network diagram
- B. A schedule management plan
- C. Schedule data
- D. Schedule forecasts

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 474

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

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



Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 475

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 476

What is the term assigned to products or services having the same functional use but different technical characteristics?

- A. Scope
- B. Quality
- C. Specification
- D. Grade

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 477

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 478

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 479

Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

- A. Analogous
- B. Parametric
- C. Bottom-up
- D. Top-down



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 480

What is the difference between the critical path and the critical chain?

- A. Scope changes
- B. Resource limitations
- C. Risk analysis
- D. Quality audits

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 481

Which enterprise environmental factors are considered during Estimate Costs?

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 482

An input of the Control Schedule process is the:

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 483

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

- A. Critical path method
- B. Variance analysis
- C. Schedule compression



D. Schedule comparison bar charts

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 484

Perform Quality Control is accomplished by:

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 485

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 486

Cost baseline is an output of which of the following processes?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 487

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

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



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 488

Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 489

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 490

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 491

Which is one of the major outputs of Sequence Activities?

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS) update
- C. Project schedule network diagram
- D. Mandatory dependencies list

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 492

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 493

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 494

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 495

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 496

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 497

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 498

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 499

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 500

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 501

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 502

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 503

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



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- 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 504

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 505

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 506

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 507

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 508

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 509

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 510

A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario, the schedule activity is estimated to last 12 weeks. Given these three estimates, what is the expected duration of the activity?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 511

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 512

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 513

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 514

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 515

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: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 516

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 517

Which technique is utilized in the Control Schedule process?

- A. Performance measure
- B. Baseline schedule
- C. Schedule network analysis
- D. Variance analysis

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 518

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 519

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 520

Administer Procurements is part of which Process Group?

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 521

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 522

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 523

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 524

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 525

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 526

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 527

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 528

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 529

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 530

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 531

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 532

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 533

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 534

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 535

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 536

How is quality control performed?



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- 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 537

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 538

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 539

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 540

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 541

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 542

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 543

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 544

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 545

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 546

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 547

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 548

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 549

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 550

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 551

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 552

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 553

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 554

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 555

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 556

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 557

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 558

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 559

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 560

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 561

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 562

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 563

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 564

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 565

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 566

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 567

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 568

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 569

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 570

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 571

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 572

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 573

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 574

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 575

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 576

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 577

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 578

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?



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- A. One
- B. Five
- C. Six
- D. Seven

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 579

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 580

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 581

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 582

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 583

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 584

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 585

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 586

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 587

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 588

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 589

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 590

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 591

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 592

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 593

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 594

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 595

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 596

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 597

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 598

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 599

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 600

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 601

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 602

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 603

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 604

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 605

Exhibit A is an example of which of the following types of Sequence Activities?

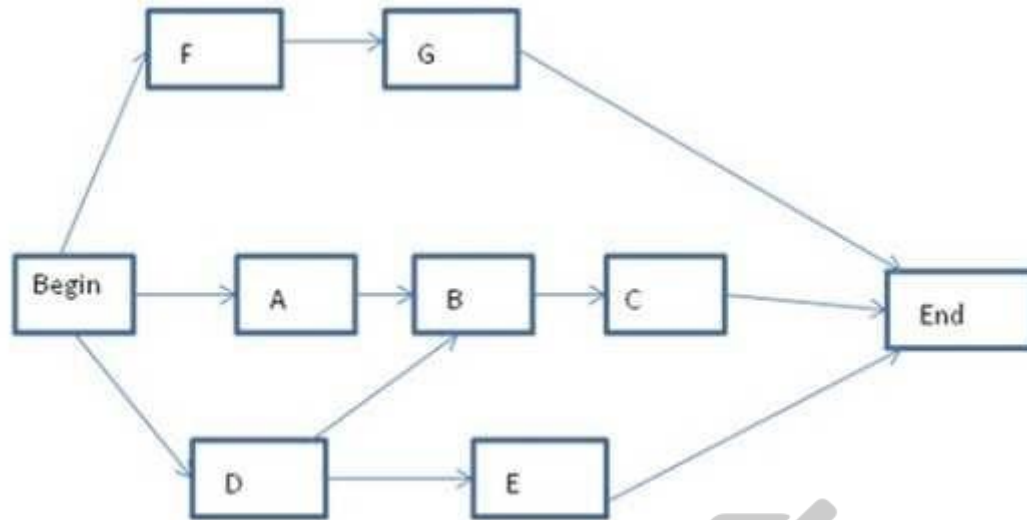


Exhibit A

- 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 606

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 607

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 608

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



Explanation/Reference:

QUESTION 609

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 610

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 611

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 612

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 613

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 614

Which of the following tools and techniques are utilized in the Close Project or Phase process?



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- A. Project management information system
- B. Product analysis
- C. Expert judgment
- D. Inspection

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

**QUESTION 615**

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 616

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 617

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 618

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 619

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 620

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 621

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 622

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 623

You work for a software development company that has followed the waterfall development model for more than 20 years. Lately, a number of customers have complained that your company is taking too long to complete its projects. You attended a class on agile development methods and believe that if the company used the agile approach, it could provide products to clients in a shorter time period. However, it would be a major culture change to switch from the waterfall methodology to the agile approach and to train staff members in this new approach. You mentioned this idea to the director of the PMO, and although she liked the idea, she would need approval from the company's portfolio review board to move forward with it. She suggested that you document this idea in a_____.

- A. Business need
- B. Product scope description

- C. Project charter
- D. Business case

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The business case is used to provide the necessary information to determine whether or not a project is worth its investment. It is used to justify the project and typically contains a cost-benefit analysis and a business need.

QUESTION 624

You are managing a large project with 20 key internal stakeholders, eight contractors, and six team leaders. You must devote attention to effective integrated change control. This means you are concerned primarily with_____.

- A. Reviewing, approving, and controlling changes
- B. Maintaining baseline integrity, integrating product and project scope, and coordinating change across knowledge areas
- C. Integrating deliverables from different functional specialties on the project
- D. Establishing a change control board that oversees the overall project changes

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Performing integrated change control consists of coordinating and managing changes across the project. Activities that occur within the context of perform integrated change control include: validate scope, control scope, control schedule, control costs, perform quality assurance, control quality, manage the project team, control communications, control risks, conduct procurements, control procurements, manage stakeholder engagement, and control stakeholder engagement.

QUESTION 625

You plan to hold a series of meeting as you execute the project plan. While different attendees will attend each meeting, a best practice to follow is to:

- A. Group stakeholders into categories to determine which ones should attend each meeting
- B. Not mix the types of meetings on your project
- C. Be sensitive to the fact that stakeholders often have very different objectives and invite them to determine the meeting's agenda
- D. Recognize that roles and responsibilities may overlap so focus on holding meetings primarily for decision making

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Meetings are a tool and technique used in direct and manage project work. Meetings tend to be one of three types: information exchange; brainstorming, option evaluation, or design; or decision making. A best practice is to not combine the types of meetings and prepare for them with a well-defined agenda, purpose, objective, and time frame. They should be documented using minutes and action items.

QUESTION 626

You are the project manager in charge of developing a new shipping container for Globus Ocean Transport, which needs to withstand winds of 90 knots and swells of 30 meters. In determining the dimension of the container and the materials to be used in its fabrication, you convene a group of knowledgeable professionals to gather initial requirements, which will be included in the_____.

- A. Project charter
- B. Bill of materials
- C. WBS
- D. Project Statement of Work

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project charter documents the business needs, assumptions, constraints, understanding of the customer needs and high-level requirements and what the new product, service, or result is to satisfy. It is the document used to formally authorize the project.

QUESTION 627

You have assembled a core team to develop the project management plan for the next generation of fatigue fighting drugs. The science is complex, and the extended team of researchers, clinicians, and patients for trials exceeds 500 people. The content of your project management plan will be directed primarily by two factors. They are_____.

- A. Project complexity and the capability of resources
- B. Number of resources and project schedule
- C. Team member experience and budget
- D. Application area and complexity

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The content of the project management plan is primarily influenced by the application area [in this case drug development] and complexity of the project. The size of the plan is typically commensurate with the size and complexity of the project.

QUESTION 628

When you established the change control board for your avionics project, you established specific procedures to govern its operation. The procedures require all approved changes to baselines to be reflected in the_____.

- A. Performance measurement baseline
- B. Change management plan
- C. Quality assurance plan
- D. Project management plan

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The project management plan must be updated changes to subsidiary plans and baselines subject to formal change control processes. Those changes must be communicated to appropriate stakeholders in a timely manner.

QUESTION 629

You are beginning a new project staffed with a virtual team located across five countries. To help avoid conflict in work priorities 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 the 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.

QUESTION 630

The purpose of economic value added (EVA) is to_____.

- A. Determine the opportunity costs associated with the project
- B. Determine a non-time-dependent measure of profit or return
- C. Assess the net operating profit after taxes
- D. Evaluate the return on capital percent versus the cost of capital percent

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Evaluate the return on capital percent versus the cost of capital percent EVA quantifies the value a company provides to its investors and seeks to determine if a company is creating or destroying value to its shareholders. It is calculated by subtracting the expected return, (represented by the capital charge), from the actual return that a company generates, (represented by net operating profit after taxes).

QUESTION 631

Facilitation techniques are used throughout project management. Your company is embarking on a project to completely eliminate defects in its products. You are the project manager for this project, and you are developing your project charter. To assist you, which of the following facilitation techniques did you use?

- A. Surveys
- B. Delphi approach
- C. Meeting management
- D. Focus groups

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Meeting management is an example of a facilitation technique used in developing the project charter as meetings may be held with key stakeholders and subject matter experts. Other facilitation techniques used to guide preparation of the charter are brainstorming, problem solving, and conflict resolution.

QUESTION 632

The direct and manage project work process truly is important in project management. It affects many other key processes and uses inputs from others. Working with your team at its kickoff meeting, you explain the key benefit of this process is to_____.

- A. Implement approved changes
- B. Provide overall management of the project work
- C. Lead and perform activities in the project management plan
- D. Perform activities to accomplish project objectives

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While all of the answers apply to the direct and manage project work process, the key benefit is that it involves providing overall management of the work of the project, encompassing the other answers listed.

QUESTION 633

You are managing a project in an organization is characterized by with rigid rules and policies and strict supervisory controls. Your project, sponsored by your CEO who is new to the company, is to make the organization less bureaucratic and more participative. You are developing your project management plan. Given the organization as it now is set up, as you prepare your plan, you can use which of the following organizational process assets_____.

- A. Guidelines and criteria
- B. Project management body of knowledge for your industry
- C. Organizational structure and culture
- D. The existing infrastructure

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While you are managing a different type of project, the organization has managed projects before and therefore may have as part of its organizational process assets a project management template, which sets forth guidelines and criteria to tailor the organization's processes to satisfy specific needs of the project.

QUESTION 634

You are fairly new to managing a project but have been a team member for many years. You are pleased you were selected to manage your company's 2015 model line of hybrid vehicles. You are now planning your project and have been preparing the subsidiary plans as well. You realize some project documents also are required to help manage your project. An example of one that you believe will be especial helpful is the_____.

- A. Business case
- B. Key performance indicators
- C. Project management information system
- D. Project statement of work

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project statement of work is a useful document as it describes the products, services, or results the project is to deliver. It references the business need, product scope description, and the strategic plan.

QUESTION 635

You work for a telecommunications company, and when developing a project management plan for a new project, you found that you must tailor some company processes because the product is so different than those products typically produced by your company. To tailor these processes, you will follow_____.

- A. Standardized guidelines and work instructions
- B. Stakeholder risk tolerances
- C. Expert judgment
- D. Structure of your company

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Standardized guidelines and work instructions are an organizational process asset to consider as the project management plan is developed. They include guidelines and criteria to tailor the organization's set of standard processes to satisfy the specific needs of the project.

QUESTION 636

You are implementing a project management methodology for your company that requires you to establish a change control board. Which one of the following statements best describes a change control board?

- A. Recommended for use on all (large and small) projects
- B. Used to review, evaluate, approve, delay, or reject changes to the project
- C. Managed by the project manager, who also serves as its secretary
- D. Composed of key project team members

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Used to review, evaluate, approve, delay, or reject changes to the project The change control board's powers and responsibilities should be well defined and agreed upon by key stakeholders. On some projects, multiple change control boards may exist with different areas of responsibility.

QUESTION 637

An automated tool, project records, performance indicators, data bases, and financials are examples of items in_____.

- A. Organizational process assets
- B. Project management information systems
- C. Project management planning approaches
- D. The tools and techniques for project plan development

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The items listed are part of these systems, a tool and technique in both processes.

PMI®, PMBOK® Guide, 2013, 84, 92

QUESTION 638

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 639

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 640

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 641

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 642

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 643

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 644

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 645

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 646

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 647

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 648

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 649

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 650

Ideally, a project manager should be selected and assigned at which point in the project life cycle?



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- 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 651

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 652

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 653

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 654

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 655

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 656

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

- B. Change the WBS, project schedule, and project plan to reflect the new requirement
- C. Prepare a change request
- D. 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 657

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 658

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
- D. 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 659

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.

QUESTION 660

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 661

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 662

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 663

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 664

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 665

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 666

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 667

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 668

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 669

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 670

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 671

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 672

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 673

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 674

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 675

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 676

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 677

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 678

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 679

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 680

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 681

In scope control it is important to determine the cause of any unacceptable variance relative to the scope baseline. This can be done through_____

- A. Root cause analysis
- B. Control charts
- C. Inspections
- D. Project performance measurements

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Variance analysis is a tool and technique for control scope. Project performance measurements are used to assess the magnitude of variance, to determine the cause of the variance, and to decide whether corrective or preventive action is required.

QUESTION 682

To assist your software development team in collecting requirements from potential users and to ensure that agreement about the stakeholders' needs exists early in the project, you decide to use a group creativity technique. Numerous techniques are available, but you and your team choose a voting process to rank the most useful ideas for further prioritization. This approach is known as_____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The nominal group technique enhances brainstorming with a voting process, which is used to rank the most useful ideas for further brainstorming or for prioritization.

QUESTION 683

You have been appointed project manager for a new project in your organization and must prepare a project management plan. You decide to prepare a WBS to show the magnitude and complexity of the work involved. No WBS templates are available to help you. To prepare the WBS, your first step should be to_____

- A. Determine the cost and duration estimates for each project deliverable
- B. Identify and analyze the deliverables and related work
- C. Identify the components of each project deliverable
- D. Determine the key tasks to be performed

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Identifying and analyzing the deliverables and related work is the first step in the decomposition of a project. The deliverables should be defined in terms of how the project will be organized. For example, the major project deliverables may be used as the second level.

QUESTION 684

Assume that you are a major subcontractor doing work for a prime contractor on a major project. Your change control system should_____

- A. Be identical to that of the prime contractor
- B. Follow the rigor of international configuration management standards

- C. Comply with relevant contractual provisions
- D. Only consider approved change requests

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In addition to complying with any relevant contractual provisions, scope change control must be integrated with the project's overall change control system and with any systems in place to control project and product scope.

QUESTION 685

You are leading a project team to identify potential new products for your organization. One idea was rejected by management because it would not fit with the organization's core competencies. You need to recommend other products using management's guideline as_____

- A. An assumption
- B. A risk
- C. A specification
- D. A technical requirement



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration. They are listed in the project scope statement.

QUESTION 686

Validate scope_____

- A. Improves cost and schedule accuracy, particularly on projects using innovative techniques or technology
- B. Is the last activity performed on a project before handoff to the customer
- C. Documents the characteristics of the product or service that the project was undertaken to create
- D. Differs from perform quality control in that validate scope is concerned with the acceptance-not the correctness-of the work results

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Documentation that the customer has accepted completed deliverables is an output of validate scope.

QUESTION 687

Any step recommended to bring expected future performance in line with the project management plan is called_____

- A. Performance evaluation
- B. Corrective action
- C. Preventive action
- D. Defect repair

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Recommended corrective action is an output from control scope. In addition to bringing expected future performance in line with the project management plan, it also serves to bring expected future performance in line with the project scope statement.

QUESTION 688

Written change requests should be required on_____

- A. All projects, large and small
- B. Only large projects
- C. Projects with a formal configuration management system in place
- D. Projects for which the cost of a change control system can be justified

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A system is needed for careful monitoring of changes made to the requirements. Use of written change requests encourages the individuals asking for changes to take responsibility for their requests and reduces frivolous requests that may adversely affect the project. PMI®, PMBOK® Guide, 2013, 94-97 140

QUESTION 689

Updates of organizational process assets that are an output of control scope include all the following EXCEPT_____

- A. Causes of variations
- B. Lessons learned
- C. Work authorization system
- D. Reasons certain corrective actions were chosen

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The work authorization system is not used in control scope. The others are examples of organizational process assets that may require update as a result of scope control.

QUESTION 690

Work performance information includes all the following EXCEPT_____

- A. Started deliverables
- B. Costs authorized and incurred
- C. Progress of deliverables
- D. Completed deliverables

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance information is an output of validate scope. It emphasizes deliverables whether or not they have started, their progress, and ones that have finished or have been accepted.

QUESTION 691

Your project is now under way, and you are working with your team to prepare your requirements management plan. Which of the following strongly influences how requirements are managed?

- A. The phase-to-phase relationship
- B. A set of procedures by which project scope and product scope may be changed
- C. Requirements traceability matrix
- D. Requirements documentation

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The requirements management plan defines how requirements will be analyzed, documented, and managed. It is strongly influenced by the phase-to-phase relationship. The project manager selects the most effective relationship for the project and documents it in the plan.

QUESTION 692

You are project manager on a systems engineering project designed to last six years and to develop the next-generation corvette for use in military operations. You and your team recognize that requirements may change as new technologies, especially in sonar systems, are developed. You are concerned that these new technologies may lead to changes in the scope of your product, which then will affect the scope of your project. Therefore your requirements traceability matrix should include tracing requirements to all the following project elements EXCEPT _____

- A. Business needs
- B. Product design
- C. Product development
- D. Project verification

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The requirements traceability matrix is an output of the collect requirements process. It includes tracing requirements to business needs, opportunities, and objectives; project objectives; project scope; WBS deliverables; product design; product development; test strategy and scenarios; as well as high-level requirements to more detailed requirements.

QUESTION 693

Your customer signed off on the requirements document and scope statement of your video game project last month. Today she stated she would like to make it an interactive game that can be played on a television and on a computer. This represents a requested scope change that, at a minimum _____

- A. Should be reviewed according to the perform integrated change control process
- B. Results in a change to all project baselines
- C. Requires adjustments to cost, time, quality, and other objectives
- D. Results in a lesson learned

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A requested change is an output from the control scope process. Such a change should be handled according to the integrated change control process and may result in an update to the scope baseline or other components of the project management plan.

QUESTION 694

The key inputs to the validate scope process include all the below items EXCEPT _____

- A. The project management plan (scope management plan and scope baseline)
- B. Change requests
- C. Validated deliverables
- D. Requirements traceability matrix

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The change requests are not an input of the validate scope process but are an output. The other items are all inputs to help the project manager validate the scope of the project.

QUESTION 695

Modifications may be needed to the WBS and WBS dictionary because of approved change requests, which shows that _____



<https://www.vceplus.com/>

- A. Replanning is an output of control scope
- B. Scope creep is common on projects
- C. Rebaselining will be necessary
- D. Variance is relative to the scope baseline

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Approved change requests will most likely impact and cause updates to the WBS, WBS dictionary, and project scope statement. In other words, they will cause variance to the scope baseline.



QUESTION 696

You and your team are documenting requirements on your project to control fatigue as people need to work more hours to keep up with the competition. You decided to set up components for the requirements on your project. Acceptance criteria are an example of _____

- A. Stakeholder requirements
- B. Transition requirements
- C. Project requirements
- D. Business requirements

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Various components of requirements documentation can be used. Examples are: business requirements, stakeholder requirements, solution requirements, project requirements, and requirements assumptions, dependencies, and constraints. Project requirements consist of acceptance criteria and levels of service performance, safety, and compliance.

QUESTION 697

Which following item is NOT an input to control scope?

- A. Requirements traceability matrix
- B. Work performance data
- C. Deliverables
- D. Scope management plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Verified deliverables that are completed and checked for correctness are inputs to validate scope.

QUESTION 698

You are the project manager for a subcontractor on a major contract. The prime contractor has asked that you manage your work in a detailed manner. Your first step is to_____

- A. Follow the WBS that the prime contractor developed for the project and use the work packages you identified during the proposal
- B. Develop a subproject WBS for the work package that is your company's responsibility
- C. Establish a similar coding structure to the prime contractor's to facilitate use of a common project management information system
- D. Develop a WBS dictionary to show specific staff assignments

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work packages are items at the lowest level of the WBS. A subproject is a smaller portion of the original project when a project is subdivided into more manageable components or pieces. A subproject WBS then breaks down work packages into greater detail. A subproject WBS generally is used when the project manager assigns a scope of work to another organization, and the project manager at that organization must plan and manage the scope of work in greater detail.

QUESTION 699

The project scope statement is important in scope control because it _____

- A. Is a critical component of the scope baseline
- B. Provides information on project performance
- C. Alerts the project team to issues that may cause problems in the future
- D. Is expected to change throughout the project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project scope statement, along with the WBS and WBS dictionary, is a key input to scope control.

QUESTION 700

The product scope description is documented as part of the project's scope statement. It is important to include it because it _____

- A. Facilitates the project acceptance process
- B. Describes specific constraints associated with the project
- C. Progressively elaborates characteristics
- D. Shows various alternatives considered

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project scope statement describes the deliverables and the work required to create them. It also provides a common understanding of the scope among stakeholders. The product scope statement is a key component as it progressively elaborates the characteristics of the product, service, or result in the project charter and requirements documentation.

QUESTION 701

How is a context diagram used?

- A. To depict product scope
- B. To trace requirements as part of the traceability matrix
- C. To develop the scope management plan
- D. To develop the requirements management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

It is a tool and technique in collect requirements and is an example of a scope model. The context diagram visually depicts the product scope as it shows a business system (process, equipment, or computer, etc.) and how people and other systems (actors) interact with it. The diagram shows inputs to the business system, the actor(s) providing the input, outputs from the business system, and actor(s) receiving the output.

QUESTION 702

You are establishing a PMO that will have a project management information system that will be an online repository of all program data. You will collect descriptions of all work components for each project under the PMO's jurisdiction. This information will form an integral part of the _____

- A. Chart of accounts
- B. WBS dictionary
- C. WBS structure template
- D. Earned value management reports

Correct Answer: B

Section: Mix Questions

Explanation

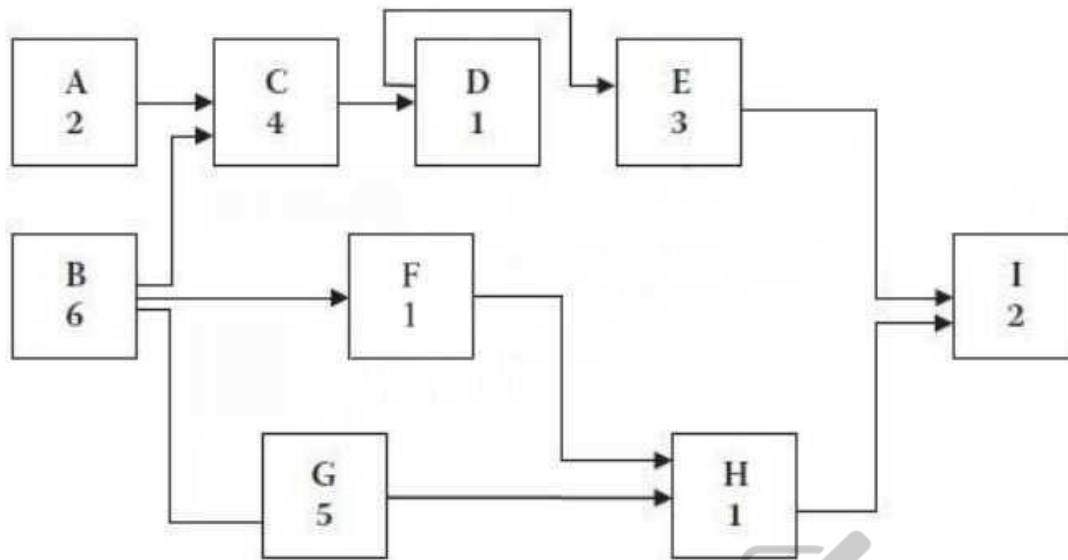
Explanation/Reference:

Explanation:

The WBS dictionary typically includes a code of accounts identifier, a statement of work, responsible organization, a list of schedule milestones, associated schedule activities, required resources, cost estimates, quality requirements, acceptance criteria, technical references, and agreement information.

QUESTION 703

Diagram:



What is the duration of the critical path in this network?

- A. 10
- B. 12
- C. 14
- D. 15

Correct Answer: D

Section: Mix Questions

Explanation

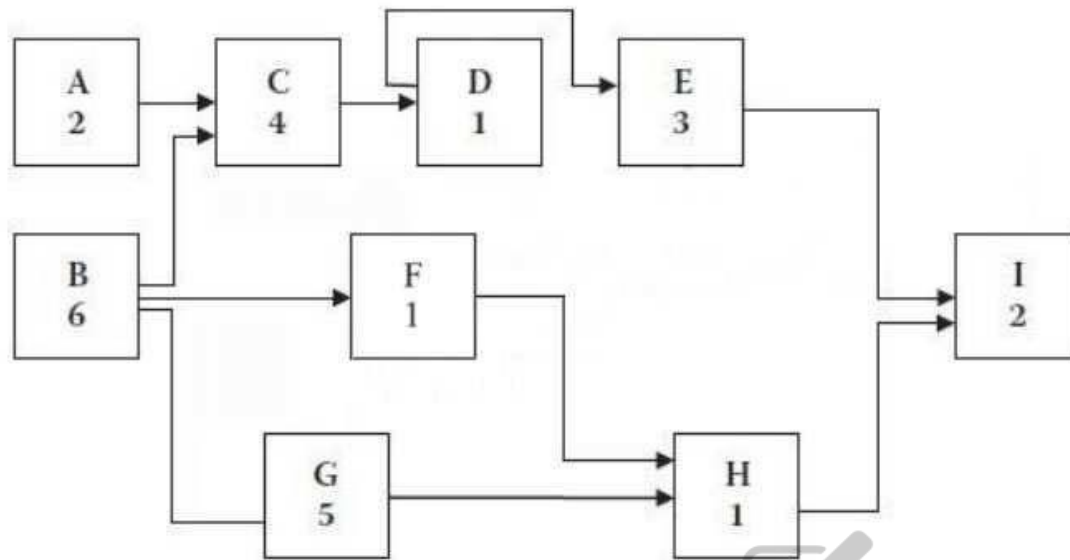
Explanation/Reference:

Explanation:

The total duration for the path B-C-D-E-I is 15. The duration of any other path in the network is less than 15.

QUESTION 704

Diagram:



What is the float for Activity G?

- A. -2
- B. 0C. 1
- D. 4

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

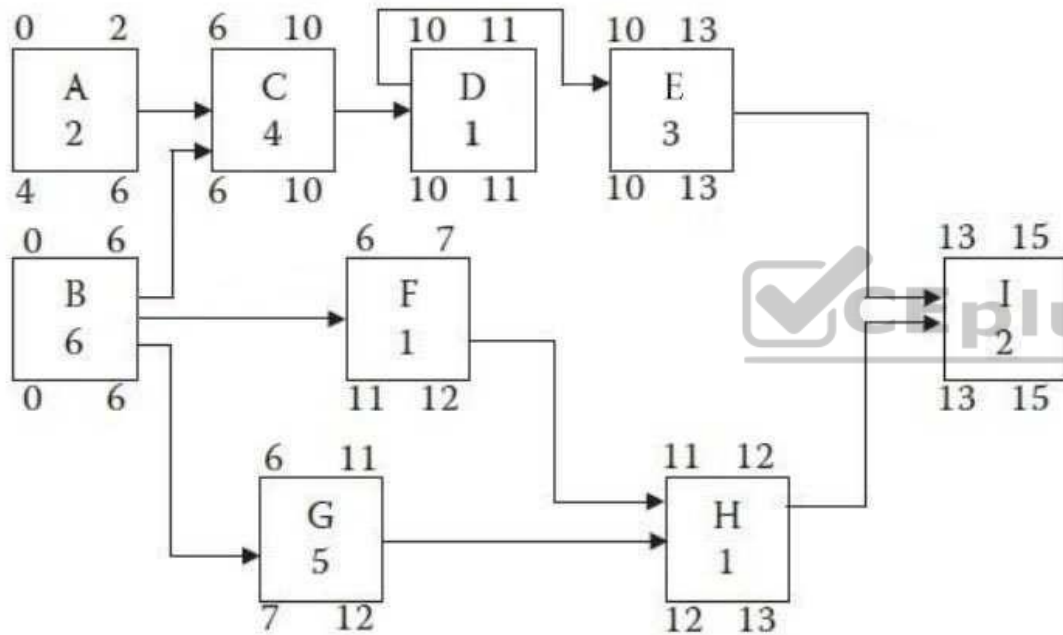
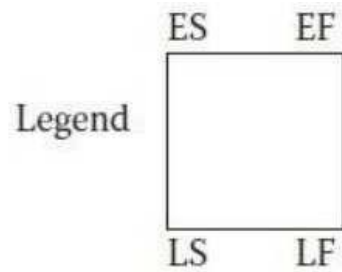
Float = (late finish - early finish) or
(Late start - early start)

Activity G LF = 12 (12 - 11) = (1)

EF = 11

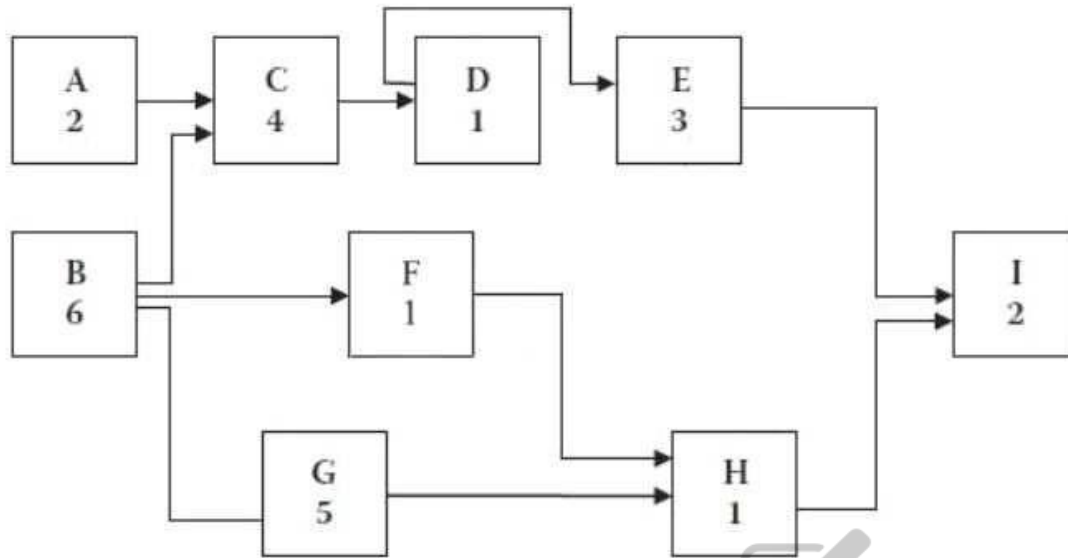
LS = 7 (7 - 6) = (1)

ES = 6



QUESTION 705

Diagram:



If a project planner imposes a finish time of 14 on the project with no change in the start date or activity durations, what is the total float of Activity E?

- A. -1
- B. 0
- C. 2
- D. Cannot be determined

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

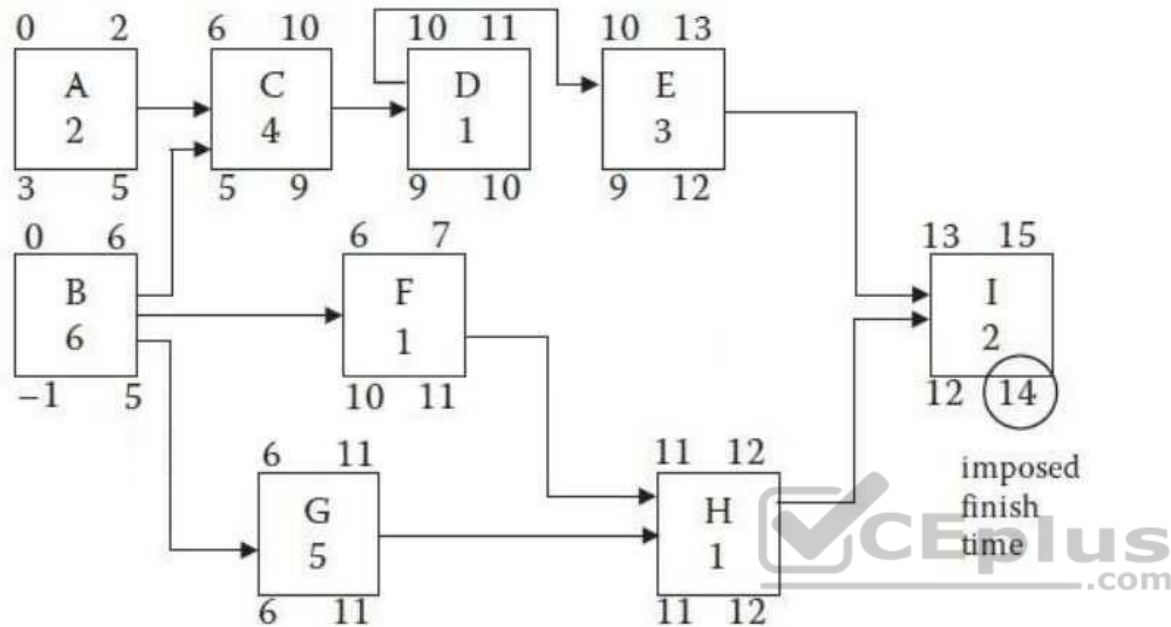
The imposed finish date becomes the late finish for Activity I. The late dates for each activity need to be recalculated. The dates for Activity E become _____

ES = 10

EF = 13

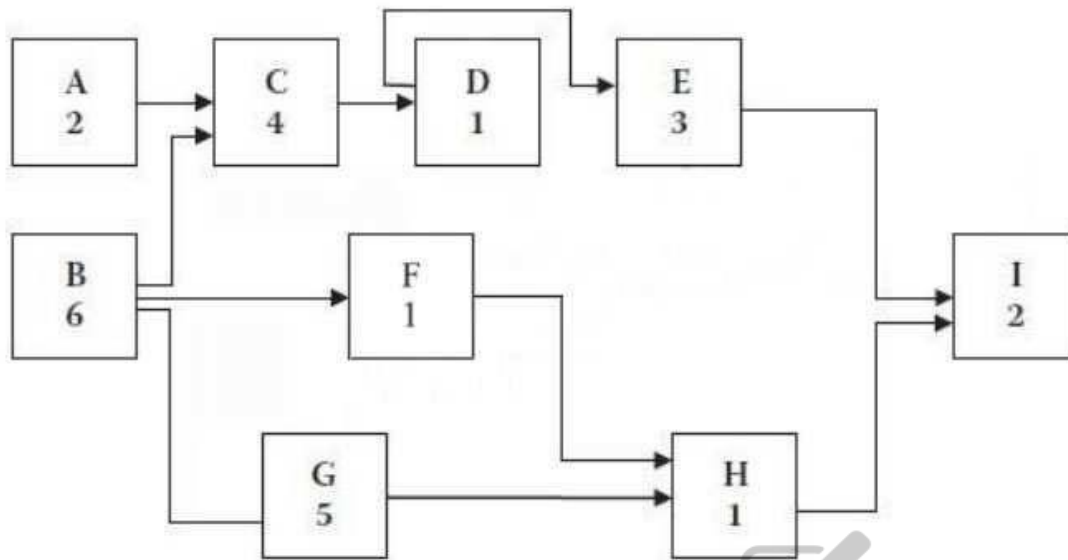
LS = 9LF = 12

Total float = LS - ES or $9 - 10 = (-1)$ or
 LS - EF or $12 - 13 = (-1)$



QUESTION 706

Diagram:



If the imposed finish time in question 3 above is removed and reset to 16 and the duration of Activity H is changed to 3, what is the late finish for Activity G?

- A. -11
- B. 11
- C. -13
- D. 13

Correct Answer: B

Section: Mix Questions

Explanation

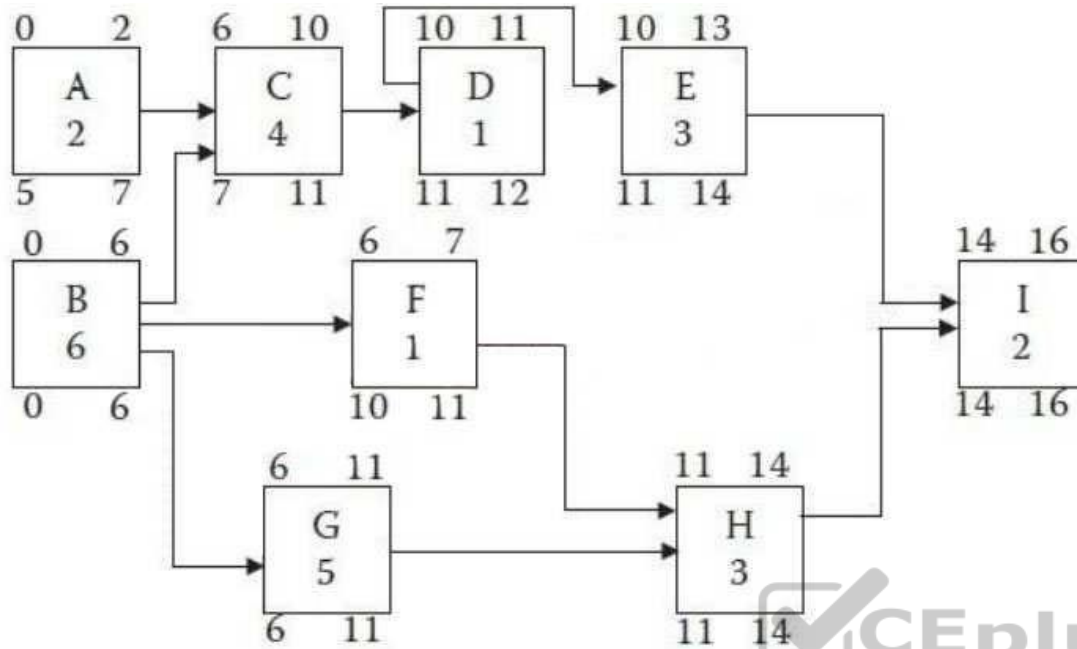
Explanation/Reference:

Explanation:

The late dates for all activities need to be recalculated given the changed duration. Activity G's revised late dates are _____

LF = 11

LS = 6



QUESTION 707

Your company, which operates one of the region's largest chemical processing plants, has been convicted of illegally dumping toxic substances into the local river. The court has mandated that the required cleanup activities be completed by February 15. This date is an example of _____

- A. A key event
- B. A milestone
- C. A discretionary dependency
- D. An external dependency

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A milestone is a significant point or event in the project. Milestones may be required by the project sponsor, customer, or other external factors for the completion of certain deliverables. They are similar to schedule activities, with the same structure and objectives, but they have zero duration as they represent a moment in time.

PMI®, PMBOK® Guide, 2013, 153

QUESTION 708

You are managing a construction project for a new city water system. The contract requires you to use special titanium piping equipment that is guaranteed not to corrode. The titanium pipe must be resting in the ground a total of 10 days before connectors can be installed. In this example, the 10- day period is defined as_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

For example, in a finish-to-start dependency with a 20-day lag, the successor activity cannot start until 20 days after the predecessor has finished.

QUESTION 709

Of the following tools and techniques, which one is NOT used for schedule control?

- A. Fast tracking
- B. What-if scenario analysis
- C. Three-point estimates
- D. Adjusting leads and lags

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Three-point estimates are used to determine the estimates that go into the schedule. [Planning and Monitoring and Controlling]

QUESTION 710

You are planning to conduct the team-building portion of your new project management training curriculum out-of-doors in the local park. You are limited to scheduling the course at certain times of the year, and the best time for the course to begin is mid-July. One of the more common date constraints to use as you develop the project schedule is _____

- A. "Start no earlier than"
- B. "Finish no earlier than"
- C. "Fixed late start"
- D. "Fixed early finish"

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Imposed dates on schedule activity starts or finishes can be used to restrict the start or finish to occur either no earlier than a specified date or no later than a specified date. Although all four date constraints typically are available in project management software, "start no earlier than" and "finish no later than" constraints are more commonly used.

QUESTION 711

Project schedule development is an iterative process. If the start and finish dates are not realistic, the project probably will not finish as planned. You are working with your team to define how to manage schedule changes. You documented your decisions in which of the following?

- A. Schedule change control procedures
- B. Schedule management plan
- C. Schedule risk plan
- D. Service-level agreement

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The schedule management plan is part of the overall project management plan and defines, among other things, how schedule changes will be managed. Whether it is formal or informal, highly detailed or broadly framed, it generally is based on specific project needs.

QUESTION 712

If, when developing your project schedule, you want to define a distribution of probable results for each schedule activity and use that distribution to calculate another distribution of probable results for the total project, the most common technique to use is _____

- A. PERT
- B. Monte Carlo analysis
- C. Linear programming
- D. Concurrent engineering

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

What-if scenarios (simulation) is a tool and technique for developing schedules by which multiple project durations with different sets of activity assumptions are calculated. Monte Carlo analysis is the most commonly used simulation technique.

QUESTION 713

Your lead engineer estimates that a work package will most likely require 50 weeks to complete. It could be completed in 40 weeks if all goes well, but it could take 180 weeks in the worst case.

What is the PERT estimate for the expected duration of the work package?

- A. 45 weeks
- B. 70 weeks
- C. 90 weeks
- D. 140 weeks

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$$E(t) = \frac{\text{Optimistic} + (4 \times \text{Most likely}) + \text{Pessimistic}}{6}$$
$$= \frac{40 + 200 + 180}{6} = \frac{420}{6} = 70 \text{ weeks}$$

QUESTION 714

Your customer wants the project to be completed six months earlier than planned. You believe you can meet this target by overlapping project activities. The approach you plan to use is known as _____

- A. Critical chain
- B. Fast tracking
- C. Leveling
- D. Crashing

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Fast tracking is a way to accelerate the project schedule.

QUESTION 715

Activity A has a duration of three days and begins on the morning of Monday the 4th. The successor activity, B, has a finish-to-start relationship with A. The finish-to-start relationship has three days of lag, and activity B has a duration of four days. Sunday is a non workday. Such data can help to determine _____

- A. The total duration of both activities is 8 days
- B. Calendar time between the start of A to the finish of B is 11 days
- C. The finish date of B is Wednesday the 13th
- D. Calendar time between the start of A to the finish of B is 14 days

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The duration of A, which is three, is added to the duration of B, which is four, for a total of seven. The three days between the activities is lag and not duration. The lag is a constraint and must be taken into account as part of the network calculations, but it does not consume resources. The total time by the calendar is 11 days as counted from the morning of Monday the 4th. The lag occurs over Thursday, Friday, and Saturday. Sunday is a non workday, so activity B does not start until Monday the 11th. Therefore, the calendar time is 11 days, and activity B ends on Thursday the 14th.

QUESTION 716

You can use various estimating approaches to determine activity durations. When you have a limited amount of information available about your project, especially when in the early phases, the best approach to use is _____

- A. Bottom-up estimating
- B. Analogous estimating
- C. Reserve analysis
- D. Parametric analysis

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Although limitations exist with all estimating approach, analogous estimating is often used when there is a limited amount of information for the project. It uses historical information and expert judgment.

QUESTION 717

"I cannot test the software until I code the software." This expression describes which of the following dependencies?

- A. Discretionary
- B. Rational
- C. Preferential
- D. Mandatory or hard

Correct Answer: D

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

Mandatory dependencies may be required contractually or be inherent in the nature of the project work. They describe a relationship in which the successor activity cannot be started because of physical constraints until the predecessor activity has been finished. For example, software cannot be tested until it has been developed (or coded). They should not be confused with assigning schedule constraints in the scheduling tool.

QUESTION 718

Working with your team to provide the basis for measuring and reporting schedule progress, you agree to use the_____

- A. Schedule management plan
- B. Network diagram
- C. Project schedule
- D. Technical baseline

Correct Answer: C

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

The approved project schedule is a key input to schedule control. It is the schedule baseline, as it is the approved version of a schedule model, and it provides the basis for measuring and reporting schedule performance.

QUESTION 719

Your approved project schedule was based on resource leveling because of a scarcity of resources. Management has now mandated that the project be completed as soon as possible. Which of the following methods will you use to recalculate the schedule?

- A. Resource manipulation
- B. Reverse resource allocation
- C. Critical chain scheduling
- D. Resource reallocation

Correct Answer: D

Section: Mix Questions

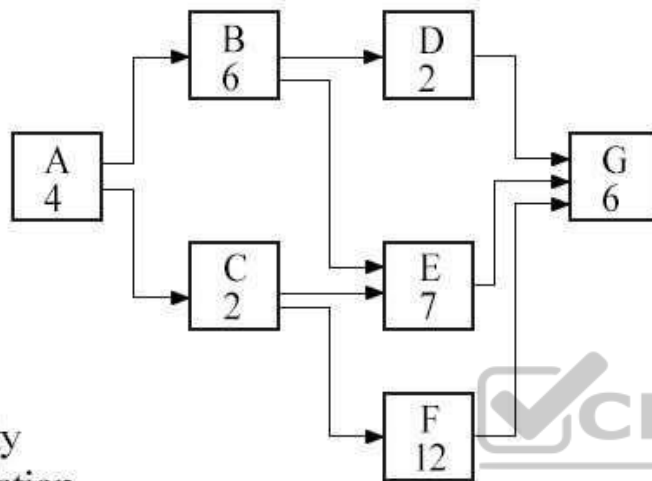
Explanation**Explanation/Reference:**

Explanation:

While resource leveling will often result in a project duration that is longer than the preliminary schedule as the original critical path probably will change and increase, it can also be used to get a schedule back on track by reassigning activities from noncritical to critical path activities.

QUESTION 720

Review the following network diagram and table.



Letter = Activity
Number = Duration

Activity	Time Required, Weeks		Cost \$		Crashing Cost Per Weeks, \$
	Normal	Crash	Normal	Crash	
A	4	2	10,000	14,000	2,000
B	6	5	30,000	42,500	12,500
C	2	1	8,000	9,500	1,500
D	2	1	12,000	18,000	6,000
E	7	5	40,000	52,000	6,000
F	12	3	20,000	29,000	3,000
G	6	2	5,000	30,000	6,000

Of the various activities, which ones would you crash and in what order?

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

First, it is necessary to determine the critical path, which is A, C, F, and G. To determine the lowest weekly crashing cost, start with C at \$1,500 per week. The next activity is A, followed by F and G.

QUESTION 721

You are remodeling your kitchen and decide to prepare a network diagram for this project. Your appliances must be purchased and available for installation by the time the cabinets are completed. In this example, these relationships are _____

- A. Start-to-finish
- B. Finish-to-start
- C. Start-to-start
- D. Finish-to-finish

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The completion of the work of the successor activity depends upon the completion of the work of the predecessor activity.

QUESTION 722

Decomposition is a technique used for both WBS development and activity definition. Which following statement best describes the role decomposition plays in activity definition as compared to creating the WBS?

- A. Final output is described in terms of work packages in the WBS.

- B. Final output is described as deliverables or tangible items.
- C. Final output is described as schedule activities.
- D. Decomposition is used the same way in scope definition and activity definition.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Final output is described as schedule activities.

In the create WBS process, final output is described as deliverables or tangible items. In the define activities process, final output is described as activities.

QUESTION 723

When sequencing project activities in the schedule, all the following are true EXCEPT _____

- A. There may be scheduled dates for specific milestones
- B. Every activity is connected to at least one predecessor and at least one successor
- C. Lead or lag time may be required
- D. Necessary sequencing of events may be described by the activity attributes

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The sequence activity process involves identifying and documenting relationships among the project activities. However, the last activity or milestone are not connected to at least one successor.

QUESTION 724

A schedule performance index of less than 1.0 indicates that the _____

- A. Project is running behind the monetary value of the work it planned to accomplish
- B. Earned value physically accomplished thus far is 100%
- C. Project has experienced a permanent loss of time
- D. Project may not be on schedule, but the project manager need not be concerned

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The SPI represents how much of the originally scheduled work has been accomplished at a given period in time, thus providing the project team with insight as to whether the project is on schedule.

QUESTION 725

Various tools and techniques are available to sequence activities, and several factors can help to determine which tool or technique to select. When a project manager decides to include sub-networks or a fragment network as part of his or her scheduling technique, what does this decision say about the project?

- A. The work is unique requiring special network diagrams at various stages.
- B. Software that manages resources is available over an existing electronic network.
- C. Several identical or nearly identical series of activities are repeated throughout the project.
- D. Multiple critical paths exist in the project.

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

When identical network descriptions are repeated throughout a project, templates of those activities can be developed. If those series of tasks are repeated several times, the template can be updated several times. Software can be used with the templates to facilitate documenting and adapting them for future use. The subnetwork or fragment tends to represent a sub-project or a work package and is often used to illustrate or study some potential or proposed schedule condition, such as a change in preferential schedule logic or the scope of the project.

QUESTION 726

To meet regulatory requirements, you need to crash your project schedule. Your first step is to compute_____

- A. The cost and time slope for each critical activity that can be expedited
- B. The cost of additional resources to be added to the project's critical path
- C. The time saved in the overall schedule when tasks are expedited on the critical path
- D. Three probabilistic time estimates of PERT for each critical path activity

Correct Answer: A

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

$\text{Slope} = (\text{Crash cost} - \text{Normal cost}) / (\text{Crash time} - \text{Normal time})$. This calculation shows the cost per day of crashing the project. The slope is negative to indicate that as the time required for a project or task decreases, the cost increases. If the costs and times are the same regardless of whether they are crashed or normal, the activity cannot be expedited.

QUESTION 727

Which one of the following is a key input to the define activities process?

- A. Project management plan
- B. Project scope statement
- C. Project scope baseline
- D. Project charter

Correct Answer: C

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

The scope baseline made up of the scope statement, WBS, and WBS dictionary is a key input to the define activities process and are used to develop the activity list that subsequently will help to create the schedule.

QUESTION 728

Unlike bar charts, milestone charts show_____

- A. Scheduled start or completion of major deliverables and key external interfaces
- B. Activity start and end dates of critical tasks
- C. Expected durations of the critical path
- D. Dependencies between complementary projects

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Scheduled start or completion of major deliverables and key external interfaces Milestones are singular points in time, such as the start or completion of a significant activity or group of activities.

QUESTION 729

Project managers should pay attention to critical and subcritical activities when evaluating project time performance. One way to do this is to analyze 10 sub critical paths in order of ascending float. This approach is part of _____

- A. Variance analysis
- B. Simulation
- C. Earned value management
- D. Trend analysis

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Performance of variance analysis during the schedule monitoring process is a key element of time control. Float variance is an essential planning component for evaluating project time performance.

QUESTION 730

An activity has an early start date of the 10th and a late start date of the 19th. The activity has a duration of four days. There are no non workdays. From the information given, what can be concluded about the activity?

- A. Total float for the activity is nine days.
- B. The early finish date of the activity is the end of the day on the 14th.
- C. The late finish date is the 25th.
- D. The activity can be completed in two days if the resources devoted to it are doubled.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Total float or slack is computed by subtracting the early start date from the late start date, or $19 - 10 = 9$. To compute the early finish date given a duration of 4, we would start counting the activity on the morning of the 10th; therefore, the activity would be completed at the end of day 13, not 14 (10, 11, 12, 13). If we started the activity on its late start date on the morning of the 19th, we would finish at the end of day 22, not 25. Insufficient information is provided to determine whether this activity can be completed in 2 days if the resources are doubled.

QUESTION 731

In project development, schedule information such as who will perform the work, where the work will be performed, activity type, and WBS classification are examples of _____

- A. Activity attributes
- B. Constraints
- C. Data in the WBS repository
- D. Refinements

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Identifying activity attributes is helpful for further selection and sorting of planned activities. They are used for schedule development and for report formatting purposes.

QUESTION 732

Which of the following is a key input to define activities?

- A. Project management plan
- B. Project scope management plan
- C. Schedule management plan
- D. Project management software

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While there are a number of inputs to define activities, the schedule management plan is a key input. It shows the level of detail necessary to manage the work.

QUESTION 733

The purpose of using what-if analysis in schedule control is to_____

- A. Review scenarios to bring the schedule in line with the plan
- B. Document requested changes
- C. Provide additional details as to when the schedule baseline should be updated
- D. Update the activity attributes

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A corrective action is anything that is done to bring expected future schedule performance in line with the schedule baseline. Regarding the project schedule, it usually means taking action to speed up the project. One way to determine why the schedule performance is not in line with the plan is what-if analysis, which may address schedule activities and other scenarios other than the activity that is actually causing the variance. It evaluates scenarios in order to predict their effect on the project's outcomes, either positive or negative.

QUESTION 734

Several types of float are found in project networks. Float that is used by a particular activity and does NOT affect the float in later activities is called_____

- A. Extra float
- B. Free float
- C. Total float
- D. Expected float

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Free float is defined as the amount of time an activity can be delayed without delaying the early start of any immediately succeeding activities.

QUESTION 735

All the following statements regarding critical chain method are true EXCEPT_____

- A. It modifies the schedule to account for limited resources
- B. The first step is to use conservative estimates for activity durations
- C. Duration buffers are added on the critical path
- D. It focuses on managing buffer activity durations

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When using critical chain techniques, the initial project schedule is developed using duration estimates with required dependencies and defined constraints as inputs.

QUESTION 736

You are managing a new technology project designed to improve the removal of hazardous waste from your city. You are in the planning phase of this project and have prepared your network diagram. Your next step is to_____

- A. Describe any unusual sequencing in the network
- B. State the number resources required to complete each activity
- C. Establish a project calendar and link it to individual resource calendar
- D. Determine which schedule compression technique is the most appropriate, because your customer requests that the project be completed as soon as possible

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A summary narrative can accompany the schedule network diagram and describe the approach used to sequence the activities in the network. This narrative also should describe any unusual sequences in the network.

QUESTION 737

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 738

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 739

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



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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 740

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 741

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 742

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 743

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 744

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 745

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 746

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 747

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 748

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 749

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 750

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 751

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 752

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 753

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 754

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 755

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 756

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 757

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 758

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 759

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:

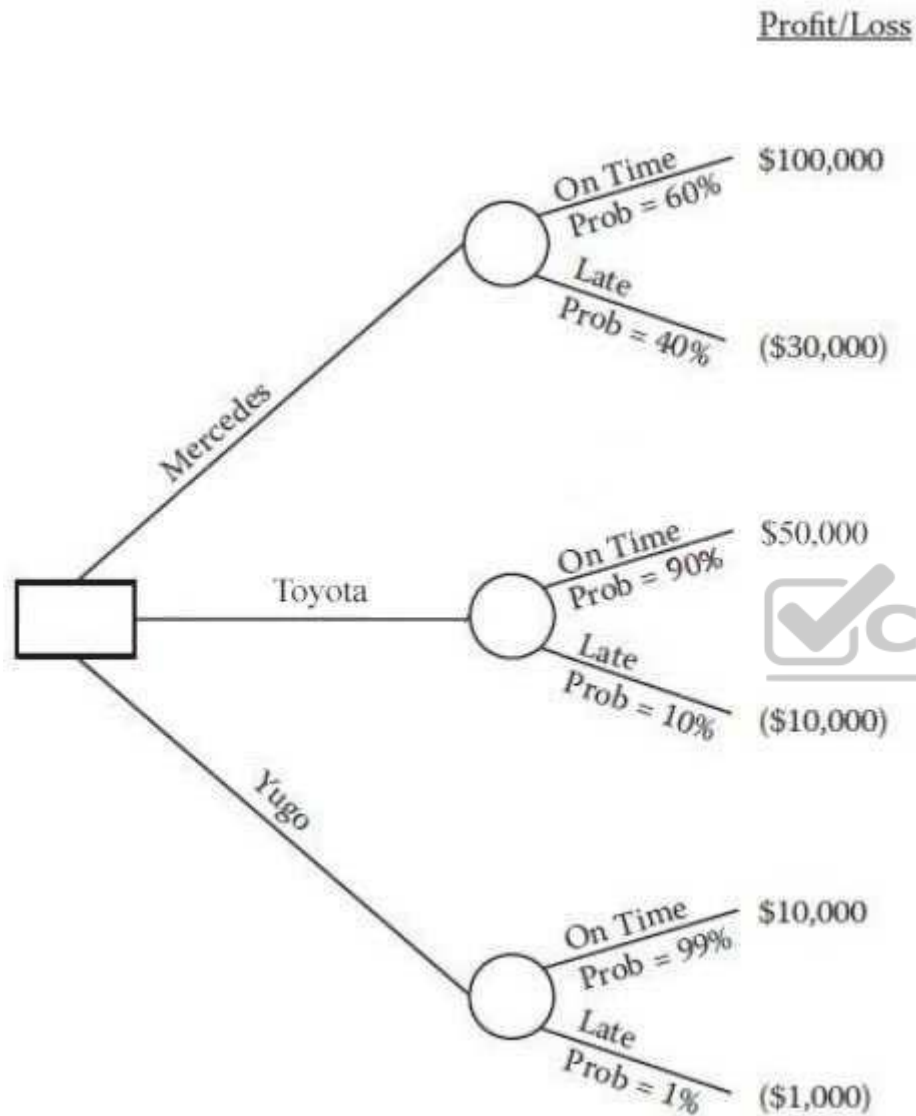
Explanation:

Where n = the number of stakeholders.

QUESTION 760

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. \$44,000C. \$45,000
- D. \$48,000

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$EMV_{Toyota} = (\$50,000 \times 90\%) + (\$10,000 \times 0\%)$

$= \$45,000 + (-\$1,000)$

$= \$44,000$

QUESTION 761

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 762

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 763

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 764

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 765

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 766

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 767

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 768

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

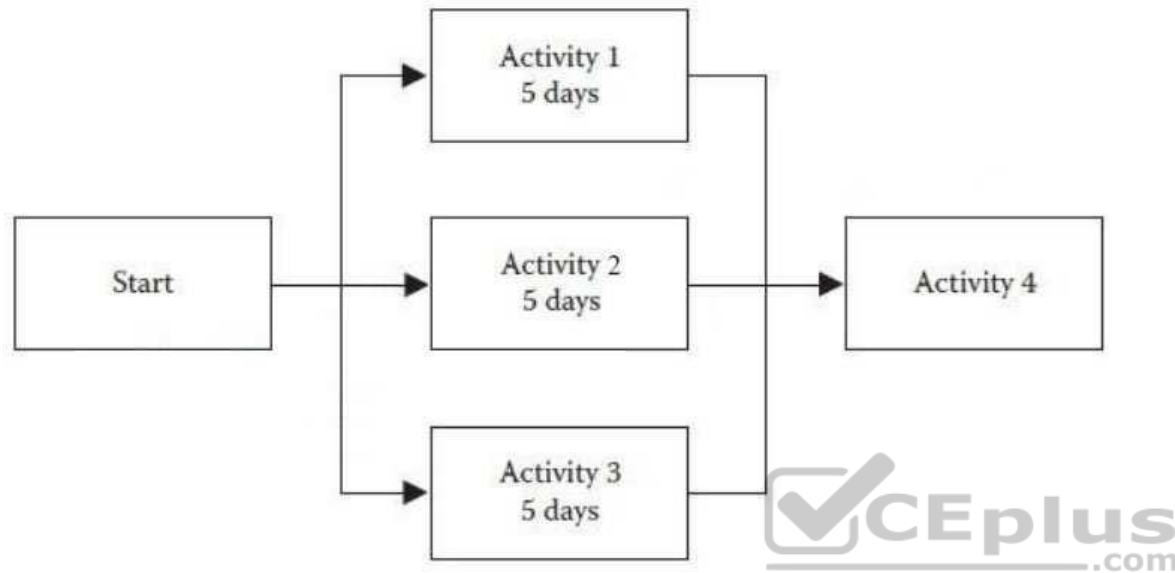
Explanation/Reference:

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 769

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 770

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 771

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 772

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 773

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 percentC. 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 774

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 775

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



<https://www.vceplus.com/>

- 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 776

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 777

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 778

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. \$300,000C. \$500,000
D. \$900,000

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$$\begin{aligned}\text{EMV} &= (\$2\text{M} \times 60\%) + (-\$1.5\text{M} \times 20\%) = \\ &(\$1.2\text{M}) + (-\$300,000) = \$900,000\end{aligned}$$

QUESTION 779

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 780

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 781

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 782

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 783

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 784

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 785

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 786

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 787

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 788

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 789

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 790

The highest risk impact generally occurs during which one of the following project life-cycle phases?

- A. Concept and planning
- B. Planning and implementation
- C. Implementation and closeout
- D. Concept and closeout

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Opportunity and risk generally remain high during the concept and planning phases. However, the amount at stake remains low because of the relatively low level of investment up to that point. During project implementation and closeout, however, risk falls to lower levels as remaining unknowns are translated into knowns. At the same time, the amount at stake rises steadily as the necessary resources are invested to complete the project.

QUESTION 791

Which one of the following statements best characterizes an activity cost or duration estimate developed with a limited amount of information?

- A. It should be part of the planning for the needed management reserve.
- B. It is an input to identify risks.
- C. It is an output from identify risks.
- D. It must be factored into the list of prioritized project risks.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Much of the output from planning in other knowledge areas, such as activity cost and duration estimates, may entail risk and is reviewed during the identify risks process. This process requires an understanding of the schedule, cost, and quality management plans found in the project management plan. Estimates that are aggressive or developed with a limited amount of information are even more likely to entail risk and, therefore, must also be an input to the identify risks process.

QUESTION 792

What is the primary difference between a risk audit and a risk reassessment?

- A. A risk reassessment is conducted at the completion of a major phase; audits are conducted after the project is complete.
- B. Project stakeholders conduct risk audits; management conducts reassessments.
- C. Risk reassessments are regularly scheduled; risk audits are performed as defined in the project's risk management plan.
- D. There is no difference; they are virtually the same.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risk reassessment is an ongoing activity by the project team. Risks should be discussed at every status meeting. Risk audits are performed during the project life cycle to examine and document the effectiveness of risk responses. They are conducted at appropriate frequencies as defined in the risk management plan.

QUESTION 793

Accurate and unbiased data are essential to perform qualitative risk analysis. Which one of the following should you use to examine the extent of understanding of project risk?

- A. Data quality assessment
- B. Project assumptions testing
- C. Sensitivity analysis
- D. Influence diagrams

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Perform qualitative risk analysis requires accurate and unbiased data. The use of low-quality data may result in a qualitative risk analysis that is of little use to the project manager regarding understanding of the risk, data available about the risk, data quality, and data reliability and integrity.

QUESTION 794

Assigning more talented resources to the project to reduce time to completion or to provide better quality than originally planned are examples of which one of the following strategies?

- A. Enhance
- B. Exploit
- C. Share
- D. Contingent response

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although it might have a negative connotation, exploitation is a strategy used for risks with positive impacts where the organization wants to ensure that the opportunity is realized.

QUESTION 795

Which of the following is NOT an objective of a risk audit?

- A. Confirming that risk management has been practiced throughout the project life cycle
- B. Confirming that the project is well managed and that the risks are being controlled
- C. Evaluating the effectiveness of risk responses in dealing with identified risks
- D. Ensuring that each risk identified and deemed critical has a computed expected value

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

It is not feasible or necessary to quantify every risk. Therefore, a risk audit should never have as an objective to ensure that each project risk has a computed expected value.

QUESTION 796

Contingency planning involves_____

- A. Defining the steps to be taken if an identified risk event should occur
- B. Establishing a management reserve to cover unplanned expenditures
- C. Preparing a stand-alone document that is separate from the overall project plan
- D. Determining needed adjustments to make during the implementation phase of a project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

For some risks it is appropriate for the project team to make a response plan that will be executed only under certain predefined conditions if it is believed that there will be sufficient warning to implement the plan.

QUESTION 797

Assume that you are working on a new product for your firm. Your CEO learned that a competitor was about to launch a new product that has similar features to those of your project. The competitor plans to launch the product on September 1. It is now March 1. Your schedule called for you to launch your product on December 1. Your CEO now has now mandated that you fast track your project so you can launch your product on August 1. This fast track schedule is an example of an_____

- A. Unknown risk
- B. A risk taken to achieve a reward
- C. A response that requires sharing the risk
- D. A passive avoidance strategy

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project risk has its origin in the uncertainty that is present in all projects. Organizations and stakeholders are willing to accept varying degrees of risk, and risks that are threats to the project may be accepted if the risks are within tolerances and are in balance with the rewards to be gained. This example of adopting a fast-track schedule is a risk taken to achieve the reward created by the earlier completion date.

QUESTION 798

As head of the project management office, you need to focus on those items where risk responses can lead to better project outcomes. One way to help you make these decisions is to _____

- A. Use a probability and impact matrix
- B. Assess trends in perform quantitative risk analysis results
- C. Prioritize risks and conditions
- D. Assess trends in perform qualitative risk analysis results

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The probability and impact matrix can be used to classify risks according to their level of impact and to prioritize them for future quantitative analyses and responses based on their rating. Typically these risk rating rules are specified by the organization in advance of the project. The matrix specifies combinations of probability and impact that lead to rating the risks as low, moderate, or high priority.

QUESTION 799

You are the project manager for the construction of an incinerator to burn refuse. Local residents and environmental groups are opposed to this project. Management agrees to move this project to a different location. This is an example of which one of the following risk responses?

- A. Passive acceptance
- B. Active acceptance
- C. Mitigation
- D. Avoidance

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risk avoidance involves changing the project management plan to eliminate the threat entirely.

QUESTION 800

What doctrine causes a party to relinquish rights under a contract because it knowingly fails to execute those rights?

- A. Assignment of claims
- B. Material breach
- C. Waiver
- D. Warranties

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Under the doctrine of waiver, a party can relinquish rights that it otherwise has under the contract. If the seller offers incomplete, defective, or late performance, and the buyer's project manager knowingly accepts that performance, the buyer has waived its right to strict performance. In some circumstances, the party at fault may remain liable for provable damages, but the waiver will prevent the buyer from claiming a material breach and, thus, from terminating the contract.

QUESTION 801

Which term describes those costs in a contract that are associated with two or more projects but are not traceable to either of them individually?

- A. Variable
- B. Direct
- C. Indirect
- D. Semivariable



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The nature of an indirect cost is such that it is neither possible nor practical to measure how much of the cost is attributable to a single project. These costs are allocated to the project by the performing organization as a cost of doing business.

QUESTION 802

Contract type selection is dependent on the degree of risk or uncertainty facing the project manager. From the perspective of the buyer, the preferred contract type in a low-risk situation is_____

- A. Firm-fixed-price
- B. Fixed-price-incentive

- C. Cost-plus-fixed fee
- D. Cost-plus-a-percentage-of-cost

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Buyers prefer the firm-fixed-price contract because it places more risk on the seller. Although the seller bears the greatest degree of risk, it also has the maximum potential for profit. Because the seller receives an agreed-upon amount regardless of its costs, it is motivated to decrease costs by efficient production.

QUESTION 803

The buyer has negotiated a cost-plus-incentive fee contract with the seller. The contract has a target cost of \$300,000, a target fee of \$40,000, a share ratio of 80/20, a maximum fee of \$60,000, and a minimum fee of \$10,000. If the seller has actual costs of \$380,000, how much fee will the buyer pay?

- A. \$104,000
- B. \$56,000C. \$30,000
- D. \$24,000

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Comparing actual costs with the target cost shows an \$80,000 overrun. The overrun is shared 80/20 (with the buyer's share always listed first). In this case 20% of \$80,000 is \$16,000, the seller's share, which is deducted from the \$40,000 target fee. The remaining \$24,000 is the fee paid to the seller.

QUESTION 804

Which term describes the failure by either the buyer or the seller to perform part or all of the duties of a contract?

- A. Termination of contract
- B. Partial performance
- C. Breach of contract
- D. Contract waiver

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

A breach of contract is a failure to perform either express or implied duties of the contract. Either the buyer or the seller can be responsible for a breach of contract.

QUESTION 805

In some cases, contract termination refers to_____

- A. Contract closeout by mutual agreement
- B. Contract closeout by delivery of goods or services
- C. Contract closeout by successful performance
- D. Certification of receipt of final payment

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

A contract can end in successful performance, mutual agreement, or breach of contract. Contract closeout by mutual agreement or breach of contract is called contract termination.

QUESTION 806

Significant differences between the seller's price and your independent estimate may indicate all the following EXCEPT the_____

- A. SOW was not adequate
- B. Seller misunderstood the SOW
- C. Sellers failed to respond
- D. Project team chose the wrong contract type

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The contract type is typically dictated by the procurement SOW and chosen by the contracting officer. Independent estimates are a tool and technique in conduct procurements.

QUESTION 807

You are a contractor for a state agency. Your company recently completed a water resource management project for the state and received payment on its final invoice today. A procurement audit has been conducted. Formal notification that the contract has been closed should be provided to your company by the_____

- A. State's project manager
- B. Person responsible for procurement administration
- C. Project control officer
- D. Project sponsor or owner

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The person responsible for procurement administration should provide, in writing, formal notification that the contract has been completed. Requirements for formal acceptance and closeout should be defined in the contract.

QUESTION 808

Which term describes contract costs that are traceable to or caused by a specific project work effort?

- A. Variable
- B. Fixed
- C. Indirect
- D. Direct

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Direct costs are always identified with the cost objectives of a specific project and include salaries, travel and living expenses, and supplies in direct support of the project.

QUESTION 809

When a seller breaches a contract, the buyer cannot receive_____

- A. Compensatory damages
- B. Punitive damages
- C. Liquidated damages
- D. Consequential damages

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Punitive damages are designed to punish a guilty party and, as such, are considered penalties. Because a breach of contract is not unlawful, punitive damages are not awarded. The other remedies listed are available to compensate the buyer's loss.

QUESTION 810

Which term is NOT a common name for a procurement document that solicits an offer from prospective sellers?

- A. Contractor initial response
- B. Request for information
- C. Request for quotation
- D. Invitation for negotiation

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Procurement documents are used to solicit proposals from prospective sellers. A request for information is generally used by the buyer to have potential sellers propose various pieces of information related to a product, service, or result or to a seller capability.

QUESTION 811

Because you are working under a firm-fixed-price contract, management wants you to submit the final invoice and close out the contract as soon as possible. Before final payment on the contract can be authorized, you must_____

- A. Prepare a contract completion statement

- B. Audit the procurement process
- C. Update and archive contract records
- D. Settle subcontracts

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All payments due must be settled by the seller before the contract can be officially closed. The other items listed are activities performed by the buyer.

QUESTION 812

Recent data indicate that more than 10,000 airline passengers are injured each year from baggage that falls from overhead bins. You performed a make-or-buy analysis and decided to outsource an improved bin design and manufacture. The project team needs to develop a list of qualified sources. As a general rule, which method would the project team find especially helpful?

- A. Advertising
- B. Internet
- C. Trade catalogs
- D. Relevant local associations



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Advertising in newspapers or specialty trade publications is an excellent way to identify qualified bidders. Detailed information about specific sources may require more extensive effort, such as site visits or contact with previous customers.

QUESTION 813

As you prepare to close out contracts on your project, you should review all the following types of documentation EXCEPT the_____

- A. Contract document for the contract being closed
- B. Procurement audit report
- C. Invoice and payment records

D. Seller performance reports

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In most organizations, a procurement audit is conducted after the contract has been closed. Therefore, the project manager would not have a procurement audit report to review. Contract document for the contract being closed, invoice and payment records, and seller performance reports are examples of the documents that should be available to the project manager and should be reviewed at closeout.

QUESTION 814

You are working on a new project in your organization. You need to decide how best to staff the project and handle all its resource requirements. Your first step should be to _____

- A. Conduct a make-or-buy analysis
- B. Conduct a market survey
- C. Solicit proposals from sellers using an RFP to determine whether you should outsource the project
- D. Review your procurement department's qualified-seller lists and send an RFP to selected sellers

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A make-or-buy analysis is a plan procurement management tool and technique used to determine whether a particular product, service, or result can be produced or performed cost effectively by the performing organization or should be contracted out to another organization. The analysis includes both direct and indirect costs and any administrative costs incurred to manage the contractor.

QUESTION 815

Your company decided to award a contract for project management services on a pharmaceutical research project. Because your company is new to project management and does not understand the full scope of services that may be needed under the contract, it is most appropriate to award a _____

- A. Firm-fixed-price contract
- B. Fixed-price-incentive contract
- C. Cost-plus-a-percentage-of-cost contract
- D. Time-and-materials contract

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A time-and-materials contract is a type of contract that provides for the acquisition of supplies or services on the basis of direct labor hours, at specified fixed hourly rates for wages, overhead, general and administrative expenses, and profit; and materials at cost, including materials-handling costs.

QUESTION 816

Requirements for formal contract acceptance and closure usually are defined in the_____

- A. Proposal
- B. Statement of work
- C. Contract terms and conditions
- D. Procurement audit report

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The contract terms and conditions typically describe the procedure the buyer will employ to close the contract.

QUESTION 817

You plan to award a contract to provide project management training for your company. You decide it is important that any prospective contractor have an association with a major university that awards master's certificates in project management. This is an example of_____

- A. Setting up an independent evaluation
- B. Preparing requirements for your statement of work
- C. Establishing a weighting system
- D. Establishing source selection criteria

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The selection criteria are typically included in procurement documents and are then used to rate or score proposals.

QUESTION 818

All the following elements must be evident in a written contract for it to be legally enforceable EXCEPT _____

- A. Legal capacity
- B. Mutual assent
- C. Appropriate form
- D. Pricing structure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The following elements must be present for a contract to be legally enforceable: legal capacity, mutual assent, consideration, legality, and an appropriate contract form that follows applicable laws governing businesses.

QUESTION 819

A purchase order is a good example of which form of contracting?

- A. Unilateral
- B. Bilateral
- C. Trilateral
- D. Severable

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purchase order is a unilateral (one signature) offer that includes a promise to pay upon delivery.

QUESTION 820

You are responsible for ensuring that your seller's performance meets contractual requirements. For effective contract control, you should _____

- A. Hold a bidders' conference
- B. Establish the appropriate contract type
- C. Implement the contract change control system
- D. Develop a statement of work

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Contract change control entails ensuring that contract changes are properly approved and that everyone who needs to know is made aware of such changes.

QUESTION 821

The primary benefit of contract control procurements is to ensure that_____

- A. Buyers conduct performance reviews
- B. Payment is made in a timely fashion
- C. Disagreements are handled quickly and to everyone's satisfaction
- D. Both parties meet contractual obligations and protect their legal rights

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Contracts are awarded to obtain goods and services in accordance with the buyer's stated requirements. Although there are multiple purposes in the control procurements process, ensuring that the seller delivers what is stated in the contract is of paramount importance.

QUESTION 822

Buyers use a variety of methods to provide incentives to a seller to complete work early or within certain contractually specified time frames. One such incentive is the use of liquidated damages.

From the seller's perspective, liquidated damages are what form of incentive?

- A. Positive
- B. Negative

- C. Nominal
- D. Risk-prone

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Liquidated damages are considered negative incentives because they result in a loss of revenue for the seller if it fails to perform rather than a gain in revenue if it performs well.

QUESTION 823

The principal function of a warranty is to_____



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- A. Provide assurance of the level of quality to be provided
- B. Provide a way to assert claims for late payment
- C. Provide a way to allow additional time following acceptance to correct deficiencies, without additional costs
- D. Ensure that goods purchased fit the purposes for which they are to be used

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A warranty is one party's assurance to the other that goods will meet certain standards of quality, including condition, reliability, description, function, or performance. This assurance may be express or implied.

QUESTION 824

You have decided to award a contract to a seller that has provided quality services to your company frequently in the past. Your current project, although somewhat different from previous projects, is similar to other work the seller has performed. In this situation, to minimize your risk you should award what type of contract?

- A. Fixed price with economic price adjustment
- B. Fixed-price-incentive (firm target)
- C. Firm-fixed-price
- D. Cost-plus-award-fee

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a firm-fixed-price contract, the seller receives a fixed sum of money for the work performed regardless of costs. This arrangement places the greatest financial risk on the seller and encourages it to control costs.

QUESTION 825

As project manager, you need a relatively fast and informal method addressing disagreements with contractors. One such method is to submit the issue in question to an impartial third party for resolution. This process is known as_____

- A. Alternative dispute resolution
- B. Problem processing
- C. Steering resolution
- D. Mediation litigation

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Alternative dispute resolution, or dispute resolution, is a relatively informal way to address differences of opinion on contracts. Its purpose is to address such issues without having to seek formal legal redress through the courts.

QUESTION 826

A no-cost settlement sometimes is used_____

- A. To close out a successful contract
- B. In lieu of formal termination procedures
- C. When buyer property has been furnished under the contract
- D. When such an arrangement is acceptable to one of the parties involved

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A no-cost settlement can be used in lieu of formal termination procedures when the seller has indicated that such an arrangement is acceptable, no buyer property has been furnished under the contract, no payments are due the seller, no other obligations are outstanding, and the product or service can be readily obtained elsewhere.

QUESTION 827

When writing payment terms in your fixed-price subcontracts it is especially important to_____

- A. Include incentives if the seller exceeds or fails below defined objectives
- B. Provide flexibility to redirect the seller if the scope of work is not defined precisely confusion
- C. Link progress made to compensation paid
- D. Associate the payment to a specific time period for more efficient accounting

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A buyer under a fixed-price contract should pay a seller for work delivered rather than time expended. Linking payment with progress ensures that the seller will focus on results and not on effort expended.

QUESTION 828

A buyer has negotiated a fixed-price-incentive-fee contract with the seller. The contract has a target cost of \$200,000, a target profit of \$30,000, and a target price of \$230,000. The buyer also has negotiated a ceiling price of \$270,000 and a share ratio of 70/30. If the seller completes the contract with actual costs of \$170,000, how much profit will the buyer pay the seller?

- A. \$21,000
- B. \$35,000
- C. \$39,000
- D. \$51,000

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

To calculate the fee that the buyer must pay, actual costs are compared with the target cost. If actual costs are less than the target cost, the seller will earn profit that is additional to the target profit. If actual costs are more than the target cost, the seller will lose profit from the target profit. The amount of profit is determined by the share ratio (with the buyer's share listed first). In this example, the seller is under target cost by \$30,000. That amount will be split 70/30. So the buyer keeps \$21,000, and the seller receives an additional \$9,000 added to the target profit, which is the incentive. Total fee is \$39,000.

QUESTION 829

Requirements for formal deliverable acceptance are defined in the _____

- A. Contract
- B. Procurement management plan
- C. Overall project management plan
- D. Specifications

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Two important components of any contract include what the buyer wants to buy and how the buyer defines acceptance of the products or services delivered. For contract closure to occur, deliverable acceptance must be completed.

QUESTION 830

Payment bonds are often required by the contract and require specific actions under the stated conditions. Payment bonds are specifically designed to ensure that the prime contractor provides payment of _____

- A. Insurance premiums
- B. Weekly payrolls
- C. Subcontractors, laborers, and sellers of material
- D. Damages for accidents caused

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Payment bonds, which are required by the buyer, are issued by guarantors to prime contractors. The buyer wants to ensure that subcontractors of the prime contractor receive payment so that work is not disrupted.

QUESTION 831

You are working on a contract in a remote location. The contract requires you to be on site at the office on a daily basis. You were unable to get to the office for three days last month because of severe blizzard conditions. Your failure to appear at the office was excused because of a clause in the contract entitled_____

- A. Non compos mentis
- B. Forjurer royalme
- C. Force majeure
- D. Force minoris dictus



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Force majeure clauses can be used to protect either party from events that are outside their control and not a result of their negligence, such as acts of nature, war, civil disobedience, or labor disruption.

QUESTION 832

All of the following are examples of good control procurement skills that project managers need to exercise EXCEPT_____

- A. Approving invoices as the work is completed
- B. Supervising the work to be done under the terms of the contract

- C. Developing contract clauses
- D. Preparing and processing change requests

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

First, developing contract clauses is done during contract formation, not control procurements, which begins at contract signing. Second, contract specialists and attorneys_____given their legal expertise_____are typically the individuals who write contract clauses, not project managers.

QUESTION 833

The best approach to resolve the settlement of all outstanding contract changes, claims, and disputes is using_____

- A. Litigation
- B. Alternative dispute resolution
- C. Negotiation
- D. Mediation



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While there are a variety of ways to settle claims, disputes, and changes, the preferred approach is negotiation. It is a strategy to work toward compromise or to reach an agreement that both parties can accept.

QUESTION 834

On large contracts, the contract administrator typically has a need to resolve ambiguity in the clauses that govern work performance and other issues. Assume that on your contract there is an order of precedence clause. This means that_____

- A. Inconsistencies in the solicitation of the contract shall be resolved in a given order of procedure
- B. An alternative dispute resolution process is in place that shall be followed to resolve any conflicts
- C. Any ambiguities are generally interpreted against the party who drafted the document
- D. Undefined contractual actions cannot be authorized

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The order of precedence specifies that any inconsistency in the contract shall be resolved in a given order. This avoids confusion and debate, which could lead to litigation.

QUESTION 835

During contract negotiations on large contracts, the negotiation process focuses on many key issues, with price being one of them. Separate negotiations can be made on price, quantity, quality, and timing, which can significantly lengthen the process. The negotiation process can be shortened, however, provided that_____

- A. Planning is done for negotiations
- B. Expertise of the project management staff in the procurement process is at a high level
- C. A request for proposal is used rather than a request for quotation
- D. There is integrity in the relationship and prior history with the vendor

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When people know and trust one another, and in particular have worked with each other before, the negotiation process can be significantly shortened. Three major factors of negotiation should be followed: compromise ability, adaptability, and good faith.

QUESTION 836

Contract negotiations are NOT required when_____

- A. A company uses sealed bids
- B. There is a sole source procurement
- C. A competitive range is established
- D. A two-step process is used

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When using the sealed bid method, competitive market forces determine the price, and the award goes to the lowest bidder, provided all other terms and conditions of the contract are met.

QUESTION 837

It is critical during the proposal preparation stage that_____

- A. The negotiation strategy is determined
- B. A change management strategy is developed
- C. Roles and responsibilities for the ultimate project are determined
- D. Contract terms and conditions are reviewed before the proposal is submitted to the client

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The contracts (legal) representative is responsible for the preparation of the contract portion of the proposal. Generally, contracts with the legal department are handed through or in coordination with the proposal group. Before the proposal is submitted to the client, contract terms and conditions should be reviewed and approved.

QUESTION 838

Which of the following types of contracts has the least risk to the seller?

- A. Firm-fixed-price
- B. Cost-plus-fixed-fee
- C. Cost-plus-award-fee
- D. Fixed-price-incentive fee

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

On a firm-fixed-price contract, the seller absorbs 100 percent of the risks; while on a cost-type contract, the buyer carries the most risk. Cost-plus-fixed-fee contracts have less risk to sellers than cost-plus-award-fee or cost-plus-incentive-fee contracts because the fee is fixed based on costs, so the seller is guaranteed a certain level of profit.

QUESTION 839

Assume that your company has a cost-plus-fixed-fee contract. The contract value is \$110,000, which consists of \$100,000 of estimated costs with a 10-percent fixed fee. Assume that your company completes the work but only incurs \$80,000 in actual cost. What is the total cost to the project?

- A. \$80,000
- B. \$90,000
- C. \$10,0000
- D. \$125,000

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In this situation the fixed-fee of \$10,000 does not change but now represents a seller profit of 12.5 percent on incurred costs. This means that the total cost to the project is \$90,000.

QUESTION 840

During your project, you will have a number of different types of meetings. Some will be informational, others will be key updates, and some will be for decisionmaking purposes. While different attendees will attend each meeting, a best practice to follow is to:

- A. Group stakeholders into categories to determine which ones should attend each meeting
- B. Invite those stakeholders who have a high level of interest in your project to attend each meeting
- C. Be sensitive to the fact that stakeholders often have very different objectives
- D. Recognize that roles and responsibilities may overlap but practice a policy of 'no surprises' and inform your stakeholders about any upcoming meetings

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A project stakeholder is an individual, group, or organization that is actively involved in the project or have interests that may be affected, either positively or negatively, as a result of the performance or completion of the project. Stakeholders also may exert influence on the project and its results. Managing stakeholder expectations is difficult since stakeholders often have different or conflicting objectives.

QUESTION 841

You are managing a project with team members located at customer sites on three different continents. You have a number of stakeholders on your project, and most of them are located outside of the corporate office. Who should be responsible for stakeholder management?

- A. A specific team member in each of the three locations
- B. You, because you are the project manager
- C. The project sponsor
- D. A core team including you, as the project manager, and three representatives from the three different locations

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Stakeholder management refers to any action taken by the project manager or project team to satisfy the needs of and to resolve issues with project stakeholders. The ability of the project manager to correctly identify and manage stakeholders appropriately can mean the difference between project success or failure.

QUESTION 842

Analyzing stakeholders is a part of the identify stakeholders process. Common approaches for analyzing stakeholders in a qualitative manner includes all the following two-axis grids, EXCEPT _____

- A. Comparing power and influence
- B. Comparing power and interest
- C. Comparing influence and location
- D. Comparing influence and impact

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Identifying and analyzing the stakeholders helps to classify them better for developing a strategy to help manage them and their expectations throughout the project. The most common comparison elements are: power, influence, interest, and impact. The location of the person may have an impact on one of the other measures, but it is not easily quantifiable on a low, medium, high, type scale.

QUESTION 843

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 decide to prepare a stakeholder management strategy. Before preparing this strategy, you should_____

- A. Conduct a stakeholder analysis to assess information needs
- B. Determine a production schedule to show when each stakeholder needs each type of information produced
- C. Determine the potential impact that each stakeholder may generate
- D. Prioritize each stakeholder's level of interest and influence

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Stakeholder analysis is used to analyze the information needs of the stakeholders and to determine the sources for meeting those needs. It helps to determine whose interests should be taken into account throughout the project.

QUESTION 844

Recognizing the importance of preparing a stakeholder management plan, you met with your team to obtain their buy in and to discuss it. You explained the key benefit of plan stakeholder management is to_____

- A. Determine appropriate strategies for a continual focus on identifying stakeholders throughout the life cycle
- B. Provide a clear plan that is actionable to interact with stakeholders to support the project's interests
- C. Develop appropriate management strategies to effectively engage stakeholders
- D. Plan a series of meetings to ensure stakeholders remain interested and to address their concerns

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While the plan stakeholder management process develops appropriate management strategies to effectively engage the stakeholders during the project life cycle, the key benefit of this process is to have a plan that is clear and actionable to interact with them to support the project's interests.

QUESTION 845

Assume you are actively working, along with your team, to manage stakeholder engagement on your project to develop a new drug to prevent any retina problems of any type. You know you must manage their engagement throughout the project life cycle. This means some organizational process assets will need updating including_____

- A. Informal and formal project reports
- B. The stakeholder register
- C. The stakeholder management plan
- D. Work performance information

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While a number of different organizational process assets require updates as a result of the manage stakeholder engagement process, project reports is one example. They include the formal and informal project reports that describe project status and include lessons learned, issue logs, project closure reports, and outputs from other knowledge areas.

QUESTION 846

Stakeholders often have issues, and you have asked each of your team members to document them. At each team meeting, you and your team discuss them and determine appropriate responses. You have a project issue log, which is_____

- A. Part of the project's lessons learned
- B. Added to the stakeholder register to show which stakeholder raised it
- C. An output from the manage stakeholder engagement process
- D. An output from the control stakeholder engagement process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Issues logs are an output of this process, as issues are expected in this process. The log is updated as new issues are identified, and existing issues are resolved.

QUESTION 847

As you work on your project to update its software training classes to focus on an agile approach, you have a number of key stakeholders. As many students and their managers are requesting these classes, your CEO has taken a special interest in your project and has asked you to accelerate your schedule to complete it in two months rather than in your planned six months but still have quality offerings. This means as you work to monitor overall project stakeholder relationships, you should_____

- A. Provide notifications to stakeholders about status regularly
- B. Ask your stakeholders for regular feedback as you work on your project
- C. Provide presentations to each stakeholder group
- D. Determine how changes will be monitored and controlled

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As you work in managing stakeholder engagement you should review your project management plan. Your CEO has requested a major schedule change; among other things the project management plan is an input to this process as it contains a change management plan that documents how changes will be monitored and controlled.

QUESTION 848

As you work with your team to prepare your stakeholder management plan, you decided to develop a stakeholder engagement chart. You set it up so you could_____

- A. Show the phase of your project of interest to identified stakeholders
- B. Show gaps between current and desired levels of engagement
- C. Determine which stakeholders you and your team felt were critical to project success but did not know about it
- D. Determine when to involve key stakeholders in your project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder engagement assessment matrix is used as a tool and technique in plan stakeholder management. The purpose of the matrix is to show gaps between current and desired engagement levels to then ensure the plan provides these data.

QUESTION 849

A number of items in the stakeholder management plan are similar to those in the communications management plan. An example is_____

- A. Method for updating and refining the plans as the project progresses and develops
- B. Stakeholder communication requirements for the current project phase
- C. Information to be distributed to stakeholders including language, format, content, and level of detail
- D. Time frame and frequency for the distribution of required information to stakeholders

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Method for updating and refining the plans as the project progresses and develops The other items listed have specific stakeholder references that, while similar, are not in the communications management plan.

QUESTION 850

Having worked as a project manager for nine years, you know how important it is to identify the critical stakeholders so you do not overlook anyone who has a major influence on your project even if you do not ever plan to meet with or talk with this individual. As you work with your team, you explain the key benefit of the identify stakeholder process is that it_____

- A. Identifies the people, groups, or organizations that could impact or influence project decisions
- B. Shows the interdependencies among project stakeholders to enable classification for how best to involve them on your project
- C. Identifies the appropriate focus for each stakeholder or a group of stakeholders
- D. Shows the potential impact each stakeholder has on project success

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The identify stakeholder process has a number of purposes. It identifies people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project. It analyzes and documents relevant information concerning their interests, involvement, interdependencies, influence and potential impact on project success. Its key benefit is to allow the project manager to identify the appropriate focus for each stakeholder.

QUESTION 851

Assume your stakeholder management plan has been approved. You now are working with your team to promote stakeholder engagement on your project. You explain in a team meeting its benefit is to _____

- A. Clarify and resolve identified issues
- B. Meet stakeholder needs and expectations
- C. Obtain their continued commitment to the project
- D. Increase support and minimize resistance

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The other possible answers are activities in the manage stakeholder engagement process. Its benefit is to allow the project manager to increase support and minimize resistance from stakeholders to significantly increase chances for success.

QUESTION 852

The stakeholder register should not be prepared only one time, but it should be updated regularly especially if _____

- A. The stakeholder is not an active participant
- B. The stakeholder is not impacted by the project
- C. The stakeholder does not read status updates
- D. The stakeholder leads a corporate reorganization

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project document updates are an output to the manage stakeholder engagement process.

These updates involve the stakeholder register. It should be updated as stakeholder information changes, when new stakeholders are identified, or if stakeholders listed in the register are no longer involved in or impacted by the project.

QUESTION 853

Working to foster stakeholder engagement, as the project manager, you know a combination of interpersonal skills and general management skills is needed. An example of an key interpersonal skill in stakeholder engagement is_____

- A. Facilitating consensus
- B. Influencing people
- C. Resolving conflicts
- D. Negotiating agreements

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Conflicts are common on projects and between stakeholders. Other interpersonal skills useful in managing stakeholder engagement are building trust, active listening and overcoming resistance to change.

QUESTION 854

Stakeholder engagement must be controlled on a continuous basis for it to be effective. You realize a number of project documents can be useful for you as a project manager. An example is_____

- A. Technical performance measures
- B. Change log
- C. Actual costs
- D. Start and finish dates of schedule activities

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Projects involve change, and most everyone tends to resist it. A change log is useful to review in the control stakeholder engagement process. Other useful documents are the schedule, stakeholder register, issue log, and project communications.

QUESTION 855

Expert judgment is a best practice as a tool and technique in many project management processes, and the list of possible sources for experts varies by the organization and by its association with others. One way once you have identified experts who you feel could be of assistance is to_____

- A. Use a focus group
- B. Review documentation
- C. Hold one-on-one interviews
- D. Conduct interviews

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The key word in the question was experts. Useful ways to obtain information from experts is to use a survey, such as a Delphi approach, or to use a focus group, an excellent approach to obtain insight into attitudes, useful to control stakeholder engagement.

QUESTION 856

The sponsor is a key project stakeholder because he or she _____

- A. Approves or manages the project's product, service, or result
- B. Leads the project through initiating until it is formally authorized
- C. Is the Chairperson of the project's Governance Board and makes the final go/no-go decision
- D. Has a major management role within the administrative area of the business

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The sponsor is critical throughout the project. He or she provides resources for the project and is accountable for its success. From the beginning through closure, the sponsor promotes the project.

QUESTION 857

Recognizing operations management is different than project management, as the project manager for a new line of electrical tractors to avoid the need to use costly fuel, you realize a best practice is to _____

- A. Document the operational managers' influence either positive or negative in the stakeholder register
- B. Offer to include the operational managers in all project phases

- C. Recognize that the operational managers are only involved once they have ongoing responsibility for the product, service, or result
- D. Realize the operations managers have key responsibilities on the Portfolio Review Board

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The needs of operations managers who perform and conduct business operations are important considerations in projects that affect their future work and endeavors. They should be engaged, and their needs identified in the stakeholder register. By considering them and appropriately including them in all project phases, the project manager can gain insight and avoid unnecessary issues that may arise if their input is overlooked.

QUESTION 858

Assume you are beginning your project to develop a series of residential condominiums in your city and are identifying possible stakeholders. A key organizational process asset you can review is_____



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- A. Organizational culture
- B. Organizational standards
- C. Lessons learned
- D. Local trends

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lessons learned, stakeholder register templates, and stakeholder registers from previous projects are examples of organizational process assets that can influence the identify stakeholders process.

QUESTION 859

One way to develop an understanding of major project stakeholders to exchange and analyze project information about roles and interests is to _____

- A. Conduct interviews
- B. Hold profile analysis meetings
- C. Use questionnaires and surveys
- D. Conduct a stakeholder analysis and analyze the results with a focus group

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A profile analysis meeting is a tool and technique in the identify stakeholders process. Its purpose is to develop a deeper understanding of major project stakeholders. The meetings can be used to exchange and analyze information about roles, interests, knowledge, and the overall position of each stakeholder about the project.

QUESTION 860

Assume you are managing a project to implement an electronic medical record system in your ophthalmologist's office. You have been working to identify your stakeholders to then make sure everyone is committed to it as some people have been working in this office for more than 20 years and are comfortable with the manual approach. At this point, you have documented assessment information, which includes _____

- A. Role in the project
- B. Whether the stakeholder is a supporter, is neutral, or is resistant
- C. Potential influence in the project
- D. Organization position

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder register contains assessment information as a key component. The assessment information includes: major requirements, main expectations, potential influence in the project, and the phase in the project life cycle with the most interest.

QUESTION 861

Having prepared stakeholder management plans on previous projects, you know it is positive to review the project management plan because it_____

- A. Provides information as to how to plan appropriate ways to engage stakeholders
- B. Contains information useful to ensure the stakeholder management plan is aligned with the organization's culture
- C. Helps to determine the best options to support an adaptive process for stakeholder management
- D. Contains a change management plan and documents how changes will be monitored and controlled

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Among other key items useful in the project management plan to review while preparing the stakeholder management plan is the change management plan. All projects involve some type of change. Reviewing this plan can help the project manager work with stakeholders who may be resistant to the project to help turn them into ones who are supportive or at least neutral to the resulting changes.

QUESTION 862

Assume you have performed your stakeholder analysis and now are working to enhance it with a stakeholder engagement assessment matrix. Such a matrix shows the stakeholder's current engagement level. These data enable_____

- A. The project manager to prepare the stakeholder management plan
- B. The project manager to prepare the stakeholder management strategy
- C. The project manager to prepare the stakeholder inventory
- D. The project team to expand the stakeholder risk register

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder engagement assessment matrix shows the stakeholders current engagement in the project, and the project manager and team then can use it to note the desired level of engagement. As a tool and technique in plan stakeholder management, the project manager then uses it to help prepare the stakeholder management plan.

QUESTION 863

The ability of stakeholders to influence a project is_____

- A. Constant throughout the project life cycle as different stakeholders have different levels of interest in the project at different times
- B. Highest during the closing stage since key stakeholder acceptance criteria must be met
- C. Highest during planning as the team is still in the storming stage as various stakeholders' positions are being known and recognized
- D. Highest in the very early stages as the project is being approved and initiated

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholders' ability to influence the project is highest during the initial phases and gets progressively lower as the project progresses. Active management of stakeholders' involvement decreases the risk of the project failing to meet its goals and objectives.

QUESTION 864

Working on your project to design and construct five new bridges for your City, you are striving to actively manage the stakeholders on your project, especially those who will be inconvenienced by the project and have indicated they do not support it. You decided to review your communications management plan as it_____

- A. Contains issue management procedures
- B. Describes the project's life cycle and the processes to be used in each phase
- C. Sets forth an escalation process
- D. Provides guidance as to how to best involve stakeholders in the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Among other things, an escalation process is helpful especially if there are issues or risks involving communications that the project manager wishes to escalate to determine the most appropriate response or to share the approach he or she plans to follow.

QUESTION 865

A supporting input for controlling stakeholder engagement is_____

- A. Budget

- B. Project schedule
- C. Historical information
- D. Number of defects

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project documents are an input to control stakeholder engagement. They originate from initiating, planning, executing, or controlling processes and include the project schedule, stakeholder register, issue log, change log, and project communications.

QUESTION 866

As a result of the control stakeholder expectations process, you realize even though this process is under way until the closing phase that you have identified the root cause of some issues you have faced in controlling stakeholders expectations. You should therefore _____

- A. Review them with your Governance Board
- B. Revise and reissue your stakeholder management plan
- C. Prepare a change request
- D. Update the lessons learned documentation



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This documentation is an example of an organizational process asset to update as it includes the root cause analysis of issues faced, the reasons certain corrective actions were taken, and other types of lessons learned about stakeholder management.

QUESTION 867

Identifying interrelationships and potential overlap between stakeholders is useful to the project manager as he or she works with stakeholders. It should be documented as part of the _____

- A. Stakeholder register
- B. Stakeholder management strategy
- C. Stakeholder management plan

D. Stakeholder engagement assessment matrix

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder management plan identifies the management strategies required to effectively engage stakeholders. It includes, among other things, the identified interrelationships and potential overlap between stakeholders. This information is invaluable especially if some stakeholders are resistant or negative to the project and also in determining the level of frequency of desired interaction and communications requirements.

QUESTION 868

A number of organizational process assets are useful as inputs to the manage stakeholder engagement process. Similarly a number of organizational process assets require updates because of this process. An example of one that is an input is_____

- A. Project reports
- B. Historical information
- C. Project records
- D. Stakeholder notifications



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Historical information about previous projects, organizational communications requirements, issue management procedures, and change control procedures are examples of organizational process assets that can influence the manage stakeholder engagement process.

QUESTION 869

Table reporting, spreadsheet analysis, and presentations are examples of_____

- A. Project reports as an input to manage stakeholder engagement
- B. Work performance information as an output of control stakeholder engagement
- C. Tools and techniques used in control stakeholder engagement
- D. Updates from the plan stakeholder management process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In control stakeholder engagement, they are examples of distribution formats from information management systems, a tool and technique in this process. Such systems provide a structured tool for the project manager to capture, store, and distribute information to stakeholders about project cost, schedule progress, and performance. The project manager can use these systems to consolidate reports from several systems and facilitate report distribution.

QUESTION 870

You recently took over a relatively new project expected to last another seven years. The previous project manager completed most of the WBS. When you begin to define the project activities, you realize that the WBS work packages expected to occur in the next year are planned in detail, but the work packages for later in the future (three years or more) are not planned with much detail, if any detail at all. You determine_____

- A. It is a major problem. The WBS is incomplete and you need to redefine the project scope to complete the project schedule.
- B. It is a problem that must be resolved quickly. The previous project manager was not done with the WBS, and you must stop the project to complete the WBS in sufficient detail.
- C. It is not a problem at this time. The previous project manager was using the rolling wave planning technique, so you are able to continue defining the activities.
- D. It is not a problem at this time. You can only plan what you know. You plan to communicate to the project sponsor that the WBS is not sufficient to plan the whole project and that the sponsor can worry about the details.

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.

QUESTION 871

In the initial stage of the project life cycle, the project's technical objectives are apt to be understood only in a general sense. A major component of project conflict during this stage of the project is_____

- A. Concerns over priorities and procedures
- B. Concerns about technical issues
- C. Schedules
- D. Confusion of establishing a project in the matrix management environment

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During project formation, there is always an element of confusion or lack of clarity regarding the balance of power between the project manager and functional managers. If not resolved, such confusion manifests itself in conflicts regarding technical decisions, resource allocation, and scheduling later in the project.

QUESTION 872

On your project to construct a new runway for your City's airport, you are in the process of selecting vendors for various parts of this project. You have conducted your make-or-buy analysis and have issued Requests for Proposals. You believe it is important to examine past performance of potential vendors. This means you are using_____

- A. Proposal evaluation techniques
- B. Multi-disciplinary review teams
- C. Analytical techniques
- D. Independent estimates

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Analytical techniques are a tool and technique to conduct procurements. They are used to help organizations identify the readiness of a vendor to provide the desired end state, determine costs to support budgeting, and avoid cost overruns. In evaluating past performance they identify areas that have more risk and that may need to be monitored closely for project success.

QUESTION 873

Requirements typically are classified into product requirements and project requirements. Capturing and managing both types of requirements is important for project success, so you and your team decided to follow this classification system on your project to modernize all the telecommunications equipment in your company. During such an approach, all the following are examples of product requirements EXCEPT_____

- A. Action requirements
- B. Level of service requirements
- C. Security requirements
- D. Performance requirements

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Such classification systems are helpful in both defining and documenting stakeholder needs to meet project objectives. Project requirements are ones that involve actions, processes, or other conditions the project needs to meet.

QUESTION 874

Which of the following ensures that requested changes to deliverables are thoroughly considered as part of the perform integrated change control process?

- A. Scope change control system
- B. Configuration management system
- C. Change control board
- D. Configuration status audits

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The formal configuration management system is an important tool and technique for scope control and focuses on deliverables and documents.

QUESTION 875

Which of the following tools is used in process analysis to determine the underlying causes of defects?

- A. Root cause analysis
- B. Assumptions analysis
- C. Cost-benefit analysis
- D. Quality metrics

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Determining the root cause of the problem means to determine the origin of the problem. What may appear to be the problem on the surface is often revealed, after further analysis, not to be the real cause of the problem. Process analysis includes root cause analysis used to identify as problem, discover the underlying causes that lead to it and develop preventive actions.

QUESTION 876

All of the following statements concerning validate scope and control quality are true EXCEPT _____

- A. The processes can be performed in parallel
- B. Both processes use inspection as a tool and technique
- C. Validate scope is concerned with the acceptance of deliverables, and control quality is concerned with meeting quality requirements for the deliverables
- D. Validate scope verification typically precedes control quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Validate scope focuses on accepting project deliverables, and to be accepted, they must meet the requirements. Control quality is one way to ensure that the requirements have been met, which is why control quality typically is done before validate scope.

QUESTION 877

Consider a company that sells products to consumers: as one product begins the deterioration and death phases of its life cycle (or the divestment phase of a system), new products or projects must be established. This means that _____

- A. The company requires a continuous stream of projects to survive
- B. The company is not at a high level of maturity
- C. The company is in a period of overall decline
- D. The company definitely lacks a balanced portfolio

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizations that rely on products for their revenue must constantly be introducing new products into the marketplace as old products are removed. Ideally, this should be an overlapping process to maintain balanced or increasing revenue over time. The closure phase evaluates the efforts of the total system and serves as input to the conceptual phase for new projects and systems. It also has an impact on other ongoing projects with regard to identifying priorities.

QUESTION 878

You are in the process of performing quality assurance on your product and find that some requirements are not as complete as they should be, which causes rework and adds costs to your overall project. The term for all costs incurred over the life of the product by investing in appraising and inspecting the product for conformance and nonconformance to requirements is called _____

- A. Life-cycle costs
- B. Expected value
- C. Cost of conformance
- D. Cost of quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cost of quality involves both the cost of conformance and the cost of non-conformance. Examples of the cost of conformance are divided into two categories prevention costs and appraisal costs (includes inspections). Costs of non-conformance include internal failure costs and external failure costs.

QUESTION 879

The project scope baseline should be used in the identify risks process because it _____

- A. Identifies project assumptions
- B. Identifies all work that must be done; therefore, it includes all risks on the project
- C. Helps organize all 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 baseline in the scope statement, are areas of uncertainty, and therefore, potential causes of project risk.

QUESTION 880

Although there are various tools and techniques to consider as you collect requirements on your project, one approach that supports the concept of progressive elaboration is_____

- A. Idea/mind mapping
- B. Affinity diagrams
- C. Prototypes
- D. Joint Application Design® sessions

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Prototypes are used to obtain early feedback on requirements by providing a working model of the expected product before it is built. Stakeholders then can experiment with this model rather than discussing abstract representations of requirements. This approach supports progressive elaboration, because it is used in iterative cycles of mock-up creation, user experimentation, feedback generation, and prototype revision.

QUESTION 881

Tools and techniques used to perform quality assurance include_____

- A. Tools from control quality and plan quality management
- B. Tools from performance reporting
- C. Variance analysis
- D. Direct and manage project execution

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The tools used from plan quality management and control quality are used in perform quality assurance. The perform quality assurance process also uses affinity diagrams, process decision program charts, interrelationship digraphs, tree diagrams, prioritization matrices, activity network diagrams, matrix diagrams, quality audits, and process analysis.

QUESTION 882

An approach to provide insight into the health of the project and to identify any areas that require special attention is to_____

- A. Conduct periodic status reviews
- B. Prepare regular status and progress reports
- C. Prepare forecasts of the project's future
- D. Continuously monitor the project

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The monitor and control project work process is performed throughout the project and includes collecting, measuring, and disseminating performance information and assessing measurements and trends to effect process improvement. Continuous monitoring is important because it provides insight into the project's health, highlighting areas requiring special attention.

QUESTION 883

Although your company's project life cycle does not mandate when a project review should be conducted, you believe it is important to review performance at the conclusion of each phase. The objective of such a review is to _____

- A. Determine how many resources are required to complete the project according to the project baseline
- B. Adjust the schedule and cost baselines based on past performance
- C. Obtain customer acceptance of project deliverables
- D. Determine whether the project should continue to the next phase

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The review at the end of a project phase is called a phase-end review. The purpose of this review is to determine whether the project should continue to the next phase for detecting and correcting errors while they are still manageable and for ensuring that the project remains focused on the business need it was undertaken to address.

QUESTION 884

The key management skills required during the adjourning stage of team development include all but which one of the following?

- A. Evaluating

- B. Reviewing
- C. Celebrating
- D. Improving

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During the adjourning stage of team development, the emphasis is on tasks and relationships that promote closure and celebration. There is recognition and satisfaction as the theme is moving on and separation. Management skills involve evaluating, reviewing, and improving, while leadership qualities are celebrating and bringing closure.

QUESTION 885

Assume that your actual costs are \$1,000; your planned value is \$1,200; and your earned value is \$1,500. Based on these data, what can be determined regarding your schedule variance?

- A. At -\$300, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.
- B. At +\$300, the situation is favorable, as physical progress is being accomplished ahead of your plan.
- C. At +\$500, the situation is favorable, as physical progress is being accomplished at a lower cost than was forecasted.
- D. At -\$300, you have a behind-schedule condition, and your critical path has slipped.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Schedule variance is calculated as $EV - PV$, or $\$1,500 - \$1,200 = +\$300$. Because the SV is positive, physical progress is being accomplished at a faster rate than planned.

QUESTION 886

The key to effective cost control is _____

- A. Using earned value to forecast project status
- B. Focusing on projected expenditures and actively networking with key stakeholders to ensure funds will be available as requested
- C. Informing stakeholders of the project's cost status

D. Managing the approved cost baseline and any changes to it

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The control costs process involves monitoring the project's status to update the project costs and managing changes to the cost baseline. Its benefit is that it provides the means to recognize variance in order to take corrective action and minimize risks. Therefore, effective management of the approved cost baseline and any changes is imperative.

QUESTION 887

The CPI on your project is 0.44, which means that you should_____

- A. Place emphasis on improving the timeliness of the physical progress
- B. Reassess the life-cycle costs of your product, including the length of the life-cycle phase
- C. Place emphasis on improving the productivity by which work was being performed
- D. Recognize that your original estimates were fundamentally flawed, and your project is in an atypical situation

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$CPI = EV/AC$. It measures the efficiency of the physical progress accomplished compared to the baseline. A CPI of 0.44 means that for every dollar spent, you are only receiving 44 cents of progress. Therefore, something is not correct with how you planned your project, or your original estimates were fundamentally flawed, and your project is in an atypical situation. You might want to reconsider a formal "replan" and/or take a new baseline of your project.

QUESTION 888

Project deliverables are the outputs that include the product, service, or result of the project as well as ancillary results. These ancillary results should be in the_____

- A. Requirements management plan
- B. Scope management plan
- C. Project scope statement
- D. Project acceptance criteria

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project scope statement describes in detail the deliverables and what work must be done to prepare them. Ancillary results are also considered deliverables and are included in the project scope statement. They include items such as project management reports and documentation. Deliverables in the project scope statement may be described at a summary level or in a detailed way.

QUESTION 889

Which of the following tools and techniques is used in the close project or phase process?

- A. Project management methodology
- B. Work performance information
- C. Expert judgment
- D. Project management information system

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

According to the PMBOK® Guide, expert judgment is used in close project or phase to ensure closure is performed to appropriate standards.

QUESTION 890

After the project scope statement is complete, it may be necessary to update other project documents. All the following are examples of a document that may require updates EXCEPT _____

- A. Project charter
- B. Stakeholder register
- C. Requirements documentation
- D. Requirements traceability matrix

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Outputs of the define scope project are the project scope statement and project document updates that include updates to the stakeholder register, requirements documentation, and the requirements traceability matrix.

QUESTION 891

A challenge of earned value management is predicting percent complete. The simplest formula to use to calculate EV is _____

- A. 0/100 rule
- B. 50/50 rule
- C. (Percent complete)h budget at completion)
- D. Milestone method

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Multiplying the percent complete by the budget at completion, or the total budget for the project, is the simplest formula to use. The 50/50 rule, or the more conservative 0/100 rule, can eliminate the necessity for the continuous determination of percent complete. After the percent complete is determined, it can be plotted against time expended.

QUESTION 892

While managing a large project in your organization, you realize that your project team requires training in contract administration because you will be awarding several major subcontracts. After you analyze your project requirements and assess the expertise of your team members, you decide that your team will need a one-week class in contract administration. This training should _____

- A. Commence as scheduled and stated in the staffing management plan
- B. Commence as scheduled and stated as part of the procurement management plan
- C. Be scheduled if necessary after performance assessments are prepared and after each team member has had an opportunity to serve in the contract administrator role
- D. Commence as scheduled and stated in the team development plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Training is a tool and technique for the develop project team process. The requirements and schedule for the develop project team process should be stated in the staffing management plan. Project team members' skills can be developed as part of the project activities.

QUESTION 893

Assume that on your project, you are using earned value management. Your project is one that has extremely long work packages. Therefore, the method you should use to calculate EV is _____

- A. 0/100 rule
- B. Milestone method
- C. Equivalent effort
- D. Apportioned effort

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The milestone method is especially helpful for work packages of long duration that have interim milestones or a functional group of activities with a milestone established at specific control points. In the EV system, value is earned when the milestone is completed. In such cases, a budget is assigned to the milestone rather than to the work packages.

QUESTION 894

Your project sponsor has asked you, "What do we now expect the total job to cost?" Given that you are using earned value, you should calculate the _____

- A. To-complete performance index
- B. Estimate to complete
- C. Estimate at completion
- D. Budget at completion

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

EAC is the total amount of money estimated to be spent on the project. It can be calculated several different ways. However, the basic approach is to add the actual costs to date plus the estimate to complete.

QUESTION 895

One key reason that the develop project charter process is so important is that it_____

- A. Documents the boundaries of the project
- B. States the methods for acceptance of the project's deliverables
- C. Describes the project's characteristics
- D. Links the project to the ongoing work of the organization

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project charter not only authorizes a project, it shows how the project is linked to the strategic plan of the organization. Among other things, the project charter documents the business need for the project and describes the current understanding of the requirements.

QUESTION 896

Your company has been awarded a contract for project management consulting services for a major government agency. You were a member of the proposal writing team, are PMP certified, and you are the project manager. You are now working to prepare your project management plan, which is to be submitted in one week. You decided to use some facilitation techniques to help develop your plan. While a number are possible, you selected_____

- A. Conflict resolution
- B. Checklist analysis
- C. SWOT analysis
- D. Assumptions analysis

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Facilitation techniques are a tool and technique in develop project management plan process.

Other examples are brainstorming, problem solving, and meeting management. They are used to help teams and individuals achieve agreement to accomplish the project's objectives.

QUESTION 897

Assume you had a phase gate meeting with your Governance Board for your project to develop the next generation radar system as part of the nation's airspace modernization program. At this meeting, the Board approved your project management plan. However, as you begin to execute your plan, an organizational process asset to consider is _____

- A. Stakeholder risk tolerances
- B. The organization's culture
- C. Hiring and firing guidelines
- D. Process measurement data base

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The process measurement data base is an organizational process asset that is used to collect and make available measurement data on processes and products. The other answers are examples of enterprise environmental factors used as inputs to direct and manage the project work.

QUESTION 898

Consider the data in the table below.

Activity	% Complete	PV	EV	AC
A	100	2,000	2,000	2,200
B	50	1,000	500	700
C	0	1,000	0	0

Assume that your project consists only of these three activities. Your estimate at completion is \$4,400.00. This means you are calculating your EAC by using which of the following formulas?

- A. $EAC = AC/EV \times BAC$
- B. $EAC = AC/EV \times [\text{work completed and in progress}] + [\text{actual (or revised) cost of work packages that have not started}]$
- C. $EAC = [\text{Actual to date}] + [\text{all remaining work to be done at the planned cost including remaining work in progress}]$
- D. $EAC = \% \text{ complete} \times BAC$

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This formula assumes that all of the remaining work is independent of the burn rate incurred thus far. AC is $\$2,900 + [\$500 + \$1,000]$. The \$500 is from Activity B, and the \$1,000 is from Activity C.

QUESTION 899

Rolling wave planning in the create WBS process refers to situations in which _____

- A. Certain deliverables or subprojects will be accomplished far into the future
- B. Additional work is added to the project after the scope baseline has been established; therefore, additional decomposition is required
- C. Identification codes for the WBS elements cannot be determined until the schedule activity list is complete in case revisions are required
- D. Subprojects are developed by external organizations and then become part of the WBS for the entire project

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Many projects involve deliverables or subprojects that will be accomplished far into the future and cannot be specified in detail at the current time. In these situations, the project management team typically waits until the deliverable or subproject is clarified so that details for that portion of the WBS can be developed. Then a rolling wave planning approach can be used.

QUESTION 900

The lessons learned documentation is an output from the _____

- A. Identify stakeholders process
- B. Develop project management plan process
- C. Manage communications process
- D. Plan communications management process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lessons learned documentation is an output of the manage communications process. It is an element of the organizational process assets updates. It includes the causes of issues, reasons for corrective actions selected, and other types of lessons learned about communications management.

QUESTION 901

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 902

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 903

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 904

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 905

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 906

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 907

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 908

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 909

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 910

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 911

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 912

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 913

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 914

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



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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 915

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 916

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 917

Statistical sampling is a method in 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 918

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 919

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 920

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 921

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 922

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 923

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 924

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
- C. Determine budgets
- D. 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 925

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 926

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?

- A. Role ambiguity
- B. Corporate politics
- C. Career development
- D. 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 927

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 928

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
- D. 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 929

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:

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 930

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
- D. 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 931

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

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 932

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 933

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 934

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 935

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 936

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 937

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 938

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 939

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
- C. Establish ground rules
- D. Explore alternatives

Correct Answer: B

Section: Mix Questions

Explanation

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 940

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 941

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 942

Research has shown that during the execution phase of the project, the majority of conflicts involve_____

- A. Personalities
- B. Project priorities
- C. Cost
- D. Schedule

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a study of sources of conflict by project life-cycle phase, seven different causes of conflict were identified. In the execution phase, the highest-ranking sources of conflict were schedules, technical issues, and personnel, in this order, followed by priorities, administrative procedures, cost, and personalities.

QUESTION 943

You are a goal-oriented project manager who is more interested in work accomplishment than relationship building. This indicates that you tend to resolve conflicts primarily through the use of_____

- A. Smoothing
- B. Compromising
- C. Collaborating
- D. Forcing

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Forcing and majority rule are represented by a strong desire to satisfy oneself rather than to satisfy others. It involves imposing one viewpoint at the expense of another and is characterized by a win-lose outcome in which one party overwhelms the other. Adams et al. 1997, 181-189

QUESTION 944

You are working on a long-term project that has a number of benefits to its customers and users. Therefore, as the project manager, one of your first steps was to identify the stakeholders that were critical to project success. Because this project will need long-term support by your organization once it is completed, key stakeholders are_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Operations managers are stakeholders on many projects. They deal with producing and managing the products and services of the organization. On many projects, they are responsible after the project is complete and has been formally handed off to them for incorporating the project into normal operations and providing longterm support for the product.

QUESTION 945

Effective communication occurs in groups as well as between individuals and is made up of several key components, such as the purpose of the message, the audience that you are delivering the message to, and the content of the message itself. One important area to consider when working with manage communications_____

- A. The choice of media
- B. How often to distribute the information
- C. The communications plan
- D. The project performance report structure

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The choice of media, or the way you deliver the information is as important as what you say. It is important to determine when to communicate in writing versus orally, when to prepare an informal memo or when to use a formal report, and when to communicate face to face or by email, as examples.

QUESTION 946

A conflict resolution approach that is NOT considered to be very effective when more than a few players are involved and their viewpoints are mutually exclusive is _____

- A. Forcing
- B. Avoiding
- C. Compromising
- D. Collaborating



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collaborating involves bringing people with opposing views together to reach a solution. When there are too many people involved, it is more difficult to reach a solution, given the multiplicity of perspectives. When the parties involved have mutually exclusive views, forcing or compromise must be used.

QUESTION 947

The key output of identify stakeholders that documents identification information, assessment information, and classification is the _____

- A. Stakeholder management plan
- B. Communications plan
- C. Stakeholder register

D. Communications log

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder register is the main output of identify stakeholders and contains all the details known at the time related to the stakeholders.

QUESTION 948

Improvement to the processes and the product is a goal of project quality management. Assume that after completing a quality audit, you have discovered some gaps/shortcomings in the way that the project team is completing one deliverable. As an output to perform quality assurance, you would create which following item that feeds directly into the perform integrated change control processes?

- A. Quality management plan updates
- B. Risk register
- C. Change requests
- D. Project document updates



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality improvements to processes and procedures as well as the project and product will result in a change request that will be reviewed and evaluated to allow full consideration of the recommended improvements using the perform integrated change control process.

QUESTION 949

The estimate costs process uses all the following tools and techniques EXCEPT _____

- A. Three-point estimating
- B. Cost of quality assumptions
- C. Reserve analysis (contingency reserves)
- D. Basis of estimates

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Basis of estimates is an output from the estimate costs process.

QUESTION 950

A contract typically is used when a project is being performed for an external customer. An agreement is used as an input to_____

- A. Develop project charter
- B. Develop project team
- C. Plan procurement management
- D. Conduct procurements

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

In the develop project charter process, an agreement is an input to define initial intentions for the project. They may take the form of a type of contract such as memorandums of understanding, service level agreements, letter of agreement, letter of intent, verbal agreement, or other written agreements.

QUESTION 951

As you prepare to close your project, which of the following is an input to the close project or phase process?

- A. Work performance information
- B. Expert judgment
- C. Accepted deliverables
- D. Change requests

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Accepted deliverables is an input to the close project or phase. The other selections are inputs or tools and techniques for other processes.

QUESTION 952

Managing change to the scope baseline is the main objective of the process of control scope. The scope baseline consists of the following components EXCEPT _____

- A. Project scope statement
- B. WBS
- C. WBS dictionary
- D. Scope management plan

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The scope management plan is not part of the scope baseline. However, both the scope baseline and the scope management plan are a part of the larger project management plan.

QUESTION 953

Assume you have been working with your sponsor to prepare you charter, and you plan to present it to your Steering Committee on Friday. You are managing a software project, and the business need stated that you should use agile for the first time in our company rather than waterfall. In the Develop Project Charter process, this is then _____

- A. Tool and technique
- B. Part of the enterprise environment factors as an input to this process
- C. A high-level requirement
- D. Stated in the strategic plan as a tool and technique in this process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project charter formally authorizes the existence of the project and provides the project manager with the organizational resources for the project activities. Using agile is an example of a high-level requirement, which also is included in the charter.

QUESTION 954

Procurement documents are used in the identify stakeholder process because they_____

- A. Are an enterprise environmental factor and an input to the process
- B. Are an organizational process asset and an input to the process
- C. Note key stakeholders as parties in the contract
- D. Serve as a way to prioritize and classify stakeholders

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Procurement documents are an input to the identify stakeholder process. If the project results from a procurement activity or is based on an established contract, the parties in the contract are key project stakeholders. Others, such as suppliers, are also stakeholders and should be added to the stakeholder list.

QUESTION 955

You completed your stakeholder analysis. How do you want to manage those stakeholders that have a high interest in your project and high power over decisions affecting your project?

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

You must manage them closely. High-power/high-interest stakeholders who do not support your project could have a devastating effect on your project.

QUESTION 956

Change requests include a group of potential changes to a project. Types of change requests include all the following EXCEPT_____

- A. Defect repairs

- B. Maintenance requests
- C. Corrective actions
- D. Preventive actions

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Defect repairs, corrective actions, and preventive actions are types of change requests that occur on a project. Maintenance requests typically would be outside the scope of the project itself.

QUESTION 957

You are working on a project that needs approval from your City Council and the courts, because the project is one with significant environmental and social impacts. Although many consumer groups are advocates of this project, others are opposed to it. Hearings are scheduled to resolve these issues and to obtain the needed permits to proceed. In preparing your human resource plan, you decide to designate a person as the court liaison, which is an example of a_____

- A. Role
- B. Responsibility
- C. Required competency
- D. Ability of the team member to make appropriate decisions

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The human resource plan documents roles and responsibilities on the project. A role is the function assumed by or assigned to a person in the project. The court liaison is an example of such a role on a project.

QUESTION 958

- A.

B.

Assume you are managing an international project. Your team is located in Atlanta, Georgia, US; Berlin, Germany; and Melbourne, Australia. You and your sponsor are located in Paris, France, and your customer is located in Athens, Greece. Recognizing the different locations of the stakeholders in your project in its initial stages, a best practice to follow in terms of working toward project success is to_____

Determine who decides the project is a success

Aligning the personal inputs of different project participants with a vision focused on success

C. Establishing the project culture during the initiating stage of the project

D. Identifying basic cultural characteristics and selecting one to follow

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project approval criteria should be documented in the project charter. These criteria include determining what constitutes success, who decides the project is successful, and who signs off on the project.

QUESTION 959

As a project manager, you recognize the importance of actively engaging key project stakeholders on a project. You have prepared an analysis of your stakeholders early in your project and classified them according to their interest, influence, and involvement in your project.

You want to now_____

A. Focus on relationships necessary to ensure success

B. Assess stakeholder legitimacy

C. Determine the urgency that each stakeholder requires when he or she requests information about the project

D. Focus on each stakeholder's power relevant to the project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

B.

C.

The project manager has limited time on a project, and his or her time should be used as efficiently and effectively as possible. Therefore, by performing a stakeholder analysis, the project manager can identify the stakeholder relationships that can be leveraged to build coalitions and potential partnerships to enhance project success and to determine relationships that need to be influenced differently at different stages of the project or phase

QUESTION 960

Based on a recent quality audit of your project, your organization's quality assurance department is supportive of your approach as it notes the following characteristics of quality that are being followed consistency. They include all of the follow EXCEPT _____

- A. Cost of quality Customer satisfaction Management responsibility
- D. High-performing team

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This high-performing team is covered in develop project team and obviously is important and necessary. However, regarding quality management other key concepts are prevention over inspection and continuous improvement.

QUESTION 961

The plan quality management process includes all the following techniques EXCEPT _____

- A. Benchmarking
- B. Design of experiments
- C. Process analysis
- D. Control charts

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

C.

D.

Explanation:

Process analysis is used as a tool and technique in perform quality assurance. The tools and techniques used during plan quality management are the seven basic quality tools (cause-and-effect diagrams, flowcharts, check sheets, Pareto diagrams, histograms, control charts, and scatter diagrams), cost-benefit analysis, cost of quality, benchmarking, design of experiments, statistical sampling, additional quality planning tools (brainstorming, force field analysis, nominal group technique, and quality management and control tools, [affinity diagrams, process decision program charts interrelationship diagrams, tree diagrams, prioritization matrices, activity network diagrams, and matrix diagrams]), and meetings.

QUESTION 962

You are managing a major international project that involves multiple performing organizations.

To establish the guiding rules for the project regarding quality, you and your project team must develop a_____

- A. Improvement management plan
- B. Configuration management plan
- Quality policy



D.

E.

List of quality metrics for the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The quality policy includes the overall intentions and the direction of the organization regarding quality and as formally expressed by top management. When the performing organization lacks a formal quality policy or when the project involves multiple performing organizations, as in a joint venture, the project management team must develop a quality policy for the project as an input to its quality planning. PMI®, PMBOK® Guide, 2013, 234

QUESTION 963

You are working on a project that management has decided to terminate early, because the product was rendered obsolete by the introduction of new technology by a competitor. You have awarded a contract for part of the project that will be terminated, and fortunately have a clause that enables you to terminate it for convenience at any time. This means that_____

- A. Your contractual obligations are complete once you issue the termination for convenience
- B. You may need to compensate the seller for seller preparations and for any completed or accepted work
- C. You need to compensate the seller only for accepted work that was completed prior to the termination order
- D. Specific rights and responsibilities are determined once the termination order is issued

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Early termination of a contract is a special case of procurement closure. The rights and responsibilities of the parties are contained in a termination clause of the contract. Typically such a clause allows the buyer to terminate the whole contract or a portion of it for cause or convenience at any time. In doing so, the buyer may need to compensate the seller for seller's preparations and for any completed and accepted work related to the terminated part of the contract.

QUESTION 964

Of the following, which one is NOT true concerning a contract?

- A. It is a legal relationship subject to remedy in the courts.
- B. It can take the form of a complex document or a simple purchase order.
- C. It is a mutually binding legal relationship that obligates the seller to provide specific products, services, or results and obligates the buyer to pay the seller.

D. It includes a specific contract management plan.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A contract management plan is not part of a contract. It is used to identify how the contract will be administered.

QUESTION 965

All of the following can be used in lieu of the term "bidders conferences" EXCEPT _____

- A. Contractor conferences
- B. Pre-bid conferences
- C. Vendor conferences
- D. Project review meetings

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Bidders conferences are meetings with prospective sellers prior to the preparation of a bid or proposal to answer questions and clarify issues. They are a tool and technique in the conduct procurements process. Project review meetings are conducted to assess project performance and status.

QUESTION 966

Assume you are preparing your procurement management plan. A useful tool and technique is to _____

- A. Have a meeting
- B. Use your risk register
- C. Review the requirements document
- D. Use your stakeholder register

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Meetings are another tool and technique in plan procurement management. They are held as research alone may not provide specific information for a procurement strategy without additional information exchange with potential bidders. Through collaborating with potential bidders the organization purchasing the material or service may benefit. Suppliers may benefit to influence a mutually beneficial approach or product.

QUESTION 967

Your role in the project includes helping to resolve problems; making recommendations regarding priorities; accelerating activities to meet the target schedule; promoting communications among project team members; and helping management monitor the project's progress on a regular basis. Most of the people working on your project are scientists or technical experts. You are working in which of the following types of organizational structures?

- A. Task force
- B. Balanced matrix
- C. Project expeditor
- D. Project coordinator

Correct Answer: C

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

A variation of the weak matrix organizational structure, the project expeditor has no formal authority to make or enforce decisions. Nonetheless, the project expeditor must be able to persuade those in authority to maintain the project's visibility so that resources will be allocated as needed to meet the project's schedule, budget, and quality constraints. This approach is considered to be effective in high-technology and research and development environments.

QUESTION 968

In order for a matrix organizational approach to be successful, the two-boss situation should be resolved. To overcome the two-boss problem, it is important to _____



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- A. Have the project manager and the functional manager work together to complete performance evaluations
- B. Prepare a responsibility chart to define responsibilities
- C. Guarantee a balance of power between the functional manager and the project manager
- D. Promote interface relationship management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a matrix environment, project team members have two bosses: the project manager and their functional line manager. People often are unclear as to which manager is their "real" boss, as there may be a continual shifting balance of power. To avoid confusion regarding performance issues, it is a best practice to have the project manager and functional line manager complete the individual's performance evaluations. Also, greater weight should be given to the project manager's assessment for the time the individual actually worked on the project.

QUESTION 969

The resource calendar is an output of which following process?

- A. Develop project team
- B. Acquire project team
- C. Estimate activity durations
- D. Manage project team

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The resource calendar is an output from the acquire project team process. Other outputs are project staff assignments and updates to the project management plan, especially the human resource management plan. A resource calendar is also an output of the develop human resource plan process as part of the staffing management plan and the conduct procurements process.

QUESTION 970

An intentional activity to ensure future performance of project work is aligned with the project management plan is_____

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- A. Preventive action
- B. Corrective action
- C. Implemented change requests
- D. Work performance information

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As a specific subset of change requests, approved preventive actions are an input to the direct and manage project work process. Such actions are intentional to ensure the future performance of the project work is aligned with the project management plan.

QUESTION 971

Close procurements is a process that involves includes activities for administrative closure such as_____

- A. Customer acceptance and final payment
- B. Audit project success or failure and archiving records
- C. Final contractor payment and lessons learned
- D. Transition of the final product and acceptance of deliverables



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Administrative closure includes step-by-step methodologies that address: actions and activities necessary to satisfy completion or exit criteria for the phase or the project; actions or activities to transfer the products, services, or results to the next phase or to production or operations; and activities to collect project or phase records, audit success or failure, gather lessons learned, and archive information for future use in the organization.

QUESTION 972

As a project manager, not only must you be a leader, but you also must be responsible for the management, administrative, and technical aspects of the project. Which following skill is NOT representative of the skills needed for project leadership/interpersonal relations?

- A. Influencing the organization by sharing power and getting others to cooperate toward common goals
- B. Creating an environment to meet project objectives while offering maximum self-satisfaction related to what people value the most

- C. Helping a group of people bound by a common sense of purpose to work interdependently with each other
- D. Understanding of policies, operating procedures, and regulations of external stakeholder organizations

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Successful project managers have expertise and skills in all three following areas: leadership/interpersonal, project management/administration, and technical. The understanding of policies, operating procedures, and regulations of external stakeholder organizations is representative of project management/administrative skills, not leadership/interpersonal skills.

QUESTION 973

Assume you are managing a project, and your project management plan has been approved. Your project has a high level of change associated with it. There is active and ongoing stakeholder involvement. This means you probably are working with a(n)_____

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



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The adaptive life cycle is one that is known as change driven or one with agile methods and is set up to respond to change and ongoing stakeholder involvement. This approach differs from iterative and incremental as durations are very rapid and are fixed in time and cost. This approach is preferred in a rapidly changing environment where requirements and scope are difficult to define in advance and when it is possible to define small incremental improvements, which deliver value to stakeholders.

QUESTION 974

One way to help mitigate personnel risks that may occur during the end of the project is to _____

- A. Meet individually with each team member
- B. Provide specific recognition to each team member who has worked on the project
- C. Prepare a staff release plan

D. Document the time each person is to work on the project in a resource calendar

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The staff release plan determines the method and timing of releasing team members. Morale is improved if there are smooth transitions for the staff to upcoming projects. This staff release plan also helps to mitigate human resource risks that may occur. It is part of the staffing management plan, which is part of the human resource plan.

QUESTION 975

You are conducting a stakeholder analysis on your project. After identifying potential stakeholders, the next step in the process is to_____

- A. Determine their desired level of participation
- B. Provide detailed contact information for each identified stakeholder
- C. Perform an assessment to see how each stakeholder might react in certain situations
- D. Analyze each stakeholder's impact or support and classify them

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The second step in the stakeholder analysis process is to analyze the potential impact or support each stakeholder could generate and then to classify the stakeholders to define an approach or strategy.

QUESTION 976

Assume your project communication management plan has been approved by your sponsor and the members of your Steering Committee. You are managing a global project and have team members working virtually in four continents and stakeholders in numerous locations. Your next step is to_____

- A. Set up an information management system
- B. Select communications technology
- C. Determine performance reporting methods
- D. Select a communications model

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although all four listed are tools and techniques in the manage communications process (another is communications methods), since this project is a virtual one, the choice of technology is an important consideration. It can vary from project to project and throughout the life cycle, but as the project manager the focus is to ensure the choice is important for the information that is communicated.

QUESTION 977

When determining the message that you will deliver to stakeholders, knowing both the content (what you want to say) and your audience is important. Which of the following helps you to understand how others may interpret your message?

- A. Sender-receiver models
- B. Facilitation techniques used in delivery
- C. Negotiation skills
- D. Presentation skills used in the development of the message

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Sender-receiver models incorporate feedback loops to provide opportunities for interaction/participation and remove barriers to communication.

QUESTION 978

One of the reasons why it is challenging to work on a virtual team is that e-mail is the primary form of communications. However, words alone typically comprise what percent of the total impact of any message?

- A. Seven percent
- B. 15 percentC. 38 percent
- D. 55 percent

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Albert Mehrabian, a researcher, discovered that words alone account for just seven percent of any message's impact. Vocal tones account for 38 percent of the impact and facial expressions account for 55 percent of the message. Thus, project managers should use nonverbal ingredients to complement verbal message ingredients whenever possible and should recognize that nonverbal factors generally have more influence on the total impact of a message than verbal factors. The lack of nonverbal cues makes project communications in a virtual environment more challenging.

QUESTION 979

Assume you are working on a multi-phase project as your project is planned to last three years. A best practice is to_____

- A. Periodically review the business case
- B. Use a single prime contractor and have this contractor award any subcontracts
- C. Rely on your PMO for guidance
- D. Set up a 'tight matrix'

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The business case is an input to the develop project charter process. On a multi-phase project, it should be reviewed periodically to ensure the project is on track to deliver the business benefits.

QUESTION 980

On a large medical billing system project, the team is large and communication has been quite a challenge to control. The Project Expeditor has been used to help with this problem. What is one of the main differences between the Project Expeditor and Project Coordinator?

- A. the Project Expeditor is another title for the Project Manager
- B. the Project Expeditor is another title for Project Coordinator
- C. the Project Expeditor has limited or no decision-making ability
- D. the Project Expeditor has decision-making ability

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 981

The data warehouse project is about halfway complete at a major retail client.

Your company is doing the implementation and has twelve team members in various locations across three different buildings. Communication and team-building has been a real challenge. Which of the following would fix or improve this problem?

- A. Changing the organization to a functional structure
- B. Co-location
- C. Replacing the Project Manager
- D. Hiring Project Coordinators

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 982

What is the typical role of senior management on a project?

- A. Support the project
- B. Pays for it
- C. Supports the project and resolves resource and other conflict
- D. Resolves resource and other conflicts



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 983

The sponsor plays a key role in project success. Which of the following is the best description of the sponsor?

- A. Senior management
- B. Customer
- C. Product manager

D. CIO

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 984

Which of the following roles controls resources and manages a business unit?

- A. Functional management
- B. Senior management
- C. Sponsor
- D. Project management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 985

What is the main deliverable from the Planning phase of a project?

- A. Charter
- B. Work results
- C. Project management plan
- D. A signed contract

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 986

Which of the following is not a regulation?

- A. The building code for a city
- B. The documented way to dispose of old paint
- C. The average speed on a highway in a week
- D. The zoning for an industrial area

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 987

What is the main output of Monitoring and Controlling?

- A. Charter
- B. Controlling stakeholders
- C. Corrective action
- D. Project product



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 988

The Project Manager and Functional Manager are having a disagreement on resource allocation for a new broadband project. The Functional Manager wants the resource for an operational issue that needs attention, and the Project Manager wants the resource to work on the project so it stays on schedule as planned. Which of the following roles can help resolve this problem?

- A. Functional management
- B. Senior management
- C. Sponsor

D. Project management

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 989

The company is implementing a new project management approach. In the past, their projects have been disorganized, not in alignment with business goals, and not focused on interactivity between the projects where applicable. They want to have a better focus on grouping related projects together by business unit and product lines. Which of the following best describe what they are trying to accomplish?

- A. Project management
- B. Operations management
- C. Management by objectives
- D. Portfolio management

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 990

You are the Project Manager on a cellular bluetooth amplifier project and are in the Planning phase. During a team meeting, a Functional Manager attempts to validate if the project meets company goals. The Functional Manager will report this finding back to senior management to determine if the project should continue, be modified or be canceled. What is this process called?

- A. Delphi Technique
- B. Management by objectives (MBO).
- C. Return on investment
- D. Management product analysis

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 991

Which of the following is used to control schedule related items on a project?

- A. Schedule Control
- B. Schedule management plan
- C. Work breakdown structure
- D. Time management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 992

Which of the following is considered an advantage of a functional organization if you are an accountant?

- A. Having a home to go to when the project is complete
- B. Not having a home when the project is complete
- C. Having more than one project to work on
- D. Having more than one boss

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 993

On a wireless internet access project, the team is large with 40 people, and controlling communication has been a challenging for the team to make progress. The Project Coordinator has been used to help with this problem. What is one of the main differences between the Project Coordinator and the Project Expeditor?

- A. The Project Expeditor is another title for the Project Manager
- B. The Project Coordinator has decision-making ability
- C. The Project Expeditor is another title for Project Coordinator
- D. The Project Expeditor has decision-making ability

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 994

Which of the following best describes utilizing program management across an organization?

- A. Managing of related or similar projects in a coordinated way
- B. The process of computer program management
- C. Managing a television program
- D. Done for a purpose



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 995

Two people at work are discussing roles and responsibilities as they relate to the company and the projects it has. They are discussing the role of the Project Manager and the Functional Manager.

What is the main role of the Functional Manager?

- A. To control resources
- B. To manage the project when the Project Manager isn't available
- C. To define business processes
- D. To manage the Project Managers

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 996

Which of the following is not a regulation?

- A. The building code for a city
- B. The documented way to dispose of old paint
- C. The average number of losing lottery tickets in a week
- D. The zoning for an industrial area

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:



QUESTION 997

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. What would be the best action the Project Manager should take?

- A. Begin execution of the project
- B. Provide the customer and sponsor an updated schedule and budget
- C. Call a meeting and notify the team of the change in schedule
- D. Discuss with the customer and sponsor the ramifications of excluding the WBS

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 998

The Project Manager is involved in Project Scope Management. She will be involved for the entire project management life cycle. Which group of processes will she be involved in performing these activities?

- 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 999

The team of Project Managers works in their company with a variety of projects. Typically they are involved in assigning Project Managers, creating and maintaining documentation and policies. What is the name of the place they work at?

- A. Project Management Office
- B. Tight matrixed
- C. Functional
- D. Projectized



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1000

The e-commerce project has gone well other than the fact that the sponsor changed three different times. The project is in closure. All of the following would be created in closing except?

- A. Lessons learned
- B. Release of resources
- C. Contract audit

D. Project archives

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1001

The project management plan contains all of the following except?

- A. The schedule
- B. Team development
- C. The change control system
- D. Staffing management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1002

The company has been plagued by disorganized projects that are not in alignment with business goals, and not focused on interactivity between the projects where applicable. They want to have a better focus on grouping related projects together by business unit and product lines to help maximize efficiency and profitability. Which of the following best describe what they are trying to accomplish?

- A. Project management
- B. Operations management
- C. Management by objectives
- D. Portfolio management

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1003

All of the following are typically part of the project management plan except?

- A. Schedule management plan
- B. Budget management plan
- C. Risk management plan
- D. Scope management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1004

Which of the following is an output of 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 1005

The company is implementing an enterprise time system across the entire company. This will integrate a number of business units. As a result, it will be very resource-consuming, change a lot of the business processes and could cause reprioritization of other projects that it will replace or modify. Which of the following would concern you most?

- A. How many resources you can keep

- B. How your raise or promotion might be impacted by not being on the project
- C. What impact the new project is expected to have on your biggest project
- D. How many resources you might lose to the new project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1006

As a Project Manager you are managing a project that has many requirements. The project is for one of your high profile customers, one who spends more than \$5,000,000 a year with your company. To attain customer satisfaction, what must be met?

- A. Completing the project with the product having inherent characteristics that fulfill the requirements that it was to be built around
- B. Completing products requirements
- C. Completing the project on schedule and on budget
- D. Completing the project's scope

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1007

You are the finance controller with your company. Your job is to analyze projects when they close. This could be the result of when a project is complete or by any other means. When would you expect to close a project?

- A. When a project is canceled
- B. When a project runs out of money
- C. When a project completes Scope Verification
- D. All of the answers

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1008

A marketing campaign is being built to support a new product at a utility company. The company doesn't have data on what volume to expect from the marketing campaign and the associated advertising. This data is important because it will help drive the number of employees needed in the department so customers' needs can be met. The Project Manager remembers that a similar project was by a company his company acquired. He begins to review data from this project. This is a best example of what?

- A. Historical information
- B. Lessons learned
- C. Constraints
- D. Assumptions

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1009

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 1010

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 1011

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 1012

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 1013

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 1014

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 1015

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 1016

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 1017

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 1018

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 1019

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 1020

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 1021

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 1022

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 1023

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 1024

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 1025

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 1026

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 1027

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?



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- A. Bottom-up estimating
- B. Parametric estimating
- C. Fast tracking
- D. Analogous estimating

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1028

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?

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- A. BCFH
- B. BDFH
- C. BEGH
- D. ACFH

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1029

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 1030

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 1031

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 1032

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 1033

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 1034

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 1035

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 1036

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 1037

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 1038

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 1039

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 1040

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 1041

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:



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