PMP

Website: https://vceplus.com
VCE to PDF Converter: https://vceplus.com/vce-to-pdf/
Facebook: https://www.facebook.com/VCE.For.All.VN/
Twitter : https://twitter.com/VCE_Plus

https://vceplus.com/

Project Management Professional v5

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

Exam A

QUESTION 1
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 2
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 3
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 4
Project contracts generally fall into which of the following three broad categories?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 5
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 6
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 7
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 8
The initial development of a Project Scope Management plan uses which technique?

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 9
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 10
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 11
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 12
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 13
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 14
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 15
Which of the following is an input to the Develop Project Charter process?

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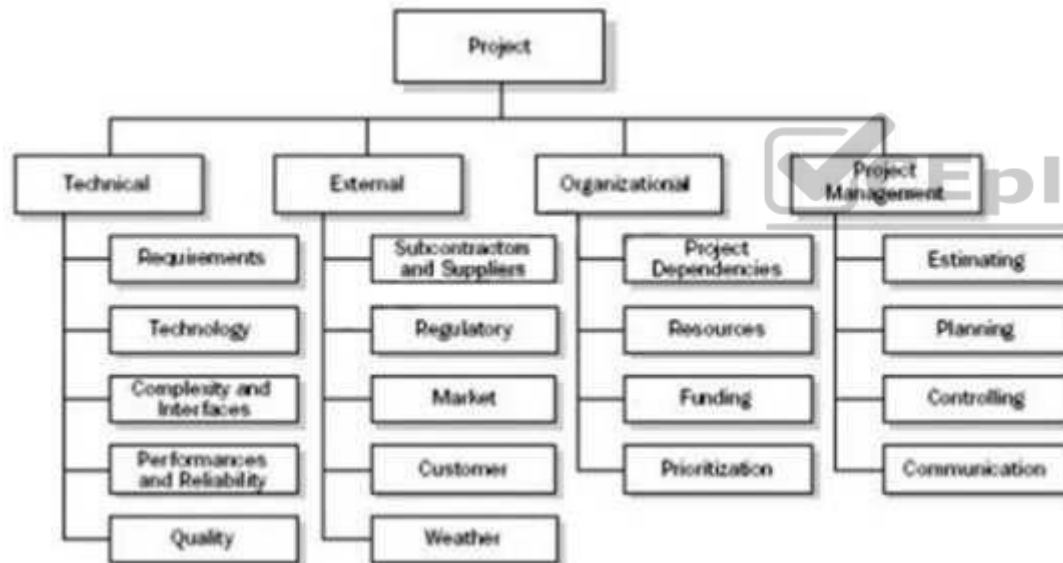C. Business case
D. Change requests

Correct Answer: C
Section: Initiation
Explanation
Explanation/Reference:

QUESTION 16
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 17
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 18
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 19
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 20
Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 21

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 22
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 23
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 24
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 25
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 26
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 27
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 28
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 29
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 30
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 31
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 32
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 33
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 34

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 35

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 36

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 37
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 38
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 39
Which type of dependency is contractually required or inherent in the nature of the work?

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

Correct Answer: D
Section: Initiation
Explanation
Explanation/Reference:

QUESTION 40
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 41
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 42

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 43

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 44

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 45
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 46
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 47
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 48
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 49
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 50
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 51
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 52
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 53
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 54
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

QUESTION 55

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

QUESTION 56

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

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

Correct Answer: D
Section: Initiation
Explanation

QUESTION 57

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 58
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 59
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 60
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 61
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 62
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 63
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 64
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 65
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 66
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 67
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 68
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 69
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 70
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 71
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 72
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 73
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 74
Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 75
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 76
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 77
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 78
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 79
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 80
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 81
Which of the following tools and techniques is used in the Develop Project Team process?

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 82
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 83
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 84
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 85
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 86
A project manager, leading a new project at a large corporation, must develop a high-level estimate in a short period of time. How can the project manager accomplish this?

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 87
A media organization is working on starting a new channel. During the process, two team leads have different opinions about the branding of the channel. The head of the channel finds it challenging to work with the leads, and this dynamic starts to affect other team members.

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

A. Compromise/reconcile
B. Smooth/accommodate
C. Collaborate/problem solve
D. Force/direct

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 88
During a project's initiation phase, the project manager reviews the business case and finds that information is incomplete. What should the project manager do?

A. Add an information gap to the risk register.
B. Review the project statement of work (SOW) to create the project charter.

C. Revise the business case to narrow the project scope and create the project charter.

D. Review the business case with the sponsoring organization to confirm that the project aligns with business needs.

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 89
A project manager begins a project to develop a network of walkways in a rural area. This is part of a government initiative to enhance pedestrian safety. The project team systematically gathers and analyzes information to measure and manage expectations during the project.

Where should the project manager document their results?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 90
A project has been initiated that has several project stakeholders from various departments. Some stakeholders are unavailable for the facilitation meeting to discuss end-to-end processes. To satisfy their own personal agenda, the project owner requests that the meeting take place without all stakeholders present.

What should the project manager do?

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

Correct Answer: D
Section: Initiation
Explanation
Explanation/Reference:

QUESTION 91
A project manager is managing the construction of a new road for which land acquisition is required. Some of the landowners have clearly stated that they will not allow any construction to proceed until they receive compensation. This risk was not initially considered.

What should the project manager do?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 92
After joining a new project, the project manager discovers that stakeholders' initial expectations of its duration fail to match their own experience with rolling out similar projects. What should the project manager do?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 93
The procurement department submits a request for proposal (RFP) to potential vendors to execute a project. After the bidder conferences, the project manager receives an email from vendor A requesting clarification of the RFP.
What should the project manager do next?

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 94
What should be developed to ensure the clear division of roles and expectations for a team consisting of both internal and external resources?

A. Resource breakdown structure (RBS)
B. Matrix organizational structure chart
C. Networkting chart
D. Responsible, accountable, consult, and inform (RACI) matrix

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 95
A key stakeholder misses a project kick-off meeting. The project manager arranges a separate meeting to ensure that the stakeholder understands that the project's expected business value aligns with the organization's strategy.

What are the key areas that should be reviewed?

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

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 96
During a project meeting, a stakeholder disagrees with a key deliverable and project milestone listed in the approved project charter. What should the project manager have done to prevent this?

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 97
The charter for a project to build a new financial reward system for the sales division is approved. What should the project manager do now?

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

Correct Answer: B

Section: Initiation
Explanation

Explanation/Reference:
QUESTION 98
A project manager is working on a complex project with multiple team members and sponsors. What should the project manager do before obtaining project approval and buy-in?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 99
While finalizing a project management plan, the project manager encounters a conflict between two team members. Team member A claims that team member B should conduct certain activities on the Gantt chart, while team member B claims these activities should be conducted by team member A.

What document should the project manager consult to clarify this?

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 100

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

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 101

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

What should the project manager do next?

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

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 102

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 103
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 104
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 processD. During the Sequence Activities process

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 105
Which process involves subdividing project deliverables and project work into smaller, more manageable portions?

A. Develop Schedule
B. Create VVBS
C. Estimate Activity Resources
D. Define Scope

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 106
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 107
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 108
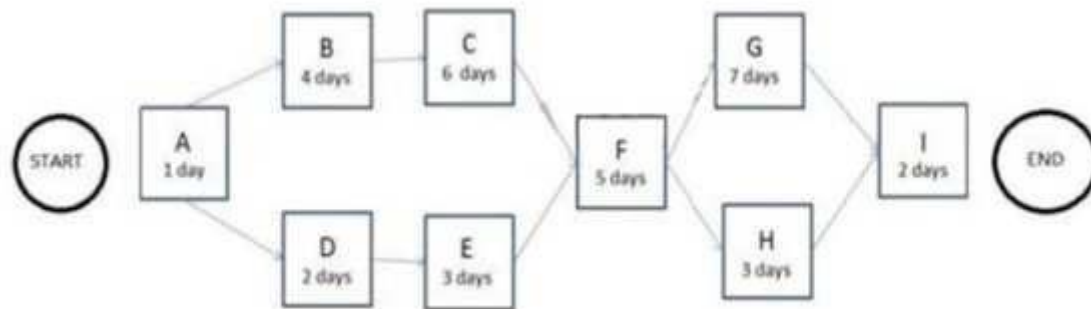Which quality tool may prove useful in understanding and estimating the cost of quality in a process?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 109
The following is a network diagram for a project.

The total float for the project is how many days?
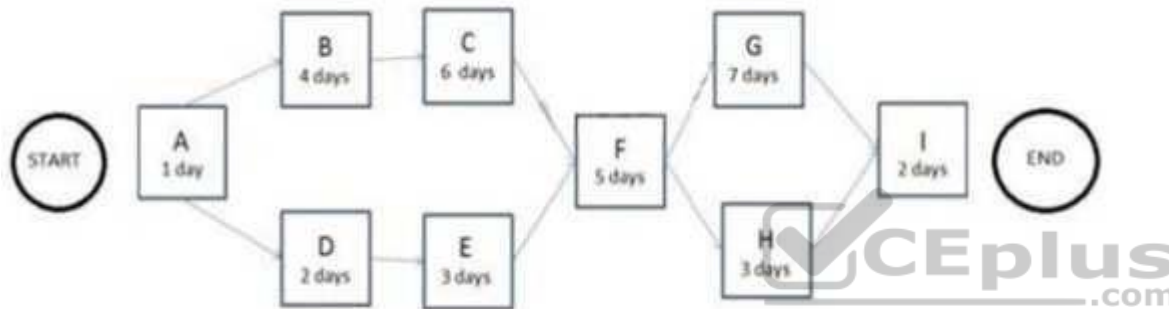
A. 5
B. 9

C. 12
D. 14
Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 110
The following is a network diagram for a project.

The free float for Activity E is how many days?
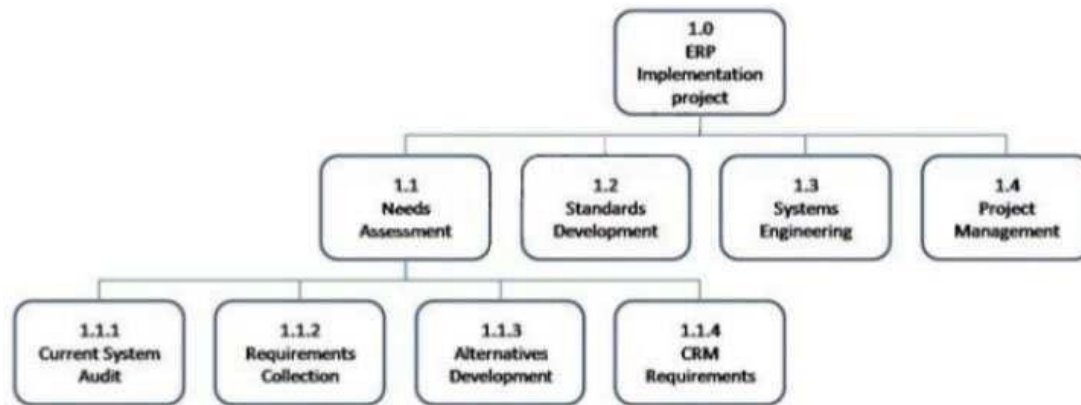
A. 2
B. 3
C. 5
D. 8

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 111
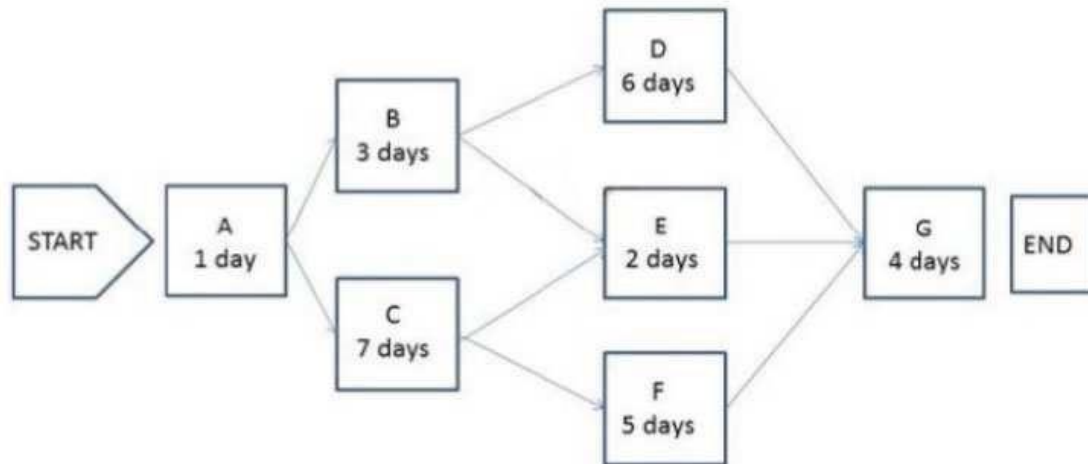Which type of graphic is displayed below?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 112
The following is a network diagram for a project.

The shortest non-critical path for the project is how many days in duration?
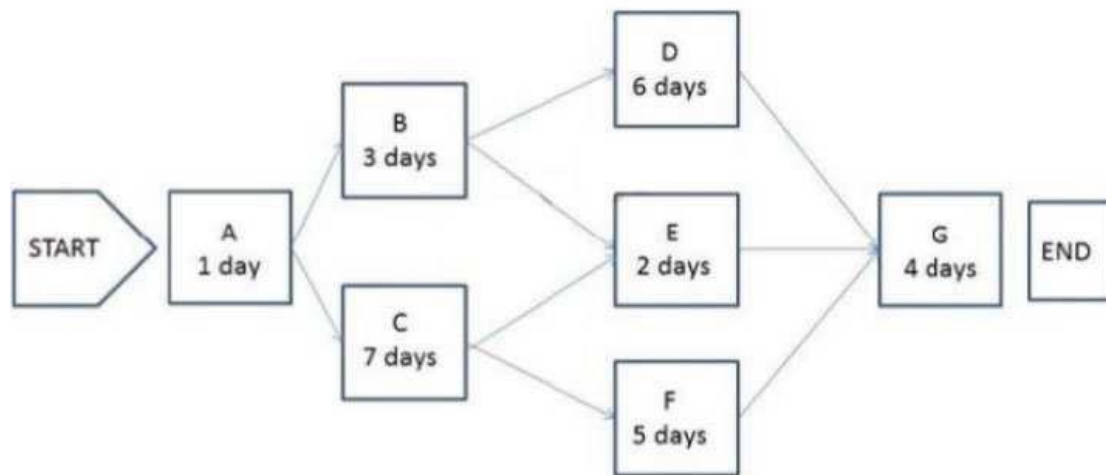
A. 10
B. 12
C. 14
D. 16

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 113
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 114
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 115
Which items are components of a project management plan?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 116
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 117
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 118
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 119
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 120
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 121
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 122
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 123
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 124
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 125
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 126
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 127
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 128
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 129
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

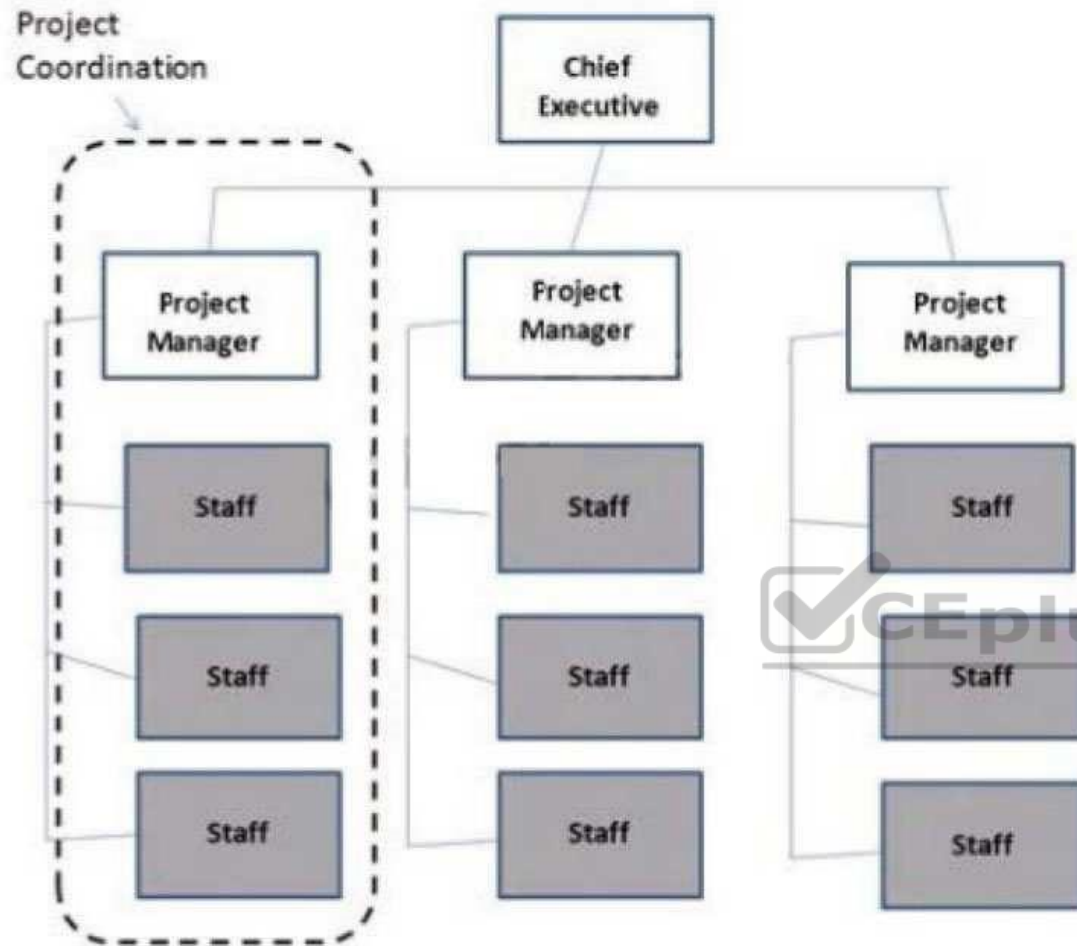**Correct Answer:** C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 130
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 131
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 132
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 133

Stakeholder communication requirements should be included as a component of:

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 134
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-ID. A-D-E-F-H-I

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:
QUESTION 135

The following is a network diagram for a project.

How many possible paths are identified for this project?
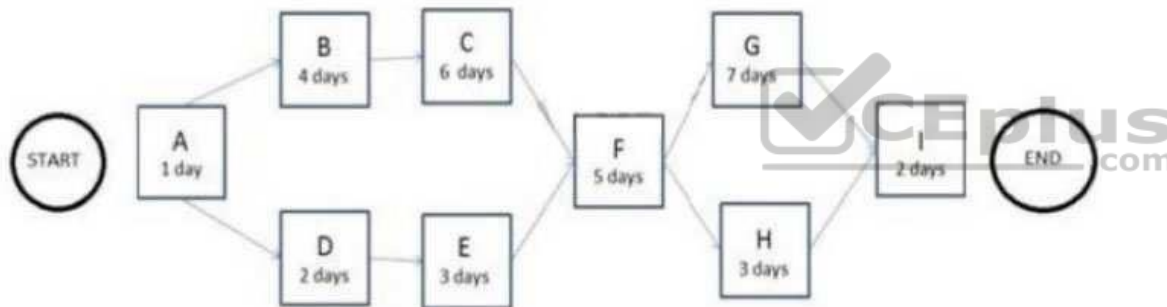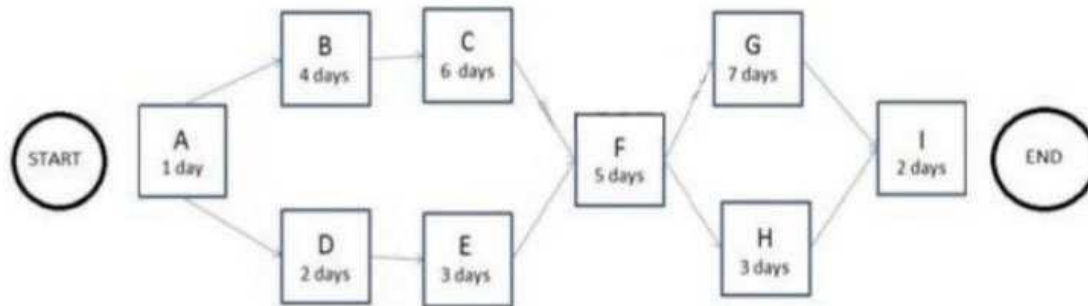
A. 3
B. 4
C. 6
D. 7

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 136
The following is a network diagram for a project.
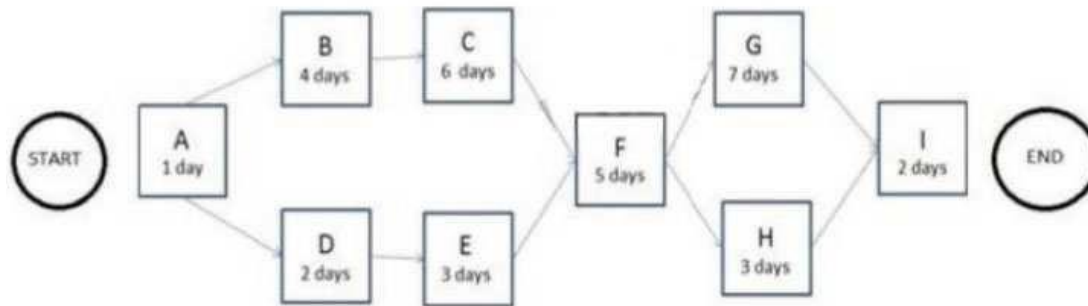
The free float for Activity H is how many days?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 137
The primary benefit of the Plan Schedule Management process is that it:

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:
QUESTION 138
Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 139
Funding limit reconciliation is a tool and technique of which Project Cost Management process?

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 140
The following is a network diagram for a project.
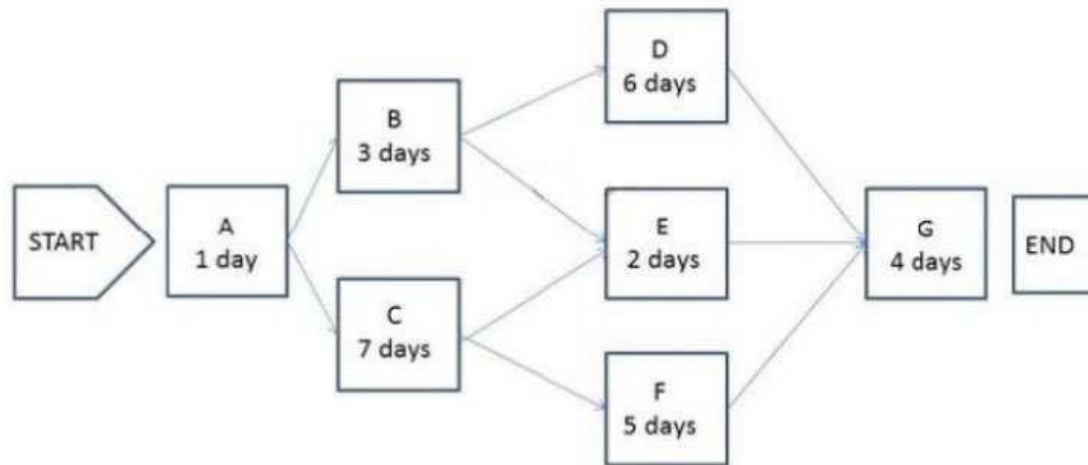
What is the critical path for the project?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 141
The following is a network diagram for a project.
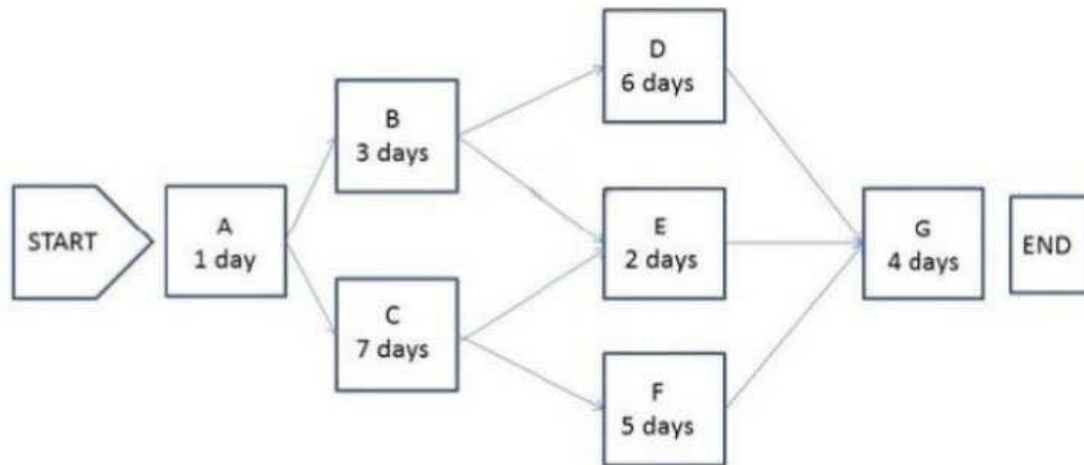
The total float for the project is how many days?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 142
Which tool or technique is required in order to determine the project budget?

A. Cost of quality
B. Historical relationships
C. Project management software
D. Forecasting
Correct Answer: B

Explanation/Reference:

QUESTION 143
Requirements documentation will typically contain at least:

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 144
Which process involves the creation of a document that provides the project manager with the authority to apply resources to a project?

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 145
The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 146
Which document includes the project scope, major deliverables, assumptions, and constraints?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 147
When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?

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

Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:

QUESTION 148
Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 149
Which component of the human resource management plan describes when and how project team members are acquired and how long they will be needed?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 150
What is an objective of the Develop Project Team process?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 151
When is a Salience Model used?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 152
Which of the following is contained within the communications management plan?

A. An organizational chart
B. Glossary of common terminology
C. Organizational process assets
D. Enterprise environmental factors

Correct Answer: B

Section: Planning
Explanation
Explanation/Reference:

QUESTION 153
Which of the following is a tool and technique for Estimate Activity Durations?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 154
Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 155
Which of the following statements correctly characterizes pull communication?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 156
Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 157
Which of the following tools or techniques is used for Estimate Activity Durations?

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

Correct Answer: D

Section: Planning
Explanation

Explanation/Reference:
QUESTION 158
Which tool or technique of Plan Quality involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

A. Histogram
B. Quality audits
C. Benchmarking
D. Performance measurement analysis

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 159
Taking out insurance in relation to risk management is called what?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 160
During which process group is the quality policy determined?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 161
In an organization with a projectized organizational structure, who controls the project budget?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 162
Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

A. The customer and functional managers
B. The risk owners and stakeholders
C. The sponsors and stakeholders
D. The project management team

Correct Answer: D

Section: Planning
Explanation

Explanation/Reference:
QUESTION 163
Which is an example of Administer Procurements?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 164
An input to the Create WBS process is a:

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 165
What is the total float of the critical path?

A. Can be any number

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 166
Portfolio Management is management of:

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 167
Which action should a project manager take to ensure that the project management plan is effective and current?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 168
Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 169
What is the function of a Project Management Office (PMO)?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 170
Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

A. Product

B. Cost-benefit
C. Stakeholder
D. Research

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 171
Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 172
Which Project Management Process Group includes Collect Requirements, Define Activities, Sequence Activities, Perform Qualitative Risk Analysis, and Perform Quantitative Risk Analysis?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:
QUESTION 173
A work package has been scheduled to cost $1,000 to complete and was to be finished today. As of today, the actual expenditure is $1,200 and approximately half of the work has been completed. What is the cost variance?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 174
Which tool is used to develop technical details within the project management plan?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 175
When can pre-assignment of project team members occur?

A. When the project uses capital expenditures
B. When the required staff can be acquired from outside sources
C. When the project would be ignored due to travel expenses

D. When the project is the result of specific people being promised as part of a competitive proposal
Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 176
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 177
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 178
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 179
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 180
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 181
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 182
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 183

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 184
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 185
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

Explanation/Reference:
QUESTION 186
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 187
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 188
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 189
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 190
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 191
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 192
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 193
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 194
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 195
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 196
"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 197
Which is an input to the Verify Scope process?

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 198
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 199
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 200
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 201
The item that provides more detailed descriptions of the components in the work breakdown structure (WB5) is called a WBS:

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 202
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 203
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

Explanation/Reference:
QUESTION 204
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 205
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 206
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 207
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 208
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 209
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 210
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 211
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 212
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 213
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 214
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 215
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 216

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 217

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 218

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 219
Which of the following tools or techniques is used for Estimate Activity Duration?

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 220
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 221
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 222
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 223
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 224
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 225
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 226
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 227
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 228
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 229
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 230
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 231
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 232
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 233
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 234
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 235
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 236
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 237
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 238
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 239
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 240
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 241
The Create WBS process is in which of the following Project Management Process Groups?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:
QUESTION 242
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 243
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 244
A project is ready to complete the planning process, and all planning documents have been reviewed and approved by stakeholders. What should the project manager do next?

A. Conduct a kick-off meeting B.
Create the schedule baseline

C. Acquire the resources.

D. Determine the budget.

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 245
While preparing for a kick-off meeting, a project manager learns that some project activities were underestimated, which will cause delays and cost overruns. It is not possible to update project planning before the kick-off meeting.

What should the project manager do?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 246
A major stakeholder is replaced during the planning phase. The new stakeholder has a different view on the project's business needs and wants to immediately include these newly identified business requirements in the scope to avoid any delays.

What should the project manager do next?

A. Update the project scope statement.
B. Conduct the Perform Integrated Change Control process
C. Update the project charter.

D. Perform project management plan updates.

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

QUESTION 247
In the late stages of project planning, a project manager develops a risk response plan with subject matter experts (SMEs) and project team members. The team identifies additional efforts required to mitigate the risk of poor quality in some deliverables.

What should the project manager do next?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 248
A project manager learns there are several unexpected issues in the project's execution. The customer is dissatisfied because the deliverables are taking longer than planned, the costs have increased, and the quality of deliverables is affected.

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

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

Correct Answer: D

Section: Planning
Explanation

Explanation/Reference:
QUESTION 249
To complete planning, a project manager wants to organize and summarize the project's 1,000 required tests into a manageable list. What tool should the project manage use?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 250
A project manager joins a project during its initial planning phase. The project involves various local government institutions. While interviewing the project sponsor, the project manager learns of the importance of keeping the security officers of two of these institutions satisfied, since project development will be affected without their involvement.

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 251
During a project's first planning meeting, the project team revised some requirements for parts and the manufacturers available for them. The team also revised delivery times and determined what parts could be made on site. After the meeting, the team created a document to establish what, and how items should be procured from each vendor.

What document did the team create?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 252
During risk management planning meetings, the project manager realizes that there is a very broad spectrum of risks being identified. This has made it difficult to properly maintain the risk register.

What should the project manager do?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 253
A new project manager joins an existing project near the end of its planning phase. What plan should the project manager review first?

A. Requirements management
B. Schedule management
C. Scope management
D. Project management

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 254
While working on a project, the project manager realizes that stakeholders' delivery expectations differ from what was initially planned. What should the project manager have done to avoid this?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 255
After reviewing the project management plan, a project manager notices that some of the resistant team members have become supportive.

Where should the project manager update this information?

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

Correct Answer: C

Section: Planning
Explanation

Explanation/Reference:
QUESTION 256
The project manager is about to finalize the project management plan when they discover a mistake. The team meets and identifies that the mistake will not have a high impact on the project.

What should the project manager do?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 257
While reviewing project performance, the project manager notices misalignment with the project management plan. The project manager works with the team to modify an activity to ensure future success.

What does this describe?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 258

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

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 259

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 260

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 261
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 262
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 263

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 264

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 265

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

VCEplus.com

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 266
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 267
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 268
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 269
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 270
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 271
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 272
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 273
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 274
What is the estimate at completion (EAC) if the budget at completion (BAC) is $100, the actual cost (AC) is $50, and the earned value (EV) is $25?

A. $50
B. $100
C. $125
D. $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 275
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 276
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 277
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 278
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 279
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 280
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

QUESTION 281
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 282
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 283
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 284
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 285
Variance and trend analysis is a tool and technique used in which process?

A. Perform Qualitative Risk Analysis

B. Perform Quantitative Risk Analysis

C. Control Risks

D. Plan Risk Responses

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 286
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 287
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 288
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 289
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 290
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 291

Which Process Group includes the Manage Stakeholder Engagement process?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:
Explanation:
Reason: Control Stateholder Engagement is in the Monitoring and Control Process.

QUESTION 292
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 293
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 294
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 295
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 296

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

A. Formal B.

Informal

C. Horizontal

D. Unofficial

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 297

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 298

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

QUESTION 299
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 300
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 301
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 302
Which technique is used in Perform Quantitative Risk Analysis?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 303
Which illustrates the connection between work that needs to be done and its project team members?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:
QUESTION 304
Which tools or techniques will a project manager use for Develop Project Team?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 305
Which of the following is an input to Direct and Manage Project Execution?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 306
When would resource leveling be applied to a schedule model?

A. Before constraints have been identified
B. Before it has been analyzed by the critical path method
C. After it has been analyzed by the critical path method
D. After critical activities have been removed from the critical path

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 307
While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 308
Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 309
Which type of analysis would be used for the Plan Quality process?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 310
The integrative nature of project management requires which Process Group to interact with the other Process Groups?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 311
Which Process Group typically consumes the bulk of a project's budget?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 312
Which of the following involves making information available to project stakeholders in a timely manner?

A. Plan Communications
B. Performance reporting
C. Project status reports
D. Distribute Information

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 313
What is the name of a graphic display of project team members and their reporting relationships?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 314

Which of the following consists of the detailed project scope statement and its associated WBS and WBS dictionary?

A. Scope plan
B. Product scope
C. Scope management plan
D. Scope baseline

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 315
Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 316
A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

A. To the project management plan.
B. To the risk register.
C. In the scope verification processes.
D. And their impact to the project in terms of time, cost, and risk.

Correct Answer: D

Section: Executing
Explanation
Explanation/Reference:

QUESTION 317
A procurement management plan is a subsidiary of which other type of plan?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 318
To which process is work performance information an input?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 319
Which defines the portion of work included in a contract for items being purchased or acquired?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 320
The Human Resource Management processes are:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 321
What are the formal and informal policies, procedures, and guidelines that could impact how the project's scope is managed?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 322
Organizational planning impacts projects by means of project prioritization based on risk, funding, and an organizations:

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 323
A project management office manages a number of aspects including the:

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

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:
QUESTION 324
Which of the following techniques is used during Control Scope?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 325
What is the schedule performance index (SPI) using the following data? BAC = $100,000 PV = $50,000 AC = $80,000 EV = $40,000

A. 1
B. 0.4
C. 0.5
D. 0.8

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 326
Which tool and technique is used in Conduct Procurements?

A. Teaming agreements

B. Expert judgment
C. Bidder conferences
D. Contract types

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 327
What provides information regarding the ways people, teams, and organizational units behave?

A. Organizational chart
B. Organizational theory
C. Organizational structure
D. Organizational behavior

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 328
What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 329

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

A. Approved change requests
B. Approved contract documentation
C. Work performance information
D. Rejected change requests

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 330

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 331

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 332
Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 333
In which process might a project manager use risk reassessment as a tool and technique?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 334

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 335
Which activity involves ensuring that the composition of a projects configuration items is correct?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 336
Change requests, project management plan updates, project document updates, and organizational process assets updates are all outputs of which project management process?

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

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

QUESTION 337
Which process involves identifying and documenting the logical relationships between project activities?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 338
A method to manage stakeholder expectations in the scope statement is to clearly:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 339
Which type of management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 340
One of the tools and techniques of the Manage Project Team process is:

A. organization charts.
B. ground rules.
C. organizational theory.
D. conflict management.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 341
The process of monitoring the status of the project to update project progress and manage changes to the schedule baseline is:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:
QUESTION 342
When large or complex projects are separated into distinct phases or subprojects, all of the Process Groups would normally be:

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 343
The project manager at an organization has just realized that some of the engineering staff has been allocated to project Y and will not be available to finish task X. The project manager has also discovered that at the current pace, it will not be possible to complete the project on time. Due to cost constraints, hiring more work force is not a viable option. Which tools are at the manager's disposal?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 344
Which process should be conducted from the project inception through completion?

A. Monitor and Control Project Work
B. Perform Quality Control

C. Perform Integrated Change Control
D. Monitor and Control Risks
Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 345
Which of the following is developed from the project scope baseline and defines only that portion of the project scope that is to be included within a related contract?

A. Product scope description
B. Procurement statement of work
C. Project schedule
D. Work breakdown structure (WBS)

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 346
Which of the following strategic considerations often results in project authorization?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 347
A tool or technique in Perform Quality Control that a project manager would use is:

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 348
The precedence diagramming method (PDM) is also known as:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 349
Change request status updates are an output of which process?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 350
As the project progresses, which of the following is routinely collected from the project activities?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 351
The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

A. Determine Budget.
B. Baseline Budget.
C. Control Costs.
D. Estimate Costs.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 352

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 353
The definition of operations is a/an:

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 354
How many Project Management Process Groups are there?

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

Correct Answer: C

Section: Executing
Explanation
Explanation/Reference:

QUESTION 355
Which type of estimating is used to improve the accuracy of an activity's duration?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 356
The Project Management Process Group in which performance is observed and measured regularly from project initiation through completion is:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 357
The project manager needs to review the templates in use. The templates are part of the:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 358
Which of the following Project Communication Management processes uses performance reports as an input?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 359
Which cost estimate technique includes contingencies to account for cost uncertainty?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:
QUESTION 360
Which of the following is an output of the Perform Integrated Change Control process?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 361
Which type of elaboration allows a project management team to manage at a greater level of detail as the project evolves?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 362
Which of the following is an example of schedule compression?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 363
Which of the following types of a dependency determination is used to define the sequence of activities?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 364
The PV is $1000, EV is $2000, and AC is $1500. What is CPI?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 365

What is a tool to improve team performance?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 366
Which tool within the Perform Quality Control process identifies whether or not a process has a predictable performance?

A. Cause and effect diagram
B. Control charts
C. Pareto chart
D. Histogram

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 367
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

QUESTION 368
Which of the following statements is true regarding project and product lifecycles?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 369
Which tool or technique is used in Close Procurements?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 370
Which of the following is an output of Direct and Manage Project Execution?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 371
Another name for an Ishikawa diagram is:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 372
A project has an EV of 100 workdays, an AC of 120 workdays, and a PV of 80 workdays. What should be the concern?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:
QUESTION 373
Which characteristic do projects and operational work share in common?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 374
What does a CPI value greater than 1.0 indicate?

A. Cost right at the estimated value
B. Cost under the estimated value
C. Cost right at the actual value
D. Cost over the estimated value

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 375
Which of the following is an output from Control Scope?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 376
Managing procurement relationships and monitoring contract performance are part of which process?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 377
Fast tracking is a schedule compression technique used to shorten the project schedule without changing project scope. Which of the following can result from fast tracking?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:
QUESTION 378
An input to the Estimate Activity Resources process is:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 379
Which process requires implementation of approved changes?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 380
Resource calendars are included in the:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 381

Expected monetary value (EMV) is computed by which equation?

A. Value of each possible outcome multiplied by probability of occurrence
B. Value of each possible outcome multiplied by probability of non-occurrence
C. Multiplying the value of each possible outcome by the probability of occurrence and adding the products together
D. Multiplying the value of each possible outcome by the probability of non-occurrence and adding the products together

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 382

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 383

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

A. Project manager

B. External stakeholders
C. Internal stakeholders
D. Project team

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 384
Which of the following is an input to Direct and Manage Project Execution?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 385
Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 386

Which Process Group contains the processes performed to complete the work defined in the project management plan to satisfy the project specifications?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 387

A project manager at a publishing company decides to initiate the editing phase of the project as soon as each chapter is written. Which type of Sequence Activities tool and technique is involved, considering that there was a start-to-start relationship with a 15-day delay?

A. Slack
B. FloatC. Lag
D. Lead

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 388

Which of the following change requests can bring expected future performance of the project work in line with the project management plan?
A. Corrective action
B. Defect repair
C. Preventative action

D. Probable action

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 389
The correct equation for schedule variance (SV) is earned value:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 390
After Define Activities and Sequence Activities, the next process is:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 391
Which risk response strategy is common for both positive and negative risks?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 392
Which of the following is an output of the Conduct Procurements process?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 393
The technique of subdividing project deliverables into smaller, more manageable components until the work and deliverables are defined to the work package level is called:
A. a control chart.
B. baseline.
C. Create WBS.
D. decomposition.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 394
The group technique that enhances brainstorming with a voting process used to rank the most useful ideas for prioritization is called the:

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 395
At which stage of team development do members begin to work together, adjust work habits, and trust each other?

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

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

QUESTION 396
Which of the following can be used as an input for Define Scope?

A. Product analysis
B. Project charter
C. Scope baseline
D. Project scope statement

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 397
A project manager has created an issue log to document issues communicated by project team members during weekly team meetings. This is an input of:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 398
Approved change requests, approved corrective actions, and updates to organizational process assets are all outputs of which project management process?

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

Correct Answer: B
Section: Executing
Explanation

QUESTION 399
Which of the following buffers protects the target finish date from slippage along the critical chain?

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

Correct Answer: B
Section: Executing
Explanation

QUESTION 400

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

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 401
Which illustrates the connection between work that needs to be done and its project team members?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 402
Which tool or technique measures performance of the project as it moves from project initiation through project closure?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 403
A risk may be graded into different priorities by which process?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 404
What is the tool and technique used to request seller responses?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 405
What are assigned risk ratings based upon?

A. Root cause analysis
B. Assessed probability and impact

C. Expert judgment
D. Risk Identification

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 406
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 407
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 408
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 409
What's budget?
A. Monitoring & Controlling
B. Executing
C. Planning
D. Initiating

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 410
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 411
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 412
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 413
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 414
How is scheduled variance calculated using the earned value technique?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 415

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 416
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 417
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

Explanation/Reference:

QUESTION 418
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 analysisD. Risk response planning

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 419
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 420
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 421
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 422
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 423

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 424

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 425

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 426
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 427
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 428
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 429
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 430
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 431
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 432
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 433
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 434
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 435
Which of the following is an input into the Develop Project Team process?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 436

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 437
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 438
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 439
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 440
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 441

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 442
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 443
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 444
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 445
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 446
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 447
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 448
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 449
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 450
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 451
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 452
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 453
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 454

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 455

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 456

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

Explanation/Reference:

QUESTION 457
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 458
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 459
Projects can intersect with an organization's operations at various points during the product life cycle such as:

A. When there is an operations shutdown (i.e. a strike).

B. When developing new products, upgrading products, or expanding outputs.

C. When a project transitions from a temporary to a permanent status.

D. When the project manager is promoted to operations manager.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 460
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 461
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 462
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 463
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 464
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 465
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 466
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 467
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 468
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 469
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 470
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 471
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 472

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 473
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 474
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 475
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 476
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 477
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 478
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 479
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 480
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 481
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 482
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 483
Reserve analysis is a tool and technique used in which process?

A. Plan Risk Management

B. Plan Risk Responses

C. Identify RisksD. Control Risks

Correct Answer: D
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 484
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 485
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 486
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 487
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 488
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 489
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 490
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 491
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 492
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 493
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 Pius Award Re (CPAF)
D. Time and Material (T&M)

Correct Answer: B
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 494
The degree, amount, or volume of risk that an organization or individual will withstand is known as its risk:

A. Analysis
B. Appetite
C. ToleranceD. Response

Correct Answer: C
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 495
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 496
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 497
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 498

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 499
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 500
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 501
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 502
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 503
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 504
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 505
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

Explanation/Reference:

QUESTION 506
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 507
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 508
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 509
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 510
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 511
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 512
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 513
An input to the Control Quality process is:

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

Correct Answer: D
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 514
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 515
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 516
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 517
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 schedulevariance (SV) for Task 8?

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

B
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 518
The following chart contains information about the tasks in a project.

Correct Answer:

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

D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 519
The following chart contains information about the tasks in a project.

Correct Answer:

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 (5PI) for Task 4?

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

C
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 520
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 521
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

Correct Answer:

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 522
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 523
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 524
At the start of a typical project life cycle, costs are:

![VCEplus](https://vceplus.com/)
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 525
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 526
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 527
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 528
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 529
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 530
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 531
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 532
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 533
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 534
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 535
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 536
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 537
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 538
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 539
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 540
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 541
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 542

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

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

Correct Answer: D
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 543

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 544

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 545
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 546
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 547

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 548
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 549
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 550
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 551
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 552
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 553
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 554
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 555
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: B
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 556
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 557
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 558
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 559
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 560

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 561
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 562
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 563
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 564
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 565

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 566
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 567
Analogous cost estimating relies on which of the following techniques?

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

Correct Answer: A

Explanation/Reference:
QUESTION 568
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 569
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 570
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 571
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 572
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 573

Explanation/Reference:
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 574
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 575
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

D

QUESTION 576
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 577
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 578
What is the primary benefit of meeting quality requirements?
A. Quality metrics
B. Less rework
Correct Answer:

Section: Monitoring and Controlling
Explanation

Explanation/Reference:
C. Quality control measurements
D. Benchmarking

Correct Answer: B
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 579
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 580
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

        C

QUESTION 581
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 582
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 583
The project budget is set at $150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost = $50,000, Plan cost = $45,000, Earned value = $40,000. What is the cost performance index?

A. 0.8
B. 0.89
C. 1.13
Correct Answer:

Section: Monitoring and Controlling
Explanation

Explanation/Reference:
D. 1.25

Correct Answer: A
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 584
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 585
What happens to a stakeholder's project influence over time?

A. Increases
B. Decreases
C. Stays the same
D. Has no bearingB

QUESTION 586
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 587
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 588
The process to ensure that appropriate quality standards and operational definitions are used is:

Correct Answer:

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 589
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 590
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:

VCEplus.com

QUESTION 591
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 592
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 593
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 594
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 595
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 596
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 597
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 598
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 599
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 600
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 601
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 602
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 603
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 604
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 605
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 606
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 607
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 608
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 609
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 610
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 611
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 612
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 613
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 614
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 615
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 616

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 617

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 618

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 619
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 620
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 621
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 622
What happens to a stakeholder's project influence over time?

A. Increases

B. DecreasesC. Stays the same.

D. Has no bearing.

Correct Answer: B
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 623
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 624
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 625
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 626
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 627
Which type of control tool identifies whether or not a process has a predictable performance?

A. Cause and effect diagram
B. Control Charts
C. Pareto Chart
D. Histogram

Correct Answer: B
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 628
Which technique is utilized in the Schedule Control process?

A. Performance Measure
B. Baseline Schedule
C. Schedule Comparison
D. Variance Analysis

Correct Answer: D
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 629
Which of the following is a schedule network analysis technique that takes limited resources into account?

A. Network reserve analysis
B. Critical chain method
C. Lead and lag adjustment
D. Critical path method

Correct Answer: B
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 630
An associate who calculates fees daily to support the department is doing which of the following?

A. Phase work
B. Project work
C. Lifecycle work
D. Operations work

Correct Answer: D
Section: Monitoring and Controlling Explanation

Explanation/Reference:
QUESTION 631
A tool or technique used during the Administer Procurements process is:

A. Expert judgment.
B. Bidder conference.
C. Procurement negotiation.
D. Performance reporting.

Correct Answer: D
Section: Monitoring and Controlling Explanation

QUESTION 632
What is the critical chain method?

A. A technique to calculate the theoretical early start and finish dates and late start and finish dates
B. A schedule network analysis technique that modifies the project schedule to account for limited resources
C. A schedule compression technique that analyzes cost and schedule trade-offs to determine how to obtain the greatest amount of compression for the least incremental cost
D. A technique to estimate project duration when there is a limited amount of detailed information about the project

Correct Answer: B
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 633
Schedule milestones and a predefined budget are examples of:

A. Project constraints.
B. Requirements documentation.
C. Organizational process assets.
D. Activity cost estimates.
Correct Answer: A
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 634
Cost variance (CV) is equal to earned value:

A. Minus actual cost [EV - AC].
B. Minus planned value [EV - PV].C. Divided by actual cost [EV/AC].
D. Divided by planned value [EV/PV].

Correct Answer: A
Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 635
Cost of quality (COQ) refers to total cost of/to:

A. All efforts related to quality.
B. Product inspection activities.
C. Maintain plan quality.
D. Perform quality control.

Correct Answer: B
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 636
Which of the Project Time Management processes analyzes activity sequencing, durations, resource requirements, and schedule constraints?

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

Correct Answer: D
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 637
Budgets reserved for unplanned changes to project scope and cost are:

A. Contingency reserves.
B. Management reserves.
C. Authorized budgets.
D. Cost baselines.

Correct Answer: B
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 638
Projects are authorized by which of the following individuals?

A. Project managers
B. Stakeholders
C. Functional managers
D. Sponsors

Correct Answer: D
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 639
The Administer Procurements process is in which of the following Project Management Process Groups?

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

Correct Answer: B
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 640
Which of the following are the components of the scope baseline?

A. Project charter, project scope statement, and work breakdown structure (WBS)
B. Project charter, project management plan, and plan procurement
C. Project scope statement, work breakdown structure (WBS), and WBS dictionary
D. Project management plan, plan procurement, and contract administration

Correct Answer: C
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 641
Which standard examines an enterprise's project management process capabilities?
A. PMBOK Guide
B. The Standard for Program Management
C. Organizational Project Management Maturity Model "OPMJ
D. The Standard for Portfolio Management

Correct Answer: C
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 642
Which of the following tools and techniques is used to estimate cost?

A. Budget forecast
B. Variance analysis
C. Activity cost estimate
D. Three-point estimate

Correct Answer: D
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 643
What are the key components of the communication model?

A. Encode, message and feedback-message, medium, noise, and decode
B. Encode, messaging technology, medium, noise, and decode
C. Sender, message and feedback-message, medium, noise, and translate
D. Receiver, message and feedback-message, medium, noise, and decode

Correct Answer: A
Section: Monitoring and Controlling
Explanation
Explanation/Reference:

QUESTION 644
One of the fundamental tenets of modern quality management states that quality is:

A. planned, designed, and built in.
B. planned, designed, and inspected in.
C. built in, created, and reviewed.
D. built in, created, and standardized.

Correct Answer: A
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 645
Analyzing the strengths, weaknesses, opportunities, and threats (SWOT) of a project is known as:

A. calculating cost of quality
B. comparing project benefits
C. performing measurements analysis
D. identifying risks

Correct Answer: D
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 646
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 647
A project is being audited, and the project manager receives numerous comments and questions from an unfamiliar person in the company. The project manager shares this information with team members, none of whom know this person. The project manager is unsure how to manage this situation.

What should the project manager do first?

A. Review the responsible, accountable, consult, and inform (RACI) matrix.
B. Respond to the person's comments and questions.
C. Check the stakeholder register.
D. Review the work breakdown structure (WBS).

Correct Answer: A
Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 648

When a backward pass is calculated from a schedule constraint that is later than the early finish date that has been calculated during a forward pass calculation, this causes which type of total float?

A. Negative
B. Zero
C. Positive
D. Free

Correct Answer: C **Section:**
Closing Explanation

Explanation/Reference:

QUESTION 649
A reward can only be effective if it is:

A. Given immediately after the project is completed.
B. Something that is tangible.
C. Formally given during project performance appraisals.
D. Satisfying a need valued by the individual.

Correct Answer: D
Section: Closing Explanation

Explanation/Reference:

QUESTION 650
Which tool or technique allows a large number of ideas to be classified into groups for review and analysis?

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

Correct Answer: C
Section: Closing Explanation

Explanation/Reference:

QUESTION 651
Lessons learned are created and project resources are released in which Process Group?

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

Correct Answer: C
Section: Closing Explanation

Explanation/Reference:

QUESTION 652
The process of identifying and documenting relationships among the project activities is known as:

A. Control Schedule.
B. Sequence Activities.
C. Define Activities.
D. Develop Schedule.

Correct Answer: B
Section: Closing Explanation

Explanation/Reference:

QUESTION 653
Conditions that are not under the control of the project team that influence, direct, or constrain a project are called:

A. Enterprise environmental factors
B. Work performance reports
C. Organizational process assets
D. Context diagrams

Correct Answer: A
Section: Closing Explanation

Explanation/Reference:
QUESTION 654
Updates to organizational process assets such as procurement files, deliverable acceptances, and lessons learned documentation are typical outputs of which process?

A. Close Project or Phase
B. Conduct Procurements
C. Control Procurements
D. Close Procurements

Correct Answer: D
Section: Closing Explanation

Explanation/Reference:

QUESTION 655
Sensitivity analysis is typically displayed as a/an:

A. Decision tree diagram.
B. Tornado diagram.
C. Pareto diagram.
D. Ishikawa diagram.

Correct Answer: B
Section: Closing Explanation

Explanation/Reference:

QUESTION 656
A project manager builds consensus and overcomes obstacles by employing which communication technique?

A. Listening
B. Facilitation

C. Meeting management
D. Presentation

Correct Answer: B
Section: Closing
Explanation

Explanation/Reference:

QUESTION 657
An input to Close Project or Phase is:

A. Accepted deliverables
B. Final products or services
C. Document updates
D. Work performance information

Correct Answer: A
Section: Closing
Explanation

Explanation/Reference:

QUESTION 658
An output of the Direct and Manage Project Work process is:

A. Deliverables.
B. Activity lists.
C. A work breakdown structure.
D. A scope statement.

Correct Answer: A
Section: Closing Explanation

Explanation/Reference:
QUESTION 659

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

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

Correct Answer: B
Section: Closing Explanation

Explanation/Reference:

QUESTION 660
Which Knowledge Areas include processes from the Closing Process Group?

A. Project Quality Management and Project Time Management
B. Project Scope Management and Project Risk Management
C. Project Stakeholder Management and Project Cost Management
D. Project Integration Management and Project Procurement Management

Correct Answer: D
Section: Closing
Explanation

Explanation/Reference:

QUESTION 661
Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

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

Correct Answer: C
Section: Closing Explanation

Explanation/Reference:

QUESTION 662
At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project. Which item did this project create?

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

Correct Answer: A
Section: Closing
Explanation

Explanation/Reference:

QUESTION 663
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 664
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 665
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 666
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 667
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 668
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 669
What type of reward can hurt team cohesiveness?
A. Sole-sum
B. Win-lose
C. Lose-win
D. Partial-sum

Correct Answer: B
Section: Closing Explanation

Explanation/Reference:

QUESTION 670
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 671
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 672
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 673
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 674
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 675
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 676
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 677
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 678
A project has a current cost performance index (CPI) of 1.25. To date, US$10,000 have been spent on performing the project work. What is the earned value of the work completed to date?

A. US$S000
B. US$9500
C. US$10,000
D. US$12,500

Correct Answer: D
Section: Closing Explanation

Explanation/Reference:

QUESTION 679
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 680
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 681
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 682
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 683
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 684
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 685
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 686
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

QUESTION 687
Which is the correct formula for calculating expected activity cost for three-point estimating?

A. Ce = (C0 + 6Cm + Cp)/4
B. Ce = (6C0 + Cm + Cp)/4
C. Ce = (C0 + 4Cm + Cp)/6
D. Ce = (C0 + C„ + 4Cp) / 6

Correct Answer: C
Section: Closing Explanation

Explanation/Reference:

QUESTION 688
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 689
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 690
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 691
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 692

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 693
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 694
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 695
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 696
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 697
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 698
Exhibit A is an example of which of the following types of Sequence Activities?
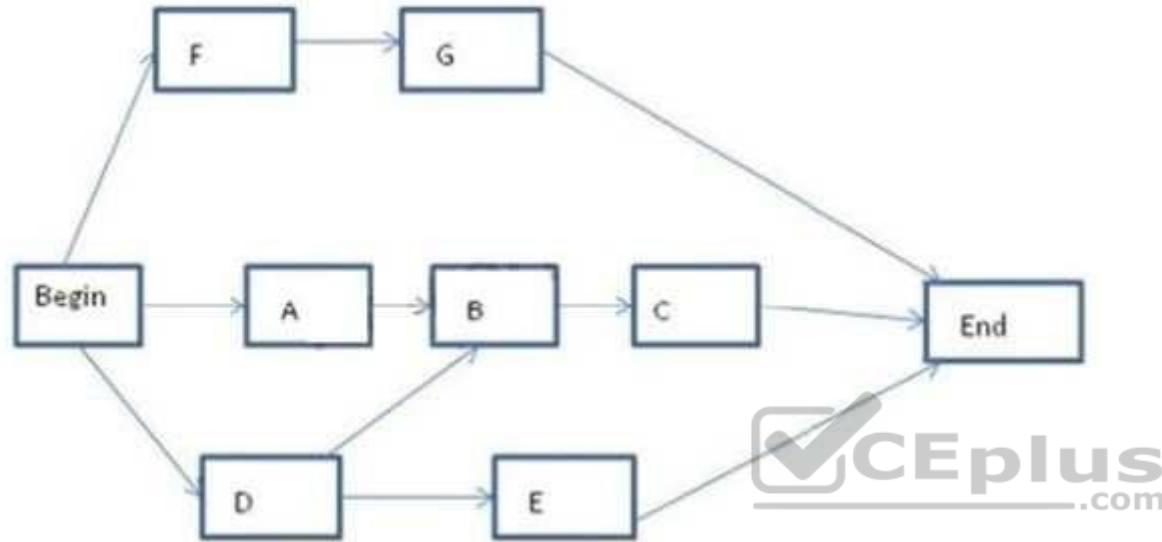
A. Activity-on-arrow diagramming
B. Precedence diagramming
C. Project schedule network diagramming
D. Mathematical analysis diagramming

Correct Answer: B **Section: Closing Explanation**

Explanation/Reference:

QUESTION 699
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 700
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 701
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 702
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 703
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 704
What do composite organizations involve?

A. Functional and project managers
B. Functional managers only
C. Project managers only
D. Technical managers and project managers

Correct Answer: A
Section: Closing Explanation

Explanation/Reference:

QUESTION 705
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 706
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 707
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 708
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 709
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 710
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 711
An activity has an early start date of the 10th and a late start date of the 19th. The activity has a duration of four days. There are no non workdays. From the information given, what can be concluded about the activity?

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

Correct Answer: A
Section: Mix Questions
Explanation

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

QUESTION 712
In project development, schedule information such as who will perform the work, where the work will be performed, activity type, and WBS classification are examples of_____

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

Correct Answer: A
Section: Mix Questions
Explanation

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

QUESTION 713
Which of the following is a key input to define activities?

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

Correct Answer: C
Section: Mix Questions
Explanation

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

QUESTION 714
The purpose of using what-if analysis in schedule control is to_____

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

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
A corrective action is anything that is done to bring expected future schedule performance in line with the schedule baseline. Regarding the project schedule, it usually means taking action to speed up the project. One way to determine why the schedule performance is not in line with the plan is what-if analysis, which may

address schedule activities and other scenarios other than the activity that is actually causing the variance. It evaluates scenarios in order to predict their effect on the project's outcomes, either positive or negative.

QUESTION 715
Several types of float are found in project networks. Float that is used by a particular activity and does NOT affect the float in later activities is called_____

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

Correct Answer: B
Section: Mix Questions
Explanation

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

QUESTION 716
All the following statements regarding critical chain method are true EXCEPT_____

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

Correct Answer: B
Section: Mix Questions
Explanation

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

QUESTION 717

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

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

Correct Answer: A
Section: Mix Questions
Explanation

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

QUESTION 718
The risk register may need to be updated as an output of which following process:
A. Define activities
B. Sequence activities
C. Estimate activity resources
D. Control schedule

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The risk register may require updates in both the sequence activities and develop schedule processes. In the sequence activity process, the activity lists and activity attributes may need updates as well.

QUESTION 719
You are managing a project that will use a virtual team with team members on three different continents. Your company is looking to use the virtual team to provide a lower cost product by using resources in countries that have a favorable exchange rate to that of your country. To assist in this process as you estimate resource requirements, it is helpful to consider_____

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

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
In estimating activity resources, published estimating data is a tool and technique that is used as many companies routinely publish updated production rates and unit costs of resources. This includes labor trades, material, and equipment for different countries and geographic locations in these countries.

QUESTION 720
Activity A has a pessimistic (P) estimate of 36 days, a most likely (ML) estimate of 21 days, and an optimistic (O) estimate of 6 days. What is the probability that activity A will be completed in 16 to 26 days?

A. 55.70 percent
B. 68.26 percent
C. 95.46 percent
D. 99.73 percent

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
First, compute the standard deviation:

$$\sigma = \frac{P - Q}{6} \text{ or } \frac{36 - 6}{6} = 5 \text{ days}$$

VCEplus.com

Next, compute PERT expected time:

$$\frac{P + 4(ML) + O}{6} \text{ or } \frac{36 + 4(21) + 6}{6} = 21 \text{ days}$$

Finally, determine range of outcomes using 1:
21-5 = 16 days, and 21+5 = 26 days
Simply defined, 1 is the amount on either side of the mean of a normal distribution that will contain approximately 68.26 percent of the population. Meredith and Mantel 2012, 348-350

QUESTION 721
You are managing a project to redesign a retail store layout to improve customer throughput and efficiency. Much project work must be done on site and will require the active participation of store employees who are lifelong members of a powerful union with a reputation for labor unrest. One important component of your schedule must be_____

A. A resource capabilities matrix
B. Buffers and reserves
C. A resource calendar
D. A resource histogram

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Project and resource calendars identify periods when work is allowed. Project calendars affect all resources. Resource calendars affect a specific resource or a resource category, such as a labor contract that requires certain workers to work on certain days of the week.

QUESTION 722
To account for uncertainty in a schedule, reserve analysis may be used. All the following are examples of contingency reserves EXCEPT _____

A. Fixed number of work periods
B. Percent of the estimated activity duration
C. Buffers

D. Productivity metrics

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Duration estimates may include contingency reserves, and contingency should be identified clearly in schedule documentation. They are built into the overall project schedule to account for uncertainty. They also may be developed using quantitative analysis methods. When more information is known about the project, the contingency reserve may be used, reduced, or eliminated.

QUESTION 723
The reason that the schedule performance index (SPI) 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.

QUESTION 724
You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = $2,200
EV = $2,000
AC = $2,500
BAC = $10,000

According to earned value analysis, the SV and status of the project described above is_____

A. -$300; the project is ahead of schedule
B. +$8,000; the project is on schedule
C. +$200; the project is ahead of schedule
D. -$200; the project is behind schedule

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
SV is calculated as EV - PV (in this case, $2,000 - $2,200). A negative variance means that the work completed is less than what was planned for at that point in the project.

QUESTION 725
You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = $2,200
EV = $2,000
AC = $2,500
BAC = $10,000
What is the CPI for this project, and what does it tell us about cost performance thus far?

A. 0.20; actual costs are exactly as planned
B. 0.80; actual costs have exceeded planned costs
C. 0.80; actual costs are less than planned costs
D. 1.25; actual costs have exceeded planned costs

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:

CPI is calculated as EV/AC (in this case, $2,000/$2,500). EV measures the budgeted dollar value of the work that has actually been accomplished, whereas AC measures the actual cost of getting that work done. If the two numbers are the same, work on the project is being accomplished for exactly the budgeted amount of money (and the ratio will be equal to 1.0). If actual costs exceed budgeted costs (as in this example), AC will be larger than EV, and the ratio will be less than 1.0. CPI is also an index of efficiency. In this example, an index of 0.80 (or 80 percent) means that for every dollar spent on the project only 80 cents worth of work is actually accomplished.

QUESTION 726
You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = $2,200
EV = $2,000
AC = $2,500
BAC = $10,000

The CV for this project is_____

A. 300
B. -$300
C. 500
D. -$500

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
CV is calculated as EV - AC (in this case, $2,000 - $2,500). A negative CV means that accomplishing work on the project is costing more than was budgeted.

QUESTION 727
You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = $2,200
EV = $2,000
AC = $2,500
BAC = $10,000

What is the EAC for this project, and what does it represent?

A. $12,500; the revised estimate for total project cost (based on performance thus far)
B. $10,000; the revised estimate for total project cost (based on performance thus far)
C. $12,500; the original project budget
D. $10,000; the original project budget

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
EAC is calculated as BAC/CPI (in this case, $10,000/0.80). It is now known that the project will cost more than the original estimate of $10,000. The project has been getting only 80 cents worth of work done for every dollar spent (CPI), and this information has been used to forecast total project costs. This approach assumes that performance for the remainder of the project will also be based on a CPI of 0.80.

QUESTION 728
You have now prepared your cost management plan so now you are preparing your project's cost estimate. You decided to use analogous estimating. Which of the following is NOT characteristic of analogous estimating?

A. Supports top-down estimating
B. Is a form of expert judgment
C. Has an accuracy rate of ±10% of actual costs

D. Involves using the cost of a previous, similar project as the basis for estimating current project cost

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
A frequently used method of estimate costs, the analogous technique relies on experience and knowledge gained to predict future events. This technique provides planners with some idea of the magnitude of project costs but generally not within±10%.

QUESTION 729
All the following are outputs of the estimate cost process EXCEPT_____

A. Activity cost estimates
B. Basis of estimates
C. Documented constraints
D. Cost baseline

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Cost baseline is an output from the determine budget process.

QUESTION 730
You must consider direct costs, indirect costs, overhead costs, and general and administrative costs during cost estimating. Which of the following is NOT an example of a direct cost?

A. Salary of the project manager
B. Subcontractor expenses
C. Materials used by the project
D. Electricity

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:
Explanation:
Direct costs are incurred for the exclusive benefit of a project (for example, salary of the project manager, materials used by the project, and subcontractor expenses). Indirect costs, also called overhead costs, are allocated to a project by its performing organization as a cost of doing business. These costs cannot be traced to a specific project and are accumulated and allocated equitably over multiple projects (for example, security guards, fringe benefits, and electricity).

QUESTION 731
If the cost variance is the same as the schedule variance and both numbers are greater than zero, then_____

A. The cost variance is due to the schedule variance
B. The variance is favorable to the project
C. The schedule variance can be easily corrected
D. Labor rates have escalated since the project began

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
A positive schedule variance indicates that the project is ahead of schedule. A positive cost variance indicates that the project has incurred less cost than estimated for the work accomplished; therefore, the project is under budget.

QUESTION 732
You are responsible for preparing a cost estimate for a large World Bank project. You decide to prepare a bottom-up estimate because your estimate needs to be as accurate as possible. Your first step is to_____

A. Locate a computerized tool to assist in the process
B. Use the cost estimate from a previous project to help you prepare this estimate
C. Identify and estimate the cost for each work package or activity
D. Consult with subject matter experts and use their suggestions as the basis for your estimate

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:

Bottom-up estimating is derived by first estimating the cost of the project's elemental tasks at the lower levels of the WBS or for an activity and then aggregating those estimates at successively higher levels of the WBS for subsequent reporting and tracking purposes.

QUESTION 733
Management has grown weary of the many surprises, mostly negative, that occur on your projects. In an effort to provide stakeholders with an effective performance metric, you will use the to-complete performance index (TCPI). Its purpose is to_____

A. Determine the schedule and cost performance needed to complete the remaining work within management's financial goal for the project
B. Determine the cost performance needed to complete the remaining work within management's financial goal for the project
C. Predict final project costs
D. Predict final project schedule and costs

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Determine the cost performance needed to complete the remaining work within management's financial goal for the project The TCPI takes the value of work remaining and divides it by the value of funds remaining to obtain the cost performance factor needed to complete all remaining work according to a financial goal set by management.

QUESTION 734
If operations on a work package were estimated to cost $1,500 and finish today but, instead, have cost $1,350 and are only two-thirds complete, the cost variance is_____

A. $150
B. -$150
C. -$350
D. -$500

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
CV is calculated by EV - AC, or $1,500(2/3) - $1,350 = -$350.

QUESTION 735

When you review cost performance data on your project, different responses will be required depending on the degree of variance or control thresholds from the baseline. For example, a variance of 10 percent might not require immediate action, whereas a variance of 100 percent will require investigation. A description of how you plan to manage cost variances should be included in the_____

A. Cost management plan
B. Change management plan
C. Performance measurement plan
D. Variance management plan

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The management and control of costs focuses on variance thresholds. Certain variances are acceptable, and others, usually those falling outside a particular range, are unacceptable. They are typically expressed as percentage deviations from the baseline plan. The actions taken by the project manager for variances are described in the cost management plan.

QUESTION 736

As of the fourth month on the Acme project, cumulative planned expenditures were $100,000.

Actual expenditures totaled $120,000. How is the Acme project doing?

A. It is ahead of schedule.
B. It is in trouble because of a cost overrun.
C. It will finish within the original budget.
D. The information is insufficient to make an assessment.

Correct Answer: D
Section: Mix Questions
Explanation
Explanation/Reference:
Explanation:
The information provided tells us that, as of the fourth month, more money has been spent than was planned. However, we need to know how much work has been completed to determine how the project is performing. In earned value terms, we are missing the EV.

QUESTION 737
On your project, you need to assign costs to the time period in which they are incurred. To do this, you should_____

A. Identify the project components so that costs can be allocated
B. Use the project schedule as an input to determine budget
C. Prepare a detailed and accurate cost estimate
D. Prepare a cost performance plan

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Accurate project performance measurement depends on accurate cost and schedule information. The project schedule includes planned start and finish dates for all activities tied to work packages and control accounts. This information is used to aggregate costs to the calendar period for which the costs are planned to be incurred.

QUESTION 738
You have a number of costs to track and manage because your project is technically very complex. They include direct costs and indirect (overhead) costs. You have found that managing overhead costs is particularly difficult because they_____

A. Are handled on a project-by-project basis
B. Represent only direct labor costs
C. Represent only equipment and materials needed for the project
D. Are usually beyond the project manager's control

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Overhead includes costs such as rent, insurance, or heating, that pertain to the project as a whole and cannot be attributed to a particular work item. The amount of overhead to be added to the project is frequently decided by the performing organization and is beyond the control of the project manager.
QUESTION 739

If you want to calculate the ETC based on your expectations that similar variances to those noted to date will not occur, you should use which of the following formulas?

A. ETC = BAC - EV
B. ETC = (BAC - EV)/CPI
C. ETC = AC + EAC
D. ETC = AC + BAC - EV

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
This formula assumes that the estimate to complete is based on the same cost efficiency level.

QUESTION 740
You receive a frantic phone call from your vice president who says she is going to meet with a prospective client in 15 minutes to discuss a large and complex project. She asks you how much the project will cost. You quickly think of some similar past projects, factor in a few unknowns, and give her a number. What type of estimate did you just provide?

A. Definitive
B. Budget
C. Order-of-magnitude
D. Detailed

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
An order-of-magnitude estimate, which is referred to also as a ballpark estimate, has an accuracy range of -25% to 75% and is made without detailed data.

QUESTION 741
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 742
Which of the following is a tool for analyzing a design, determining its functions, and assessing how to provide those functions' cost effectively?

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 743
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 744
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 745
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 746
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 747
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 criteriaD. 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 748
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 749
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 750

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 751

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 752
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 753
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 754

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 755
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 756
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 757
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 758
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 759
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 760
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 761
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 762
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 763
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 764
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 765
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 766
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 767

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 768

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 769

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 770
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 771
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 772
Which of the following statements best describes attribute sampling versus variables sampling?
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 773
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 774
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 775
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 776
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 777
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 778
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 diagraph
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 diagraph 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 779
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 780
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 781
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 782
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 783
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 784
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 785
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 786

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 787
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 788
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 789
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 790
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 791
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 792
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 793
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 794
The team members on your project have been complaining that they do not have any sense of identity as a team because they are located in different areas of the building. To remedy this situation, you developed a project logo and had it printed on T-shirts to promote the project, but this action has not worked. Your next step is to_____

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

Correct Answer: C
Section: Mix Questions
Explanation

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

QUESTION 795
The project team directory is an output from which of the following processes?

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

Correct Answer: B
Section: Mix Questions
Explanation

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

QUESTION 796
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 797
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 798

A.
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_____

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 799
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:

A.
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 800
In both the weak and strong matrix organizational structures, the primary condition leading to conflict is_____

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 801
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:

A.
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 802
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 803
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 804
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 805
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 806
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 807
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 808
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 809
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 810
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

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 811
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

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 812
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 813
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 814
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 815
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 816
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 817
The key way for a project manager to promote optimum team performance in project teams whose members are not collocated is to_____

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

Correct Answer: A
Section: Mix Questions
Explanation

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

QUESTION 818
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 819
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 820
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 821

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 822
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 823
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 824
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 825
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 826
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 resistors of the project.

QUESTION 827
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 828
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 829
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 830
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 831
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

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 832
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 an 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 833
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 834
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 835
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 ad communicate articulately.

QUESTION 836

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 837

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 838
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 839
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 840
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 841
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 842
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 843
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 844
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 845
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 846
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 847
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 848
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 849
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 850
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 851

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 852
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 853
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 summaries 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 854
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 855
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 856
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 857
Changes in the report formats and lessons learned documents process should trigger changes to the_____

A. Project management plan and performance reporting system
B. Integrated change control system and the communications management plan
C. Monitor and control project process and the project management plan
D. Organizational process assets updates

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Any changes in report formats or lessons learned documentation are organizational process asset updates as an output of control communications. The documentation may become part of the historical data base for both the project and the organization.

QUESTION 858
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 859
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:
Wok 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 860
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 861
You are working on a project with 15 stakeholders. The number of communication channels on this project is_____

A. 15
B. 105
C. 210
D. 225

Correct Answer: B
Section: Mix Questions
Explanation
Explanation/Reference:
Explanation:
The formula for determining the number of communication channels is n(n - 1)/2, where n = the number of stakeholders: 15(15 - 1)/2 = (15)(14)/2 = 105. It is important to note that project managers must plan the project's communications requirements carefully, limiting who will communicate with whom given the potential for confusion when multiple communications channels can exist.

QUESTION 862
Which of the following formulas calculates the number of communication channels in a project?

a. $\dfrac{n(n-1)}{2}$

b. $\dfrac{n^2 - 1}{2}$

c. $\dfrac{n^2 - 1}{n}$

d. $\dfrac{2^n - 2}{1^n}$

A. Option a
B. Option b
C. Option c

D. Option d

Correct Answer: A
Section: Mix Questions
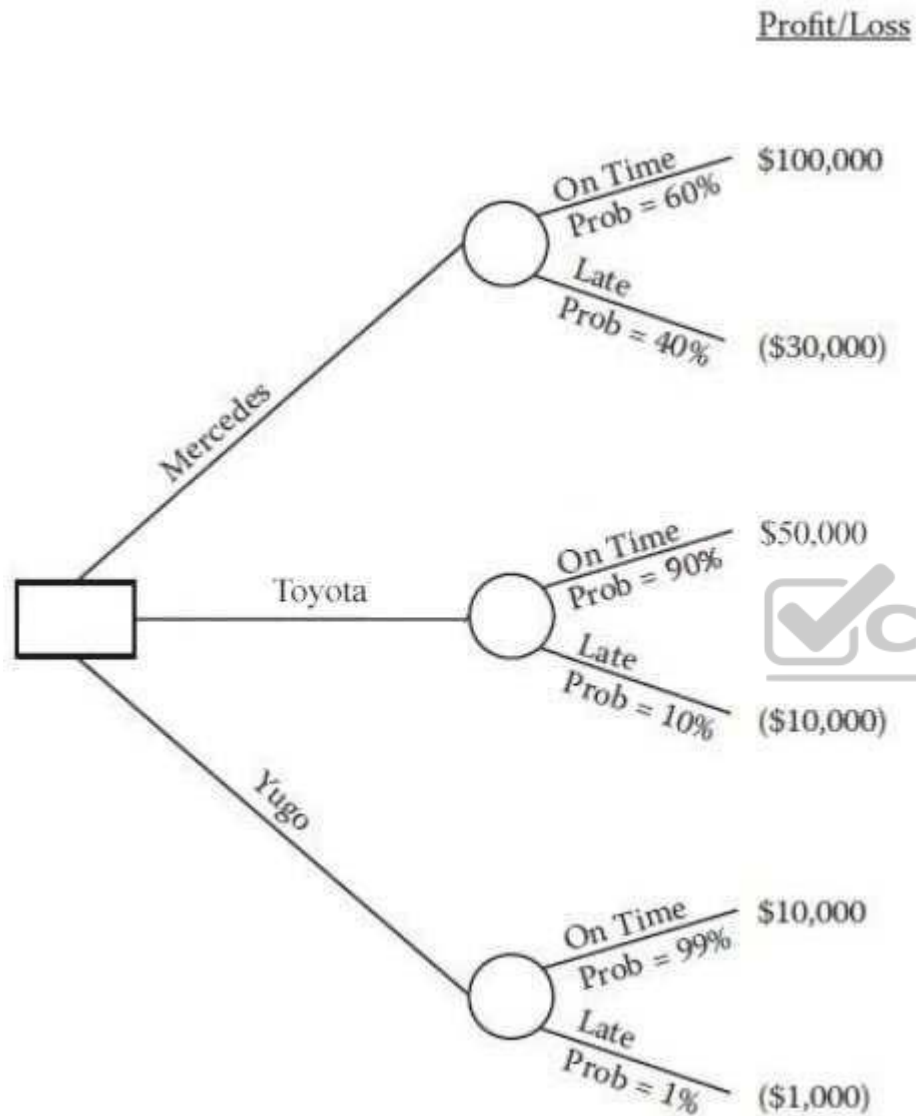**Explanation**

Explanation/Reference:
Explanation:
Where n = the number of stakeholders.

QUESTION 863
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?

Profit/Loss

Mercedes

On Time
Prob = 60% — $100,000

Late
Prob = 40% — ($30,000)

Toyota

On Time
Prob = 90% — $50,000

Late
Prob = 10% — ($10,000)

Yugo

On Time
Prob = 99% — $10,000

Late
Prob = 1% — ($1,000)

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

C. $45,000

D. $48,000

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
EMV VToyota = ($50, 000×90%) + ($10,000×0%)
= $45,000+(-$1,000) =
$44,000

QUESTION 864
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 865
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 866
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 867
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 868
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 869
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 pane list 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 870
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 871
Most statistical simulations of budgets, schedules, and resource allocations use which one of the following approaches?

A. PERT
B. Decision-tree analysis
C. Present value analysis
D. Monte Carlo analysis

Correct Answer: D
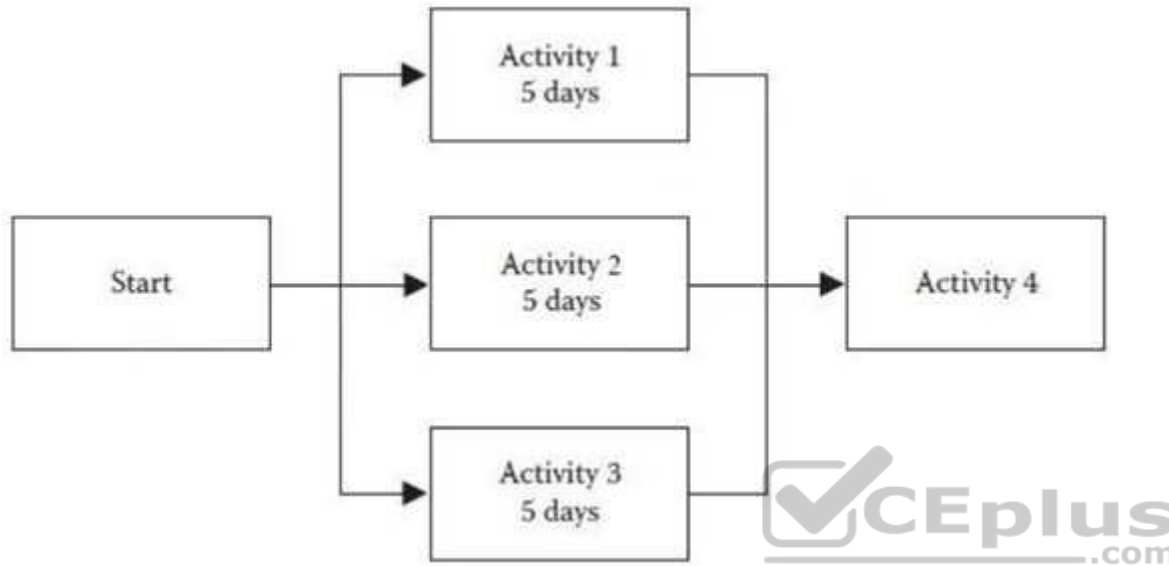**Section: Mix Questions**
Explanation

Explanation/Reference:
Explanation:
Simulations are typically performed using Monte Carlo in which a project model is computed many times with the input values chosen at random for each iteration from the probability distribution of these variables. Monte Carlo analysis supports various statistical distributions (normal, triangular, beta, uniform, etc.) used in estimating budgets, schedules, and resource allocations.

QUESTION 872
In the below path convergence example, if the odds of completing activities 1, 2, and 3 on time are 50 percent, 50 percent, and 50 percent, what are the chances of starting activity 4 on day 6?

```
                    ┌──────────────┐
                  ┌─►│  Activity 1  │───────┐
                  │  │   5 days     │       │
                  │  └──────────────┘       │
┌──────────┐      │  ┌──────────────┐       ▼  ┌──────────────┐
│  Start   │──────┼─►│  Activity 2  │─────────►│  Activity 4  │
└──────────┘      │  │   5 days     │          └──────────────┘
                  │  └──────────────┘       ▲
                  │  ┌──────────────┐       │
                  └─►│  Activity 3  │───────┘
                     │   5 days     │
                     └──────────────┘
```

A. 10 percent
B. 13 percent
C. 40 percent
D. 50 percent

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Probability (starting activity 4 on day 6)=(0.5)3
=0.125 or 13%

QUESTION 873

A project health check identified a risk that your project would not be completed on time. As a result, you are quantifying the project's risk exposure and determining what cost and schedule contingency reserves might be needed. You performed a schedule risk analysis using Monte Carlo analysis. The basis for your schedule risk analysis is the_____

A. WBS
B. Gantt chart
C. Schedule network diagram and duration estimates
D. Probability/impact risk rating matrix

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
When determining the likelihood of meeting the project's schedule end date through Monte Carlo, the schedule network diagram and duration estimate are used as inputs to the simulation program. Cost risk, on the other hand, uses cost estimates from the WBS.

QUESTION 874
You are developing radio frequency (RF) technology that will improve overnight package delivery. You ask each stakeholder to estimate the most optimistic package delivery time using the RF technology, the most pessimistic time, and the most likely time. This shows that for your next step you plan to_____

A. Use a beta or triangular probability distribution
B. Conduct a sensitivity analysis
C. Structure a decision analysis as a decision tree
D. Determine the strategy for risk response

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Interviews often are used to help quantify the probability and consequences of risks on project objectives. The type of information collected during the interview depends on the type of probability distribution that is used. A beta or triangular distribution is used widely when information is gathered on the optimistic (low), pessimistic (high), and most likely scenarios.

QUESTION 875
Each one of the following statements about risk avoidance is true EXCEPT that it_____

A. Focuses on changing the project management plan to eliminate entirely the threat
B. Isolates the project's objectives from the risk's impact
C. Accepts the consequences of the risk event should it occur
D. Changes the project objective that is in jeopardy

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Accepting the consequences of the risk event is categorized as risk acceptance. With this risk response approach, the project team takes no action to reduce the probability of the risk's occurring.

QUESTION 876
If the probability of event 1 is 80 percent and of event 2 is 70 percent and they are independent events, how likely is it that both events will occur?

A. 6 percent
B. 15 percent
C. 24 percent
D. 56 percent

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The likelihood is determined by multiplying the probability of event 1 by the probability of event 2.

QUESTION 877
The project scope statement should be used in the identify risk process because it_____

A. Identifies project assumptions
B. Identifies all the work that must be done and, therefore, includes all the risks on the project

C. Helps to organize all the work that must be done on the project

D. Contains information on risks from prior projects

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Project assumptions, which should be enumerated in the project scope statement, are areas of uncertainty, and as such are potential causes of project risk. The scope statement and the WBS are part of the scope baseline, an input to identify risks.

QUESTION 878
Your project team has identified all the risks on the project and has categorized them as high, medium, and low. The "low" risks are placed on which one of the following for monitoring?

A. Threat list

B. Low risk list

C. Watch list

D. Low impact list

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Even low-priority risks must be monitored. A watch list is used to ensure such risks are tracked for continued monitoring.

QUESTION 879
A general contingency is used for_____

A. Risks that are identified at the outset of the project

B. Risks that are not identified at the outset of the project but are known before they occur

C. Risks that cannot be known before they occur because they are external risks

D. Any risks that cannot be known before they occur

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
There is a category of risks that is sometimes called unknown-unknowns, meaning that the risk is not knowable and, therefore, the probability of the risk is also not knowable. Your lead technical advisor becoming seriously ill, your offices being ransacked by persons engaged in industrial espionage, or one of your subcontractors winning the lottery and running off to the Cayman Islands are all examples of risks that are not known before they occur. However, such risks must be expected and a general contingency can be set aside to address the impact they leave in their wake.

QUESTION 880
The simplest form of quantitative risk analysis and modeling techniques is_____

A. Probability analysis
B. Sensitivity analysis
C. Delphi technique
D. Utility theory

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Sensitivity analysis, as a quantitative risk analysis and modeling technique, helps to determine the risks that have the most potential impact on the project. It examines the extent to which the uncertainty of each project element affects the objective being examined when all other uncertain elements are held at their baseline values.

QUESTION 881
If a business venture has a 60-percent chance to earn $2 million and a 20-percent chance to lose $1.5 million, what is the expected monetary value of the venture?

A. -$50,000
B. $300,000
C. $500,000
D. $900,000

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
EMV = ($2M × 60%) + (-$1.5M × 20%) =
($1.2M) + (-$300,000) = $900,000

QUESTION 882
You are managing the construction of a highly sophisticated data center in Port Moresby, Papua, New Guinea. Although this location offers significant economic advantages, the threat of typhoons has caused you to create a backup plan to operate in Manila in case the center is flooded. This plan is an example of what type of risk response?

A. Passive avoidance
B. Mitigation
C. Active acceptance
D. Deflection

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Active acceptance means not only accepting the consequences of a risk, but also establishing a plan for dealing with the risk, should it occur. Organizations typically establish a contingency plan funded by a contingency reserve (of time, money, or resources) to handle known, or even sometimes potential unknown, threats or opportunities.
PMI®, PMBOK® Guide, 2013, 345

QUESTION 883
A recent earned value analysis shows that your project is 20 percent complete, the CPI is 0.67, and the SPI is 0.87. In this situation, you should_____

A. Perform additional resource planning, add resources, and use overtime as needed to accomplish the same amount of budgeted work
B. Rebaseline the schedule, then use Monte Carlo analysis
C. Conduct a risk response audit to help control risk
D. Forecast potential deviation of the project at completion from cost and schedule targets

Correct Answer: D

Explanation/Reference:
Explanation:
Earned value is used for monitoring overall project performance against a baseline plan. It is a part of variance analysis, a tool and technique in control risks.

QUESTION 884
The purpose of a numeric scale in risk management is to_____

A. Avoid high-impact risks
B. Assign a relative value to the impact on project objectives if the risk in question occurs
C. Rank order risks in terms of very low, low, moderate, high, and very high
D. Test project assumptions

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
You can develop relative or numeric, well-defined scales using agreed-upon definitions by the stakeholders. When using a numeric scale, each level of impact has a specific number assigned to it.

QUESTION 885
Risk score measures the_____

A. Variability of the estimate
B. Product of the probability and impact of the risk
C. Range of schedule and cost outcomes
D. Reduced monetary value of the risk event

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The risk score provides a convenient way to compare risks because comparing impacts or probabilities alone is meaningless. It helps guide risk responses.

QUESTION 886
Which of the following is an example of recommended corrective action in risk management?

A. Conducting a risk audit
B. Engaging in additional risk response planning
C. Performing the contingency plan
D. Conducting a risk review

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Corrective action in risk management is the process of making changes to bring expected performance in line with the risk management plan. Such action consists of performing either the planned risk response, such as implementing contingency plans, or a workaround.

QUESTION 887
The primary advantage of using decision-tree analysis in project risk management is that it_____

A. Considers the attitude of the decision maker toward risk
B. Forces consideration of the probability of each outcome
C. Helps to identify and postulate risk scenarios for the project
D. Shows how risks can occur in combination

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
As a graphical way to bring together information, decision-tree analysis quantifies the likelihood of failure and places a value on each decision. Usually applied to cost and time considerations, this form of risk analysis may be linked to a sensitivity analysis.

QUESTION 888
Your project is using complex, unproven technology. Your team conducted a brainstorming session to identify risks. Poor allocation of project resources was the number one risk. This risk was placed on the risk register, which included at this point a_____

A. Watch list
B. Potential risk response
C. Known unknown
D. List of other risks requiring additional analysis

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The risk register is prepared first in the identify risks process. It contains a list of identified risks in as much detail as possible and a list of potential responses when they are identifiable at this time.

QUESTION 889
When managing current projects, it is important to use lessons learned from previous projects to improve the organization's project management process.
Therefore, in project closing procedures, it is important to review the_____

A. Secondary risks that occurred
B. Checklists for identify risks
C. WBS dictionary
D. Fallback plan

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Checklists are a tool and a technique of the identify risks process and include risks encountered on similar, previous projects identified through the lessons learned process and from other sources. The project team should review the checklist as part of the identify risks process as well as during closeout. The team should add to the list as necessary, based on its experience, to help others in the future.

QUESTION 890
Risk mitigation involves_____

A. Using performance and payment bonds

B. Eliminating a specific threat by eliminating the cause
C. Avoiding the schedule risk inherent in the project
D. Reducing the probability and/or impact of an adverse risk event to an acceptable threshold

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
It is often more effective to take early action to reduce probability and/or impact of a risk occurring on a project than attempting to repair the damage after the risk has occurred.

QUESTION 891
On a typical project, when are risks highest and impacts (amount at stake) lowest?

A. During the concept phase
B. At or near completion of the project
C. During the implementation phase
D. When the project manager is replaced

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Risks are highest at the beginning of a project because the project faces an uncertain future, and impacts are lowest at this time because investments in human and material resources are minimal.

QUESTION 892
Two key inputs to the perform quantitative risk analysis process are the_____

A. WBS and milestone list
B. Scope management plan and process improvement plan
C. Schedule management plan and cost management plan
D. Procurement management plan and quality baseline

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The cost and schedule of a project are two areas significantly affected by risk occurrences. Information on these two areas, because of their quantitative nature, provides excellent input to the perform quantification risk process to help determine overall impact and to provide guidelines as managing risk reserves.

QUESTION 893
The highest risk impact generally occurs during which one of the following project life-cycle phases?

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

Correct Answer: C
Section: Mix Questions
Explanation

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

QUESTION 894
Which one of the following statements best characterizes an activity cost or duration estimate developed with a limited amount of information?

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

Correct Answer: B
Section: Mix Questions
Explanation

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

QUESTION 895
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 896
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 897
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 898
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 899
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 900
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 901
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 902
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 903

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 904

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 905

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 906
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 907
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 908
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 909
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 910
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 911
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

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 912
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 913
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 914
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 915
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 916

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

A. Project manager
B. Authorized procurement administrator
C. Member of the project management team responsible for daily contract administration
D. Purchasing department head

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The buyer, through its authorized procurement administrator, is responsible for providing the seller with formal written notice of contract completion. The procurement administrator does so when the seller has met all contractual requirements as articulated in the contract. PMI®,

QUESTION 917

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 918
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 919
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 920
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 921
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 922
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 923
Based on quality control measurements on your manufacturing project, management realizes that immediate corrective action is required to the material requirements planning (MRP) system to minimize rework. To implement the necessary changes you should follow_____

A. The organization's quality policy
B. The quality management plan
C. Established operational definitions and procedures
D. A defined integrated change control process

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:
If the recommended corrective or preventive actions or a defect repair require a change to any of the project management plans, a change request should be prepared in conformance with the perform integrated change control process.

QUESTION 924
You are the project manager on a project to improve traffic flow in the company's parking garage. You
decide to use flowcharting to_____

A. Help anticipate how problems occur
B. Show dependencies between tasks
C. Show the results of a process
D. Forecast future outcomes

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Flowcharts depict the interrelationship of a system's components and show the relationships among process steps. They are often referred to as process maps as they display the sequence of steps and the branching possibilities for a process that transforms one or more inputs into one or more outputs. Flowcharts show activities, decision points, branching loops, parallel paths, and the order of processing. As such, they aid the team in anticipating where quality problems might occur, which helps in developing approaches for dealing with these potential problems.

QUESTION 925
Successful project management involves both project leadership as well as project management skills. Several different leadership styles are appropriate in different phases of the project life cycle. Assume that you are working on a project, and it is in the execution phase. The leadership style that is most appropriate should consist of a blend of all but which one of the following?

A. Change master
B. Decision maker
C. Team and synergy
D. Trustworthiness

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
During the execution stage, the major attributes and emphasis is on realignment. The leadership style/blend that is most appropriate is one who is a decision maker, balances work and fun, is trustworthy, and promotes the team concept and synergy.

QUESTION 926
Schedule control is one important way to avoid delays. While planning and executing schedule recovery, one tool available to you for control schedules is_____

A. Changing the schedule management plan
B. Immediately rebase lining
C. Adjusting leads and lags
D. Changing all project and resource calendars

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Corrective action is anything that brings expected future schedule performance in line with the project plan. Adjusting leads and lags is one of many tools available to identify the cause of variation.

QUESTION 927
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 928

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 929

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 930

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 931

Your project sponsor wants to know whether process variables are within acceptable limits. To answer this question, you should_____

A. Conduct a process analysis

B. Conduct a root cause analysis

C. Use a control chart

D. Use a run chart

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

A control chart is one of the seven basic tools of quality control that determines whether or not a process is stable or has predictable performance. It also illustrates how a process behaves over time. When a process is within acceptable limits, it need not be adjusted; when it is outside acceptable limits, an analysis should be conducted to determine the reasons why.

QUESTION 932

All the following statements are true about the grassroots estimate, EXCEPT_____

A. Its accuracy rate is from -5% to +10%
B. It is also called an engineering estimate
C. It is used primarily for Level 1 of the WBS
D. It may take months to prepare

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Estimates are categorized according to accuracy and the time to prepare them. Grassroots or engineering-type estimates are definite estimates and are prepared when detailed information about the project is available. These estimates would use the work-package level of the WBS.

QUESTION 933
You are planning a project and want to account for how the project will be managed in the future. While building your cost performance data, you want to provide guidance for when the project is later executed, because you know that different responses are required depending upon the degree of variance from the baseline. For example, a variance of 10 percent might not require immediate action, whereas a variance of 20 percent will require more immediate action and investigation. You decide to include the details of how to manage the cost variances as part of which following plan?

A. Cost management plan
B. Change management plan
C. Performance measurement plan
D. Variance management plan

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The management and control of costs focuses on variances. Certain variances are acceptable, and others, usually those falling outside a particular range, are unacceptable. The actions taken by the project manager for all variances are described in the cost management plan.

QUESTION 934

Assume that you are managing a project team. Your team is one in which its members confront issues rather than people, establish procedures collectively, and is team oriented. As the project manager, which of the following represents your team's stage of development and the approach you should use during this time?

A. Storming; high directive and supportive approach
B. Norming; high directive and low supportive approach
C. Norming; high supportive and low directive approach
D. Performing; low directive and supportive approach

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
There are four stages of team development: forming, storming, norming, and performing. Different leadership styles in terms of the amount of required supportive and directive behavior are appropriate when a team is in a certain development stage. At the norming stage, the third stage in team development, leaders provide high support and low direction. Verma 1996, 227

QUESTION 935
You are finalizing all the contracts and ensuring that they are closed. The close procurements process involves all the following administrative actions EXCEPT_____

A. The procurement administrator is reassigned
B. Finalizing open claims
C. Updating the project records to show the final contract results
D. Archiving the contracts and contract records for future use

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The close procurements process looks at the administration of the contract and not the people responsible or involved with the contract.

QUESTION 936
You are working on a project and want to identify the cause of problems in a process by the shape and width of the distribution of the process variables. You should use a_____

A. Histogram
B. Pareto chart
C. Scatter diagram
D. Trend analysis

Correct Answer: A
Section: Mix Questions
Explanation
Explanation/Reference:
Explanation:
In a histogram, or a special form of bar chart, each column represents an attribute or characteristic of a problem or situation. The height of each column represents the relative frequency of the characteristic. It describes the central tendency, dispersion, or shape of a statistical distribution.

QUESTION 937
You are working on a construction project in a city different from your headquarters' location. You and your team have not worked in this city, City B, previously, and you lack knowledge of the local building codes. You had a team member review the codes, and he said they were in far greater detail than those in your city, City A. When you asked him how much time he would need to spend to gain a complete understanding of these codes, he estimated that at least five weeks would be needed. You then decided it would be more cost effective to hire a local person from City B who specializes in this area. As a result, as you prepare your schedule and estimate your resource requirements for this project, you should coordinate this work closely with which of the following processes:

A. Estimate costs
B. Define activities
C. Determine budgets
D. Develop schedule

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The estimate activity resources process involves estimating the type and quantities of material, people, equipment, or supplies needed to perform each activity. This means close coordination with the estimate costs process is needed.

QUESTION 938
Assume that you were the first person in your company to be PMP® certified and also that you earned a doctorate in project management. People throughout the organization admired your achievements. Based on your success in managing projects, your company now has adopted a management-by-projects philosophy.

You have been appointed head of your company's project management office to lead the organization as it transitions to this new way of working. So far, people seem to willingly comply with your demands and requests. In this situation, you are using which type of power?

A. Legitimate
B. Expert
C. Contacts
D. Referent

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Legitimate power is formal authority based on a person's position within the organization. It comes with the right to give orders or make requests.

QUESTION 939
The nature of project work is such that it inevitably causes stress. Project managers thus need to learn how to cope with and manage stress and understand what stress is and why it is created. Project managers need to note that it can be a positive experience depending on how people perceive stress and should work to mentor team members accordingly. As you strive to become more aware of stress, which one of the following is NOT considered a stress-creating factor that is related to the project environment?

A. Role ambiguity
B. Corporate politics
C. Career development
D. Selection of team members

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The main sources of stress are grouped into four categories of stress-creating factors: those related to roles and relationships, those related to the job environment, personal factors, and factors related to the project environment or climate. Role ambiguity is an example of factors related to roles and responsibilities. It occurs when an individual is not clear about his or her job responsibilities.

QUESTION 940

Assume you are working as the project manager on the first project in your company to use the critical chain approach to scheduling. You are a PMP ® and also are certified in critical chain. You are getting ready for a performance review with your Governance Board, and you can expect they will ask questions about_____

A. The magnitude of variance against the schedule baseline
B. Schedule risk
C. Performance to date since the past review meeting
D. The buffer needed and buffer remaining

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Critical chain is an approach in scheduling in which the project team can place buffers on any project schedule path to account for limited resources and project uncertainties. During a performance review, comparing the amount of buffer remaining to the amount of buffer needed to protect the delivery date can help to determine schedule status.

QUESTION 941
You are in the early stages of a project to manufacture disposable medical devices. You need a number of engineers including ones with specialties in mechanical, environmental, and systems engineering. In the early stages of this project, your resource pool includes a large number of both junior and senior engineers in the various specialty areas. However, as the project progresses_____

A. Fewer systems engineers will be needed
B. The resource pool can be limited to those people who are knowledgeable about the project
C. To complete the project on time, you will continue to require access to a large number of engineers in their specialty areas
D. You will only need junior level engineers as the senior level people can be used early in the project to mentor and train them

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:

Resource calendars are an input to the estimate activity resource process and to the estimate activity durations process. They are used to estimate resource use. Early in a project, the resource pool might include people at different levels of expertise in large numbers, but as the project progresses, the resource pool then can be limited to those people who are knowledgeable about the project because of their work on it.

QUESTION 942
A number of approaches can be helpful when estimating resource requirements for activities on a project. Assume you are managing a project and you have already prepared your WBS. When you decomposed your WBS, it has 45 work packages. You then prepared an activity list. Now, you are preparing your schedule and determining your resource requirements. You found there were about 30 activities that you could not estimate with a reasonable degree of confidence, so you and your team decided to use which one of the following approaches to help with these activity resource estimates:

A. Resource breakdown structure
B. Published estimating data
C. Alternatives analysis
D. Bottom-up estimating

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
When an activity cannot be estimated with a reasonable degree of confidence, the work then needs to be decomposed into more detail. The estimates then are aggregated into a total quantity for each of the activity's resources through a bottom-up approach. These activities may or may not have dependencies between them. However, when dependencies exist, this pattern of use of resources then is documented in the estimated requirements for each activity.

QUESTION 943
To practice effective schedule control, your project team must be alert to any issues that may cause problems in the future. To best accomplish effective schedule control, the team should_____

A. Review work performance information
B. Allow no changes to the schedule
C. Update the schedule management plan on a continuous basis
D. Hold status reviews

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The calculated SV and SPI time performance indicators for WBS components, in particular the work packages and control accounts, are documented and communicated to stakeholders as an output of the control schedule process.

QUESTION 944
Functional managers play a vital role in ensuring project success. Since most projects operate in a matrix environment, there is shared authority between project managers and functional managers.
Functional managers tend to focus on_____

A. Who will do the task
B. Why the project manager needs resources
C. How much time and money is available for the task
D. Why will the task be done

Correct Answer: A
Section: Mix Questions
Explanation
Explanation/Reference:
Explanation:
In a matrix environment, project resources (that is, people) come from the functional departments. Therefore,
it is the functional manager's job to identify who will work on specific project tasks.

QUESTION 945
You are a member of a project selection committee that uses the net present value technique. Using
this approach, the project is acceptable if the_____

A. Sum of the net present value of all estimated cash flow during the life of the project equals the profit

B. Net present value of the inflow is greater than the specified amount or percentage threshold
C. Gross present value of all future expected cash flow divided by the initial cash investment is greater than one
D. Net present value of the inflow is less than the specified amount or percentage threshold

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The discounted cash-flow approach--or the present value method--determines the net present value of all cash flow by discounting it by the required rate of return. The impact of inflation can be considered. Early in the life of a project, net cash flow is likely to be negative because the major outflow is the initial investment in the project. If the project is successful, cash flow will become positive.

QUESTION 946
A watch list of low priority risks is documented in the_____

A. Work performance information
B. Risk register
C. Fallback plans
D. Risk response plan

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The monitor and control risks process includes keeping track of those risks on the watch list. Low-priority risks are inputs to the monitor and control risks process and are documented in the risk register. Other inputs that are part of the risk register include identified risks and risk owners, agreed-upon risk responses, control actions to assess the effectiveness of response plans, specific implementation actions, symptoms and warning signs of risk, residual and secondary risks, and the time and cost contingency reserves.

QUESTION 947
You are the project manager for a major logistics installation project and must obtain specific services from local sources external to your project. Your subcontracts administrator has told you to prepare a product or service description, which is referenced in a_____

A. Project statement of work

B. Contract scope statement
C. Request for proposal
D. Contract

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The project statement of work describes in a narrative form the products, services, or results that the project will deliver. It references the product scope description as well as the business need and strategic plan.

QUESTION 948
It often is advantageous to appoint a termination manager in the closing phase of the project and release the project manager so that he or she is available to work on another project. If this is the case, the termination manager should focus attention on all but which one of the following?

A. Ensuring that documentation is complete
B. Ascertaining any product support requirements
C. Receiving formal acceptance of the project from the client
D. Preparing personnel performance evaluations

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The project manager, or whoever supervised the work of each individual team member, should prepare the personnel evaluations because they have an intimate understanding of the work performed by the team members. The termination manager focuses instead on the administrative requirements of termination and the environment within which the project will be operating if it is continued in any way.

QUESTION 949
You are working on a project to upgrade the existing fiber-optic cables in your province. You have determined that a resource can install 25 meters of cable per hour, so the duration required to install 1,000 meters would be 40 hours. This means you are using_____

A. Productivity efficiency factors
B. Parametric estimating

C. Analogous estimating

D. PERT

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Parametric estimating uses statistical relationships between historical data and other variables to calculate an estimate for activity parameters such as cost, budget, and duration. The activity durations then are determined quantitatively by multiplying the quantity of work to be performed by the labor hours per unit of work. This technique can produce higher levels of accuracy depending on the reliability of the data in the model.

QUESTION 950
During the stages of team development, your team is in which stage when there is problem solving and interdependence along with achievement and synergy?

A. Storming

B. Forming

C. Norming

D. Performing

Correct Answer: D
Section: Mix Questions
Explanation
Explanation/Reference:
Explanation:
The performing stage of team development is noted by a theme of productivity. Management skills involve consensus building, problem solving, decision making, and rewarding, with leadership shown through management by walking around, stewardship delegation, mentoring, being a futurist, and being a cheerleader/ champion.

QUESTION 951
When you are about to terminate a contract, the one place to look for specific procedures for contract closure is in the_____

A. Statement of work in the contract

B. Terms and conditions in the contract

C. Product description

D. Organizational process assets

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The terms and conditions can prescribe specific procedures for the various ways that a contract could be terminated.

QUESTION 952
Today, the primary cause of why projects are not completed on time and within cost and are terminated early is due to_____

A. Contractual issues
B. Complexity of the project
C. An increase in the allocated time
D. Behavioral-oriented reasons

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Behavioral reasons, rather than quantitative reasons, account for more project terminations because it is much more difficult to manage people than things. Issues such as poor morale, poor human relations, poor labor productivity, and no commitment from those involved in the project combine to thwart project success in many industries.

QUESTION 953
Life-cycle phase definitions are different in different industries. For example, all of the following are terms that could be used in the closing phase of a project EXCEPT_____

A. Testing and commissioning
B. Conversion
C. Implementation
D. Final audit

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Regardless of the many terms used across many industries, implementation would be considered a term used in the executing phase in which the work is carried out and done. Kerzner 2009, 69

QUESTION 954
Your company is embarking on a project to launch a new product delivery service. You are the project manager for this project and have just finished the concept phase. The various outputs/deliverable(s) for this phase include_____

A. Project management plan
B. Scope of work and requirements
C. Project charter and stakeholder register
D. Roles and responsibilities of the project manager

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The project charter signifies official sanction by top management and starts the planning, or development, phase. This document formally recognizes the existence of the project and provides the project manager with the authority to apply organizational resources to project activities. The stakeholder register is an output of identify stakeholders and also an output during the initiating processes.

QUESTION 955
Behavior roles of team members influence the team's process, behavior, and effectiveness. An example of a task-oriented role to perform is that of a(n)
_____

A. Harmonizer
B. Initiator
C. Devil's advocate
D. Group observer

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:
To initiate something means to get it started. In the project environment, that typically means a task.

QUESTION 956
You are managing a project in which your team members all work in the same geographic location and have worked together previously on many projects.
Everyone is aware of the various strengths and weaknesses of the individual team members and their key areas of expertise. As a result_____

A. A kickoff meeting is recommended
B. Team-building activities will not be needed on your project
C. You should expect minimal conflicts and changes to occur
D. Rewards and recognition will be handled smoothly throughout the project

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Even if team members already know one another, a kickoff meeting should still be held because the meeting always includes more than meeting team members.
Specific expectations for the project can be discussed as well as other important administrative details. It also gives people an opportunity to express their
commitment to the project's objectives.

QUESTION 957
Team building should be ongoing throughout the project life cycle. However, it is hard to maintain momentum and morale, especially on large, complex projects
that span several years. One guideline to follow to promote team building is to_____

A. Consider every meeting a team meeting, not the project manager's meeting
B. Conduct team building at specific times during the project through off-site meetings
C. Engage the services of a full-time facilitator before any team-building initiatives are conducted
D. Develop the project schedule using the services of a project control officer and then issue it immediately to the team

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:

Team building should be made as important a part of every project activity as possible. Given that there are many meetings on projects, each team member should be made to feel that it is his or her meeting and not just the project manager's meeting. This will foster greater contribution by each team member.

QUESTION 958
You have been assigned as the project manager for a major project in your company where the customer and key supplier are located in another country. You have been working on your project for six months. Recently, you traveled to this country, and at the conclusion of a critical design review meeting, which was highly successful, you realized you were successful in building a high-performing team. You had your own team members, who work in a weak matrix structure, on a conference call during this meeting. Although it was difficult to reach agreement on some key issues, you therefore relied on your interpersonal skills in_____

A. Facilitation
B. Negotiating
C. Influencing
D. Decision making

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
All are useful skills for project managers. In this situation influencing was necessary as the project manager has little or no direct control over tem members as they work in a weak matrix. The ability of the project manager to influence stakeholders in a timely basis is critical to project success.

QUESTION 959
You are leading a team to review and improve the project selection and prioritization method. You know that the two most important questions to answer are "can we do the project?" (feasibility study) and "should we do the project?" (cost-benefit analysis). The team is considering many different management concerns, including financial return, market share, and public perception.
The most important criterion for building a project selection model is_____

A. Risks
B. Realism
C. Ease of use
D. Benefits realization

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
A project selection model should reflect the objectives of the company and its managers; consider the realities of the organization's limitations on facilities, capital, and personnel; and include factors for risk--the technical risks of performance, cost, and time as well as the market risk of customer rejection.

QUESTION 960
Because risk management is relatively new on projects in your company, you decide to examine and document the effectiveness of risk responses in dealing with identified risks and their root causes. You therefore_____

A. Conduct a risk audit
B. Hold a risk status meeting
C. Ensure that risk is an agenda item at regularly scheduled staff meetings
D. Reassess identified risks on a periodic basis

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The risk audit is a tool and technique in the control risks process with two purposes: to assess the effectiveness of risk responses and to evaluate the effectiveness of the risk management process.

QUESTION 961
Thinking back to lessons that your company learned from experiences with its legacy information systems during the Y2K dilemma, you finally convinced management to consider systems maintenance from the beginning of the project. However, maintenance should_____

A. Always be included as an activity to be performed during the closeout phase
B. Have a separate phase in the life cycle for information systems project because 60% to 70% of computer systems' life-cycle costs generally are devoted to maintenance
C. Not be viewed as part of the project life cycle
D. Be viewed as a separate project

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Projects are efforts that occur within a finite period of time with clearly defined beginnings and ends. Maintenance is ongoing and of an indefinite duration. A maintenance activity, such as revision of an organization's purchasing guidelines, may be viewed as a project but is a separate and distinct undertaking from the initial project that generated it. At this point, the project has been completed, and its deliverables are transferred to operations for implementation.

QUESTION 962
On your systems development project, you noted during a review that the system had less functionality than planned at the critical design review. This note suggests that during the control risks process you used which following tools and techniques?

A. Risk reassessment
B. Variance analysis
C. Technical performance measurement
D. Reserve analysis

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Technical performance measurement compares technical accomplishments to date to the project plan's schedule of technical achievement. Deviation, such as less functionality than planned at a key milestone, can help to forecast the degree of success in achieving the project scope.

QUESTION 963
The workaround that you used to deal with a risk that occurred should be documented and included in which following processes?

A. Report performance and monitor and control risks
B. Validate scope and perform quality assurance
C. Direct and manage project work and perform integrated change control
D. Monitor and control project work and control risks

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
A workaround is a form of corrective action, as it is a response to a threat that has occurred for which a prior response had not been planned or was not effective.

QUESTION 964
Contested changes are requested changes when the buyer and seller cannot agree on compensation for the change. They are also known as all but which one of the following?

A. Disputes
B. Demands
C. Appeals
D. Claims

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Claims administration is a tool and technique in the control procurements process. When the buyer and seller cannot agree, this is also called claims, disputes, or appeals and should be documented, processed, monitored, and managed throughout the contract life cycle.

QUESTION 965
A structured review of the seller's progress to deliver project scope and quality within cost and schedule is known as a(n)_____

A. Procurement performance review
B. Procurement audit
C. Inspection
D. Status review meeting

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
These reviews are a tool and technique of the control procurements process, which can include a review of seller-prepared documentation and buyer inspections.

They seek to identify performance successes or failures, progress with respect to the contract statement of work and contract noncompliance.

QUESTION 966
Within your company's portfolio, your project is ranked in the top five in terms of importance of the 60 projects under way; however, the number of resources available to you is still limited. You have decided to pilot test the use of critical chain on your project. You have calculated your critical path. You want to ensure that your target finish date does not slip in the critical chain method. To do so you should_____

A. Add a project buffer
B. Put in three feeding buffers
C. Determine the drum resource
D. Manage the total float of the network paths

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
After the critical path is identified using the critical chain method, resource availability is entered and a resource-constrained schedule results. This schedule may have an altered critical path that is known as the critical chain. The critical chain method adds duration buffers that are non-work schedule activities to manage uncertainty. To protect the target finish date from slippage on the critical chain, a project buffer is placed at the end of the critical chain.

QUESTION 967
The greatest degree of uncertainty is encountered during which phase of the project life cycle?

A. Concept
B. Planning
C. Implementation
D. Closeout

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The greatest degree of uncertainty about the future is encountered during the concept phase or at the start of the project. The direction of the project is determined in this phase, and the decisions made have the greatest influence on scope, quality, time, and cost of the project.

QUESTION 968

A team-building approach that facilitates concurrent engineering is_____

A. Matrix management
B. Fast-tracking
C. Tight matrix
D. Task force

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
A "tight" matrix refers to team members working in close proximity to one another. Studies have demonstrated that such a team approach facilitates concurrent engineering by having designers working next to manufacturing engineers, for example, to help ensure that the project is designed in such a manner that it is also cost-effective to manufacture.

QUESTION 969

A number of different decision-making styles can be used in a team environment. When quality and acceptance are both important, which of the following styles should be used?

A. Command
B. Consultation
C. Consensus
D. Coin flip

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Project managers tend to use four basic decision styles: command, consultation, consensus, and coin flip or random. If acceptance and quality are both important, the consultation style is preferred. It allows for some involvement of team members but allows project managers to maintain control over the final decision. In this style, team members are free to express their opinions, but the project manager makes the final decision.

QUESTION 970

Historical information is used_____

A. To compare current performance with prospective lessons learned
B. To prepare the stakeholder management plan
C. To evaluate the skills and competencies of prospective team members
D. As an input to develop project charter

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Historical information is an organizational process access in the develop project charter process. Other organizational process assets are organizational standard processes, policies, and process definitions; templates from other project charters; and the lessons learned data base.

QUESTION 971
Work completed, key performance indicators, technical performance measures, start and finish dates of schedule activities, number of change requests, number of defects, actual costs, and actual decisions are examples of work performance data are an output of_____

A. Project plan development
B. Risk control
C. Monitor and control project work
D. Direct and manage project work

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Work performance data containing these examples are an output of direct and manage project work. They are raw observations and measurements identified as activities are being performed to complete the work of the project. These data often are viewed at the lowest level of detail from which information is derived by other processes. The data then are gathered as the work is done and passed to the controlling processes of the various processes for further analyses.

QUESTION 972
Two team members on your current construction project are engaged in a major argument concerning the selection of project management software. They refuse to listen to each other. The most appropriate conflict resolution approach for you to use in this situation is_____

A. Accommodating
B. Compromising
C. Collaborating
D. Forcing

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Forcing, using power or dominance, implies the use of position power to resolve conflict. It involves imposing one viewpoint at the expense of another. Project managers may use it when time is of the essence, when an issue is vital to the project's well-being, or when they think they are right based on available information. Although this approach is appropriate when quick decisions are required or when unpopular issues are an essential part of the project, it puts project managers at risk.

QUESTION 973
As you use the critical chain method in lieu of the critical path method in developing your schedule, assume you have determined the buffer schedule activities.
Your planned activities are scheduled to their latest possible planed start and end dates. Therefore, you are focusing on_____

A. Managing the free float of each network path
B. Managing the total float of the network paths
C. Managing remaining buffer durations against the remaining durations of task chains
D. Managing the total buffer durations against the durations of the task chains

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The purpose of the critical chain method is to modify the project schedule to account for limited resources. The schedule is built using duration estimates with required dependencies and defined constraints as inputs. Then, the critical path is calculated and resource availability is entered, which means there is a resourcelimited schedule with an altered critical path. Buffers protect the critical chain from slippage, and the size of each buffer accounts for the uncertainty in the duration of the chain of dependent tasks that lead up to the buffer. This method then focuses on managing the remaining buffer durations against the remaining duration of task chains.

QUESTION 974

A key member of your project has deep technical skills and many years of experience in the company. Although she is not a manager, people respect her and do what she suggests. Of the following types of power, which one does she have?

A. Legitimate
B. Reward C. Referent
D. Expert

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Expert power is earned/personal power when project personnel admire an individual's skills and want to follow him or her as a role model. In such situations, people willingly comply with the demands of such a person.

QUESTION 975
You have been placed in charge of a group of people that is selecting one of three possible projects. As you gather in the conference room, many team members already have decided which project selection technique to use. Some prefer IRR, and others argue for BCR. In deciding which method to use, your first step should be to_____

A. Compare and contrast selection techniques and identify the advantages and disadvantage of each
B. Identify the technique used most often in the company and determine if it is appropriate for this project
C. Select the method for which most team members have knowledge
D. Determine the philosophy and wishes of management

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Any selection technique must be evaluated based on the degree to which it will meet the organization's objective for the project. Management generally establishes the organization's objective; therefore, management's wishes must be identified first. Then the most appropriate model to support management's wishes should be selected.

QUESTION 976
Before considering a project closed, what document should be reviewed to ensure that project scope has been satisfied?

A. Project scope statement
B. Project management plan
C. Project closeout checklists
D. Scope management plan

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Project scope is measured against the project management plan. The project scope statement and scope baseline are subsets of the project management plan. However, the whole plan and all the baselines (cost and schedule) need to be met in addition to part of the scope. The project management plan is the agreement between the project manager and sponsor and defines what constitutes project completion.

QUESTION 977
A cost management plan should establish and document the various earned value rules of performance measurement. Along with defining the WBS to the level that the earned value analysis will be performed and establishing how earned value will be credited to the project (0-100, 0-50-100, and so on), which following rule is also recognized regarding performance measurement?

A. Determine the formula for calculating the estimate to complete (ETC) for the project
B. Determine the code of accounts allocation provision for the WBS
C. Determine the formula for calculating the estimate at completion (EAC) for the project
D. Determine the variance thresholds to be used in the project

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Three recognized earned value rules of performance measurement are to (1) determine the EAC calculation to be used on the project as tracking methodologies are specified and to provide a validity check on the bottom-up EAC, (2) establish the earned value measurement techniques (for example, weighted milestones, fixed formula or percent complete), and (3) define the WBS level at which the measurements of control accounts will be performed. Four methods can be used to calculate the EAC.

QUESTION 978

All the following elements are organizational process asset updates, resulting from closing a project or phase EXCEPT_____

A. Project files
B. Project or phase closure documents
C. Historical information
D. Final product, service, or result transition

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
All the elements are outputs of the close project or phase processes, but the final product, service, or result transition is not part of the organizational process assets. It is an output on its own and involves the product that the project was created to produce.

QUESTION 979
You have a conflict on your team but have enough time to resolve it, and you want to maintain future relationships. Thankfully, there is mutual trust, respect, and confidence among the parties involved. You decide to use confronting to resolve this conflict. In using this approach, your first step should be to_____

A. Separate people from the problem
B. Acknowledge that conflict exists
C. Establish ground rules
D. Explore alternatives

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
In order to address conflict, people must recognize and acknowledge that conflict exists. Next, it is important to establish common ground or shared goals and then to separate people from the problem.

QUESTION 980
One way to evaluate the project schedule performance is to_____

A. Use the project management information system (PMIS)

B. Determine the percent complete of in-progress schedule activities

C. Establish a schedule change control system

D. Determine the total float variance

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Performance reviews are a tool and technique used in control schedule and includes trend analysis, critical path method, critical chain method, and earned value management. In terms of the critical path method, the emphasis is on comparing progress along the critical path to determine schedule status. Variance on the critical path will have a direct impact on the project's end date; evaluating progress of activities or near critical paths can identify schedule risk. After the variance is known, the project team can take corrective action to bring performance in line with the plan.

QUESTION 981
Validate scope works hand-in-hand with control quality and generally follows control quality. A tool and technique used in validate scope that is not used in control quality is_____

A. Group decision-making techniques

B. Inspection

C. Statistical sampling

D. Variance analysis

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Both processes use inspection. Validate scope also uses group-decision making techniques to reach a conclusion when the validation is performed by the project team and other stakeholders. Methods to reach a group decision include: unanimity, majority, plurality, and dictatorship.

QUESTION 982
Research has shown that during the execution phase of the project, the majority of conflicts involve_____

A. Personalities

B. Project priorities

C. Cost

D. Schedule

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
In a study of sources of conflict by project life-cycle phase, seven different causes of conflict were identified. In the execution phase, the highest-ranking sources of conflict were schedules, technical issues, and personnel, in this order, followed by priorities, administrative procedures, cost, and personalities.

QUESTION 983
You are a goal-oriented project manager who is more interested in work accomplishment than relationship building. This indicates that you tend to resolve conflicts primarily through the use of_____

A. Smoothing

B. Compromising

C. Collaborating

D. Forcing

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Forcing and majority rule are represented by a strong desire to satisfy oneself rather than to satisfy others. It involves imposing one viewpoint at the expense of another and is characterized by a win-lose outcome in which one party overwhelms the other. Adams et al. 1997, 181-189

QUESTION 984
You are working on a long-term project that has a number of benefits to its customers and users. Therefore, as the project manager, one of your first steps was to identify the stakeholders that were critical to project success. Because this project will need long-term support by your organization once it is completed, key stakeholders are_____

A. Operations managers

B. Functional managers

C. Sellers
D. Business partners

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Operations managers are stakeholders on many projects. They deal with producing and managing the products and services of the organization. On many projects, they are responsible after the project is complete and has been formally handed off to them for incorporating the project into normal operations and providing longterm support for the product.

QUESTION 985
Effective communication occurs in groups as well as between individuals and is made up of several key components, such as the purpose of the message, the audience that you are delivering the message to, and the content of the message itself. One important area to consider when working with manage communications_____

A. The choice of media
B. How often to distribute the information
C. The communications plan
D. The project performance report structure

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The choice of media, or the way you deliver the information is as important as what you say. It is important to determine when to communicate in writing versus orally, when to prepare an informal memo or when to use a formal report, and when to communicate face to face or by email, as examples.

QUESTION 986
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 987
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 988
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 989
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 990
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 991
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 992
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 993

Assume you have been working with your sponsor to prepare you charter, and you plan to present it to your Steering Committee on Friday. You are managing a software project, and the business need stated that you should use agile for the first time in our company rather than waterfall. In the Develop Project Charter process, this is then_____

A. Tool and technique
B. Part of the enterprise environment factors as an input to this process
C. A high-level requirement
D. Stated in the strategic plan as a tool and technique in this process

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The project charter formally authorizes the existence of the project and provides the project manager with the organizational resources for the project activities.
Using agile is an example of a high-level requirement, which also is included in the charter.

QUESTION 994
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 995

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 996
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 997
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 998
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 of on the project.

QUESTION 999
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 1000

B.

Based on a recent quality audit of your project, your organization's quality assurance department is supportive of your approach as it notes the

following characteristics of quality that are being followed consistency. They include all of the follow EXCEPT_____ A. Cost of quality

Customer satisfaction
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 1001
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 diagraphs, tree diagrams, prioritization matrices, activity network diagrams, and matrix diagrams]), and meetings.

C.

QUESTION 1002

You are managing a major international project that involves multiple performing organizations.

To establish the guiding rules for the project regarding quality, you and your project team must develop a_____

A. Improvement management plan
B. Configuration management plan
    Quality policy
D. 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 1003

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:

D.

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 1004
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 1005
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 1006
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 1007
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 1008
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

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 1009
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 1010
An intentional activity to ensure future performance of project work is aligned with the project management plan is_____

A. Preventive action
B. Corrective action
C. Implemented change requests
D. Work performance information

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
As a specific subset of change requests, approved preventive actions are an input to the direct and manage project work process. Such actions are intentional to ensure the future performance of the project work is aligned with the project management plan.

QUESTION 1011
Close procurements is a process that involves includes activities for administrative closure such as_____

A. Customer acceptance and final payment
B. Audit project success or failure and archiving records
C. Final contractor payment and lessons learned
D. Transition of the final product and acceptance of deliverables

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Administrative closure includes step-by-step methodologies that address: actions and activities necessary to satisfy completion or exit criteria for the phase or the project; actions or activities to transfer the products, services, or results to the next phase or to production or operations; and activities to collect project or phase records, audit success or failure, gather lessons learned, and archive information for future use in the organization.

QUESTION 1012
As a project manager, not only must you be a leader, but you also must be responsible for the management, administrative, and technical aspects of the project. Which following skill is NOT representative of the skills needed for project leadership/interpersonal relations?

A. Influencing the organization by sharing power and getting others to cooperate toward common goals
B. Creating an environment to meet project objectives while offering maximum self-satisfaction related to what people value the most
C. Helping a group of people bound by a common sense of purpose to work interdependently with each other
D. Understanding of policies, operating procedures, and regulations of external stakeholder organizations

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Successful project managers have expertise and skills in all three following areas: leadership/interpersonal, project management/administration, and technical. The understanding of policies, operating procedures, and regulations of external stakeholder organizations is representative of project management/administrative skills, not leadership/interpersonal skills.

QUESTION 1013
Assume you are managing a project, and your project management plan has been approved. Your project has a high level of change associated with it. There is active and ongoing stakeholder involvement. This means you probably are working with a(n)_____

A. Adaptive life cycle
B. Iterative life cycle
C. Incremental life cycle
D. Predictive life cycle

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The adaptive life cycle is one that is known as change driven or one with agile methods and is set up to respond to change and ongoing stakeholder involvement. This approach differs from iterative and incremental as durations are very rapid and are fixed in time and cost. This approach is preferred in a rapidly changing environment where requirements and scope are difficult to define in advance and when it is possible to define small incremental improvements, which deliver value to stakeholders.

QUESTION 1014
One way to help mitigate personnel risks that may occur during the end of the project is to _____

A. Meet individually with each team member
B. Provide specific recognition to each team member who has worked on the project
C. Prepare a staff release plan
D. Document the time each person is to work on the project in a resource calendar

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The staff release plan determines the method and timing of releasing team members. Morale is improved if there are smooth transitions for the staff to upcoming projects. This staff release plan also helps to mitigate human resource risks that may occur. It is part of the staffing management plan, which is part of the human resource plan.

QUESTION 1015
You are conducting a stakeholder analysis on your project. After identifying potential stakeholders, the next step in the process is to_____

- A. Determine their desired level of participation
- B. Provide detailed contact information for each identified stakeholder
- C. Perform an assessment to see how each stakeholder might react in certain situations
- D. Analyze each stakeholder's impact or support and classify them

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
The second step in the stakeholder analysis process is to analyze the potential impact or support each stakeholder could generate and then to classify the stakeholders to define an approach or strategy.

QUESTION 1016
Assume your project communication management plan has been approved by your sponsor and the members of your Steering Committee. You are managing a global project and have team members working virtually in four continents and stakeholders in numerous locations. Your next step is to_____

- A. Set up an information management system
- B. Select communications technology
- C. Determine performance reporting methods
- D. Select a communications model

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:

Although all four listed are tools and techniques in the manage communications process (another is communications methods), since this project is a virtual one, the choice of technology is an important consideration. It can vary from project to project and throughout the life cycle, but as the project manager the focus is to ensure the choice is important for the information that is communicated.

QUESTION 1017
Although your project team is working virtually, you are striving to make it a high-performing team.
You held a virtual kickoff meeting to ensure there was a shared project vision. You now see that team members are addressing the work to be done, but they do not seem to be collaborating. You realize the team is_____

A. Concerned about their formal roles and responsibilities
B. Independent
C. Forming
D. Storming

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
During the storming stage, the team is addressing the work, technical decisions, and the project management approach. However, if team members are not collaborating and open to different ideas and perspectives, the environment becomes counterproductive.

QUESTION 1018
You are conducting a stakeholder analysis on your project. Your organization uses an approach to classify stakeholders based on their level of authority and their active involvement in the project.
This approach is known as_____

A. A power/interest grid
B. A power/influence grid
C. An influence/impact grid
D. A salience model

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Although a number of classification models are available to help prioritize the key stakeholders, the power/influence grid groups stakeholders based on their level of authority or power and their active involvement or interest in the project.

QUESTION 1019
When managing projects, one important technique is capturing lessons learned from previous projects to improve the organization's project management process. Therefore, in planning the project, it is important to plan the closing procedures, particularly to review the_____

A. Risk responses that were used
B. Checklists for risk identification
C. WBS and scope documents
D. Team members' performance feedback

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Checklists are a tool and technique of the identify risks process and include risks encountered on similar, previous projects identified through the lessons learned process. The project team will review the checklist as part of the identify risks process as well as during closeout. To help others in the future, the team will add to the list as necessary based on its experience.

QUESTION 1020
The basic approach to quality management in projects is to be compatible with which of the following:

A. Six-Sigma, failure mode and effect analysis, and total quality management
B. The International Organization for Standardization (ISO)
C. Methods, such as those recommended by Deming, Juran, and Crosby
D. Inspection over prevention

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:

Project quality management is intended to be compatible with International Organization for Standardization quality standards.

QUESTION 1021

During a bidders conference, it is important that_____

A. Only qualified sellers participate
B. All potential sellers are given equal standing
C. The evaluation criteria for the proposal is used to determine participation
D. Responses to questions be provided solely to the prospective seller that asked the question

Correct Answer: B
Section: Mix Questions
Explanation
Explanation/Reference:
Explanation:
Bidders conferences are conducted to ensure all prospective sellers have a clear and common understanding of the requirements. They are not used to prequalify vendors. Thus, all vendors are treated equally.

QUESTION 1022

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 1023

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 1024
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 1025

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 1026
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 1027
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 1028
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 1029
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 1030
One way to make it more likely practice project risk management on projects is to_____
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 1031

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 1032
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 1033
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 1034
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 1035
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 1036
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 1037
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 1038
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 1039
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 percent
C. 38 percent
D. 55 percent

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:
Explanation:
Albert Meharabian, 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 1040
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 1041
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

Explanation/Reference:

QUESTION 1042
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 1043
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 1044
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 1045
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 1046
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 1047
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 1048
What is the main output of Monitoring and Controlling?

A. Charter
B. Controlling stakeholders
C. Corrective action
D. Project product

Correct Answer: C
Section: Mix Questions Explanation

Explanation/Reference:
QUESTION 1049
The Project Manager and Functional Manager are having a disagreement on resource allocation for a new broadband project. The Functional Manager wants the resource for an operational issue that needs attention, and the Project Manager wants the resource to work on the project so it stays on schedule as planned. Which of the following roles can help resolve this problem?

A. Functional management
B. Senior management
C. Sponsor
D. Project management

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1050
The company is implementing a new project management approach. In the past, their projects have been disorganized, not in alignment with business goals, and not focused on interactivity between the projects where applicable. They want to have a better focus on grouping related projects together by business unit and product lines. Which of the following best describe what they are trying to accomplish?

A. Project management
B. Operations management
C. Management by objectives
D. Portfolio management

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1051
You are the Project Manager on a cellular bluetooth amplifier project and are in the Planning phase. During a team meeting, a Functional Manager attempts to validate if the project meets company goals. The Functional Manager will report this finding back to senior management to determine if the project should continue, be modified or be canceled. What is this process called?
A. Delphi Technique
B. Management by objectives (MBO).
C. Return on investment
D. Management product analysis

Correct Answer: B
Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1052
Which of the following is used to control schedule related items on a project?

A. Schedule Control
B. Schedule management plan
C. Work breakdown structure
D. Time management plan

Correct Answer: A
Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1053
Which of the following is considered an advantage of a functional organization if you are an accountant?

A. Having a home to go to when the project is complete
B. Not having a home when the project is complete
C. Having more than one project to work on
D. Having more than one boss

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1054
On a wireless internet access project, the team is large with 40 people, and controlling communication has been a challenging for the team to make progress. The Project Coordinator has been used to help with this problem. What is one of the main differences between the Project Coordinator and the Project Expeditor?

A. The Project Expeditor is another title for the Project Manager B.
The Project Coordinator has decision-making ability

C. The Project Expeditor is another title for Project Coordinator
D. The Project Expeditor has decision-making ability

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1055
Which of the following best describes utilizing program management across an organization?

A. Managing of related or similar projects in a coordinated way
B. The process of computer program management
C. Managing a television program
D. Done for a purpose

Correct Answer: A
Section: Mix Questions
Explanation
Explanation/Reference:

QUESTION 1056
Two people at work are discussing roles and responsibilities as they relate to the company and the projects it has. They are discussing the role of the Project Manager and the Functional Manager.

What is the main role of the Functional Manager?

A. To control resources
B. To manage the project when the Project Manager isn't available
C. To define business processes
D. To manage the Project Managers

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1057
Which of the following is not a regulation?

A. The building code for a city
B. The documented way to dispose of old paint
C. The average number of losing lottery tickets in a week
D. The zoning for an industrial area

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1058
A Project Manager has completed the Scope Definition process. The customer and sponsor have shortened the schedule by four weeks and decided that the work breakdown structure will be excluded. What would be the best action the Project Manager should take?
A. Begin execution of the project
B. Provide the customer and sponsor an updated schedule and budget
C. Call a meeting and notify the team of the change in schedule
D. Discuss with the customer and sponsor the ramifications of excluding the WBS

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1059
The Project Manager is involved in Project Scope Management. She will be involved for the entire project management life cycle. Which group of processes will she be involved in performing these activities?

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

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1060
The team of Project Managers works in their company with a variety of projects. Typically they are involved in assigning Project Managers, creating and maintaining documentation and policies. What is the name of the place they work at?

A. Project Management Office
B. Tight matrixed
C. Functional
D. Projectized

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1061
The e-commerce project has gone well other than the fact that the sponsor changed three different
times. The project is in closure. All of the following would be created in closing except?

A. Lessons learned
B. Release of resources
C. Contract audit
D. Project archives

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1062
The project management plan contains all of the following except?

A. The schedule
B. Team development
C. The change control system
D. Staffing management plan

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1063
The company has been plagued by disorganized projects that are not in alignment with business goals, and not focused on interactivity between the projects
where applicable. They want to have a better focus on grouping related projects together by business unit and product lines to help maximize efficiency and
profitability. Which of the following best describe what they are trying to accomplish?
A. Project management
B. Operations management

C. Management by objectives
D. Portfolio management

Correct Answer: D
Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1064
All of the following are typically part of the project management plan except?

A. Schedule management plan
B. Budget management plan
C. Risk management plan
D. Scope management plan

Correct Answer: B
Section: Mix Questions Explanation

Explanation/Reference:

QUESTION 1065
Which of the following is an output of a change control system?

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

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1066
The company is implementing an enterprise time system across the entire company. This will integrate a number of business units. As a result, it will be very resource-consuming, change a lot of the business processes and could cause reprioritization of other projects that it will replace or modify. Which of the following would concern you most?

A. How many resources you can keep
B. How your raise or promotion might be impacted by not being on the project
C. What impact the new project is expected to have on your biggest project
D. How many resources you might lose to the new project

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1067
As a Project Manager you are managing a project that has many requirements. The project is for one of your high profile customers, one who spends more than $5,000,000 a year with your company. To attain customer satisfaction, what must be met?

A. Completing the project with the product having inherent characteristics that fulfill the requirements that it was to be built around
B. Completing products requirements
C. Completing the project on schedule and on budget
D. Completing the project's scope

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1068
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 1069
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 1070
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 1071
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 1072
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 1073
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 1074
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 1075
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 1076
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 1077
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 1078
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 1079
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 1080
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 1081
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 1082
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 1083
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 1084
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 1085
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 1086
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 1087
The Project Manager is creating an estimate for building a cellular infrastructure base station. It is something that is new to the Project Manager and his team. They decide to create a bottom-up estimate. All of the following are advantages of this type of estimate except?
A. It provides supporting detail of the estimate B. It
provides team buy-in when they help create it
C. It takes a great amount of time to create

D. There is a greater degree of accuracy because of the detail it was created at

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1088
The project planning for the trade show is progressing on schedule. The Project Manager and the team are meeting to begin cost estimating. The sponsor has said that estimates must be very accurate. Which of the following estimating techniques will provide the most accuracy?

A. Cost estimating
B. Bottom-up estimating
C. Analogous estimating
D. Parametric estimating

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1089
The Project Manager is creating an estimate for building a company WAN (wide area network). It is something that is new to the Project Manager and his team, and they want to make sure all the work of the project is covered. They decide to create a bottom-up estimate. All of the following are advantages of this type of estimate except...

A. It provides supporting detail of the estimate
B. It provides team buy-in when they help create it
C. It takes a great amount of time to create
D. It has a greater degree of accuracy because of the detail at which it was created

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1090
The project planning is progressing on schedule. The Project Manager and the team meet regularly and are ready to begin cost estimating. The customer needs an estimate as soon as possible. What estimating method should the team use?

A. Cost estimating
B. Parametric estimating
C. Bottom-up estimating
D. Analogous estimating

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1091
Calculate the variance for the following: Pessimistic=20, Optimistic=10, Realistic=17.

A. 2.78
B. 5
C. Not enough information
D. 5.67

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1092
The IT initiative project is on schedule and under budget. The customer is pleased, but would like a scope change. As a result, a new team is brought in to help the existing team implement this scope change. Before the team arrives, senior management would like to see where the project stands. Which of the following do you show them?

A. Milestone chart
B. Gantt chart
C. Work breakdown structure
D. Network diagram

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1093
Crosswind Custom Homes is building a customer's dream house. However, rain has delayed the finish by two weeks. The Project Manager evaluates the schedule and determines that by crashing, the project could be placed back on schedule. After discussing this with senior management, the Project Manager has decided to crash the project. By doing so, the Project Manager is adding what to the project?

A. Time change
B. Responsibility
C. Cost change
D. Scope change

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1094
Project A has a NPV of $275K US over 2.5 years. Project B has an IRR of 3.2%. Project C has a BCR of 0.89:1. Project D has four people on it and is encountering scope creep. Which of the following projects would stand the greatest chance of getting canceled?

A. Project A
B. Project B
C. Project C
D. Project D

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1095
You are the Project Manager of an engineering project for a cellular base station with a one-year schedule as defined by the project management plan. You need a spectrum analyzer. During the procurement process, you have decided to rent this equipment. The rental cost is $506 per month.

What type of cost is this?

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

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1096
Which of the following is an example of fixed formula status reporting?

A. Getting status updates from the project team
B. PV multiplied by % complete
C. The Project Manager updating the status reports quantitatively
D. 0%/100% rule

Correct Answer: D
Section: Mix Questions
Explanation
Explanation/Reference:

QUESTION 1097
Calculate the standard deviation for the following: Pessimistic=20, Optimistic=10, Realistic=17.

A. 6
B. Not enough information
C. 5.67
D. 1.67

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1098
You are in the initial phase of a project and are doing an estimate for a project that requires a MRI lab for a hospital to be built. What is the estimate range you would use for this project?

A. -10% to +25%
B. -25% to +75%C. -5% to +10%
D. -25% to +85%

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1099
Calculate the standard deviation for the following: Pessimistic=50, Optimistic=10, Realistic=24.

A. 26
B. Not enough information
C. 5.67 D. 6.667

Correct Answer: D

Explanation/Reference:

QUESTION 1100
The project planning is progressing. The team has involved the accounting department to set up a system of codes that the accounting department will use to track work on the project. This is known as what?

A. Accounting codes
B. WBS numbering
C. Cost budgeting
D. Chart of accounts

Correct Answer: D
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1101
The project team is developing rules for reporting status on the project in the communication management plan. The majority of their activities are greater than three reporting periods long.

Which format is best to use in this case?

A. Fixed formula progress reporting
B. Weighted milestone
C. Earned value
D. Forecast reporting

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1102
Activity A is worth $200, is 100% complete, and actually cost $200. Activity B is worth $75, is 90% complete, and actually cost $120 so far. Activity C is worth $200, is 75% complete, and has cost $175 so far. The total budget is $1000. What is the estimate at completion for the activities listed?

A. $1100.04
B. $690.63
C. $1186.24
D. $1000

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1103
Which process involves applying budget amounts to the individual work packages or activities?

A. Cost Control
B. Cost Estimating
C. Cost Budgeting
D. Earned Value Management

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1104
Which process involves user cost estimates and the schedule to determine when these costs are expected to occur during the project?
A. Cost Baseline
B. Cost Budgeting
C. Cost Control
D. Cost Estimating

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1105
Activity A is worth $300, is 100% complete, and actually cost $350. Activity B is worth $100, is 95% complete, and actually cost $85 so far. Activity C is worth $200, is 75% complete, and has cost $175 so far. The total budget is $1500. What is the cost variance for the activities listed?

A. $0.84
B. $65.00
C. -$65.00
D. -$57.50

Correct Answer: C
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1106
The project is using a new server that cost $25,000 US. The Project Manager is told to set up depreciation for the server over a five-year schedule, with the server having a value of $0 at the end of five years. Standard depreciation will be used in the calculation. What is the amount per year the server will depreciate?

A. $5,000 US
B. $10,000 US
C. $2,500 US
D. Not enough information

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1107

A Project Manager was assigned to manage a project to develop pink widgets for the Project Manager's company. The project will cost the company $650,000 over the next 12 months. It is projected that the widgets will earn the company $20,500 per month. How much time will it take to recover the cost for this project?

A. 28 months
B. 32 months
C. 36 months
D. Not enough information

Correct Answer: B
Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1108

Activity A is worth $400, is 95% complete, and actually cost $395. Activity B is worth $350, is 90% complete, and actually cost $330 so far. Activity C is worth $275, is 100% complete, and has cost $310 so far. The total budget is $2500. What is the total earned value for the activities listed?

A. $970.00
B. -$970.00
C. $1025
D. $1035.00

Correct Answer: A
Section: Mix Questions
Explanation

Explanation/Reference: