

PMP.exam.1035q

Number: PMP
Passing Score: 800
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

Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact takes place in which process?



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- A. Monitor and Control Risks
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis



Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 2

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 3

Which of the following documents allows the project manager to assess risks that may require near term action?

- A. Probability and impact matrix
- B. Contingency analysis report
- C. Risk urgency assessment
- D. Rolling wave plan

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 4

Which of the following is an information gathering technique in Identify Risks?

- A. Influence diagrams
- B. Brainstorming
- C. Assumption analysis
- D. SWOT analysis

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 5

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 6

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

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 7

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 8

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 9

Which of the following is a tool and technique used in the Develop Schedule process?

- A. Three-point estimates
- B. Resource leveling
- C. Precedence diagramming method
- D. Bottom-up estimating

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 10

The output that defines an approach to increase the support and minimize negative impacts of stakeholders is the:

- A. stakeholder management strategy.
- B. communications management plan,
- C. stakeholder register,
- D. performance report.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 11

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

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



Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 12

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



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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 13

Monte Carlo is which type of risk analysis technique?

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 14

When addressing roles and responsibilities, which item ensures that the staff has the skills required to complete project activities?

- A. Authority
- B. Role
- C. Competency
- D. Responsibility

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 15

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

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 16

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 17

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 18

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 19

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

- A. Program Management Body of Knowledge Guide

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 20

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

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

Correct Answer: D

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 21

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 22

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



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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

**QUESTION 23**

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 24

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 25

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

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



Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 26

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

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 27

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

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 28

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

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

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 29

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 30

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 31

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 32

Which of the following is a project constraint?

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 33

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

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 34

What is project management?

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

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 35

An input to the Collect Requirements process is the:

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 36

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 37

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 38

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

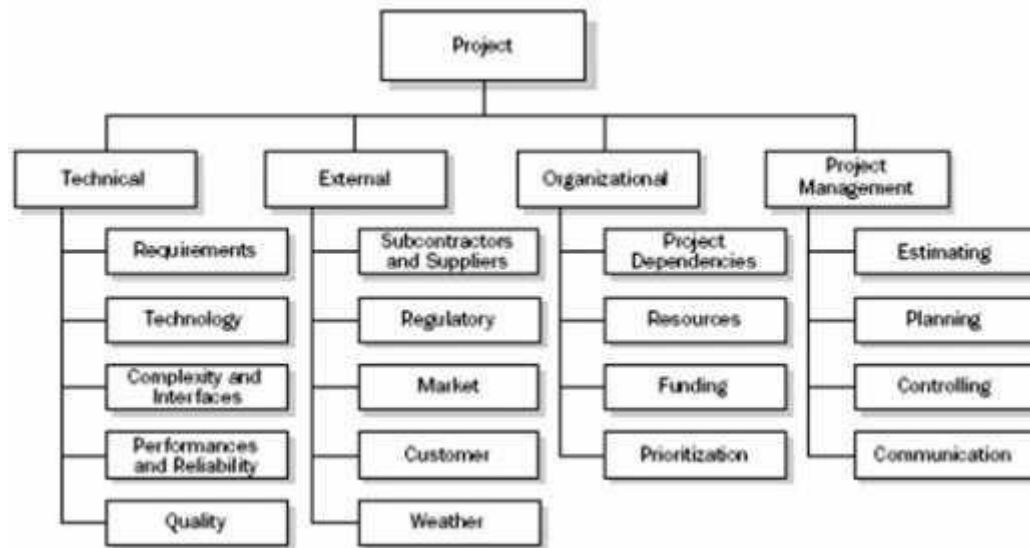
Section: Initiation

Explanation

Explanation/Reference:

QUESTION 39

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 40

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 41

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 42

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 43

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



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- 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 44

Which characteristics do effective project managers possess?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 45

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 46

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 47

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 48

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 49

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 50

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 51

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 52

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 53

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 54

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 55

Risk responses reflect an organization's perceived balance between:

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 56

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 57

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 58

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 59

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 60

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 61

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 62

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



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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 63

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 64

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 65

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 66

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 67

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 68

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 69

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 70

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 71

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 72

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 73

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 74

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 75

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 76

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 77

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 78

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 79

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



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- A. Schedule Analysis
- B. Checklist Analysis
- C. Assumption Analysis

D. Cost-Benefit Analysis

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 80

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 81

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 82

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 83

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 84

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 85

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 86

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 87

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 88

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 89

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 90

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 91

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 92

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 93

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 94

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 95

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 96

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 97

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



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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 98

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 99

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 100

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 101

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 102

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 103

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 104

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 105

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 106

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 107

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 108

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 109

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 110

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 111

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 112

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 113

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 114

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 115**

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



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

Correct Answer: A**Section: Planning****Explanation****Explanation/Reference:****QUESTION 116**

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 117

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 118

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 119

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 120

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 121

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 122

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 123

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 124

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 125

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 126

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 127

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 128

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 129

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

- A. Control charts
- B. Pareto diagrams

- C. Ishikavva diagrams
- D. Checksheets

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 130

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 131

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 132

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 133

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 134

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 135

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 136

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 137

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 138

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 139

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 140

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 141

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 142

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 143

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 144

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 145

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 146

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 147

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 148

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 149

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 150

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 151

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 152

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

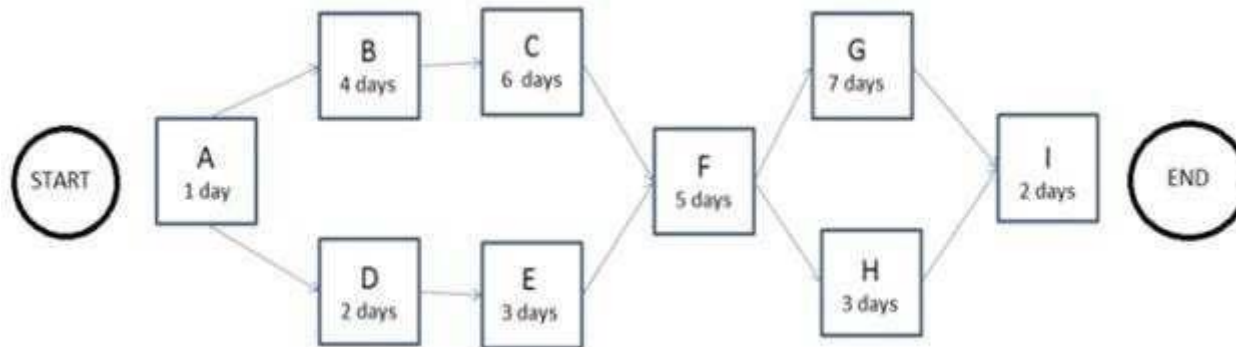
Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:



QUESTION 153

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

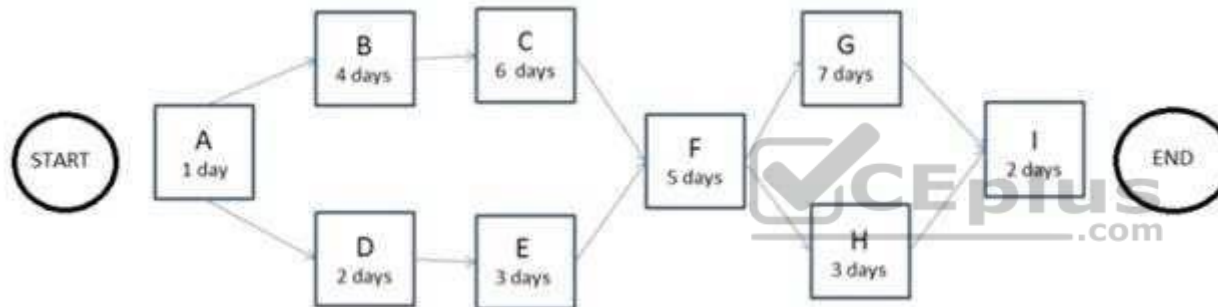
Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 154

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

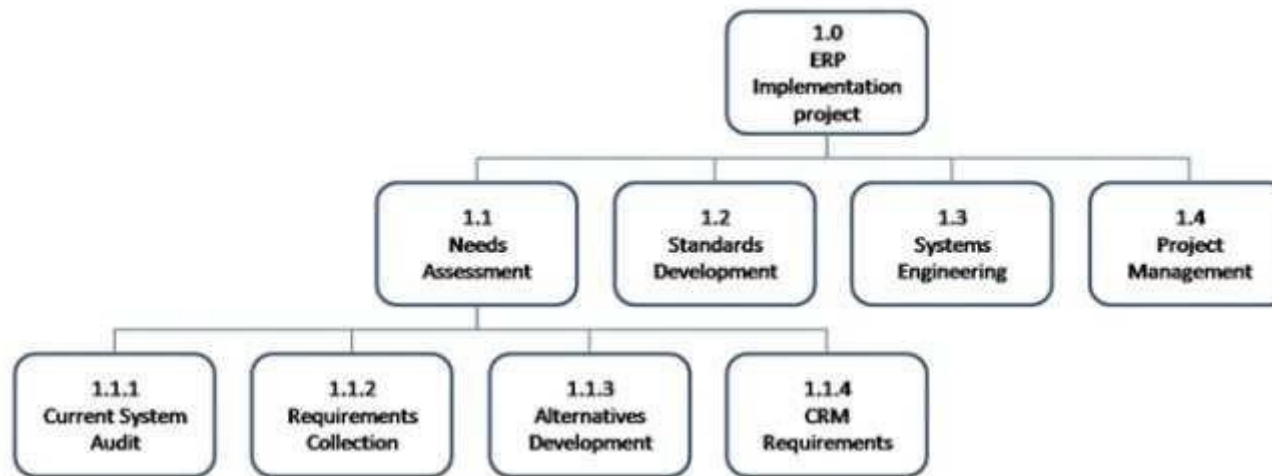
Correct Answer: C

Section: Planning
Explanation

Explanation/Reference:

QUESTION 155

Which type of graphic is displayed below?



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

Correct Answer: A

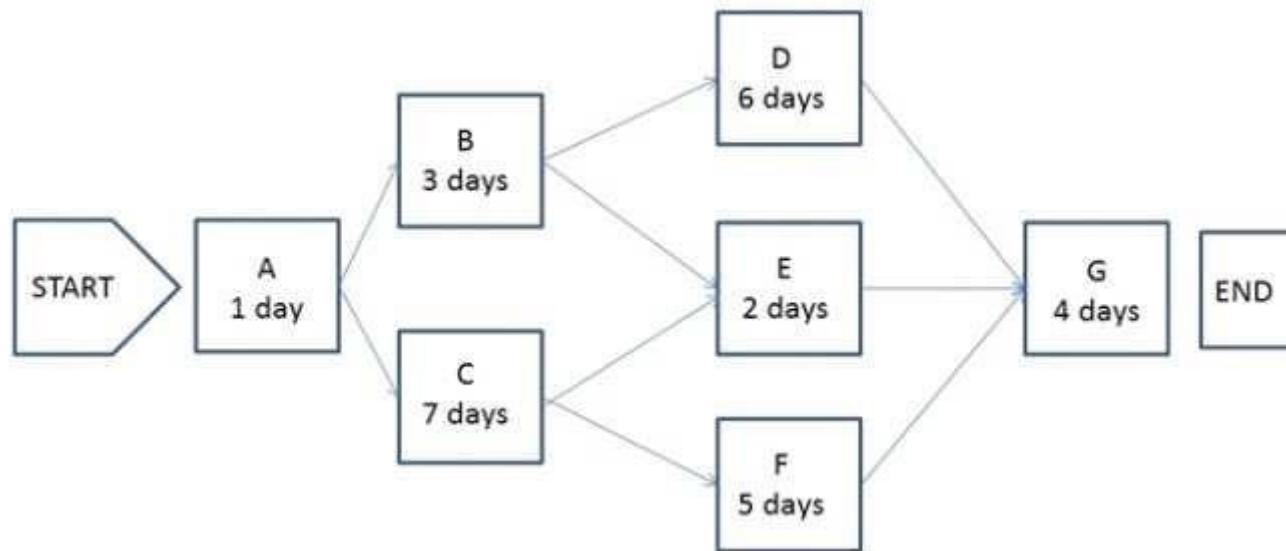
Section: Planning

Explanation

Explanation/Reference:

QUESTION 156

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

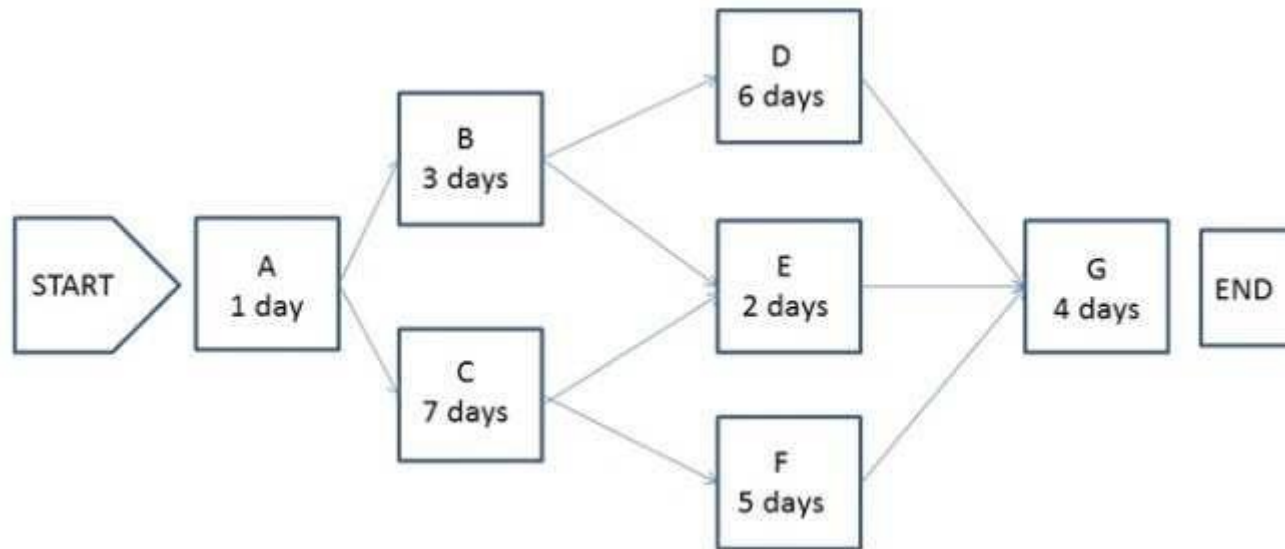
Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:

QUESTION 157

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 158

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 159

Which items are components of a project management plan?



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- 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 160

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 161

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 162

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 163

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 164

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 165

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 166

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 167

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 168

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 169

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 170

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 171

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 172

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 173

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

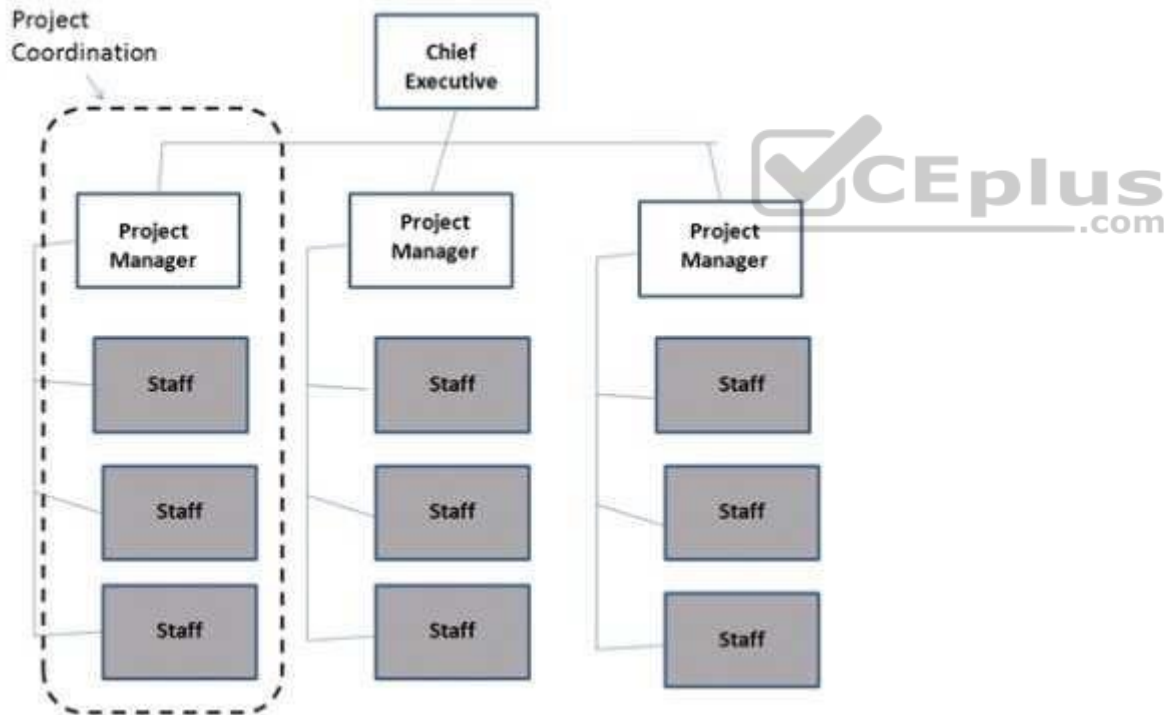
Section: Planning

Explanation

Explanation/Reference:

QUESTION 174

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 175

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 176

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 177

Stakeholder communication requirements should be included as a component of:



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



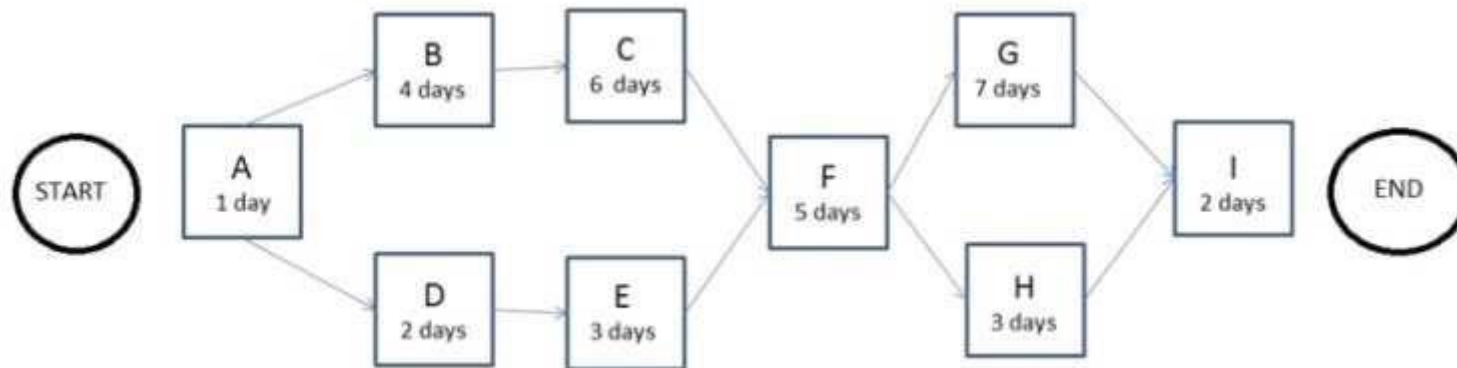
Correct Answer: C

Section: Planning
Explanation

Explanation/Reference:

QUESTION 178

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 179

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 180

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 181

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 182

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 183

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 184

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 185

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 186

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 187

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 188

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 189

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 190

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 191

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 192

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 193

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 194

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 195

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 196

A required input for Create WBS is a project:

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 197

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 198

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 199

"Tailoring" is defined as the:

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 200

Which is an input to the Verify Scope process?



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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 201

Which is an output from Distribute Information?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 202

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



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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 203

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 204

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

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

Correct Answer: A

Section: Planning

Explanation



Explanation/Reference:

QUESTION 205

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 206

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 207

During project selection, which factor is most important?

- A. Types of constraints
- B. Internal business needs

- C. Budget
- D. Schedule

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 208

The staffing management plan is part of the:

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:



QUESTION 209

The processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project has been undertaken to achieve are grouped within which Process Group?

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 210

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 211

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 212

An input of the Create WBS process is:

- A. requirements documentation.
- B. scope baseline.
- C. project charter.

D. validated deliverables.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 213

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:



QUESTION 214

Inputs to the Plan Risk Management process include the:

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 215

Which of the following is an output of Define Scope?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 216

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

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



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 217

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

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 218

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

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:



QUESTION 219

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 220

During what process is the quality policy determined?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 221

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

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



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 222

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



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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 223

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 224

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 225

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 226

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 227

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 228

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 229

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 230

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 231

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 232

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 233

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 234

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 235

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 236

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 237

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 238

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 239

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 240

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 241

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 242

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 243

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 244

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



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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 245

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 246

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 247

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 248

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 249

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 250

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 251

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 252

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 253

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 254

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 255

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 256

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 257

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 258

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 259

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 260

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 261

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

- 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 262

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 263

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 264

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 265

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



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- 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 266

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 267

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 268

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 269

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 270

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 271

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 272

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 273

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 274

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 275

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 276

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 277

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 278

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 279

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 280

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 281

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 282

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 283

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 284

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 285

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 286

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



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- 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 287

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 288

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 289

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 290

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 291

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 292

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 293

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 294

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 295

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 296

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 297

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 298

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 299

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 300

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 301

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 302

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 303

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 304

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 305

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 306

What's budget?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 307

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 308

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 309

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 310

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 311

How is scheduled variance calculated using the earned value technique?



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- 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 312

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 313

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 314

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 315

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 316

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 317

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 318

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 319

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 320

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 321

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 322

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 323

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 324

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 325

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 326

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 327

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 328

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 329

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 330

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 331

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 332

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



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

Correct Answer: C
Section: Executing
Explanation



Explanation/Reference:

QUESTION 333

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 334

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 335

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 336

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 337

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 338

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 339

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 340

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 341

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 342

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 343

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 344

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 345

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 346

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 347

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 348

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 349

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 350

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 351

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 352

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 353

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 354

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 355

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 356

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



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- 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 357

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 358

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 359

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 360

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 361

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 362

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

- 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 363

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 364

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 365

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 366

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 367

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 368

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 369

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 370

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 371

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 372

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 373

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 374

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 375

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 376

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 377

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 378

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 379

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



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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 380

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 381

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 382

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 383

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 384

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 385

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 386

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 387

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 388

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 389

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 390

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 391

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

- A. Work performance information.
- B. Inspections and audits.

- C. Payment systems.
- D. Procurement performance reviews.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 392

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 393

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 394

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 395

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

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 396

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 397

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 398

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 399

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 400

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 401

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 402

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 403

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 404

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



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

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 405

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 406

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 407

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 408

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 409

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 410

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 411

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 412

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 413

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 414

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 Fee (CPAF)
- D. Time and Material (T&M)

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 415

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 416

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 417

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 418

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 419

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 420

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 421

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 422

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 423

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 424

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 425

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 426

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 427

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 428

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

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

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 429

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 430

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 431

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 432

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 433

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 434

An input to the Control Quality process is:



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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 435

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 436

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 437

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 438

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 439

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 440

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 441

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 442

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 443

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 444

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 445

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 446

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 447

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 448

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 449

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 450

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 451

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 452

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 453

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 454

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 455

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 456

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 457

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 458

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

- A. plan
- B. process
- C. program
- D. portfolio

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 459

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 460

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 461

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 462

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 463

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



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- A. Cost aggregation
- B. Trend analysis

- C. Forecasting
- D. Variance analysis

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 464

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 465

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 466

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 467

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 468

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 469

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 470

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 471

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 472

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 473

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 474

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 475

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 476

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 477

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 478

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 479

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 480

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 481

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 482

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 483

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 484

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 485

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 486

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 487

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 488

Analogous cost estimating relies on which of the following techniques?



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- 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 489

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 490

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 491

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 492

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 493

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 494

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 495

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 496

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 497

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 498

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 499

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 500

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 501

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 502

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 503

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 504

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. 0.89C. 1.13
- D. 1.25

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 505

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 506

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 507

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 508

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 509

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 510

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 511

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 512

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 513

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 514

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 515

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 516

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 517

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 518

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 519

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 520

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 521

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 522

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 523

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 524

How is quality control performed?

- A. By identifying quality standards that are relevant to the project and determining how to satisfy them
- B. By monitoring specific project results in compliance with relevant quality standards and determining corrective actions as needed
- C. By ensuring that the entire project team has been adequately trained in quality assurance processes
- D. By applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 525

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 526

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 527

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 528

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 529

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 530

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 531

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 532

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 533

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 534

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 535

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 536

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 537

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 538

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 539

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 540

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 541

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 542

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 543

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 544

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 545

Which technique is commonly used for the Quantitative Risk Analysis activity?

- A. Brainstorming
- B. Strategies for Opportunities
- C. Decision Tree Analysis
- D. Risk Data Quality Assessment

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 546

Which Activity Duration Estimating technique incorporates additional timing for contingency purposes?

- A. Analogous Estimating
- B. Expert Judgment
- C. Optimistic Estimates
- D. Reserve Analysis

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 547

When a control chart is used to monitor performance of a process, which of the following will be set by the project manager and the appropriate stakeholders to reflect the point(s) at which corrective action will be taken to prevent exceeding the specification limits?

- A. Upper and lower control limits
- B. Upper and lower specification limits
- C. Process mean
- D. Data points



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 548

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 549

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 550

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 551

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 552

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 553

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 554

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 555

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 556

What type of reward can hurt team cohesiveness?



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

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 557

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 558



If the most likely duration of an activity is five weeks, the best-case duration is two weeks, and the worst-case duration is 14 weeks, how many weeks is the expected duration of the activity?

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

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 559

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 560

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 561

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 562

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 563

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 564

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 565

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 566

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 567

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 568

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 569

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 570

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 571

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 572

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 573

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 574

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 575

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 576

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 577

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 578

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 579

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 580

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 581

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 582

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 583

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 584

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 585

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

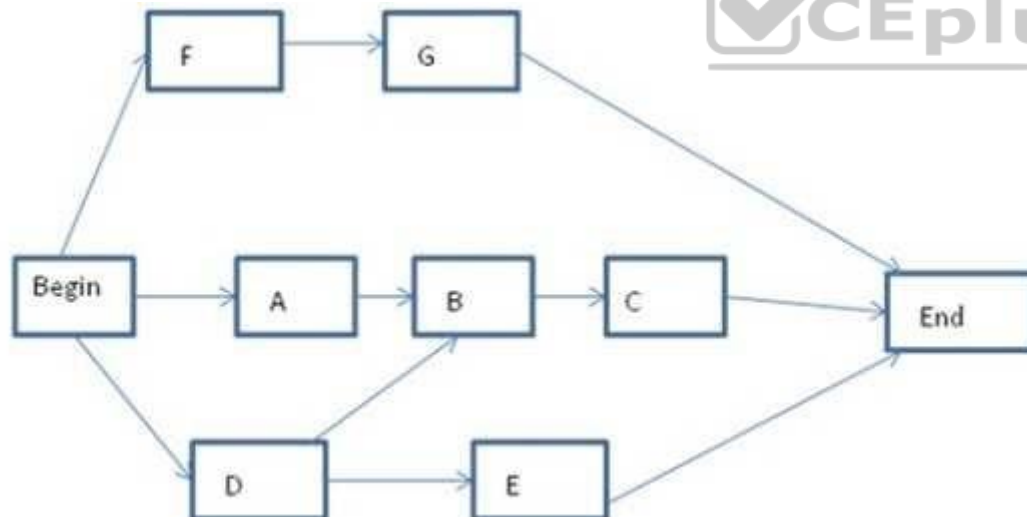


Exhibit A

- 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 586

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 587

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 588

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 589

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 590

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 591

What do composite organizations involve?



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- 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 592

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 593

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 594

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

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

Correct Answer: C

Section: Closing
Explanation

Explanation/Reference:

QUESTION 595

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 596

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 597

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 598

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 599

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 600

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 601

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 602

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 603

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 604

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 605

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 606

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 607

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 608

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 609

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 610

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 611

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 612

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 613

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 614

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 615

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 616

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 617

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 618

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 619

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 620

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 621

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 622

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 623

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 624

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 625

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,_____.



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- 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 626

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 627

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 628

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 629

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 630

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

- A. During the initiating processes
- B. During the project planning process
- C. At the end of the concept phase of the project life cycle
- D. Prior to the beginning of the development phase of the project life cycle

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When the project manager is selected and assigned to the project during initiation, several of the usual start-up tasks for a project are simplified. In addition, becoming involved with project activities from the beginning helps the project manager to understand where the project fits within the organization in terms of its priority relative to other projects and the ongoing work of the organization.

QUESTION 631

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 632

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 633

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 634

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 635

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 636

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 637

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 638

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 639

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 640

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 641

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 642

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 643

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 644

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 645

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 646

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 647

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 648

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 649

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 650

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 651

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 652

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 653

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 654

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 655

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 656

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 657

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 658

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 659

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 660

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 661

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 662

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 663

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 664

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 665

Your approved cost baseline has changed because of a major scope change on your project.

Your next step should be to _____

- A. Estimate the magnitude of the scope change
- B. Issue a change request
- C. Document lessons learned
- D. Execute the approved scope change

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Before a revised cost baseline leading to a budget update can be prepared, it is necessary to issue a change request, which may include preventive or corrective action. These change requests then are reviewed and processed through the Perform Integrated Change Control process.

QUESTION 666

Which of the following is a tool for analyzing a design, determining its functions, and assessing how to provide those functions' cost effectively?



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- A. Pareto diagram
- B. Value analysis
- C. Configuration management
- D. Value engineering

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Value engineering considers possible cost trade-offs as a design evolves. The technique entails identifying the functions that are needed and analyzing the cost effectiveness of the alternatives available for providing them. It helps optimize project life cycle costs, save time, increase profits, improve quality, increase market share, solve problems, and contribute toward more effective resource use.

QUESTION 667

The cumulative CPI has been shown to be relatively stable after what percentage of project completion?

- A. 5% to 10%
- B. 15% to 20% C. 25% to 35%
- D. 50% to 75%

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The CPI has been proven to be an accurate and reliable forecasting tool. Researchers have found that the cumulative CPI does not change by more than 10% once a project is approximately 20% complete. The CPI provides a quick statistical forecast of final project costs.

QUESTION 668

The undistributed budget is part of the_____

- A. Management reserve
- B. Performance measurement baseline
- C. Level-of-effort cost accounts
- D. General and administrative accounts

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The undistributed budget is applied to project work that has not yet been linked to WBS elements at or below the lowest level of reporting. It is, therefore, part of the performance measurement baseline and is expected to be used in the performance of project work.

QUESTION 669

It is expensive to lease office space in cities around the world. Office space can cost approximately USD \$80 per square foot in Tampa, Florida. And it can cost approximately \$50,000 per square meter in Tokyo. These "averages" can help a person to determine how much it will cost to lease office space in these cities based on the amount of space leased. These estimates are examples of _____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Parametric estimating involves using statistical relationships between historical data and other variables to calculate or estimate for activity parameters, such as cost, budget, or duration. The example is representative of a simple parametric model.

QUESTION 670

Your project manager has requested that you provide him with a forecast of project costs for the next 12 months. He needs this information to determine if the budget should be increased or decreased on this major construction project. In addition to the usual information sources, which of the following should you also consider?

- A. Cost estimates from similar projects
- B. WBS
- C. Project schedule
- D. Costs that have been authorized and incurred

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

These costs are part of work performance data about project progress. In addition data include information about project progress such as which activities have started, their progress, and which deliverables have finished Updating the budget requires knowledge about the actual costs spent to date, and any budget changes are approved according to the Perform Integrated Change Control process.

QUESTION 671

There are a number of different earned value management rules of performance measurement that can be established as part of the cost management plan. Which one of the following is NOT an example of such a rule?

- A. Code of accounts allocation provision
- B. Formulas to determine the ETC
- C. Earned value credit criteria
- D. Definition of the WBS level

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Rules of earned value performance measurement are part of the cost management plan and may (1) define the points in the WBS where measurement of control accounts will be performed; (2) establish the EV measurement techniques such as weighted milestones, fixed-formula, percent complete, etc., to be used; and (3) specific tracking methods and EV equations for calculating the EAC forecasts to provide a validity check on the bottom-up EAC.

QUESTION 672

Which of the following calculations CANNOT be used to determine EAC?

- A. EV to date plus the remaining project budget
- B. Accepts actual costs and predicts future ETC work will be done at the budgeted rate
- C. Assumes what the program has experienced can be expected to continue
- D. ETC will be performed at an efficiency rate considering both the CPI and SPI

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

EAC is a forecast of the most likely total value based on project performance and risk quantification. To calculate EAC, the AC of a project must be known and used in the calculation. Any calculation that relies solely on the EV will not yield an accurate measure of cost performance.

QUESTION 673

Typically, the statement "no one likes to estimate, because they know their estimate will be proven incorrect" is true. However, you have been given the challenge of estimating the costs for your nuclear reactor project. A basic assumption that you need to make early in this is _____

- A. How direct and indirect costs will be handled
- B. Whether or not experts will be available to assist you in this process
- C. If there will be a multiyear project budget
- D. Whether the project has required delivery dates

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The scope statement, as part of the scope baseline, is a key input in the estimate costs process and should be reviewed. It provides the project description, acceptance criteria, key deliverables, boundaries, assumptions, and constraints about the project. It also notes one basic assumption that must be made as costs are estimated is whether the estimates will be limited only to direct project costs or whether they also will include indirect project costs.

QUESTION 674

By reviewing cumulative cost curves, the project manager can monitor _____

- A. EV
- B. PV
- C. CVs
- D. CPI

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cumulative cost curves, or S-curves, enable the project manager to monitor cost variances at a glance. The difference in height between the planned-expenditure curve and the actual-expenditure curve represents the monetary value of variances at any given time.

QUESTION 675

Control accounts _____

- A. Are charge accounts for personnel time management
- B. Summarize project costs at level 2 of the WBS
- C. Identify and track management reserves
- D. Represent the basic level at which project performance is measured and reported

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Control accounts represent a management control point where scope, budget (resource plans), actual costs, and schedule are integrated and compared to earned value for performance measurement.

QUESTION 676

Performance review meetings are held to assess schedule activity and work packages over-running or under-running the budget and to determine any estimated funds needed to complete work in progress. Typically, if EV is being used, all but which of the following information is determined?

- A. Variance analysis
- B. Trend analysis
- C. Time reporting systems
- D. Earned value performance



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Variance analysis focuses on cost and schedule to help explain the cause, issue, and corrective action. Trend analysis examines project performance over time to determine performance status. Earned value performance compares the performance measurement baseline to actual schedule and cost performance.

QUESTION 677

Overall cost estimates must be allocated to individual activities to establish the cost performance baseline. In an ideal situation, a project manager would prefer to prepare estimates_____

- A. Before the budget is complete

- B. After the budget is approved by management
- C. Using a parametric estimating technique and model specific for that project type
- D. Using a bottom-up estimating technique

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Often project cost estimates are prepared after budgetary approval is provided. However, activity cost estimates should be prepared before the budget is complete.

QUESTION 678

According to learning curve theory, when many items are produced repetitively_____

- A. Unit costs decrease geometrically as production rates increase linearly
- B. Unit costs decrease as production rates increase
- C. Unit costs decrease in a regular pattern as more units are produced
- D. Costs of training increase as the level of automation increases

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Learning curve theory indicates that human performance usually improves when a task is repeated. Specifically, each time output doubles, worker hours per unit decrease by a fixed percentage. This percentage is called the learning rate. Meredith and Mantel 2012, 301-303

QUESTION 679

The method of calculating the EAC by assuming the ETC work will be performed at the same cumulative CPI incurred by the project to date is used most often when_____

- A. Current variances are viewed as atypical ones
- B. Original estimating assumptions are no longer reliable because conditions have changed
- C. Current variances are viewed as typical of future variances
- D. Original estimating assumptions are considered to be fundamentally flawed

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Past performance is indicative of future performance; therefore, $EAC = BAC/CPI$.

QUESTION 680

Increased attention to return on investment (ROI) now requires you to complete a financial analysis of the payback period on your project. Such an analysis identifies the_____

- A. Ratio of discounted revenues over discounted costs
- B. Future value of money invested today
- C. Amount of time before net cash flow becomes positive
- D. Point in time where costs exceed profit

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Payback period analysis determines the time required for a project to recover the investment in it and become profitable. A weakness of this approach is a lack of emphasis on the magnitude of the profitability.

QUESTION 681

A revised cost baseline may be required in cost control when_____

- A. CVs are severe, and a realistic measure of performance is needed
- B. Updated cost estimates are prepared and distributed to stakeholders
- C. Corrective action must be taken to bring expected future performance in line with the project plan EAC shows that additional funds are needed to complete the project even if a scope change is not needed

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



Explanation:

After the CVs exceed certain ranges, the original project budget may be questioned and changed as a result of new information.

QUESTION 682

As project manager, you identified a number of acceptable tolerances as part of your earned value management system. During execution, some "unacceptable" variances occurred. After each "unacceptable" variance occurred, you did which one of the following first?

- A. Updated the budget
- B. Prepared a revised cost estimate
- C. Adjusted the project plan
- D. Documented lessons learned

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lessons learned but not documented are "lessons lost." The lessons learned knowledge database will help current project members, as well as people on future projects, make better decisions. Accordingly, the reasons for the variance, the rationale supporting the corrective action, and other related information must be documented. They require updates as part of updates to organizational process assets as an output of control costs in terms of corrective actions taken and why they were selected.

QUESTION 683

Assume that the project cost estimates have been prepared for each activity and the basis of these estimates has been determined. Now, as the project manager for your nutrition awareness program in your hospital, you are preparing your budget. Because you have estimates for more than 1,200 separate activities, you have decided to first _____

- A. Aggregate these estimates by work packages
- B. Aggregate these estimates by control accounts to facilitate the use of earned value management
- C. Use the results of previous projects to predict total costs
- D. Set your cost performance baseline

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The WBS provides the relationship among all the project deliverables and their components and should be reviewed before the budget is developed. As the budget is determined, the cost estimates for the activities should be aggregated by the work packages in the WBS. Then, later, they are aggregated for the control accounts and finally for the entire project.

QUESTION 684

The cumulative cost curve for planned and actual expenditures_____

- A. Helps to monitor project performance at a glance
- B. Is used for calculating the CPI
- C. Is also known as a histogram
- D. Forecasts total project expenditures

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cost curves for planned and actual expenditures are created by adding each month's costs to the previous reporting period's expenditures. By doing so, one can quickly see how the project is performing.

QUESTION 685

The reason that the cost performance index (CPI) is shown as a ratio is to_____

- A. Enable a detailed analysis of the schedule regardless of the value of the schedule variance
- B. Distinguish between critical path and noncritical path work packages
- C. Provide the ability to show performance for a specified time period for trend analysis
- D. Measure the actual time to complete the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Because schedule performance index (SPI) and cost performance index (CPI) are expressed as ratios, they can be used to show performance for a specific time period or trends over a long-time horizon. Additionally, there is no need to disclose confidential financial data to convey the project's status to one's customers; they should not have a need to know such information, unless there is a contractual requirement to do so.

QUESTION 686

Assume that your actual costs are \$800; your planned value is \$1,200; and your earned value is \$1,000. Based on these data, what can be determined regarding your schedule variance?

- A. At +\$200, the situation is favorable as physical progress is being accomplished ahead of your plan.
- B. At -\$200, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.
- C. At +\$400, the situation is favorable as physical progress is being accomplished at a lower cost than was forecasted.
- D. At -\$200, 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: $EV - PV$ or $\$1,000 - \$1,200 = -\$200$. Because the SV is negative, physical progress is being accomplished at a slower rate than planned.

QUESTION 687

The CPI on your project is 0.84. This 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. Recognize that your original estimates were fundamentally flawed, and your project is in an atypical situation
- D. Place emphasis on improving the productivity by which work was being performed

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$CPI = EV/AC$ and measures the efficiency of the physical progress accomplished compared to the baseline. A CPI of 0.84 means that for every dollar spent, you're only receiving 84 cents of progress. Therefore, you should focus on improving the productivity by which work is being performed.

QUESTION 688

Quality is very important to your company. Each project has a quality statement that is consistent with the organization's vision and mission. Both internal and external quality assurance are provided on all projects to_____

- A. Ensure confidence that the project will satisfy relevant quality standards
- B. Monitor specific project results to note whether they comply with relevant quality standards
- C. Identify ways to eliminate causes of unsatisfactory results
- D. Use inspection to keep errors out of the process

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality assurance increases project effectiveness and efficiency and provides added benefits to project stakeholders. It includes all the planned and systematic quality activities to ensure that the project uses all the processes to meet requirements. Quality assurance should be performed throughout the project.

QUESTION 689

Benchmarking is a technique used in_____



- A. Inspections
- B. Root cause analysis
- C. Plan quality management
- D. Perform quality control

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Benchmarking involves comparing actual or planned practices to those practices of comparable projects to identify best practices, to note ideas for improvement, and to provide a way to measure performance.

QUESTION 690

In quality management, the practice "rework" is_____

- A. Acceptable under certain circumstances

- B. An adjustment made that is based on quality control measurements
- C. Action taken to bring a defective or nonconforming component into compliance
- D. Not a concern if errors are detected early

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Rework is a frequent cause of project overruns. The project team must make every reasonable effort to control and minimize rework so that defective or nonconforming components are brought into compliance with requirements or specifications.

QUESTION 691

The quality function deployment process is used to _____

- A. Provide better product definition and product development
- B. Help products to succeed in the marketplace
- C. Improve the functional characteristics of a product
- D. Support production planning and the just-in-time approach



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality function deployment helps a design team to define, design, manufacture, and deliver a product or service to meet or exceed customer needs. Its main features are to capture the customer's requirements, ensure cross-functional teamwork, and link the main phases of product development - product planning, part deployment, process planning, and production planning.

QUESTION 692

As it applies to quality, the law of diminishing returns says that _____

- A. 100% quality is unattainable
- B. 100% inspection is not cost effective
- C. Beyond a certain point, additional investment in quality has a negative ROI

D. Providing quality products will stop, or at least diminish, the number of returned items

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

If a company has paid \$100,000 to gain 98% quality and it would cost an additional \$25,000 to gain the other 2%, this is known as the law of diminishing returns.

QUESTION 693

You are leading a research project that will require between 10 and 20 aerospace engineers. Some senior-level aerospace engineers are available. They are more productive than junior-level engineers, who cost less and who are available as well. You want to determine the optimal combination of senior- and junior-level personnel. In this situation, the appropriate technique to use is to_____

- A. Conduct a design of experiments
- B. Use the Ishikawa diagram to pinpoint the problem
- C. Prepare a control chart
- D. Analyze the process using a Pareto diagram



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This technique is used to identify which variables have the most influence. It is a statistical method to identify the factors that may influence specific variables of a product or process under development or in production. For example, roller blade designers might want to determine which combination of number of wheels and titanium ball bearings would produce the most desirable "ride" characteristics at a reasonable cost. This technique, however, can be applied to project management issues such as cost and schedule trade-offs. An appropriately designed "experiment" often will help project managers to find an optimal solution from a relatively limited number of options, and often it help to determine the number and type of tests to use and their impact on quality.

QUESTION 694

The purpose of the Taguchi method is to_____

- A. Manage the flow of material for better visibility and control
- B. Use statistical techniques to compute a "loss function" to determine the cost of producing products that fail to achieve a target value
- C. Design, group, and manage production operations as self-contained flexible cells capable of start-to-finish processing of a family of items

D. Regulate coordination and communication among process stages

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The Taguchi method is used to estimate the loss associated with controlling or failing to control process variability. It is based on the principle that by carefully selecting design parameters to produce robust designs, an organization can produce products that are more forgiving and tolerant. The tool helps determine the value or break-even point of improving a process to reduce variability.

QUESTION 695

Quality assurance promotes quality improvement. A "breakthrough" is the accomplishment of any improvement that takes the organization to unprecedented levels of performance by attacking_____

- A. Special causes of variation
- B. Common causes of variation
- C. Inspection over prevention
- D. Specific tolerances



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality improvement includes action taken to increase project effectiveness and efficiency in order to provide added benefits to stakeholders. A breakthrough attacks chronic losses, or in Deming's terminology, common causes of variation.

QUESTION 696

Which of the following statements best describes attribute sampling versus variables sampling?



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- A. Attribute sampling is concerned with prevention, whereas variables sampling is concerned with inspection.
- B. Attribute sampling is concerned with conformance, whereas variables sampling is concerned with the degree of conformity.
- C. Attribute sampling is concerned with special causes, whereas variables sampling is concerned with any causes.
- D. Both are the same concept.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Attribute sampling determines whether a result does or does not conform. Variables sampling rates a result on a continuous scale to measure the degree of conformity.

QUESTION 697

Your project scheduler has just started working with your project and has produced defective reports for the past two accounting cycles. If this continues, these defective reports could provide the potential for customer dissatisfaction and lost productivity that is due to rework. You discovered that the project scheduler needs additional training on using the scheduling tool that is used on your project. The cost of training falls under which one of the following categories?

- A. Overhead costs
- B. Failure costs
- C. Prevention costs
- D. Indirect costs

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Prevention costs include any expenditure directed toward ensuring that quality is achieved the first time.

QUESTION 698

When a process is within acceptable limits, it _____

- A. Should not be adjusted
- B. May not be changed to provide improvements
- C. Shows differences caused by expected events or normal causes
- D. Should not be inspected or reworked for any reason

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Processes should be changed only through established change procedures. If the process is outside acceptable limits, it should be adjusted.

QUESTION 699

The project team should have a working knowledge of statistical process control to help evaluate control quality outputs. Of all the topics involved, which of the following is the most important for the team to understand?

- A. Sampling and probability
- B. Attribute sampling and variables sampling
- C. Tolerances and control limits
- D. Special causes and random causes

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Sampling and probability form the basis of statistical process control, which helps the team monitor project results for compliance with relevant quality standards so that methods can be identified to eliminate causes of unsatisfactory results.

QUESTION 700

Rank ordering of defects should be used to guide corrective action. This is the underlying principle behind_____

- A. Trend analysis
- B. Inspections
- C. Control charts
- D. Pareto diagrams

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Pareto diagrams are histograms, ordered by frequency of occurrence, that show how many results were generated by type or category of identified cause. The project team should take action to fix the problems that are causing the greatest number of defects first. Pareto diagrams are based on Pareto's Law, which holds that a relatively small number of causes will typically produce a large majority of defects, also called the "solzo rule."

QUESTION 701

Project quality management was once thought to include only inspection or quality control. In recent years, the concept of project quality management has broadened. Which statement is NOT representative of the new definition of quality management?

- A. Quality is designed into the product or service, not inspected into it.
- B. Quality is the concern of the quality assurance staff.
- C. Customers require a documented and, in some cases, registered quality assurance system.
- D. National and international standards and guidelines for quality assurance systems are available.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality concerns all levels of management and staff. Its success requires participation from all members of the project team with management providing the needed resources to succeed.

QUESTION 702

Assume you wish to provide a process to be more creative in problem solving as on your project you have a somewhat complex scenario that possesses intertwined logical relationships for up to 50 items. The best approach is to_____

- A. Design an experiment
- B. Use an interrelationship diagram
- C. Conduct a Monte Carlo analysis
- D. Use a process decision program chart

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In perform quality assurance, the interrelationship diagram can be used as a quality management and control tool. It may be developed from data generated by other quality tools such as the affinity diagram, the tree diagram, or the cause-and-effect diagram. It is an adoption of relationship diagrams.

QUESTION 703

Your quality assurance department recently performed a quality audit of your project and identified a number of findings and recommendations. One recommendation seems critical and should be implemented because it affects successful delivery of the product to your customer.

Your next step should be to_____

- A. Call a meeting of your project team to see who is responsible for the problem
- B. Reassign the team member who had responsibility for oversight of the problem
- C. Perform product rework immediately
- D. Issue a change request to implement the needed corrective action

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The information obtained from a quality audit can be used to improve quality systems and performance. In most cases, implementing quality improvements requires preparation of change requests.

QUESTION 704

Six sigma refers to the aim of setting tolerance limits at six standard deviations from the mean, whereas the normally expected deviation of a process is_____

- A. One standard deviation
- B. Two standard deviations
- C. Three standard deviations
- D. Undeterminable because of the unique nature of every process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When the results of a sample of items measured falls within three standard deviations and that sample is representative of the entire population, you can assume that more than 99% of all items fall within that range. This generally accepted range of results has been used by quality control professionals through the years. Six sigma is a program started by Motorola that, from a statistical standpoint, indicates a quality +standard of only 3.4 defects per million.

QUESTION 705

You recognize the importance of quality control on your project. However, you also know that quality control has costs associated with it and that the project has a limited budget. One way to reduce the cost of quality control is to _____

- A. Work to ensure that the overall quality program is ISO compliant
- B. Use statistical sampling
- C. Conduct inspections throughout the process
- D. Use trend analysis

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Statistical sampling uses part of a population to draw conclusions about the total population. It is a well-proven technique that can significantly reduce the cost of quality control.+

QUESTION 706

Deming's Fourteen Points provide a way for an organization to create and sustain a culture of continuous improvement. As such it should be directed by _____

- A. The project manager

- B. Top management
- C. Employees participating in quality circles
- D. Stakeholders

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Deming is known as a quality pioneer. His approach to quality is not only statistically based but focuses on what management's responsibilities should be with respect to quality. His Fourteen Points for management are goals of quality for transforming business.

QUESTION 707

Quality inspections also may be called_____

- A. Control tests
- B. Walkthroughs
- C. Statistical sampling
- D. Checklists



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Inspections comprise an examination of a work product to determine if it conforms to standards. Additional names for inspections are audits, reviews, or peer reviews (in some application areas, these terms may have narrow and specific meanings).

QUESTION 708

Your management has prescribed that a quality audit be conducted at the end of every phase in a project. This audit is part of the organization's_____

- A. Quality assurance process
- B. Quality control process
- C. Quality improvement program
- D. Process adjustment program

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality assurance is a managerial function that establishes processes or procedures in an organization or project to assist in determining whether quality standards and operational definitions are being met. It is the application of planned, systematic quality activities to ensure that the project will use all processes needed to meet requirements and is performed throughout the life of the project. Quality audits are a tool and technique to use.

QUESTION 709

You are managing a major international project, and your contract requires you to prepare both a project plan and a quality management plan. Your core team is preparing a project quality management plan. Your first step in developing this plan is to_____

- A. Determine specific metrics to use in the quality management process
- B. Identify the quality standards for the project
- C. Develop a quality policy for the project
- D. Identify specific quality management roles and responsibilities for the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The quality policy includes the overall intentions and direction of the organization with regard to quality, as formally expressed by top management. If the performing organization lacks a formal quality policy or if the project involves multiple performing organizations, as in a joint venture, the project management team must develop a quality policy for the project. The quality management plan then describes how the quality policies will be implemented.

QUESTION 710

Recently your company introduced a new set of "metal woods" to its established line of golfing equipment. However, in the past weeks many of the clubs have been returned because of quality problems. You decide to conduct a failure mode and criticality analysis to_____

- A. Analyze the product development cycle after product release to determine strengths and weaknesses
- B. Evaluate failure modes and causes associated with the design and manufacture of this product
- C. Evaluate failure modes and causes associated with the design and manufacture of a new product to replace the clubs
- D. Help management set priorities in its existing manufacturing processes to avoid failures

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This technique is a method of analyzing design reliability. A list of potential failure modes is developed for each element, and then each mode is given a numeric rating for frequency of occurrence, criticality, and probability of detection. These data are used to assign a risk priority number for prioritizing problems and guiding the design effort.

QUESTION 711

The "rule of seven" as applied to statistical process control charts means that_____

- A. Seven rejects typically occur per thousand inspections
- B. Seven consecutive points are above or below the mean
- C. At least seven inspectors should be in place for every thousand employees
- D. A process is not out of control even though seven measurements fall outside the lower and upper control limits

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Consecutive points on a control chart that are above or below the mean or if a point exceeds a control limit indicate an abnormal trend in the process and must be investigated.

QUESTION 712

Long-term contracting is an important aspect of project quality management because it_____

- A. Provides incentives to vendors to make quality commitments
- B. Improves quality through the use of benefit-cost ratio
- C. Usually results in lower costs and increased profitability
- D. Provides for periodic, yet mandatory quality audits

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Vendors that have long-term relationships with buyers are generally more inclined to invest in process and quality improvement, because they have a higher probability of recovering their costs. The stability provided through longer-term contracts permits better planning and encourages better communication and partnering between the buyer and the seller. Long-term contracting with fewer vendors also reduces buyer-related costs by simplifying accounting, collections, and other administrative tasks.

QUESTION 713

Even though your project is vastly different from a manufacturing operation, you believe the principles of kaizen will work well. The kaizen approach to continuous improvement emphasizes_____

- A. The greater importance of customer satisfaction over cost
- B. Radical changes in operating practices
- C. Incremental improvement
- D. The use of quality circles to improve morale

Correct Answer: C

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

Imai, a Japanese engineer, coined the word kaizen to describe an approach to quality that means making small improvements every time a process is repeated.

QUESTION 714

Results of quality control measurements are used_____

- A. As an input to plan quality management
- B. To prepare an operational definition
- C. To prepare a control chart
- D. As an input to perform quality assurance

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality control activities result in measurements that are used as inputs to the QA process. Such quality control measurements are used to evaluate and analyze the quality of the processes of the project against the organization's standards or specific requirements. They also compare processes used to create the measurements and validate actual measurements to determine their level of correctness.

QUESTION 715

The control chart is a tool used primarily to help_____

- A. Monitor process variation over time
- B. Measure the degree of conformance
- C. Determine whether results conform
- D. Determine whether results conform to requirements

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Used to monitor process variation and to detect and correct changes in process performance, the control chart helps people understand and control their processes and work. It enables the project manager, along with appropriate stakeholders, to identify points where corrective action can be taken to prevent unnatural performance.

QUESTION 716

The area where the project manager can have the greatest impact on the quality of his or her project is in_____

- A. Quality planning
- B. Quality assurance
- C. Quality control
- D. Quality improvement

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality assurance is the management section of quality management. It is the collective term for the formal activities and managerial processes that attempt to ensure that products and services meet the required quality level. The project manager should establish administrative processes and procedures necessary to

ensure and often prove that the scope statement conforms to the customer's actual requirements, to determine which processes will be used to ensure that stakeholders have confidence that the quality activities will be properly performed, and to ensure that all legal and regulatory requirements will be met.

QUESTION 717

You are a project manager for residential construction. As a project manager, you must be especially concerned with building codes-particularly in the plan quality management process. You must ensure that building codes are reflected in your project plans because_____

- A. Standards and regulations are an input to plan quality management
- B. Quality audits serve to ensure there is compliance with regulations
- C. They are a cost associated with quality initiatives
- D. Compliance with standards is the primary objective of perform quality control

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During the plan quality management process, the project management team must consider any application area-specific standards, regulations, rules, and guidelines that may affect the project as part of the enterprise environmental factors. Building codes are an example of regulations.

QUESTION 718

You work as a project manager in the largest hospital in the region. Studies have shown that patients have to wait for long periods before being treated. To assist in identifying the factors contributing to this problem, you and your team have decided to use which of the following techniques?

- A. Cause-and-effect diagrams
- B. Pareto analysis
- C. Scatter diagrams
- D. Control charts

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cause-and-effect diagrams, also called Ishikawa diagrams or fishbone diagrams, are used to illustrate how various causes and subcauses interact to create a special effect. It is named for its developer, Kaoru Ishikawa. These diagrams are useful in linking the undesirable effects seen as special variation to the assigned cause, enabling project teams to implement corrective actions to eliminate the special variation shown in a control chart.

QUESTION 719

The ISO 9000 standards provide_____

- A. A description of how products should be produced
- B. Specifics for the implementation of quality systems
- C. A framework for quality systems
- D. The maximum process requirements necessary to ensure that customers receive a good product

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

ISO 9000 provides a basic set of requirements for a quality system, without specifying the particulars for implementation.

QUESTION 720

All of the following are objectives of a quality audit_____

- A. Defect repairs have been implemented
- B. Improvement opportunities are identified
- C. Good practices can be introduced elsewhere
- D. Root cause analysis has been performed as part of process analysis

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purpose of the quality audit is to determine if project activities comply with organizational policies, procedures, and processes. The quality audit has a number of objectives associated with it, but root cause analysis is part of process analysis to identify needed improvements in the process improvement plan.

QUESTION 721

There are three uses and types of Pareto analysis. If you wish to provide a measure of significance to factors that at first may not appear to be significant at all, you should use a_____

- A. Basic Pareto analysis
- B. Comparative Pareto analysis
- C. Weighted Pareto analysis
- D. Trend Pareto analysis

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The weighted Pareto analysis gives a measure of significance to factors that may not appear significant at first, using such additional factors as cost, time, and criticality. A basic Pareto analysis identifies the vital few contributors that account for most quality problems, and the comparative Pareto analysis focuses on any number of program options or actions.

QUESTION 722

Constancy of purpose is a core concept for continuous improvement. An organization displaying constancy of purpose must have all the following elements EXCEPT_____

- A. Documented and well-disseminated statements of purpose and vision
- B. A set of strategic and tactical plans
- C. An awareness by all members of the organization of the purpose, vision, goals, and objectives and their roles in achieving them
- D. Separate quality assurance and quality control departments reporting to senior management

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Top management should provide constancy of purpose so that it can be infused throughout the organization. Constancy of purpose also requires a shared belief among organization members that management's behavior clearly signals its commitment to and support of achievement of the vision. Quality assurance and control are functions that must be performed by everyone, not just those assigned to specific departments.

QUESTION 723

Quality objectives of the project are recorded in_____

- A. Process improvement plan
- B. Quality management plan
- C. Quality baseline
- D. Quality metrics

Correct Answer: B

Section: Mix Questions

Explanation

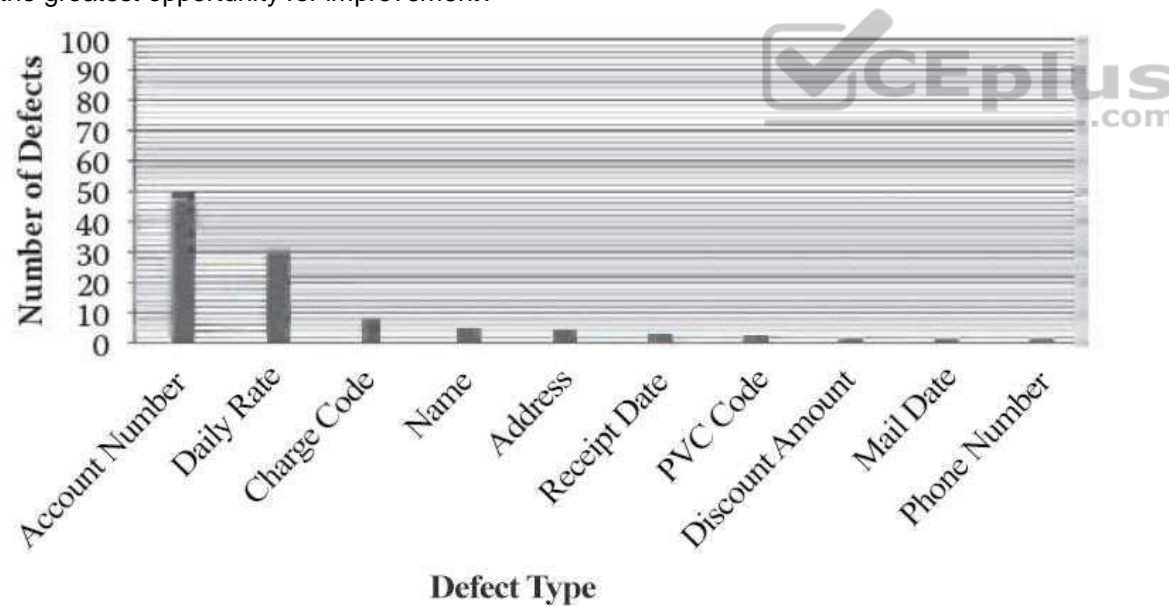
Explanation/Reference:

Explanation:

The quality management plan describes how the team will implement the quality policy, which describes the objectives of the project regarding quality management.

QUESTION 724

The below Pareto chart indicates defects in areas associated with billing a client for project services. Based on this Pareto analysis, which area, or areas, indicate the greatest opportunity for improvement?



- A. The account number, because if it is incorrect, the invoice may be sent to the wrong client.

- B. The daily rate, because if it is incorrect, the total amount of the invoice will be wrong, which impacts the cash flow.
- C. The charge code, name, address, receipt date, pvc code, discount amount, mail date, and phone number, because they are fairly easy to confirm and correct, thereby significantly reducing the types of defects.
- D. The account number and daily rate, because they account for 80 percent of all defects.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Pareto analysis focuses on what Joseph Juran called the vital few. Named after Vilfredo Pareto, an Italian economist whose studies showed that 80 percent of the wealth was held by 20 percent of the population, quality analysis typically shows that 80 percent of the all problems (defects) are found in 20 percent of the items or areas studied.

QUESTION 725

You have decided to use a fishbone diagram to identify the relationship between an effect and its causes. To begin, you should first_____

- A. Select an interdisciplinary team who has used the technique before to help brainstorm the problem
- B. Determine the major categories of defects
- C. Set up a process analysis using HIPO charts
- D. Identify the problem

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The first and most important is to identify the problem as a gap to be closed or as an objective to be achieved. Causes then are found by looking at the problem statement and asking why until a root cause has been identified for which action can be taken or the reasonable possibilities on the diagram have been exhausted.

QUESTION 726

Assume that your project in the food service industry involves the need for the presence of the required food label as specified by the Food and Drug Administration.

In this situation, you plan to use control charts as a quality control tool, so you should prepare a(n)_____

- A. Variables chart

- B. Attribute chart
- C. Trend chart
- D. Run chart

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

There are two types of control charts: variable charts, which are used with continuous data, and attribute charts, for use with discrete data. Attribute data have only two values (conforming/nonconforming, pass/fail, go/no-go, or present/absent). In this situation, you are looking for the presence of the required food label.

QUESTION 727

The quality management plan describes all the following EXCEPT the_____

- A. Method for implementing the quality policy
- B. Methods the team will use to meet the project's quality requirements
- C. Efforts at the front end of a project to ensure that decisions are based on accurate information
- D. Procedures used to conduct trade-off analyses among cost, schedule, and quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A part of the overall project management plan, the quality management plan should address all aspects of how quality management will be implemented on the project and how the project team will implement the quality policy. Trade-off analyses are business judgments and, as such, are not procedural steps to be included in the quality management plan.

QUESTION 728

You have been assigned as project manager on what could be a "bet the company" project. You realize that to be successful you need to exercise maximum control over project resources. Which form of project organization should you establish for this project?

- A. Strong matrix
- B. Projectized
- C. Project coordinator

D. Weak matrix

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a projectized organizational structure, all project team members report directly and solely to the project manager. He or she has complete control over these resources and, therefore, exercises more authority over them than when in any other project organizational structure.

QUESTION 729

Which of the following is a ground rule for project team building?

- A. Perform frequent performance appraisals
- B. Ensure that each team member reports to his or her functional manager in addition to the project manager
- C. Start early
- D. Try to solve team political problems

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Starting the team-building process early in the project is crucial for setting the right tone and preventing bad habits and patterns from developing.

QUESTION 730

Project A is being administered using a matrix form of organization. The project manager reports to a senior vice president who provides visible support to the project. In this scenario, which of the following statements best describes the relative power of the project manager?

- A. The project manager will probably not be challenged by project stakeholders.
- B. In this strong matrix, the balance of power is shifted to the functional line managers.
- C. In this tight matrix, the balance of power is shifted to the project manager.
- D. In this strong matrix, the balance of power is shifted to the project manager.

Correct Answer: D

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

Explanation:

The project manager's ability to influence project decisions increases the higher up he or she _____ and the person to whom he or she reports _____ is placed in the organization. In the strong matrix, the project manager's authority ranges from moderate to high.

QUESTION 731

You are leading a team to recommend an equitable reward and recognition system for project managers. Before finalizing the plan, you want to ensure that executives understand the basic objective of reward systems. This objective is to _____



- A. Be comparable with the award system established for functional managers to indicate parity and to show the importance of project management to the company
- B. Make the link between project performance and reward clear, explicit, and achievable
- C. Motivate project managers to work toward common objectives and goals as defined by the company
- D. Attract people to join the organization's project management career path

Correct Answer: B

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

Explanation:

Reward and recognition systems are formal management actions that provide an incentive to behave in a particular way, usually with respect to achieving certain goals. Such systems are described in the staffing management plan. A best practice is to give the team recognition throughout the life cycle.

QUESTION 732

Which of the following factors contributes the most to team communication?

- A. External feedback
- B. Performance appraisals
- C. Smoothing over of team conflicts by the project manager
- D. Collocation

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collocation is the placement of team members in the same physical location to enhance their ability to perform as a team, primarily through increased communication as well as improved working relationships and productivity.

QUESTION 733

You are managing a virtual team. The project has been under way for several months, and you believe your team members do not view themselves as a team or a unified group. To help rectify this situation, you should_____

- A. Ensure that every member of the project team uses e-mail as a form of communication
- B. Mandate that the team follow the vision and mission statement of his or her organization
- C. Enhance communications planning
- D. Provide team members with the latest in communications technology and mandate its use

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Because the dispersed project team does not share the same physical space each day, the possibility for misunderstandings, isolationism, difficulty in sharing information, and the cost of technology can be key issues. The project manager must enhance communications planning in the virtual team as it requires even more communication than collocated teams. Additional time also may be needed to set expectations, determine how best to resolve conflicts, involve people in making decisions, understand cultural differences, and share credit for success.[Executing]

QUESTION 734

Major difficulties arise when multiple projects need to be managed in the functional organizational structure because of_____

- A. The level of authority of the project manager

- B. Conflicts over the relative priorities of different projects in competition for limited resources
- C. Project team members who are focused on their functional specialty rather than on the project
- D. The need for the project manager to use interpersonal skills to resolve conflicts informally

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When a finite group of resources must be distributed across multiple projects, conflicts in work assignments will occur.

QUESTION 735

The team you have organized for your new project consists of three people who will work full-time and five people who will support the project on a part-time basis. All team members know one another and have worked together in the past. To ensure a successful project start-up, your first step should be to_____



- A. Meet with each team member individually to discuss assignments
- B. Prepare a responsibility assignment matrix and distribute it to each team member
- C. Distribute the project plan and WBS to the team
- D. Hold a project kickoff meeting

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An indispensable tool in project management, the kickoff or launch meeting is held at the outset of the project and is designed to get the project rolling. The meeting provides the opportunity not only to present the project charter and discuss the project's goals and objectives but also to establish rapport among team members.

QUESTION 736

Your organization is characterized by hierarchical organizational structures with rigid rules and policies and strict supervisory controls. Individual team members are not expected to engage in problem solving or use creative approaches to plan and execute work; management does that. Your organization is characterized by which one of the following theories?

- A. Ouchi's Theory
- B. McGregor's Theory X
- C. Maslow's self-esteem level
- D. Vroom's Expectancy Theory

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

McGregor observed two types of managers and classified them by their perceptions of workers. Theory X managers thought that workers were lazy, needed to be watched and supervised closely, and were irresponsible. Theory Y managers thought that, given the correct conditions, workers could be trusted to seek responsibility and work hard at their jobs.

B.

QUESTION 737

As you prepare your human resource plan, you need to determine the skill and capacity required to complete the activities in the project. This should be documented in the_____

- A. Roles and responsibilities section
Staffing management plan
- C. Staff acquisition section
- D. Compliance section

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Roles and responsibilities are listed in the human resource plan. This section describes roles and authority, responsibility, and competency or the skill and capacity required to complete project activities. When team members do not have the required competencies, project performance may be jeopardized and the project manager must have proactive responses to handle these situations.

QUESTION 738

The primary result of effective team development is_____

- A. Improved project performance
- B. An effective, smoothly running team
- C. An understanding by project team members that the project manager is ultimately responsible for project performance
- D. Enhancement of the ability of stakeholders to contribute as individuals and team members

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

C.

Improved project performance not only increases the likelihood of meeting project objectives, it also creates a positive team experience contributing to the enhancement of team capabilities. It results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall team performance.

QUESTION 739

The team members on your project have been complaining that they do not have any sense of identity as a team because they are located in different areas of the building. To remedy this situation, you developed a project logo and had it printed on T-shirts to promote the project, but this action has not worked. Your next step is to _____

- A. Initiate a newsletter
- B. Create an air of mystery about the project
Establish a "team meeting room"
- D. Issue guidelines on how team members should interact with other stakeholders

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collocating team members, even on a temporary basis, enhances communications, thereby contributing to improved project performance. In addition, the "team meeting room" (often called a `war room') provides a sense of identity to the project team and raises the visibility of the project within the organization. Creating a newsletter is simply applying another organizational process asset, which typically has proven ineffective.

QUESTION 740

The project team directory is an output from which of the following processes?

- A. Develop project team
- B. Acquire project team
- C. Develop human resource management plan
- D. Manage project team

Correct Answer: B

Section: Mix Questions

Explanation

D.

Explanation/Reference:

Explanation:

The project team directory is part of project staff assignments, an output from the acquire project team process. Other outputs are resource calendars and updates to the project management plan.

QUESTION 741

You realize that leadership without management or management without leadership probably will produce poor project results. Which one of the following key responsibilities best represents project leadership?

- A. Developing a vision and strategy, and motivating people to achieve them
- B. Getting things done through other people
- C. Using charismatic power to motivate others even if they do not like the work
- D. Using all types of power, as appropriate, as motivational tools

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Leadership involves developing a vision of the future and strategies to achieve that vision, positioning people to carry out the vision, and helping people energize themselves to overcome any barriers to change.

QUESTION 742

Given that you are neighbors, you and the CEO of your company have established a friendly personal relationship. Recently your company appointed you project manager for a new project that is crucial to achieving next year's financial targets. Which type of power available to project managers might you be able to rely upon?

- A. Referent
- B. Reward
- C. Formal
- D. Expert

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Referent power is based on a less powerful person's identification with a more powerful person. This type of power is useful in terms of persuasion and helps the project manager exert influence over individuals from whom he or she needs support.

QUESTION 743

You have been a project manager for seven years. You now are managing the construction of a new facility that must comply with the government's newly issued environmental standards. You want to ensure that your team members are able to select methods to complete various activities on the project without needing to involve you in each situation. As you prepare your human resource management plan, you should document this information in which of the following_____

- A. Roles and responsibilities section
- B. Resource assignment matrix
- C. Resource breakdown structure
- D. Staffing management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Authority refers to the right to apply project resources, make decisions, and sign approvals. Examples include selecting methods to complete activities, quality acceptance, and responding to variances in the project. The individual authority of each team member should match their individual responsibilities. This is documented in the roles and responsibilities section in the human resource management plan.

QUESTION 744

It is important on all projects to determine when and how human resources will be met. Assume that you are managing a project to assess methods for streamlining the regulatory approval process for new medical devices in your government agency. Because the agency has undergone downsizing during the past three years, subject matter experts are in short supply. You must determine whether the needed subject matter experts can be acquired from inside the agency or whether you must use contractors. This information should be documented in the_____

- A. Make-or-buy decisions in the procurement management plan
- B. Contracts management plan
- C. Staffing management plan
- D. Resource management plan



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The staffing management plan is part of the human resource management plan. One section of it involves staff acquisition. Among other things, this section includes whether the human resources will come from within the organization or from external, contracted sources. These data then help to plan the acquisition of project team members.

QUESTION 745

In both the weak and strong matrix organizational structures, the primary condition leading to conflict is_____

- A. Communication barriers
- B. Conflicting interests
- C. Need for consensus
- D. Ambiguous jurisdictions

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Ambiguous jurisdictions exist when two or more parties have related responsibilities, but their work boundaries and role definitions are unclear. This situation is found frequently in weak and strong matrix organizations because of the "two-boss" concept.

QUESTION 746

As project manager, you are primarily responsible for implementing the project management plan by authorizing the execution of project activities. Because you do not work in a projectized organization, you do not have direct access to human resource administrative activities. Therefore you need to_____

- A. Outsource these functions
- B. Prepare a project team charter that is signed off by a member of the human resources department to delineate responsibilities
- C. Ensure that your team is sufficiently aware of administrative requirements to ensure compliance
- D. Ask the head of human resources to approve your project human resource plan personally

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A projectized work environment is unusual because project managers rarely have every function under their control. But compliance with administrative requirements, government regulations, union contract provisions, and other constraints is a consideration in human resource management.

QUESTION 747

Constant bickering, absenteeism, and substandard performance have characterized the behavior of certain members of your team. You have planned an off-site retreat for the team to engage in a variety of activities. Your primary objective for investing time and money in this event is to improve_____

- A. Team performance
- B. Morale
- C. Quality
- D. Individual performance

Correct Answer: A

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

Explanation:

Team development leads to improved team performance, which ultimately results in improved project performance. Improvements in team performance can come from many sources and can affect many areas of project performance. For example, improved individual skill levels such as enhanced technical competence may enable team members to perform their assigned activities more effectively. Team development efforts have greater benefit when conducted early but should take place throughout the project life cycle.

QUESTION 748

Two team members on your project often disagree. You need a conflict resolution method that provides a long-term resolution. You decide to use which one of the following approaches?

- A. Confronting
- B. Problem solving
- C. Collaborating
- D. Smoothing

Correct Answer: C

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

Explanation:

Collaborating or problem solving is an effective technique for managing conflict when a project is too important to be compromised. It involves incorporating multiple ideas and viewpoints from people with different perspectives and offers a good opportunity to learn from others. It provides a long-term resolution.

QUESTION 749

Which of the following is an enterprise environmental factor that may influence the development of the human resource management plan?

- A. The organizational structure of the performing organization
- B. Poor communication among team members
- C. Ambiguous staffing requirements
- D. Team morale

Correct Answer: A

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

Enterprise environmental factors can influence the develop human resource management plan process. The organizational structure of the performing organization determines whether the project manager's role is a strong one (as in a strong matrix) or a weak one (as in a weak matrix). Other examples of enterprise environmental factors are the organization's culture, geographic dispersion of team members, existing human resources, personnel administration functions, and marketplace conditions.

QUESTION 750

As a project manager, you believe in using a "personal touch" to further team development. One approach that has proven effective toward this goal is _____

- A. Creating a team name
- B. Providing flexible work time
- C. Issuing a project charter
- D. Celebrating special occasions

Correct Answer: D

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

Project managers can show interest in their team members by celebrating occasions such as birthdays, anniversaries with the organization, and special achievements. Other approaches include being supportive, being clear, learning some information about each team member, and being accessible. Through observation and conversation, the project management team monitors indicators such as progress toward project deliverables, accomplishments that are a source of pride for team members, and interpersonal issues.

QUESTION 751

Your project has been under way for some time, but indicators show that it is in trouble. You have observed all the following symptoms of poor teamwork in your project team EXCEPT _____

- A. Frustration
- B. Excessive meetings
- C. Lack of trust or confidence in the project manager
- D. Unproductive meetings

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The problem is not too many meetings, but unproductive ones. The purpose of project meetings is to focus the skills and resources of the project team on project performance. Meetings that are considered "gripe sessions" or a time for the project manager to "lay down the law" are demoralizing to the team.

QUESTION 752

You are the project manager for a two-year project that is now beginning its second year. The mix of team members has changed, and there is confusion as to roles and responsibilities. In addition, several of the completed work packages have not received the required sign-offs, and three work packages are five weeks behind schedule. To gain control of this project, you need to_____

- A. Rebase line your original human resource plan with current resource requirements
- B. Change to a projectized organizational structure for maximum control over resource assignments
- C. Work with your team to prepare a responsibility assignment matrix
- D. Create a new division of labor by assigning technical leads to the most critical activities

Correct Answer: C

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

The responsibility assignment matrix defines project roles and responsibilities in terms of work packages and activities. It can be used to show who is a participant, who is accountable, who handles review, who provides input, and who must sign off on specific work packages or project phases.

QUESTION 753

You are part of a team that is working to develop a new medical implant device. Your project manager is an expert in medical implantation devices, yet he continually seeks opinions from the team about a wide variety of project and product issues. Team members often run project meetings while he sits silently at the head of the table. Which one of the following best characterizes his leadership style?

- A. Laissez-faire
- B. Team directed
- C. Collaborative
- D. Shared leadership

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Shared leadership is more than participatory management or collaboration; it involves letting the project team take over as much of the leadership role as it will accept.

QUESTION 754

The major difference between the project coordinator and project expeditor forms

- A. Strong commitment to the project usually does not exist in the project expeditor form of organization
- B. The project coordinator cannot personally make or enforce decisions
- C. The project expeditor acts only as an intermediary between management and the project team
- D. The project coordinator reports to a higher-level manager in the organization

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The relative position of the project coordinator in the organization is thought to lead to an increased level of authority and responsibility.

QUESTION 755

Which one of the following represents a constraint on the acquire project team process?

- A. Pre assignment of staff to the project
- B. Recruitment practices of the organizations involved
- C. Use of outsourcing
- D. Team member training requirements

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:



Staff assignments in organizations are governed by the policies, procedures, or guidelines of individual components. These policies will constrain the project manager's actions in acquiring a project team. The more familiar the project manager is with such policies, the easier it will be for him/her to assemble a team. Such recruitment practices are examples of personnel administration policies; an enterprise environmental factor, which is an input to acquire project team.

QUESTION 756

According to Herzberg's Motivator-Hygiene Theory, when achievement, recognition, responsibility, and advancement, or promotion, are not present, employees will _____

- A. Become alienated with the organization and leave
- B. Lack motivation but will not be dissatisfied with their work
- C. Lack motivation and become dissatisfied with their work
- D. Become dissatisfied only if they do not receive salary increases

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Herzberg advanced the theory that hygiene factors, such as the poor attitude of a supervisor, lead to dissatisfaction but not usually to decreased motivation. When motivators, such as responsibility and recognition, are lacking, they lead to job dissatisfaction, but when such motivators are present, they tend to motivate a person in the performance of his or her work.

QUESTION 757

Objectives for conducting performance appraisals during the course of a project can include all the following EXCEPT _____

- A. Initial establishment of roles and responsibilities
- B. Discovery of unknown and unresolved issues
- C. Development of individual training plans
- D. Establishment of goals for future time periods

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project performance appraisals are a tool and technique for the manage project team process and are used, among other objectives, to reclarify roles and responsibilities. It is critical that team members receive positive feedback in what might otherwise be a hectic environment.

QUESTION 758

Your organization is adopting a project-based approach to business, which has been difficult. Although project teams have been created, they are little more than a collection of functional and technical experts who focus on their specialties. You are managing the company's most important project. As you begin this project, you must place a high priority on _____

- A. Creating an effective team
- B. Identifying the resources needed to finish the project on time
- C. The best way to communicate status to the CEO
- D. Establishing firm project requirements

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An effective team is critical to project success, but such a team is not born spontaneously. In early project phases, it is vitally important for the project manager to place a high priority on initiating and implementing the team-building process.

QUESTION 759

In organizing a project, a project manager must deal with conflict. Which statement is TRUE regarding conflict in projects?

- A. A matrix form of organization can produce a lack of clear role definitions and lead to ambiguous jurisdictions between and among functional leaders and project managers
- B. Sources of conflict include project priorities, PERT/CPM schedules, contract administrative procedures, and type of contract C. Conflict is to be avoided whenever possible
- D. Strong matrix project managers have few human resource conflicts, because they can dictate their needs to functional managers

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Matrix management is useful but complex, involving difficult communication because of the use of borrowed and often part-time resources who are spread throughout the organization.

QUESTION 760

The chances for successful completion of a multidisciplinary project are increased if project team members are_____

- A. Problem oriented
- B. Politically sensitive to top management's needs
- C. Focused on individual project activities
- D. Focused on customer demands

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Problem-oriented people tend to learn and use whatever problem-solving techniques appear helpful. Although the project manager must be politically sensitive, team members need not have developed this skill to the extent required of the project manager; and rather than focusing on individual activities, team members should take a systems approach focusing on the entire project.

QUESTION 761

The terms strong matrix, balanced matrix, and weak matrix when applied to the matrix structure in project organization refer to the_____

- A. Ability of the organization to achieve its goals
- B. Physical proximity of project team members to one another and to the project manager
- C. Degree of the project manager's authority
- D. Degree to which team members bond together

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a strong matrix organization, the balance of power shifts toward the project manager. In a weak matrix organization, the balance of power shifts toward the functional or line manager.

QUESTION 762

The key way for a project manager to promote optimum team performance in project teams whose members are not collocated is to _____



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- A. Build trust
- B. Establish a reward and recognition system
- C. Obtain the support of the functional managers in the other locations
- D. Exercise his or her right to control all aspects of the project

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Team members who are physically separate from one another tend not to know each other well. They have few opportunities to develop trust in the traditional way, and they tend to communicate poorly with one another. Trust then must become the foundation upon which all team-building activities are built.

QUESTION 763

Hierarchical-type charts are a tool and technique for use in human resource planning. Which one of the following is helpful in tracking project costs and can be aligned with the organization's accounting system?

- A. RACI
- B. RAM
- C. RBS
- D. OBS

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The resource breakdown structure (RBS) is a variation of the organizational breakdown structure (OBS) and is used to show which work elements are assigned to individuals and other resource categories. As an example, it can show all crane operators and cranes even though they may be scattered throughout the OBS and WBS, which can help to track project costs.

QUESTION 764

When choosing the most appropriate form of project organization, the first step is to _____

- A. Create the WBS and let it determine the project organizational structure
- B. Produce a project management plan and determine the functional areas responsible for each task
- C. Refer to the project charter developed by top management
- D. Develop a project schedule, including a top-down flowchart, and identify the functional areas to perform each task

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All effort on a project starts from the project management plan, which details the work that must be accomplished. It is a key input as the human resource management plan is developed.

QUESTION 765

Conflicts in which following three areas represent the majority of all project conflicts?

- A. Personalities, cost objectives, and schedules
- B. Cost objectives, administrative procedures, and scarce resources
- C. Scarce resources, scheduling priorities, and personal work styles
- D. Personal work styles, project priorities, and cost objectives

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although all areas listed contain potential conflicts, the majority of all conflict in a project environment is caused by scarce resources, scheduling priorities, and personal work styles.

QUESTION 766

Which of the following qualifications is the most important for a project manager?

- A. Supervisory experience
- B. Negotiation skill
- C. Education in a technical field
- D. Ability to work well with others

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project management requires getting things done through people who generally do not report directly to the project manager. The ability to influence project team members, as well as other key stakeholders, is crucial for success.

QUESTION 767

Determining the method and the timing of releasing team members should be included in the_____

- A. Staff acquisition plan
- B. Human resource plan
- C. Staffing management plan
- D. Project training plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The staffing management plan is a document that describes when and how human resources will become part of the project team and when they will return to their organizational units. It addresses how staff members will be acquired, how long they will remain on the project, how and when they will be released, training needs, and other important aspects of forming and disbanding the team.

QUESTION 768

As project manager, you plan to conduct a "kickoff" meeting at which you will discuss all the following EXCEPT_____

- A. Establishing working relationships and standard formats for global communication
- B. Reviewing project plans
- C. Establishing individual and group responsibilities and accountabilities
- D. Discussing specific legal issues regarding the contract

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Conducted after contract award or approval of the project, the kickoff meeting provides an opportunity for project participants to get to know each other and review information about the project. It is not a forum to discuss detailed project issues.

QUESTION 769

One purpose of the communications management plan is to provide information about the_____

- A. Methods that will be used to convey information
- B. Methods that will be used for releasing team members from the project when they are no longer needed
- C. Project organization and stakeholder responsibility relationships
- D. Experience and skill levels of each team member

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

These methods or technologies can include memos, e-mails, and/or press conferences.

They are one of several items to include in this plan.

QUESTION 770

Project managers for international projects should recognize key issues in cross-cultural settings and place special emphasis on_____

- A. Establishing a performance reporting system

- B. Using good communication planning
- C. Establishing and following a production schedule for information distribution to avoid responding to requests for information between scheduled communications
- D. Using translation services for formal, written project reports

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An effective way to manage cultural diversity on projects is for the project manager to get to know the team members and to use good communication planning. It is necessary to consider time zones and language barriers as well as cultural differences and to include a glossary of common terminology in the communications management plan.

QUESTION 771

You are managing a project with team members located at customer sites on three different continents. As you plan communications with your stakeholders, you should review_____

- A. Stakeholder management plan
- B. Stakeholder register
- C. Communications model
- D. Communications channels

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder register is an input to the plan communications management process. It contains the identified stakeholders including their name, position, location, and role; their main requirements, expectations, and potential influence; and whether or not they are supporters, neutral, or resisters of the project.

QUESTION 772

Having worked previously on projects as a team member, you are pleased to now be the project manager to develop a new process to ensure that software projects in your IT Department are considered a success and are not late or over budget. However, many of your team members are new to the organization. As you work to establish a high-performing team, you realize the importance of_____

- A. Mentoring

- B. Coaching
- C. Moving quickly through the forming and storming stages
- D. Safeguarding information

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Many communications skills are common to both general management and project management. Coaching is one example. It is especially useful to develop the team to higher levels of competency and performance and helping people recognize their potential through empowerment and development. It is used to aid team members to develop or enhance their skills required to achieve project success.

QUESTION 773

As a project manager, you try to use empathic listening skills to help understand another person's frame of reference. In following this approach, you should_____

- A. Mimic the content of the message
- B. Probe, then evaluate the content
- C. Evaluate the content, then advise
- D. Rephrase the content and reflect the feeling



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Empathic listening requires seeing the world the way the other person sees it, with the goal of understanding that person's views and feelings. Unlike sympathetic listening, empathic listening contains no element of value judgment. It is essential to listen actively and effectively and to question and probe ideas to help ensure better understanding.

QUESTION 774

Statements of organizational policies and philosophies, position descriptions, and constraints are examples of_____

- A. Formal communication
- B. Lateral communication

- C. External communication
- D. Horizontal communication

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Formal communication provides direction and control for project team members and other employees. They also contain reports, minutes, and briefings and are examples of organizational process assets used in manage communications and in control communications.

QUESTION 775

You have decided to organize a study group of other project managers in your organization to help prepare for the PMP exam. What type of communication activity are you employing in your efforts to organize this group?

- A. Horizontal
- B. Vertical
- C. Official
- D. External



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communication activities have many potential dimensions to consider in exchanging information between the sender and the receiver. Horizontal communication occurs between or among peers, that is, across, rather than up and down, the organization.

QUESTION 776

Your company CEO just sent you an e-mail asking you to make a presentation on your project, which has been in progress for 18 months, to over 50 identified internal and external stakeholders. You have been conducting such presentations and holding meetings regularly on this important project. You should begin by_____

- A. Defining the audience
- B. Determining the objective

- C. Deciding on the general form of the presentation
- D. Circulating issues to be discussed

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Meetings are held regularly on projects to update and communicate project information and to respond to requests from stakeholders for the information. Most meetings consist of stakeholders coming together to resolve problems or make decisions. Typical meetings begin with a defined list of issues to be discussed, which are distributed in advance with minutes and other key information relative to the meeting.

QUESTION 777

You are responsible for a project in your organization that has multiple internal customers. Because many people in your organization are interested in this project, you realize the importance of _____

- A. Conducting a stakeholder analysis to assess information needs
- B. Performing communications planning early
- C. Determining the communications requirements of the customers
- D. Having an expert on communications management and customer relationship management on your team

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

On most projects, communications planning should be performed very early such as when the project management plan is prepared. This approach then allows appropriate resources, such as time and budget, to be allocated to communications activities.

QUESTION 778

Project managers spend a great deal of time communicating with the team, the stakeholders, the client, and the sponsor. One can easily see the challenges involved, especially if one team member must communicate a technical concept to another team member in a different country. The first step in this process is to _____

- A. Encode the message
- B. Decode the message

- C. Determine the feedback loops
- D. Determine the medium

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As the first step in the basic communication model, it is essential to translate thoughts or ideas into a language that is understood by others. Then, the message is sent using various technologies, and the receiver decodes it or translates it back into meaningful thoughts or ideas.

QUESTION 779

On your project, scope changes, constraints, assumptions, integration and interface requirements, and overlapping roles and responsibilities pose communications challenges. The presence of communication barriers is most likely to lead to_____

- A. Reduced productivity
- B. Increased hostility
- C. Low morale
- D. Increased conflict



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Barriers to communication lead to a poor flow of information. Accordingly, messages are misinterpreted by recipients, thereby creating different perceptions, understanding, and frames of reference. Left unchecked, poor communication increases conflict among project stakeholders, which causes the other problems listed to arise. Then, the project manager must work actively to resolve conflicts so disruptive impacts are prevented.

QUESTION 780

The most common communication problem that occurs during negotiation is that_____

- A. Each side may misinterpret what the other side has said
- B. Each side may give up on the other side
- C. One side may try to confuse the other side
- D. One side may be too busy thinking about what to say next to hear what is being said

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Effective communication is the key to successful negotiation. Misunderstanding is the most common communication problem. A project manager should listen actively, acknowledge what is being said, and speak for a purpose. It is essential to listen attentively and communicate articulately.

QUESTION 781

You finally have been appointed project manager for a major company project. One of your first activities as project manager will be to create the communications management plan. As you match the stakeholder with the appropriate communication methods for that stakeholder, you could use any one of the following methods EXCEPT _____

- A. Interactive communications
- B. Passive communications
- C. Pull communications
- D. Push communications

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

You can use several different methods to share information. Interactive communications are multidirectional in nature, such as conferences and meetings. Pull communications are those methods where the recipient finds the information at their leisure and gets the information that they want at their discretion. Push communications is targeted information sent to a select group but does not certify that the recipient actually has received the information, such as e-mail. Passive communications is more of a style of delivering the content or receiving the content.

QUESTION 782

As an output of plan communications, it may be necessary to update the project documents, which include the _____

- A. Stakeholder register
- B. Corporate policies, procedures, and processes
- C. Knowledge management system
- D. Stakeholder management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In the plan communications management process the two documents that may be updated are the project schedule and the stakeholder register.

QUESTION 783

Sample attributes of a communications management plan include which one of the following?

- A. Roles
- B. Responsibilities
- C. Ethics
- D. Authority

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The communications management plan should identify the person responsible for communicating the information and the person responsible for authorizing release of any confidential information.

QUESTION 784

The process of conferring with others to come to terms or reach an agreement is called_____

- A. Win-win
- B. Negotiation
- C. Getting to "yes"
- D. Confrontation

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



Explanation:

Negotiation if done well increases the probability of project success and involves conferring with others of shared or opposed interests with a view toward compromise. Negotiating is required to achieve mutually acceptable agreements between parties.

QUESTION 785

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 786

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 787

As head of the PMO, you will receive performance reports for all major projects. You decided to set a guideline for project managers as performance reporting should_____

- A. Collect work performance information on the status of deliverables
- B. Provide earned value data for project forecasting
- C. Provide information at an appropriate level for each audience
- D. Focus on cost and schedule variances rather than scope, resources, quality, and risks

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Performance reporting is a tool and technique in manage communications. Performance reports range from simple status reports to more elaborate reports. The emphasis is to ensure performance reporting provides the needed information for each audience level.

QUESTION 788

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 789

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 790

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 791

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 792

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 793

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 794

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 795

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 796

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 797

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 798

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 799

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 800

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 801

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 802

Changes in the report formats and lessons learned documents process should trigger changes to the_____



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- 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 803

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 804

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 805

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 806

You are working on a project with 15 stakeholders. The number of communication channels on this project is_____

- A. 15
- B. 105C. 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 807

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:

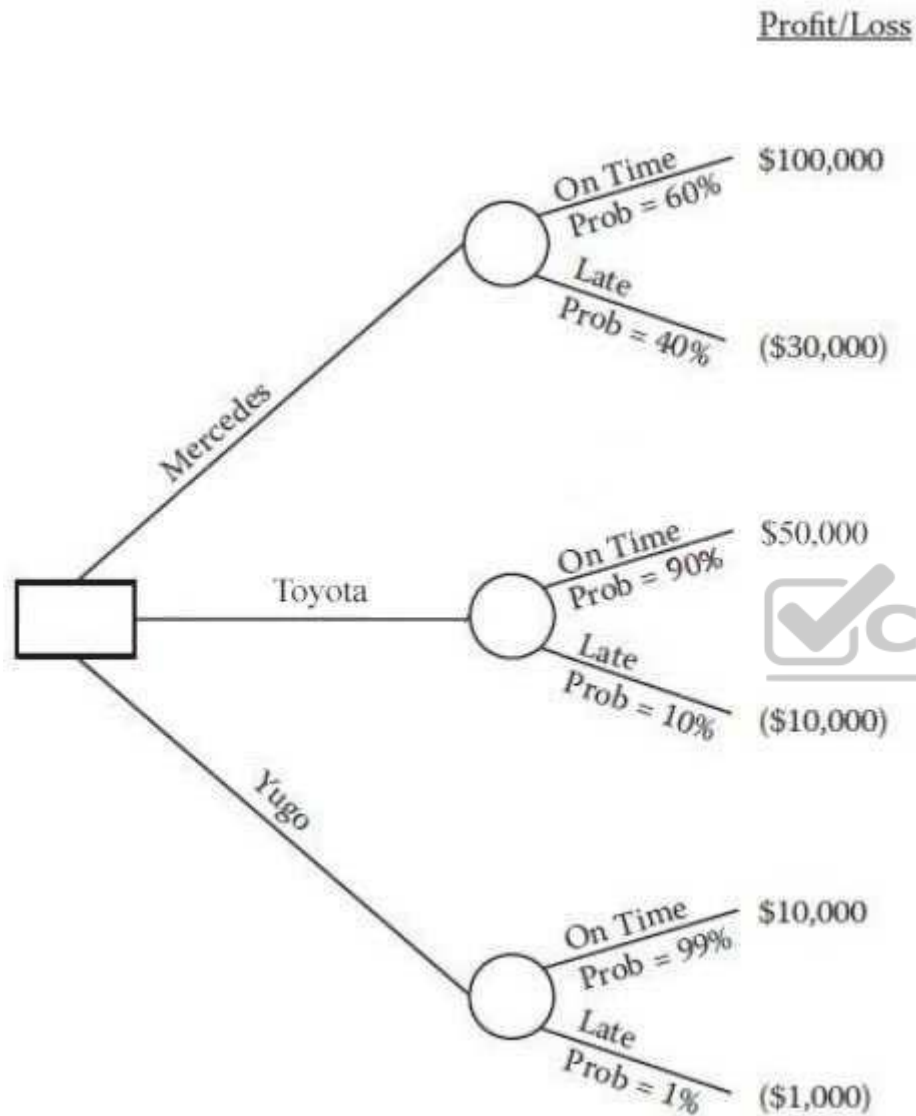
Explanation:

Where n = the number of stakeholders.

QUESTION 808

As the project manager, you have the option of proposing one of three systems to a client: a full-feature system that not only satisfies the minimum requirements but also offers numerous special functions (the "Mercedes"); a system that meets the client's minimum requirements (the "Yugo"); and a system that satisfies the minimum requirements plus has a few extra features (the "Toyota"). The on-time records and associated profits and losses are depicted on the below decision tree. What is the expected monetary value of the "Toyota" system?





- A. \$9,900
- B. \$44,000

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$$\begin{aligned}\text{EMV VToyota} &= (\$50,000 \times 90\%) + (\$10,000 \times 0\%) \\ &= \$45,000 + (-\$1,000) \\ &= \$44,000\end{aligned}$$

QUESTION 809

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 810

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 811

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 812

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 813

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 814

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 815

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 816

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 817

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 818

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 819

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_____

B.

- A. Comparing power and influence
 - 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 820

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 821

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_____

C.

- 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
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 822

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 823

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_____

D.

- 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
An output from the control stakeholder engagement process



E.

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 824

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 825

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 826

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 827

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 828

The last step in the stakeholder analysis process is to_____

- A. Determine the organizational culture
- B. Assess how stakeholders probably will respond in various situations
- C. Determine stakeholder roles, interests, and expectations
- D. Evaluate the amount of support each stakeholder could generate

Correct Answer: B

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

In stakeholder analysis, the last step is to assess how key stakeholders are likely to react or respond to various situations in order to plan how to influence them to enhance their support and mitigate any potential negative impacts.

QUESTION 829

You realize that on projects, some stakeholders will not be as receptive as others to your project and actually can be negative from the beginning. Assume you have classified your stakeholders on your project designed to ensure students in your city have access to the best educational resources available, whether in class or on line, your stakeholder management plan is a sensitive document. Therefore, you need to_____

- A. Tell your team to never disclose it to anyone outside the team without consulting you first
- B. Involve your team as you develop it but maintain the final copy yourself
- C. Review the validity of its underlying assumptions
- D. Set up an information distribution system and have each team member sign it for concurrence

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Information on resistant stakeholders can be damaging, and consideration is needed regarding distributing the stakeholder management plan and the stakeholder register. The project manager needs to be aware of the sensitive nature of these documents. When preparing and updating them, the best practice is to review the underlying assumptions to ensure continued accuracy and relevancy.

QUESTION 830

Stakeholder engagement involves a number of critical activities. An example is_____

- A. Ensuring goals are met through negotiation and communications
- B. Developing management strategies to engage them during the project's life cycle
- C. Adjusting strategies and plans to engage stakeholders effectively
- D. Identifying the scope and impact of changes to project stakeholders

Correct Answer: A

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

A key activity in manage stakeholder engagement is to manage stakeholder expectations through negotiation and communications, ensuring project goals are achieved.

QUESTION 831

Work performance information is an output of control stakeholder engagement. It includes a number of items, one of which is_____

- A. Change requests
- B. Issue log
- C. Documented lessons learned
- D. Status of deliverables

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Work performance information is performance data collected from various controlling processes that are analyzed and integrated based on relationships among areas. The data are transformed into information, which is correlated and contextualized and provides a sound foundation for project decisions. The status of deliverables is an example.

QUESTION 832

Often in working as a project manager, it is easy to overlook key stakeholders. Assume you work for a device manufacturer and are working as the project manager for the next generation valve replacement. Your company has been a leader in this market, which means you have a lot of lessons learned available to you. Your project is scheduled to last four years. As a best practice, you should_____

- A. Work actively with your company's Knowledge Management Officer
- B. Consult regularly with your program manager
- C. Work actively with members of your Governance Board
- D. Work actively with members of your company's Portfolio Review Board

Correct Answer: C

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

New product development organizations are noted for setting up Governance Boards to oversee projects. Additionally in this situation, it is a long project that is important to the company. Project governance ensures the alignment of the project with stakeholder needs and expectations and is critical to the management of stakeholder expectations and to the achievement of organizational objectives.

QUESTION 833

Assume you are managing the development of a construction project in your city to replace its five bridges so they are state of the art and meet updated safety standards since they originally were constructed 20 years ago. The design work has been completed, you have awarded subcontracts, and are set to begin construction. Today your legal department told you to stop work as you had not consulted them, and there was a critical standard you overlooked during the design process.

This example shows_____

- A. You need to continually work to engage stakeholders on your project
- B. You should use a RACI chart and have one of your team members work with the legal department throughout the project
- C. You should provide the legal department with a copy of your stakeholder management plan and ask for their representative to sign it and offer any comments
- D. You need to continually identify project stakeholders

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Stakeholder identification is a continual process throughout the project life cycle. The legal department often is overlooked, but it is a significant stakeholder, and in this situation, delays resulted. Significant expenses often are due to legal requirements that must be met before the project can be completed, or the project scope is delivered.

QUESTION 834

Assume your construction project is for a small city with only 8,500 people. There has been opposition to it from the beginning, when the City Commissioners approved it by many residents. The residents recognize they will be severely impacted as the new bridges are implemented, and during the public hearings before the Commissioners' decision, they hired an attorney to state they felt the more cost effective approach was to strengthen the bridges so they met today's safety requirements. Residents now know you have been ordered to stop work, and they have requested a meeting with the Commission on Tuesday. This means you should_____

- A. Develop a mitigation plan to present at this meeting
- B. Work diligently with the legal department to satisfy their concerns and receive a go ahead before Tuesday's meeting
- C. Demonstrate at the meeting the sustainability impacts of the new bridges
- D. Balance the interests of these negative stakeholders and meet with them before Tuesday's meeting

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Overlooking negative stakeholders' interests can result in an increased likelihood of failures, delays, or other negative consequences to projects. The project manager must control stakeholder engagement, which can be difficult since they often have different or competing objectives.

QUESTION 835

The salience model is one way to classify stakeholders. In it_____

- A. Stakeholders' power, urgency, and legitimacy are used
- B. Stakeholders' level of authority and concern are used
- C. Stakeholders' active involvement and power are used
- D. Stakeholders' influence and ability to effect changes are used

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In the salience model, stakeholders are described in classes based on their power or ability to impose their will, urgency or need for immediate action, and legitimacy or their involvement.

QUESTION 836

In plan stakeholder management, all organizational assets are used as inputs; however, which of the following are of particular importance?

- A. Organization culture and the political climate
- B. Practices and habits and templates
- C. Lessons learned database and historical information
- D. Organization's knowledge management system and policies and procedures

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

While it is rare that all organizational process assets are used in any process, these are of particular importance as they provide insight on previous stakeholder management plans and their effectiveness. They can be used to plan stakeholder management activities for the current project.

QUESTION 837

Assume you have identified your stakeholders and are preparing your stakeholder management plan. You are fortunate that your team is a collocated team as you are working on an internal project to reorganize your IT Department so it is focused more on its customers. The project sponsor is the Chief Operating Officer, and the IT Department Director was surprised as she thought all was well. However, you notice when planning meetings are held, the Chief Financial Officer never attends. You feel since IT affects the entire company, all the senior leaders need some type of involvement. You therefore feel the Chief Financial Officer may be_____

- A. Resistant
- B. Unaware
- C. Uninterested
- D. Satisfied

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Since the Chief Financial Officer has financial responsibility for all of the company's work, in preparing a stakeholder engagement strategy, he or she probably is aware of this project, and probably is resistant to change, perhaps feeling resources could be better spent on other initiatives.

QUESTION 838

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 839

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 840

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 841

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 842

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 843

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 844

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 845

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_____

- 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 846

One way to develop an understanding of major project stakeholders to exchange and analyze project information about roles and interests is to_____



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- 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 847

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 848

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 849

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 850

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 851

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 852

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 853

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 854

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 855

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 856

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 857

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 858

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 859

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 860

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 861

Change control procedures, configuration management knowledge base, versions, and baselines in the develop project management plan process are:

- A. Enterprise environmental factors
- B. Organizational process assets
- C. Part of the project's configuration management plan, which as a subsidiary plan will be part of the project management plan
- D. Part of the organization's management practices

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizational process assets include formal and informal plans, policies, procedures, and guidelines. As an input to the develop project management plan process, they include the items listed as well as standardized guidelines, instructions, proposal evaluation criteria, and performance measurement criteria; project management plan template; change control procedures; project files from previous projects; and historical information and lessons learned.

QUESTION 862

You are managing a project that has five subcontractors. You must monitor contract performance, make payments, and manage provider interface. One subcontractor submitted a change request to expand the scope of its work. You decided to award a contract modification based on a review of this request. All these activities are part of _____

- A. Control procurements
- B. Conduct procurements
- C. Form contract
- D. Configuration management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purpose of control procurements is to ensure that the contractual requirements are met by the seller. This objective is accomplished by managing procurement relationships, monitoring contract performance and making changes and corrections to contracts if appropriate.

QUESTION 863

Although the project charter serves to state the project manager's authority and responsibility on the project, the project manager further requires which type of power in order to be an effective leader?

- A. Expert
- B. Legitimate
- C. Position
- D. Referent

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Expert power is a function of knowledge, skills, and reputation possessed by the project manager.

In such situations, project personnel will do what the project manager wants because they believe he or she knows best, and they trust and respect the project manager.

QUESTION 864

The performance measurement baseline consists of all the following EXCEPT _____

- A. Scope baseline
- B. Requirements baseline
- C. Schedule baseline
- D. Cost baseline

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The scope, schedule, and cost baselines may be combined into a performance measurement baseline. It also may include technical and quality parameters. It then is used as an overall project baseline against which project execution is compared to measure and manage performance. It also is used for earned value measurements.

QUESTION 865

While working as the project manager on a new project to improve overall ease of use in the development of a railroad switching station, you have decided to add a subject matter expert who specializes in ergonomics to your team. She has decided to observe the existing approach as you and your team work to define requirements for the new system. This method is also called _____

- A. Mentoring
- B. Coaching
- C. Job shadowing
- D. User experimentation

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Observations are a tool and technique in the collect requirements process. They provide a way to view individuals in their environment and to see how they perform their jobs or tasks and carry out processes. Another term for this approach is job shadowing and usually is done by an observer viewing the user performing his or her job.

QUESTION 866

In addition to providing support to the project, quality assurance also provides an umbrella for_____

- A. Plan-do-check-act
- B. Continuous process improvement
- C. Project management maturity
- D. Work performance information

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Continuous process improvement provides an iterative means for improving the quality of all processes and is part of the definition of quality assurance. Its objective is to reduce waste and eliminate non-value-added activities.

QUESTION 867

As you manage the railroad switching station project, you are concerned that the business analyst who was responsible for preparing the WBS may have overlooked some parts of the project. In order to see if the WBS requires enhancements you decide to_____

- A. Perform a cause-and-effect diagram
- B. Meet with your sponsor
- C. Use an affinity diagram
- D. Review the accompanying WBS Dictionary with a member of the PMO

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In quality assurance an affinity diagram is used to generate ideas that can be linked to form organized patterns of thought about a problem. Using them in project management, one can enhance the creation of the WBS by using it to give structure to the decomposition of scope.

QUESTION 868

Assume that your company is working under a fixed-price-incentive contract. It has a target cost of \$100,000, a target profit of 10%, a price ceiling of \$120,000, and a share formula of 80/20. Assume that your company completes all of the work but has actual costs of \$110,000. What is the final value of this procurement?

- A. \$120,000
- B. \$132,000
- C. \$118,000
- D. \$110,000

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In this situation, there is a \$10,000 overrun from the target costs. Applying the 80/20 share ratio, the seller's share of the overrun is 20% of \$10,000 or a minus \$2,000 in earned fee. The final value of this procurement is \$110,000 in costs, plus a seller fee of \$10,000 less \$2,000, or \$8,000 for a final price of \$118,000.

QUESTION 869

If you apply the configuration management system along with change control processes project wide, you will achieve all but one of the which following objectives?

- A. Provide the basis for which the product configuration is defining
- B. List the approved configuration identification
- C. Document the specific responsibilities of each stakeholder in the perform integrated change control process
- D. Ensure the composition of a project's configuration items is correct

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Configuration management is an integral part of the perform integrated change control process. It is necessary because projects by their nature involve changes. The integrity of baselines must be maintained by releasing only approved changes for incorporation into the project's products or services and by maintaining their related configuration and planning documentation.

QUESTION 870

You need to outsource the testing function of your project. Your subcontracts department informed you that the following document must be prepared before conducting the procurement: A. Make-or-buy analysis

- B. Procurement management plan
- C. Evaluation methodology
- D. Contract terms and conditions

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The procurement management plan describes how the project management team will acquire goods and services from outside the performing organization. It describes how the procurement processes will be used from developing procurement documents through closing contracts.

QUESTION 871

Constraints common to projects include_____

- A. Scope, quality, schedule, budget, and risk
- B. Scope, teaming, planning, and resources
- C. Scope
- D. Resources and communication



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The constraints include, but are not limited to scope, schedule, budget (cost), quality, resources, and risk.

QUESTION 872

You are developing a project charter and want to ensure that any changes that may occur after the project begins will be controlled rigorously. You have consulted your company's configuration management knowledge base, and it contains versions and baselines of all the following official company documents EXCEPT_____

- A. Standards

- B. Strategic plans
- C. Policies
- D. Procedures

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The configuration management knowledge base is an organizational process asset. It contains the versions and baselines of all company policies, practices, procedures, and standards, as well as pertinent project documents.

QUESTION 873

To identify inefficient and ineffective policies, processes, and procedures in use on a project, you should conduct_____

- A. An inspection
- B. A process analysis
- C. Benchmarking
- D. A quality audit



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A quality audit is a tool and technique for the perform quality assurance process. It is primarily used to determine whether the project team is complying with organizational and project policies, processes, and procedures.

QUESTION 874

Your project management office implemented a project management methodology that emphasizes the importance of integrated change control. It states that change requests can occur in all the following forms EXCEPT_____

- A. Indirect
- B. Legally mandated
- C. Informal
- D. Internally initiated

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Change requests are an input to the perform integrated change control process. Although occurring in many forms, they must be formal requests developed within the context of a change control system consisting of documented procedures.

QUESTION 875

Configuration management describes procedures for applying technical and administrative direction and surveillance. Which one of the following tasks is NOT performed in configuration management?

- A. Identifying functional and physical characteristics of an item or system
- B. Controlling changes to characteristics
- C. Performing an audit to verify conformance to requirements
- D. Allowing automatic approval of changes

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Allowing for automatic approval of defined changes is a function of the change control system, not configuration management. Configuration management ensures that the description of the project product is correct and complete. The change control system consists of a set of procedures to describe how modifications to project deliverables and documentation are managed and controlled.

QUESTION 876

A number of tools and techniques are helpful in the perform integrated change control process. If you want to implement an integrated change control process, you should use_____

- A. Configuration management software
- B. A project management information system
- C. Project status review meetings
- D. Change control meetings

Correct Answer: D

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

Explanation:

Often, a project will set up a change control board, which has the responsibility for meeting and reviewing the change requests, and approving, rejecting, or other disposition of the changes. Decisions of the board are documented and communicated to stakeholders for information and follow-up actions.

QUESTION 877

Having worked previously as a software project manager, you were pleased to be appointed as the project manager for a new systems integration project designed to replace the existing air traffic control system in your country. You found a requirements traceability matrix to be helpful on software projects, so you decided to use it on this systems integration project. Using such a matrix helps to ensure that each requirement_____

- A. Adds quality and supports the organization's quality policy
- B. Adds business value as it links to business and project objectives
- C. Sets forth the level of service, performance, safety, security, and compliance
- D. Shows the impact to other organizational areas and to entities outside of the performing organization

Correct Answer: B

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

Explanation:

The requirements traceability matrix is a table that links requirements to their origin and traces them throughout the life cycle. This approach helps to ensure that each requirement adds value as it links to the business and project objectives. It also tracks requirements during the life cycle to help ensure that the requirements listed in the requirements document are delivered at the end of the project.

QUESTION 878

During the closing phase of the project, the top-ranked source of conflict is_____

- A. Schedule
- B. Administrative procedures
- C. Cost
- D. Human resources

Correct Answer: A

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

Explanation:

In many projects, there is a rush to finish because of schedule slippages that develop in the execution/implementation phase. Delays in schedules become cumulative and impact the project most severely in the final stages of the project. While there are other sources of conflict, such as personalities and cost, attempting to finish on time is always on everyone's mind.

QUESTION 879

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 880

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 881

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 882

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 883

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 884

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 885

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 886

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 887

An approach to provide insight into the health of the project and to identify any areas that require special attention is to_____



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- 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 888

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 889

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 team is moving on and separation. Management skills involve evaluating, reviewing, and improving, while leadership qualities are celebrating and bringing closure.

QUESTION 890

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 891

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 892

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 893

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 894

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 use in close project or phase to ensure closure is performed to appropriate standards.

QUESTION 895

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 896

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 897

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 898

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 899

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 900

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 901

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 902

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 903

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 904

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 905

Your experience has taught you that inappropriate responses to cost variances can produce quality or schedule problems or unacceptable project risk. When leading a team meeting to discuss the importance of cost control, you note that cost control is concerned with_____

- A. Influencing the factors that create change to the authorized cost baseline
- B. Developing an approximation of the costs of the resources needed to complete the project
- C. Allocating the overall cost estimate to individual work items
- D. Establishing a cost performance baseline

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The control costs process is also concerned with ensuring that requested changes have been acted upon, managing actual changes if and when they occur, ensuring cost expenditures do not exceed authorized funding, monitoring cost performance, preventing unapproved changes from being included in the reported cost or resource use, informing stakeholders of all approved changes and their costs and bringing expected cost overruns within acceptable limits.

QUESTION 906

You are pleased to be the project manager for a new video conferencing system for your global organization. You want it to be one that is easy to use and is state of the art. As the project manager, you also are the project leader. You realize leadership is critical throughout the phases of the project and its key elements are_____

- A. Respect and trust
- B. Political and cultural awareness
- C. Negotiation and influencing
- D. Decision making and conflict management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Leadership is critical to project management as it focuses on ensuring a group of people are working toward a common goal and enables them to work as a team. It involves getting things done through others. Respect and trust, not fear and submission, are its key elements. PMI®

QUESTION 907

The WBS represents all product and project work, including project management. It is sometimes called the_____

- A. Control account level
- B. 100% rule
- C. Integration of scope, cost, and schedule for comparison to the earned value
- D. The code of accounts

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The WBS is a deliverable-oriented, hierarchical decomposition of work to be done by the project team. Sometimes called the 100% rule, it shows the total of the work at the lowest levels must roll up to the higher levels so that nothing is left out and no extra work is done.

QUESTION 908

Your company is in the project management training business. In addition, the company publishes several exam study aids for the PMP® and CAPM® exam. You have your PMP® and you have been appointed as the project manager to make sure your company's training materials are updated to be aligned with the new PMBOK® Guide. You must complete your project in six months. You are now in month four. Many of your team members have been working on other projects as the company uses matrix management. In a performance review meeting today, you informed your Governance Board that you did not think you could complete this project in the remaining two months. You were informed that additional resources were not available, but you had to complete your project on time. Your best course of action is to_____

- A. Revise your schedule baseline
- B. Use fast tracking
- C. Adjust leads and lags now in your schedule
- D. Use modeling techniques

Correct Answer: B

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

Explanation:

Fast tracking or crashing the schedule for the remaining work to be done are examples of schedule compression techniques to find ways to bring project activities that are behind into alignment with the project management plan.

QUESTION 909

You are trying to determine whether or not to conduct 100% final system tests of 500 ground-based radar units at the factory. The historical radar field failure rate is 4%; the cost to test each unit in the factory is \$10,000; the cost to reassemble each passed unit after the factory test is \$2,000; the cost to repair and reassemble each failed unit after factory test is \$23,000; and the cost to repair and reinstall each failed unit in the field is \$350,000. Using decision tree analysis, what is the expected value if you decide to conduct these tests?

- A. \$5.5 million
- B. \$5.96 million
- C. \$6.42 million
- D. \$7 million

Correct Answer: C

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

Explanation:

Test: $\$5\text{M} + \$960\text{K} + \$460\text{K} = \6.42M ; Don't Test: \$7M.

QUESTION 910

Motivation is dynamic and complex. The statement, "Motivation is an intrinsic phenomenon. Extrinsic satisfaction only leads to movements, not motivation" is attributed to which of the leading theories of motivation?

- A. Maslow's Hierarchy of Needs Theory
- B. Herzberg's Motivator-Hygiene Theory
- C. Morse and Lorsch's Contingency Theory
- D. McGregor's Theory X/Theory Y

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Frederick Herzberg's Motivator-Hygiene Theory asserts that some job factors lead to satisfaction, whereas others can only prevent dissatisfaction. There are two types of factors associated to the motivation process: hygiene factors, which relate to the work environment, and motivators, which relate to the work itself. Hygiene factors, if provided appropriately, can prevent dissatisfaction, while motivating factors can increase job satisfaction and are more permanent.

QUESTION 911

Each time you meet with your project sponsor, she emphasizes the need for cost control. To address her concerns, you should provide_____

- A. Work performance information
- B. Cost baseline updates
- C. Resource productivity analyses
- D. Trend analysis statistics

Correct Answer: A

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

The project's work performance information should document and communicate the CV, SV, CPI, SPI, TCPI, and VAC for the WBS components in particular for specific work packages and control accounts.

QUESTION 912

One output of the control costs process is cost forecasts, which is when_____

- A. Modifications are made to the cost information used to manage the project and are communicated to stakeholders
- B. Trend analyses are performed and communicated to stakeholders
- C. A budget update is required and communicated to all stakeholders
- D. A calculated EAC value or a bottom-up EAC value is documented and communicated to stakeholders

Correct Answer: D

Section: Mix Questions
Explanation
Explanation/Reference:

Explanation:

Cost forecasts are another output of control costs, and the EAC is used to show the expected total costs of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

QUESTION 913

You work for an electrical utility company and will be managing a project to build a new substation that will serve a new industrial park. This project was authorized because of a _____

- A. Business need
- B. Market demand
- C. Technological advance
- D. Customer request

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Projects can be authorized as a result of a market demand, organizational need, customer request, technological advance, legal requirement, ecological impact, or a social need. The new industrial park is an example of a project authorized because of a customer request.

QUESTION 914

A final project report is a recommended best practice. Although this report can be organized in a variety of ways, how should each item that is covered in the report be addressed?

- A. A recommendation for changing current practice should be made and defended.
- B. The focus should be solely on items that did not work well on the project.
- C. Individuals who did not contribute successfully as team members should be noted.
- D. An earned value discussion is warranted.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

It is important to capture lessons learned, which then can be used on subsequent projects. The more detailed the lessons the better. However, when it comes to personnel lessons learned, the information should be handled in a confidential manner.

QUESTION 915

At the time the risk register is first prepared, it should contain all the following entries EXCEPT _____

- A. Root causes of risk
- B. Structure for describing risks
- C. List of risks requiring near-term responses
- D. List of potential responses

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The primary outputs from identify risks are initial entries into the risk register. It ultimately contains outcomes of other risk management processes as they are conducted. As an output of identify risks, the risk register should contain a list of identified risks, a list of potential responses, root causes that gave rise to the identified risks, and a structure for describing risks.

QUESTION 916

Which of the following theorists stated that people generally are motivated according to the strength of their desire either to achieve high levels of performance or to exceed in competitive situations?

- A. David McGregor
- B. David McClelland
- C. Victor Vroom D. B. F. Skinner

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

According to David McClelland, there are three relevant motives or needs in work situations: the need for achievement, power, and affiliation or association. This theory supports the view that there is a high correlation between achievement, affiliation, and power motives and the overall motivation and performance achieved in a project.

QUESTION 917

Your project is considered very risky. You plan to perform numerous what-if scenarios on your schedule using simulation software that will define each schedule activity and calculate a range of possible durations for each activity. The simulation then will use the collected data from each activity to calculate a distribution curve (or range) for the possible outcomes of the total project.

Your planned approach is an example of which following technique?

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Simulation is a tool and technique for the develop schedule process by which multiple project durations with different sets of activity assumptions are calculated. Monte Carlo analysis is the most commonly used simulation technique.

QUESTION 918

Project execution must be compared, and deviations must be measured for management control according to the_____

- A. Scope baseline
- B. Performance measurement baseline
- C. Schedule baseline
- D. Control system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The PMB is an approved, integrated scope-schedule-cost plan for the project work against which project execution is compared in order to measure and manage performance. It includes contingency reserve but not management reserve. It typically integrates scope, schedule, and cost parameters of the project, but it may also include technical and quality parameters.

QUESTION 919

A number of items may be part of the schedule data for the project. The amount of additional detail will vary, but the data should include all the following items EXCEPT _____

- A. Schedule activities
- B. Activity attributes
- C. Identified assumptions
- D. Resource breakdown structure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Schedule data for the project schedule includes a number of items as it collects the information used to describe and control the schedule. It includes schedule milestones, schedule activities, activity attributes, and assumptions and constraints. It may include resource histograms, alternate schedules, contingency reserves cash-flow projections, and order and delivery schedules.

QUESTION 920

If a team member, when facing schedule delays and cost overruns, develops several alternatives for completing the project successfully on schedule and within budget and asks questions such as, "Can we do it?," "If we do it what are the consequences?," and "Is it really worth the effort involved?," he or she is primarily motivated by the _____

- A. Contingency Theory
- B. Expectancy Theory
- C. Reinforcement Theory
- D. Equity Theory

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Developed by Victor Vroom, Expectancy Theory asserts that people think seriously about how much effort they should put into a task before doing it. Motivation is linked to an expectation of a favorable outcome. It is based on the concept that people choose behaviors that they believe will lead to desired rewards and outcomes.

QUESTION 921

Which tool or technique is NOT used for schedule control?

- A. Performance reviews
- B. Project management software
- C. Work performance information
- D. Leads and lags

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data is an input to control schedule.

QUESTION 922

All the following are examples of project document updates from the manage project team process EXCEPT_____

- A. Issue log
- B. Roles description
- C. Project staff assignments
- D. Personnel skills

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Personnel skill updates are an example of an enterprise environmental factor that may require updates as a result of the manage project team process along with inputs to the organizational performance appraisals.

QUESTION 923

Recording and reporting information regarding when appropriate configuration information should be provided and regarding the status of proposed and approved changes effectively is done through_____

- A. Configuration status accounting
- B. Configuration verification and audit
- C. Project management methodology
- D. A project management information system (PMIS)

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Configuration status accounting captures, stores, and accesses the needed configuration information to manage products and product information effectively.

QUESTION 924

Decomposition is a technique used to break larger, complex items into smaller and more manageable items. Which following statement best describes the role decomposition plays in creating the WBS?

- A. Final output of creating the WBS is described in terms of phases of a project life cycle.
- B. Final output of creating the WBS is described in terms of schedule activities.
- C. Final output of creating the WBS is described in terms of verifiable products, services, or results.
- D. Final output of creating the WBS is described in terms of the scope of the project.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

By using decomposition, the upper-level WBS components are subdivided for the work for each of the deliverables or subcomponents into its most fundamental elements, where the WBS components then represent verifiable products, service, or results.

QUESTION 925

The schedule management plan is a key document. It is_____

- A. An output of the develop schedule process

- B. A tool and technique used in the develop schedule process
- C. The first time management process
- D. A separate planning effort completed in conjunction with the time management processes

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The schedule management plan is the output of plan schedule management, the first of the seven time management processes. It is a subsidiary plan to the project management plan.

QUESTION 926

Activity attributes are used to extend the description of the activity and to identify its multiple components. In the early stages of the project, an example of an activity attribute is _____

- A. Activity codes
- B. Activity description
- C. Predecessor and successor activities
- D. Activity name



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The components for each activity evolve over time. In the initial stages of the project, they include the activity ID, WBS ID, and the activity name. Later, additional information is added as other time management processes are performed.

QUESTION 927

You are working on a new project in your city to construct an environmentally friendly landfill. The existing site is so undesirable that many residents have moved to other neighboring cities because of their proximity to it. However, even though the project has the support of the public, you need to have a number of hearings of the city's government before you are authorized to begin work. As you are in the planning phase of the project, you are waiting for these hearings to be scheduled and held before you can begin site preparation. These hearings are an example of _____

- A. A milestone

- B. An external dependency
- C. An item to be scheduled as a fragnet
- D. A mandatory dependency

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Some dependencies are external ones, and they involve a relationship between project activities and non project activities. In sequencing activities, the project management team must determine which dependencies are external as they are usually outside of the team's control.

QUESTION 928

You are working on a project and want to know how many activities in the previous month were completed with significant variances. You should use a(n)

- A. Control chart
- B. Inspection
- C. Scatter diagram
- D. Trend analysis



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Trend analysis is used in many control processes in project management. The trend analysis examines the performance of the project over time to determine whether performance is improving or deteriorating. Graphical analysis techniques are valuable in trend analysis to understand performance to date and to compare it to future performance goals in the form of completion dates.

QUESTION 929

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 930

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 931

Typically, the seller receives formal written notice that the contract has been completed by the_____



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- 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 932

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 933

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 934

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 935

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 936

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 937

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 938

A.
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_____

- 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 939

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.

A.

QUESTION 940

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?

- 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 941

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.

A.

QUESTION 942

You have been the project manager for your nuclear submarine project for four years. While you did not assume this position until the project management plan had been prepared and approved, you find you spend a significant amount of time collecting data and communicating. You also spend time reviewing the impact of project changes and implementing ones that have been approved. Often you have had to modify a non-conforming product, which means you are spending time on_____

A. Corrective actions



- B. Updating the project's requirements
- C. Updating the traceability matrix
- D. Defect repair

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Defect repair is an intentional activity to modify a nonconforming product or project component.

QUESTION 943

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 944

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 945

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 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 your 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

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_____

- A. Determine who decides the project is a success
- B. 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:

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
- B. Customer satisfaction
- C. 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:

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

C. Quality policy

D. 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 _____

- 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

One key interpersonal skill used to manage stakeholder expectations is_____

- A. Negotiation skills
- B. Building trust
- C. Compromise
- D. Conversation

Correct Answer: B

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

Building trust helps to build the foundation of the relationship and is a critical component in effective team leadership. Without trust, it is difficult to establish positive relationships with the various stakeholders engaged in the project. If trust is compromised, people will disengage, and collaboration becomes more difficult if not impossible.

QUESTION 971

You are a project manager leading the construction project of a new garbage incinerator. Local residents and environmental groups are opposed to this project because of its environmental impact. Management agrees with your request to partner with a third party that will be responsible for providing state-of-the-art "air scrubbers," to clean the exhaust to an acceptable level. This decision will delay the project but will allow it to continue. It is an example of which following risk response?

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risk transference is shifting some or all negative impact of a threat and the ownership of the response to the threat to a third party. It does not eliminate the threat posed by an adverse risk.

QUESTION 972

All the following are processes in project procurement management EXCEPT _____

- A. Terminate procurements
- B. Control procurements
- C. Plan procurement management
- D. Close procurements

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Termination is a word used to define a contract ending through mutual agreement by both parties, the default of one party, or for the convenience of the buyer. PMI®, PMBOK® Guide, 2013, 355, 387

QUESTION 973

Working in the systems integration field, you are primarily responsible for coordinating the work of numerous subcontractors. Your current project is coming to an end. You have 15 major subcontractors as well as a variety of other sellers. Now that you are closing contracts (procurements), you should _____

- A. Conduct a trend analysis
- B. Use earned value to assess lessons learned
- C. Ask each contractor to meet with you individually at its own expense
- D. Conduct a procurement audit

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The procurement audit attempts to identify successes and failures relative to the procurement process especially in terms of the preparation or administration of other procurement contracts on the project or on other projects in the organization. Uncovering and reporting both successes and failures can contribute to the project management knowledge base and improve the quality of project management services. A procurement audit should be conducted as part of the close procurements process.

QUESTION 974

You are managing a moderately risky project. You have done well identifying risks and assessing them both on the probability of the risk event occurring and on the level of impact that the risk could have on your project if it actually occurred. But to help with a "next" level of qualitative risk analysis, you could use a _____

- A. Risk priority assessment
- B. Risk quality assessment
- C. Risk urgency assessment
- D. Quantitative risk analysis

Correct Answer: C

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

Risks that may occur 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 occurring. Assessing risk urgency can be combined with the risk ranking that is determined from the probability and impact matrix for a final risk severity rating.

QUESTION 975

You are identifying possible risks to your project concerning the development of a nutritional supplement. You want to reach out to your experts and build consensus on the risks that qualitative and quantitative risk analysis can address later. Although you can use various techniques, a key information gathering technique that helps to build consensus is _____

- A. Documentation review
- B. Probability/impact analysis
- C. Checklist analysis
- D. Delphi technique

Correct Answer: D

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

Explanation:

When consensus is necessary, the Delphi technique is a frequently used information gathering technique. A facilitator first sends out a questionnaire to the experts to solicit ideas. The responses then are summarized and returned to the experts for further comment. Consensus generally is reached after a few such rounds. The Delphi technique helps to reduce bias in the data and the undue influence of one person on the outcome.

QUESTION 976

Managing five contractors on your project for a new stadium in your City that can be used for baseball and for football and can be easily converted for either sport is a challenge along with managing your 15 person project team. You decided to conduct an audit of one of your contractors and are_____

- A. Using it as a baseline for improvements to the other contracts under way
- B. Verifying compliance in the seller's work processes
- C. Accompanying it with a project quality audit
- D. Using it for lessons learned documentation

Correct Answer: B

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

Explanation:

Inspections and audits are tools and techniques in the control procurements process. They are required by the buyer and supported by the seller in the procurement contracts and can be conducted as the project is executed to verify compliance in the seller's work processes or deliverables.

QUESTION 977

A weighting system can be used for all but which one of the following reasons?

- A. To select a single seller that will be asked to sign a standard contract
- B. To establish a negotiating sequence by ranking all proposals by the weighted evaluation scores that have been assigned
- C. To quantify qualitative data to minimize possible bias
- D. To establish minimum requirements of performance for one or more of the evaluation criteria

Correct Answer: D

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

Weighting systems are developed and used to help select the best vendor as part of the proposal evaluation techniques. By assigning a numerical weight to each evaluation criteria, the buyer can emphasize one area as being more important than another. These proposal evaluation techniques are a tool and technique in the conduct procurements process.

QUESTION 978

One way to make it more likely practice project risk management on projects is to_____



<https://vceplus.com/>

- A. Hold meetings
- B. Have the team take an orientation class on risk management early in the project
- C. Give one team member the responsibility for risk management working in conjunction with the PMO
- D. Assign each team member a risk to own, which is documented in the risk register

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Meetings are a tool and technique in the control risks process. Risk management should be an agenda item at periodic status meetings. While the amount of time needed for risk management will vary depending on the identified risks, their priority, and the difficulty of the response, the more often risk management is practiced, the easier it becomes. Frequent discussions about risk make it more likely that risks and opportunities will be identified.

QUESTION 979

Your firm specializes in roller-coaster construction. It recently received an RFP to build the world's most "death-defying" roller coaster. You know that such a roller coaster has never been built before and that this would be a high-risk project. You are receiving a cost-plus-award-fee contract, which means_____

- A. Your fee will be paid for completed work
- B. Your fee amount will not change unless there is a scope change
- C. Your fee is generally not subject to appeals
- D. If your final cost is greater, you will share costs with the buyer based on a pre-negotiated cost sharing formula

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This contract type reimburses the seller for all legitimate costs, but the majority of the fee is earned only based on the satisfaction of broad subjective performance criteria defined and incorporated in the contract. The fee determination is based on subjective determination of seller performance by the buyer; it generally is not subject to appeals.

QUESTION 980

Work performance information in control risks means that_____

- A. Recommended preventive or corrective action is considered through change requests
- B. Outcomes of risk reassessments and risk audits are documented
- C. Templates to the risk management plan and the risk register are recommended
- D. A mechanism to communicate and support project decision making is provided

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All of the answers are outputs in the control risks process, however, work performance information specifically provides a mechanism to communicate and support project decision making.

QUESTION 981

A number of factors affect make-or-buy decisions such as_____

- A. Desired level of quality
- B. Risk-related contract decisions
- C. Value delivered by vendors meeting the needs

D. Performance data

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Other factors to consider include the core capabilities of the organization, the risks associated with meeting the need in a cost-effective way, and capability internally compared with the vendor community.

QUESTION 982

For complex procurement items, often contract negotiation can be an independent process. An example of an input if such a process is used is_____

- A. Open items list
- B. Approved changes
- C. Documented decisions
- D. Expert judgment

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Issues or an open item list are examples of inputs if contract negotiation is an independent process. Outputs are documented decisions. While contract negotiations may need to be a separate process for complex procurements, for simple procurement items, the terms and conditions of the contract can be fixed and nonnegotiable.

QUESTION 983

Marketplace conditions are an input to which one of the following processes?

- A. Plan procurement management
- B. Conduct procurements
- C. Control procurements
- D. Close procurements

Correct Answer: A

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

Explanation:

Enterprise environmental factors, which include marketplace conditions that the team needs to be aware of as it develops its plans for purchases and acquisition, are an input to the plan procurement management process.

QUESTION 984

Each project can benefit from stakeholder involvement; however, it is in both the project manager's and the teams' best interest to ensure that all project stakeholders have positive attitudes toward the project and its goals and objectives. Working as a project manager, you have a number of key stakeholders on your project. The stakeholder that identifies potential conflicts between organizational strategies and project goals is the_____

- A. Chairperson of the Governance Board
- B. Program manager
- C. Director of the project management office
- D. Chief Operating Officer

Correct Answer: B

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

Explanation:

Organizational strategy provides guidance and direction to project management. Portfolio managers, sponsors, or program managers identify alignment or potential conflicts between organizational strategies and project goals and communicates them to the project manager.

QUESTION 985

While many different techniques can be used to rate or score proposals, all will use_____

- A. A screening system
- B. A weighting system in conjunction with a screening system
- C. Expert judgment and some form of proposal evaluation techniques
- D. Quality ratings and contractual compliance

Correct Answer: C

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

Expert judgment is a tool and technique used in the conduct procurements process. It, along with some form of proposal evaluation techniques as developed during the plan procurements process and noted as source selection criteria, is used to rate and score proposals. This does not preclude the use of other tools and techniques, but these tools and techniques are used in all evaluations.

QUESTION 986

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 987

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 988

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 989

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 990

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 991

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 992

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 993

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 994

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 995

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 996

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 997

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 998

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 999

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 1000**

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 1001**

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 1002**

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 1003

The customer has requested a five-week delay on the project while they rebuild a warehouse used for manufacturing a key piece of the project. This delay wasn't planned, but the project couldn't continue without it. The company is limited on available resources. This delay will be best shown in what?

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



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1004

Which of the following would a team create as a result of using a change control system?

- A. Change requests
- B. Approved changes
- C. Impact analysis
- D. Signoff

Correct Answer: B

Section: Mix Questions

Explanation**Explanation/Reference:****QUESTION 1005**

The project is nearing completion. The team is involved in a lot of different activities to close the project. They are in the process of grouping together various documents associated with financial records, contracts, internal project documentation, and client-related documentation. What are they in the process of creating?

- A. Project Closure
- B. Contract File
- C. Lessons learned
- D. Archives

Correct Answer: D

Section: Mix Questions

Explanation**Explanation/Reference:****QUESTION 1006**

You are managing a contact management software project and senior management has come to you with a fast breaking project that could make the company have a significant market share boost. According to your current project schedule, your current project is on pace to be completed in six weeks. What is the best response you can tell senior management?

- A. Managing both projects as requested by senior management
- B. Telling senior management that you will consider the project once it has a charter
- C. Assigning the Functional Manager on the project to finish the current project
- D. Implementing crashing and fast tracking to complete your current project ahead of schedule so you can start immediately on this project

Correct Answer: B

Section: Mix Questions

Explanation**Explanation/Reference:**

QUESTION 1007

The project charter has just been signed off. There were items in the charter that described market conditions which could affect the project and also resource limitations on the project.

These are examples of what?

- A. Assumptions
- B. Constraints
- C. Economic consumption
- D. Authority level of the Project Manager

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1008

Which of the following is the best description of configuration management?

- A. A thorough change control system to ensure the project produces the desired results
- B. A system used to store versions of software code
- C. A system used to store versions of documentation on a project
- D. A piece of an automated project management system used to set up project variables

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1009

The project planning is progressing on budget. The Project Manager and the team meet regularly and are ready to begin updating the project planning documents with a major scope change.

What input into the planning process will help the team the most?

- A. WBS
- B. Project management plan
- C. Risk list
- D. Network diagram

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1010

What is the best reason to create a work breakdown structure?

- A. It provides authority for the Project Manager
- B. It allows the project budget to be determined
- C. It helps attain buy-in from the team doing the work
- D. It allows the project completion date to be determined



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1011

You are the Project Manager on the development of a 4-way fully redundant computer system for the government. The government has been very concerned about the correctness and acceptance of the work results. You are not sure what the government is saying so you review your PMBOK Guide. What areas below will likely be involved in attaining what the government is concerned about?

- A. Scope Control and Scope Verification
- B. Administrative Closure and Quality Assurance
- C. Quality Planning and Quality Control
- D. Scope Verification and Quality Control

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1012

A Project Manager has completed the Scope Definition process. The customer and sponsor have shortened the schedule by four weeks and decided that the work breakdown structure will be excluded. The Project Manager informs the customer and sponsor that this process creates the work breakdown structure for their project. Which answer best explains why the WBS is so important to a project?

- A. It provides a hierarchical diagram of the project
- B. It is the foundation of the project
- C. It provides templates that can be reused on other projects
- D. It helps in team commitment to the project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1013

Project Scope Management is characterized by processes in the Planning, as well as Monitoring and Controlling phases. Which group of processes defines Project Scope Management?

- A. Initiation, Scope Planning, Scope Definition, Scope Verification, Scope Management
- B. Scope Forecasting, Scope Definition, Scope Verification, Scope Control
- C. Scope Planning, Scope Definition, Create WBS, Scope Verification, Scope Control
- D. Scope Planning, Scope Description, Scope Verification, Integrated Change Control

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1014

The internet marketing project is evaluating the size of their market, time limitations for product life cycle, revenue potential, and number of people available for the project. These are examples of what?

- A. Assumptions
- B. Constraints
- C. Economic consumption
- D. Strategic planning

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1015

The Project Manager is working with the customer to gain formal acceptance on the documentation deliverables for a software project. The customer is saying that the deliverables are unusable in their present form as they don't align with the project requirements. Upon reviewing documentation, the customer tells the Project Manager that the requirements are not accurate, to meet the needs for which the project was undertaken. Which of the following will help fix this problem?

- A. Creating the work breakdown structure
- B. Scope Control
- C. Scope Definition
- D. Scope Verification

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1016

A new manufacturing facility is being built for a consumer electronic company. The project to create it is nearing completion and will soon begin to enter the Closing phase. This will involve a number of people, but who will ultimately approve the work of the project?

- A. Project Manager
- B. The customer

- C. Senior management
- D. Stakeholders

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1017

The project team is involved in creating the work breakdown structure of the project. Which of the following best describes a work breakdown structure (WBS) that will be created?

- A. The work should be decomposed to a realistic level of detail
- B. If the work is not listed in the WBS, it is not in the project
- C. The accumulation of the work in the WBS should be equal to the work of the project
- D. All of the answers

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1018

The sponsor on the airport runway project has just told the Project Manager about a change he wants. He says that the change will cost 20% less and should not cause any problems to the existing environment. Which of the following should concern the Project Manager the most?

- A. Scope impact
- B. Schedule impact
- C. Quality impact
- D. Scope and schedule impact

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1019

There has been a great delay in waiting to get the charter approved. It's finally complete and you are assigned as the Project Manager. Senior management wants you to begin planning as soon as possible. If you are in the process of planning the project, what is the best way to schedule Scope Verification?

- A. At the end of every phase on the project
- B. After the sponsor defines what they want the project to create
- C. When the project management plan is awaiting signoff
- D. When the work of the project is done

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1020

All of the following are true about a work breakdown structure (WBS) except?

- A. The team and the Project Manager should be involved in creating it
- B. It will resemble an organizational chart in appearance when complete
- C. The Activity Sequencing of the WBS can be done only in parallel
- D. It is a decomposition of the work of the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1021

Which of the following will likely result in the greatest customer satisfaction?

- A. Work breakdown structure (WBS).

- B. Scope Verification
- C. A signed contract
- D. Gold Plating

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1022

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 1023

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 1024

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 1025

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 1026

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 1027

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 1028

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 1029

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 1030

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?



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- A. Mandatory dependencies
- B. Lag
- C. Discretionary dependencies
- D. Crashing

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1031

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 1032

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 1033

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 1034

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 1035

The development team is building a new product for their company. This is a new product type at their company, and the market for the product is extremely unstable. According to the product manager a key to success will be to have an extremely accurate estimate on the resource needs for the project, since the company is resource constrained. Which type of duration estimating approach is the most accurate?

- A. Bottom-up estimating
- B. Parametric estimating
- C. Fast tracking
- D. Analogous estimating

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



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