

PMP

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PMP



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Sections

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

6. Mix Questions

Exam A

QUESTION 1

Which input to the Plan Risk Management process provides information on high-level risks?



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- A. Project charter
- B. Enterprise environmental factors
- C. Stakeholder register
- D. Organizational process assets



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 2

Which item is an example of personnel assessment?

- A. Resource calendar
- B. Tight matrix
- C. Team-building activity
- D. Focus group

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 3

The Identify Stakeholders process is found in which Process Group?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 4

Which Knowledge Area involves identifying the people, groups, or organizations that may be impacted by or impact a project?

- A. Project Risk Management
- B. Project Human Resource Management
- C. Project Scope Management
- D. Project Stakeholder Management

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 5

Which input to Collect Requirements is used to identify stakeholders who can provide information on requirements?

- A. Stakeholder register

- B. Scope management plan
- C. Stakeholder management plan
- D. Project charter

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 6

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

- A. Pareto diagram
- B. Performance reporting
- C. SWOT analysis
- D. Expert judgment

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 7

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 8

Which process numerically analyzes the effect of identified risks on overall project objectives?

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 9

Which Collect Requirements output links the product requirements to the deliverables that satisfy them?

- A. Requirements documentation
- B. Requirements traceability matrix
- C. Project management plan updates
- D. Project documents updates

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 10

A temporary endeavor that creates a unique product or service is called a:

- A. Project
- B. Plan

- C. Program
- D. Portfolio

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 11

The process of prioritizing risks for further analysis or action is known as:

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 12

Identify Risks is part of which Process Group?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 13

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 14

In the Plan Stakeholder Management process, expert judgment is used to:

- A. Provide information needed to plan appropriate ways to engage project stakeholders.
- B. Ensure comprehensive identification and listing of new stakeholders.
- C. Analyze the information needed to develop the project scope statement.
- D. Decide the level of engagement of the stakeholders at each required stage.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 15

Power, urgency, and legitimacy are attributes of which stakeholder classification model?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 16

Through whom do project managers accomplish work?

- A. Consultants and stakeholders
- B. Stakeholders and functional managers
- C. Project team members and consultants
- D. Project team members and stakeholders

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 17

A stakeholder expresses a need not known to the project manager. The project manager most likely missed a step in which stakeholder management process?

- A. Plan Stakeholder Management
- B. Identify Stakeholders
- C. Manage Stakeholder Engagement
- D. Control Stakeholder Engagement

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 18

Skills necessary for project management such as motivating to provide encouragement; listening actively; persuading a team to perform an action; and summarizing, recapping, and identifying next steps are known as:

- A. organizational skills
- B. technical skills
- C. communication skills
- D. hard skills

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 19

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 20

The zero duration of milestones in project planning occurs because milestones:

- A. Are unpredictable and challenge the Plan Schedule Management process.
- B. Occur at random times in the project plans.
- C. Represent a moment in time such as a significant project point or event.
- D. Represent both significant and insignificant points in the project and are difficult to anticipate.

Correct Answer: C

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 21

Stakeholders can be identified in later stages of the project because the Identify Stakeholders process should be:

- A. Continuous
- B. Discrete
- C. Regulated
- D. Arbitrary

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 22

Which document in the project management plan can be updated in the Plan Procurement Management process?

- A. Budget estimates
- B. Risk matrix
- C. Requirements documentation
- D. Procurement documents

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 23

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

- A. Uniform
- B. Continuous

- C. Discrete
- D. Linear

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 24

Which stakeholder approves a project's result?

- A. Customer
- B. Sponsor
- C. Seller
- D. Functional manager

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 25

Which process involves determining, documenting, and managing stakeholders' needs and requirements to meet project objectives?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 26

Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:

- A. Available organizational assets
- B. Project staff assignments
- C. Interpersonal skills
- D. Enterprise environmental factors

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 27

A complete set of concepts, terms, and activities that make up an area of specialization is known as:

- A. a Knowledge Area
- B. a Process Group
- C. program management
- D. portfolio management



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 28

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 29

Project management processes ensure the:

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 30

The purpose of developing a project scope management plan is to:

- A. Manage the timely completion of the project.
- B. Ensure that the project includes all of the work required.
- C. Make sure the project will satisfy the needs for which it was begun.
- D. Reduce the risk of negative events in the project.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 31

A tool and technique used in the Develop Project Charter process is:

- A. change control tools

- B. expert judgment
- C. meetings
- D. analytical techniques

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 32

A projects purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

- A. Work breakdown structure
- B. Requirements document
- C. Project charter
- D. Project management plan

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 33

Technical capability, past performance, and intellectual property rights are examples of:

- A. performance measurement criteria
- B. source selection criteria
- C. product acceptance criteria
- D. phase exit criteria

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 34

Which process is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses?

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 35

Which element does a project charter contain?

- A. Management reserves
- B. Work breakdown structure
- C. Stakeholder list
- D. Stakeholder register

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 36

Every project creates a unique product, service, or result that may be:

- A. tangible
- B. targeted
- C. organized



D. variable

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 37

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 38

An issue log is an input to which Project Human Resource Management process?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 39

Which Control Stakeholder Engagement tool or technique allows the project manager to consolidate and facilitate distribution of reports?

- A. Information management systems
- B. Work performance reports
- C. Stakeholder analysis
- D. Data gathering and representation

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 40

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: Initiation

Explanation

Explanation/Reference:

QUESTION 41

Projects that share common outcomes, collective capability, knowledge, or skills are often grouped into a:

- A. portfolio
- B. program
- C. selection
- D. sub portfolio

Correct Answer: B

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 42

The stakeholder register is an output of:

- A. Identify Stakeholders.
- B. Plan Stakeholder Management.
- C. Control Stakeholder Engagement.
- D. Manage Stakeholder Engagement.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 43

An output of the Develop Project Team process is:

- A. change requests
- B. team performance assessments
- C. project staff assignments
- D. project documents updates



Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 44

The formal and informal interaction with others in an organization industry, or professional environment is known as:

- A. negotiation
- B. organizational theory
- C. meeting

D. networking

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 45

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 46

A project manager seeking insight on previous stakeholder management plans and their effectiveness should evaluate:

- A. Historical information and the lessons-learned database.
- B. Historical information and the stakeholder register.
- C. Organizational process assets and the lessons-learned database.
- D. Project documents and historical information.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 47

What is the probability of occurrence if the risk rating is 0.56 and the impact if the risk does occur is very high (0.80)?

- A. 0.45
- B. 0.56
- C. 0.70
- D. 1.36

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 48

The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

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



Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 49

Most experienced project managers know that:

- A. every project requires the use of all processes in the PMBOK® Guide.
- B. there is no single way to manage a project.
- C. project management techniques are risk free.
- D. there is only one way to manage projects successfully.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 50

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Progressively elaborate the characteristics of the product, service, or result.
- C. Describe the project in great detail.
- D. Define the process and criteria for accepting a completed product, service, or result.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 51

Which activity is an input to the Conduct Procurements process?

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 52

Which of the following investigates the likelihood that each specific risk will occur?

- A. Risk register
- B. Risk audits
- C. Risk urgency assessment
- D. Risk probability and impact assessment

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 53

What is a hierarchically organized depiction of the identified project risks arranged by risk category?

- A. Risk register
- B. Risk breakdown structure (RBS)
- C. Risk management plan
- D. Risk category

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 54

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

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

Correct Answer: B

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 55

Organizations perceive risks as:

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 56

Who selects the appropriate processes for a project?

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 57

The scope management plan is a subsidiary of which project document?

- A. Schedule management plan
- B. Project management plan



- C. Quality management plan
- D. Resource management plan

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 58

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 59

What is one of the objectives of Project Risk Management?

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 60

Assigned risk ratings are based upon:

- A. Root cause analysis.
- B. Risk probability and impact assessment.
- C. Expert judgment.
- D. Revised stakeholders' tolerances.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 61

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

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



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 62

An electronics firm authorizes a new project to develop a faster, cheaper, and smaller laptop after improvements in the industry and electronics technology. With which of the following strategic considerations is this project mainly concerned?

- A. Customer request
- B. Market demand
- C. Technological advance
- D. Strategic opportunity

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 63

What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

- A. Decomposition
- B. Benchmarking
- C. Inspection
- D. Checklist analysis

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 64

At which point of the project is the uncertainty the highest and the risk of failing the greatest?

- A. Final phase of the project
- B. Start of the project
- C. End of the project
- D. Midpoint of the project

Correct Answer: B
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 65

What type of project structure is a hierarchically organized depiction of the resources by type?

- A. Organizational breakdown structure (OBS)
- B. Resource breakdown structure (RBS)
- C. Work breakdown structure (WBS)
- D. Project breakdown structure (PBS)

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 66

As part of a mid-project evaluation, the project sponsor has asked for a forecast of the total project cost. What should be used to calculate the forecast?

- A. BAC
- B. EAC
- C. ETC
- D. WBS

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 67

A weighting system is a tool for which area of Conduct Procurements?

- A. Plan contracting
- B. Requesting seller responses
- C. Selecting seller's
- D. Planning purchase and acquisition

Correct Answer: C

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 68

What causes replanning of the project scope?

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 69

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 70

The project scope statement and resource calendars are inputs to which Project Time Management process?

- A. Sequence Activities
- B. Estimate Activity Resources

- C. Develop Schedule
- D. Control Schedule

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 71

What risk technique is used to quantify the probability and impact of risks on project objectives?

- A. Expert judgment
- B. Risk registry
- C. Risk response planning
- D. Interviewing

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 72

Which of the following terms indicates a deliverable-oriented hierarchical decomposition of the project work?

- A. WBS directory
- B. Activity list
- C. WBS
- D. Project schedule

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 73

Which type of analysis is used as a general management technique within the Plan Procurements process?

- A. Risk assessment analysis
- B. Make or buy analysis
- C. Contract value analysis
- D. Cost impact analysis

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 74

Which of the following tools and techniques is used in the Verify Scope process?

- A. Inspection
- B. Variance analysis
- C. Expert judgment
- D. Decomposition



Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 75

Define Activities and Estimate Activity Resources are processes in which project management Knowledge Area?

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

Correct Answer: A

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 76

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

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

Correct Answer: D

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 77

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

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

Correct Answer: C

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 78

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

- A. Influence diagrams

- B. Brainstorming
- C. Assumption analysis
- D. SWOT analysis

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 79

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 80

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 81

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 82

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 83

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

- A. Authority

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 84

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

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

Correct Answer: A

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 85

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

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

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 86

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 87

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

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



Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 88

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 89

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 90

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 91

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 92

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 93

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 94

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 95

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 96

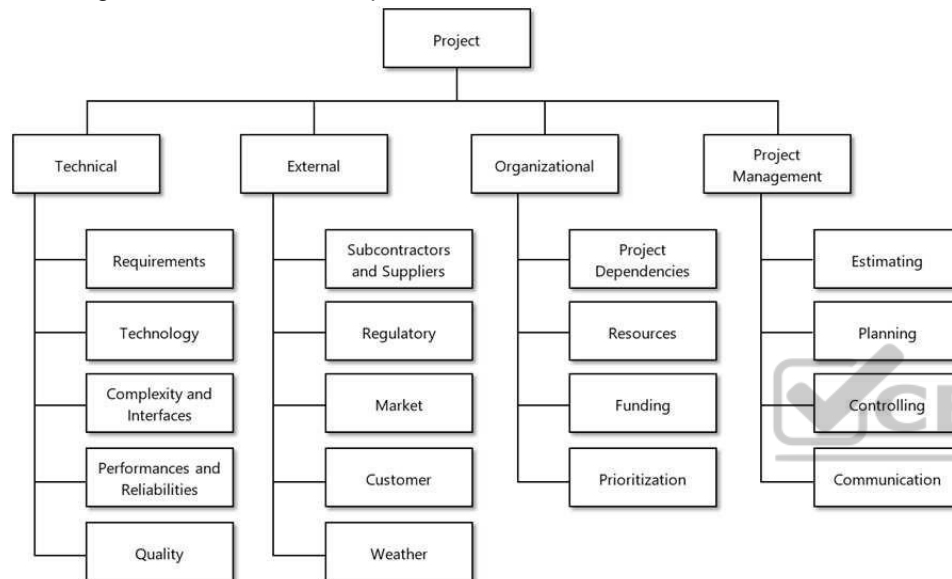
In which type of contract are the performance targets established at the onset and the final contract price determined after completion of all work based on the sellers performance?

- 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 97

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 98

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 99

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 100

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 101

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 102

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 103

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 104

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 105

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 106

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 107

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 108

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 109

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 110

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 111

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 112

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 113

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 114

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 115

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 116

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 117

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 118

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 119

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 120

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 121

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 122

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

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

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 123

Where are product requirements and characteristics documented?

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

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 124

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 125

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 126

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 127

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 128

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 129

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 130

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 131

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 132

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 133

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 134

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 135

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 136

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 137

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 138

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 139

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 140

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 141

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 142

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 143

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 144

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 145

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 146

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 147

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 148

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 149

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 150

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 151

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 152

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 153

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 154

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 155

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

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 156

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 157

A company plans to set up a new product that is unlike any previous product they have developed. The project manager must manage customer expectations. What should the project manager do to identify the project's deliverables?

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 158

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 159

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

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

D. Project management plan

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 160

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

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

Correct Answer: B

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 161

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

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

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 162

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

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

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 163

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

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

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 164

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

- A. Expert judgment

- B. Parametric estimating
- C. Bottom-up estimating
- D. Analogous estimating

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 165

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

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



Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 166

A project manager is leading a project team workshop to develop the scope management plan. The team appears overwhelmed with the project's size and complexity.

What should the project manager do?

- A. Revisit the work breakdown structure (WBS) with the team.
- B. Have the team review all existing project documentation.
- C. Break the workshop into groups, with each group responsible for developing a subpart of the scope management plan.
- D. Ask a subject matter expert (SME) to explain to the group what was done on a previous, similar project.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 167

What can a project manager do to communicate the formal project announcement and relevant information to stakeholders, and then gain their commitment?

- A. Create the project charter.
- B. Conduct a kick-off meeting.
- C. Develop the communications management plan.
- D. Prepare and distribute the responsible, accountable, consult, and inform (RACI) matrix.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 168

A project manager decides to conduct a virtual kick-off meeting rather than a face-to-face kick-off meeting. As a result, the project manager fails to gain stakeholder commitment.

What documents should the project manager consult to eliminate similar challenges in the future?

- A. Quality management and stakeholder engagement plans
- B. Communications management and stakeholder engagement plans
- C. Scope management and communications management plans
- D. Project charter and communications management plan

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 169

A project manager for a company operating in a competitive market is creating a project scope statement. External limitations are noted. What is most important to the project sponsor at this stage of the project?

- A. Constraints
- B. Deliverables
- C. Assumptions
- D. Schedule

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 170

After defining project goals and objectives for a technology change initiative, a company holds a meeting with key stakeholders to align expectations. What result indicates that this initiative is moving forward correctly?

- A. Business case
- B. Kick-off meeting
- C. Statement of work (SOW)
- D. Key deliverables



Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 171

A project team is developing a new enterprise resource planning (ERP) system under a tight deadline. During quality assurance testing, a number of issues are detected. However, the developers mistrust quality assurance and are uncooperative.

What should the project manager do to address the conflict?

- A. Persuade the developers to cooperate with the application of the quality assurance plan, and communicate this to stakeholders

- B. What until the deliverables are ready before directing the development team to adhere to the quality assurance plan
- C. Explain the quality assurance plan to all team members, make the required changes, and gain consensus on the plan going forward
- D. Hire a conflict resolution specialist to address the concerns, then implement the recommended changes **Correct Answer: C**

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 172

During the initiation phase of a global project, the project manager realizes that the exchange rate included in the business case is different than the current exchange rate. What should the project manager do?

- A. Ask the project sponsor to consider terminating the project
- B. Conduct a cost-benefit analysis with the project sponsor to evaluate the project's viability
- C. Include the exchange rate in the assumption log and the exchange rate risk in the project charter
- D. Issue a change requests to update the exchange rate in the project charter

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 173

A new project is being executed with a team working locations. What should the project manager first consider when leading a geographically dispersed team?

- A. Project team size
- B. Time zones
- C. Project goals
- D. Cultural differences

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 174

A project manager is gathering formal project requirements. After conducting stakeholder interviews, the project manager realizes that some objectives are inconsistent with those in the project charter. Based on information learned during the initiation phase, this project must be highly focused to stay within budget limits.

To manage requirements and meet stakeholder expectations, what should the project manager do?

- A. Realign the stakeholder's expectations with the objectives in the project charter.
- B. Expand the project charter to include the newly identified objectives.
- C. Remove objectives in the project charter that are not aligned with the stakeholders' objectives.
- D. Disregard stakeholders' objectives that may be outside the scope detailed in the project charter.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:



QUESTION 175

A project manager is managing a two-year agile project with monthly iterations. The project manager identifies the following risk during project initiation:

"Rapid development of new technologies used by the industries and stakeholders may reduce the delivered value." Which approach can the project manager use to mitigate the stated risk?

- A. Benchmark past projects utilizing the same technologies to establish a baseline.
- B. Review and update the project management plan and risk management plan at each iteration.
- C. Include a contingency clause in the contract that secures additional funding in case changes arise.
- D. Lengthen each iteration to allow more time and resources to mitigate this risk.

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 176

A project manager discovers that material costs have increased significantly since project initiation. To what should the project manager refer to determine if the project is still feasible?

- A. Basis of the estimate
- B. Cost baseline
- C. Cost management plan
- D. Business case

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 177

During a project's initiation, project manager A realizes that the project is dependent on and linked to other projects. Project manager A attempts to change the plans of these other projects. The other project managers feel that project manager A has overstepped boundaries.

Which document does project manager A need to revisit?

- A. Scope management plan
- B. Statement of work (SOW)
- C. Organizational process assets
- D. Project charter

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 178

A company contracts a software vendor to implement and customize a new software application and assigns a project manager to initiate and lead the project. Which of the following inputs to the project charter describes the key deliverables?

- A. Business case
- B. Agreements
- C. Project scope statement
- D. Statement of work (SOW)

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 179

The first project for a new global company is initiated. The project manager obtains information on the company's organizational structure.

What should the project manager do to engage with all interested parties throughout the project's life cycle?

- A. Ensure that the stakeholder register is complete and in place.
- B. Define the engagement level of all stakeholders.
- C. Develop the stakeholder engagement plan.
- D. Identify the stakeholders.



Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 180

During a project's initiation phase, 200 stakeholders are identified. What should the project manager do to properly handle them?

- A. Schedule a kick-off meeting.
- B. Select and focus only on key stakeholders.
- C. Create a stakeholder register.
- D. Refer to organizational communication requirements.

Correct Answer: C

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 181

A project manager wants to communicate project objectives to the team, gain their commitment, and explain the roles and responsibilities of each stakeholder. What should the project manager do to accomplish this?

- A. Set ground rules for circulation to the team so that expectations are understood.
- B. Ask the team to review the project management plan to gain an understanding of the project.
- C. Conduct team-building activities.
- D. Hold a team kick-off meeting.

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 182

An organization is kick-starting a project in an emerging market where regulations will rapidly and continuously change during its life cycle. The project sponsor asks the project manager for a budget forecast.

What tool or technique should the project manager use to provide this?

- A. Alternatives analysis
- B. Monte Carlo analysis
- C. Fishbone diagram
- D. Three-point estimation

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 183

A project manager plans a kick-off meeting and prepares a comprehensive presentation. During the kick-off meeting, those in attendance commit to supporting the project. However, once the project begins, the project manager notices some stakeholders are not engaged at all.

What should the project manager have done to avoid this issue?

- A. Performed a stakeholder analysis
- B. Ensured that stakeholders were fully aware of the scope
- C. Ensured all stakeholders received kick off meeting minutes which documented all stakeholder agreement
- D. Requested the sponsor to ensure commitment from the stakeholders' functional managers

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 184

A team of experts provides a project manager with different effort estimates for implementing a project's scope. What tool or technique should the project manager use to develop a project schedule?

- A. Expert judgement
- B. Analogous estimating
- C. Three-point estimating
- D. Focus groups

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 185

A project manager is helping to draft a project charter because of their relevant experience working on similar projects. What organizational process asset should the project manager reference?

- A. Project team feedback from the lessons learned repository
- B. Facilitation skills from in-house subject matter experts (SMEs)
- C. Relevant legal and regulatory frameworks
- D. Project plan from an external organization working in a similar field

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 186

A project manager receives a request for proposal (RFP) and must respond to the estimation section. The project manager is concerned that insufficient information is available to do the estimate.

What method of estimation should the project manager use?

- A. Definitive
- B. Parametric
- C. Rough order of magnitude (ROM)
- D. Capital cost



Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 187

The project team needs to get additional data available in the market to clarify the specifications of the product in scope. What type of bid document should be used in this situation?

- A. Request for proposal (RFP)
- B. Request for quote (RFQ)
- C. Request for information (RFI)
- D. Request for solution (RFS)

Correct Answer: A

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 188

During the development of the scope management plan, a stakeholder requests the addition of pilot technology into the project scope to assist with product marketing. What should the project manager do?

- A. Use the project reserve for the pilot technology.
- B. Increase the project budget with the cost of the pilot technology.
- C. Include the stakeholder in the scope planning meetings.
- D. Review the scope baseline with the stakeholder.

Correct Answer: D

Section: Initiation
Explanation

Explanation/Reference:



QUESTION 189

An organization is awarded a large construction project. The project manager learns that it successfully completed a similar project and wants to use the lessons learned from that.

What data analysis technique should the project manager use?

- A. Regression
- B. Trend
- C. Document
- D. Variance

Correct Answer: C

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 190

The sponsor has provided the project team with a high-level vision for a new product that is scheduled to be released at an industry trade show in three months. Which scheduling technique should the project manager use?

- A. Schedule the work iterations to give an overview of the project timeline and refine detailed requirements over time.
- B. Schedule temporary tasks to show leads and lags in the timeline and replace them over time.
- C. Baseline the project schedule and restrict scope changes to the product.
- D. Use the Monte Carlo simulation to provide a date range showing the impact of vague requirements on the schedule.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 191

Project Y uses an agile approach. There is no Scrum Master on the project team, and the project manager has a strong technical background.

What will the project manager's primary role be in the project?

- A. Facilitator
- B. Product owner
- C. Risk owner
- D. Cross-functional team member

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 192

One day before getting the project charter approved by all key stakeholders, the project manager found new requirements that are not in the project charter. What should the project manager do?

- A. Add all new requirements to the project scope and present the revised charter to the stakeholders.

- B. Stick to the original set of requirements listed in the project charter.
- C. Prioritize the new requirements for the second phase of the project.
- D. Initiate a meeting with key stakeholders to discuss the new requirements and their priorities.

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 193

A project manager is asked to create a business case for a company's new business in the IT security sector. There is little expertise available within the company as these types of projects have not been done before.

What should the project manager do first?

- A. Consult with subject matter experts (SMEs).
- B. Conduct a market analysis and finalize project requirements.
- C. Identify key stakeholders and meet with them to discuss the new business endeavor.
- D. Suggest that management does not pursue this business endeavor since there is a lack of experience.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 194

A new sponsor is assigned to a project. The project manager has discovered there is incorrect information in the project charter.

What should the project manager do?

- A. Call a project team meeting to rectify the problem.
- B. Review the business case documents for the project.
- C. Request sponsor approval of the corrected project charter.
- D. Submit a change request form to change the original project charter.

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 195

A key stakeholder believes that the project manager fails to have the authority level necessary for managing a project. Where is the project manager's role defined?

- A. Project charter
- B. Statement of work (SOW)
- C. Kick-off meeting
- D. Business case

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:



QUESTION 196

An analysis during the design stage suggests that a project may not be financially feasible. What should the project manager review?

- A. Operational costs during the first five years of the project
- B. Nonoperational investment costs based on budget lines
- C. Benefits from social and business objectives in the business case
- D. Benefits based on the expected return of similar previous investments

Correct Answer: C
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 197

A project committee reviews bidder proposals. Each committee member provides insights into their respective business functional areas.

What tool or technique is the committee utilizing?

- A. Source selection criteria
- B. Procurement negotiations
- C. Expert judgement
- D. Data analysis

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 198

During the development of the business case, a project manager encounters some challenges. What should the project manager do?

- A. Consult with a subject matter expert (SME).
- B. Review a similar project's lessons learned repository.
- C. Consult with the internal project management office (PMO).
- D. Meet with the project team to discuss the issues.



Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 199

A project has been stopped during the execution phase because the construction methods are not in compliance with environmental regulations. The project manager was not aware of the environmental requirements of the project and now needs advice on how to deal with environmental compliance in future projects.

What should the project manager do to avoid a similar situation in future projects?

- A. Plan to complete regulatory work within budget and on schedule
- B. Update the schedule every two weeks during the execution phase
- C. Use expert judgment when dealing with environmental requirements
- D. Collect project requirements during the initiation phase in every project

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 200

While reviewing a project management plan for approval, one of the key stakeholders states that the project needs to be completed three weeks prior to the planned date.

How should the project manager address this issue?

- A. Apply some resource leveling on all key tasks
- B. Apply more budget to the project
- C. Apply a compression technique on the critical path
- D. Apply resource smoothing on all key tasks

Correct Answer: C
Section: Initiation
Explanation



Explanation/Reference:

QUESTION 201

The project charter for a new urgent project was recently signed, and the sponsor is requesting that the project manager immediately start to develop the project schedule. What should the project manager do in this situation?

- A. Develop the schedule based on the lessons learned from similar projects
- B. Review the scope baseline and create a work breakdown structure (WBS)
- C. Plan a meeting with stakeholders to discuss the project's risks and impacts
- D. Identify the project's critical activities before developing a schedule

Correct Answer: D
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 202

A project manager is working on a project that will result in a product that will be used in multiple countries. After the team starts the implementation phase, they detect that the product they are building will need a technology that is not available in one of the countries. When the project manager checks the risk register, they notice that this risk was already identified, but no action was taken.

What should the project manager have done to avoid this problem?

- A. Conducted technology review sessions for all countries and updated the risk response
- B. Checked the risk management plan during the project and ensured the response was implemented
- C. Assigned a risk owner and applied the risk response in a timely manner
- D. Recommended that the client transfer the risk response to a third-party company at that site

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 203

A project manager needs stakeholder approval of the project plans in order to establish an execution baseline. What should the project manager do?

- A. Obtain stakeholder input and present the plans for approval at a single meeting.
- B. Publish the plans on the project website and send an email requesting that all stakeholders review them.
- C. Set up meetings with each stakeholder to review the relevant sections of the plans and obtain approvals.
- D. Attach all of the plans to an email and request feedback from stakeholders within a certain timeframe.

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 204

A project manager is working on request for proposal (RFP) to be sent out. Which information or artifact should be used in the supplier/vendor selection criteria?

- A. Stakeholder engagement plan as it has information on the stakeholders who are involved
- B. Requirements management plan as it includes how requirements will be gathered

- C. Quality management plan as it contains the applicable industry standards and codes
- D. Scope management plan as it describes how the contractor's scope will be managed

Correct Answer: B

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 205

A project manager with a geographically distributed team has created a project management plan based on an approved project charter that was created by the project sponsor. What should the project manager do next?

- A. Conduct a meeting with the full team to communicate the content of the project management plan.
- B. Send the relevant parts of the project management plan to the applicable team members affected by those parts.
- C. Seek approval of the project management plan before communicating it to the team.
- D. Send the project management plan to all team members and ask for their approval.

Correct Answer: B

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 206

A contract project manager has been employed to work on a large, strategically important project. During project initiation, the project manager discovers that the project has a large number of conflicts among the stakeholders.

What can the project manager do to better understand the conflicts?

- A. Update the requirements traceability matrix
- B. Update the stakeholder register
- C. Perform a stakeholder analysis
- D. Create a power interest grid

Correct Answer: C

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 207

A project manager just arrived in a new company department and was appointed to a new project. Management gives the project manager a short briefing and asks the project manager to write the project charter by the end of the week.

What should the project manager do first?

- A. Identify the main stakeholders and schedule meetings with them to gather their expectations.
- B. Ask for help from peers who have more experience in this department of the company.
- C. Prepare the project management plan and attach it to the description of the project's objectives.
- D. Schedule the kick-off meeting before the end of the week and use the minutes as the project charter.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 208

A project manager just received a proposal for a new project. The project covers many areas, has multiple stakeholders involved, and the key deliverables are defined by the client.

What should the project manager do to get the high-level requirements for the project?

- A. Request documentation from the client
- B. Refer to the project's business documents
- C. Organize a weekly meeting to define the project scope
- D. Brainstorm with team members and the client

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 209

During the last few days of an open request for proposal (RFP), there are still many unanswered questions from vendors. The timely award of the contract is on the project's critical path. The project manager is concerned that the award of contract will be delayed.

What immediate action should the project manager take?

- A. Request resources to accelerate the work
- B. Inform stakeholders of the delay
- C. Escalate the risk to the project sponsor
- D. Seek advice from the procurement expert

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 210

A project manager is tasked with proposing an implementation strategy for a project that will be delivered over a period of five years. What should the project manager do first?

- A. Review the project budget to ensure adequate funding
- B. Review the lessons learned database
- C. Develop the risk management plan
- D. Conduct a requirements gathering workshop

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 211

A project team member is questioning the validity of the project benefits. What should the project manager do?

- A. Inform the team member that all the benefits will not be realized until the end of the project
- B. Meet with the project sponsor to discuss the concern and possible solutions

- C. Address the question in the next team meeting so all team members benefit from the discussion
- D. Review the business case along with the economic feasibility study

Correct Answer: D

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 212

During the project initiation phase, the project manager is identifying key deliverables based on the project's business requirements. The project manager believes that the timeline is unrealistic due to the high number of key deliverables.

What tool or technique should the project manager use to prioritize the key deliverables?

- A. Expert judgment
- B. Assumption and constraint analysis
- C. Decision tree analysis
- D. Rolling wave planning

Correct Answer: D

Section: Initiation

Explanation



Explanation/Reference:

QUESTION 213

A client asks a global IT company to develop a supply-chain monitoring system. A project manager then begins to assist in the creation of the project charter for the project sponsor.

What should the project manager do next?

- A. Identify and define the most appropriate implementation approach for the project deliverables.
- B. Meet with key stakeholders and the sponsor to discuss project assumptions, success criteria, and critical inputs.
- C. Search the lessons learned repository for historical information on project charter development.
- D. Meet with the sponsor to outline a detailed timeline with project milestones for resource allocation purposes.

Correct Answer: C

Section: Initiation
Explanation

Explanation/Reference:

QUESTION 214

A company is about to fund a new project to develop a product for which the technical experts and business analysts have no previous experience. The project manager creates a list of facts and assumptions to develop possible solutions.

What should the project manager do before submitting the project charter for approval?

- A. Apply expert judgment from field experts.
- B. Accept the assumptions as facts and submit the project charter for approval.
- C. Review the lessons learned from all projects in the company.
- D. Evaluate and challenge the project selection.

Correct Answer: A
Section: Initiation
Explanation



Explanation/Reference:

QUESTION 215

A project to replace a core business system is required by a company's CEO. The CEO appoints a project sponsor, and urges an immediate start to the project. The project sponsor asks the project manager – who has no previous experience with such a complex project – to write the project charter.

What should the project manager recommend to the project sponsor?

- A. Appointing an advisor with experience in the area to provide the required support
- B. Breaking the project into multiple phases to reduce its complexity
- C. Conducting a benefits analysis with relevant stakeholders to support the project charter
- D. Launching a study to determine the project's feasibility

Correct Answer: A
Section: Initiation
Explanation

Explanation/Reference:

QUESTION 216

A project manager has identified project stakeholders, and assessed their power and influence. These stakeholders are all busy with other high-priority projects. The project manager wants to ensure that identified high-power and high-influence stakeholders have the information required to support effective decision making.

What should be maintained to keep these stakeholders current on progress and issues?

- A. Communications management plan and project charter
- B. Issue log, change requests, and project management plan updates
- C. Project management plan updates, project document updates, and risk register
- D. Risk register and issue log

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 217

While preparing for a product launch, the project manager conducts a review and identifies a potential blocker to the launch. What should the project manager do?

- A. Perform a risk analysis.
- B. Conduct a risk workshop.
- C. Identify project risks.
- D. Update the risk register.

Correct Answer: A

Section: Initiation

Explanation

Explanation/Reference:

QUESTION 218

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

- A. Cost of quality

- B. Historical relationships
- C. Project management software
- D. Forecasting

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 219

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: B

Section: Planning

Explanation

Explanation/Reference:



QUESTION 220

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 221

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 222

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 223

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 224

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 225

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 226

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 227

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 228

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 229

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 230

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 231

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 232

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 233

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 234

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 235

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 236

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 237

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 238

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 239

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 240

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 241

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 242

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 243

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 244

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 245

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 246

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 247

"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 248

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 249

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 250

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 251

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 252

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 253

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 254

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 255

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 256

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 257

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 258

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 259

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 260

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 261

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 262

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 263

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 264

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 265

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 266

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 267

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 268

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 269

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 270

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 271

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 272

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 273

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 274

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 275

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 276

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 277

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 278

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 279

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 280

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 281**

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 282**

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 283

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 284

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 285

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 286

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 287

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

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

Correct Answer: C

Section: Planning
Explanation

Explanation/Reference:

QUESTION 288

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

What should the project manager have done?

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

Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:



QUESTION 289

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

Where did the project manager find this information?

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

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 290

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 291

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 292

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

- Activity A takes one day
- Activity B follows A and takes five days
- Activity C follows B and takes two days.
- Activity D follows B and A takes two days.

- Activity E is preceded by C and D and takes two days.

What would be the critical path(s)?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 293

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

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



Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 294

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

What should the project manager do to mitigate this?

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

D. Identify another stakeholder for support.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 295

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

In what category should this risk be included?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 296

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 297

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

Where should this information have been captured?

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 298

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

What should the project manager use for the review?

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 299

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

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

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

Correct Answer: B
Section: Planning
Explanation



Explanation/Reference:

QUESTION 300

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

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 301

A team member assigned to an activity with two days total float takes a one-week emergency leave. This will impact not only that activity, but the entire project. There are no available resources to assign to this activity.

What should the project manager do next?

- A. Update the issue log, and review the risk register for the risk response.
- B. Request an external resource.
- C. Move a resource from an activity that has more float.
- D. Issue a change request to the change control board (CCB) to revise the project schedule.

Correct Answer: A
Section: Planning
Explanation



Explanation/Reference:

QUESTION 302

A project's key stakeholder resigns and a new one is selected. What should the project manager do first?

- A. Meet with the new stakeholder to verify their alignment with the project.
- B. Verify with the project sponsor that the current requirements and scope are still applicable.
- C. Ask the new stakeholder to create a new project scope and requirements.
- D. Inform all stakeholders about project progress and the addition of the new stakeholder.

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 303

To address security vulnerability during a project blackout period, a project manager must obtain approval to deploy an environment configuration change. The release management team rejects the change request due to lack of supporting information.

What should the project manager have done to avoid this?

- A. Obtained information from external communities to support the risk
- B. Asked security experts to assist with obtaining approval
- C. Documented the consequences of failing to make the change
- D. Logged it as a high-probability and high-impact risk in the risk register

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 304

Because critical distribution needs were not identified and considered, an upcoming product is cancelled one day before the announced launch. What should have been better developed to prevent this?

- A. Stakeholder engagement plan
- B. Scope management plan
- C. Risk management plan
- D. Communications management plan

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 305

A company is using Lean Six Sigma methodology on a project. Midway through the project, an external Lean consultant is invited to conduct an audit to ensure that the methodology is being properly applied. Which process is being employed?

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 306

During business process mapping, an analyst discovers that some business activities that were not a part of the original project scope may need to be included. The analyst documents these activities and informs the project manager. What should the project manager do?

- A. Update the project management plan.
- B. Perform a risk assessment.
- C. Review the resource management plan.
- D. Update the issue log.



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 307

A project must be simultaneously implemented in two countries with a time-zone difference of 11 hours. The project manager must determine a mutually convenient time to provide stakeholders with information on the project's schedule, cost, and performance progress. What should the project manager use to determine this?

- A. Communication requirements analysis
- B. Asynchronous brainstorming
- C. Expert judgment
- D. Meeting planning skills

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 308

What information should a project manager request before developing a project management plan?

- A. Organizational process assets
- B. Requirements documentation
- C. Milestone schedule
- D. Work performance data

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:



QUESTION 309

A project manager is assigned to a project that is in progress. In which of the following documents would a new project manager find information regarding the scope baseline?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 310

After preparation of the project management plan, the project manager schedules a meeting with key stakeholders. What part of the project will this complete?

- A. Evaluation
- B. Planning
- C. Initiation
- D. Execution

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 311

Some company board of director members feel that the organization does not possess the capabilities to handle the scope and complexity of its projects. As a result, they request an external audit of past project performances. The project management office (PMO) asks previous project managers about their availability to answer questions for the audit.

What else does the PMO need?

- A. Performance reports
- B. Enterprise environmental factors
- C. Organizational strategy plan
- D. Project documents



Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 312

A project has a budget of US\$900. Its estimate to complete (ETC) is US\$600, the budget at completion (BAC) is \$US800, and the estimate at completion (EAC) is US\$1,200.

What is the management reserve?

- A. US\$100
- B. US\$200
- C. US\$300

D. US\$400

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 313

A project manager estimates project costs and uses three different estimates to assess the approximate cost for an activity. What type of estimating technique did the project manager use?

- A. Bottom-up
- B. Beta distribution
- C. Analogous
- D. Parametric

Correct Answer: B

Section: Planning

Explanation



Explanation/Reference:

QUESTION 314

A project manager and buyer are evaluating request for proposal (RFP) responses for critical material necessary to complete a project. Cost is the most important supplier selection criteria. The lowest-cost supplier discloses that its capacity will not be exceeded after signing the contract, but it would approach 100 percent. What type of contract should the project manager use to mitigate the risk of material delivery delays due to supplier capacity overload?

- A. Cost plus award fee (CPAF)
- B. Time and material (T&M)
- C. Fixed price incentive fee (FPIF)
- D. Cost plus incentive fee (CPIF)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 315

A project manager leading the implementation of a company's new financial system needs to evaluate the system's quality. What can the project manager use to understand the project's quality metrics and policies?

- A. Quality control measurements
- B. Process analysis
- C. Quality management plan
- D. Quality audits

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 316

Due to stakeholders' schedule commitments, an expansion project is being fast tracked. Some construction activities must be initiated before all basic scope specifications are completely developed.

What type of construction contract should the procurement manager negotiate?

- A. Cost plus fixed fee (CPFF)
- B. Cost plus incentive fee (CPIF)
- C. Firm fixed price (FFP)
- D. Fixed price incentive fee (FPIF)

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 317

A project manager is developing a project risk register. What tool or technique should the project manager use to generate a list of all possible project risks?

- A. Monte Carlo simulation
- B. Tornado diagram
- C. Brainstorming
- D. Sensitivity analysis

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 318

A new warehouse facility is under construction. The project manager knows that increasing the team's training will result in a lower defect ratio. What should the project manager do next?

- A. Introduce a training program.
- B. Update the resource management plan.
- C. Increase quality control reviews.
- D. Add training costs to the budget.



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 319

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 320

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 321

A project manager is working on a project involving stakeholders in multiple geographic locations. It soon becomes extremely difficult for everyone to be available for meetings at the same time.

What should the project manager do to make sure the project management plan is approved?

- A. Use expert judgment
- B. Meet with the project sponsor to finalize the plan
- C. Share the plan electronically, then follow up when needed
- D. Facilitate a brainstorming session with the project team

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 322

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

- A. Identify Risks
- B. Control Risks

- C. Plan Risk Management
- D. Plan Risk Responses

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 323

Based on feedback on the last iteration of risk management, the project manager creates a board to display impediments the team might encounter. Initial reactions from the development team regarding the risk board have been positive.

How should the project manager approach the communication of risks moving forward?

- A. Instruct a team member to transcribe impediments from the risk board into the risk register.
- B. Communicate to all stakeholders that the risk board will replace the risk register moving forward.
- C. Attach a risk status report to the risk board every week to ensure that the team understands the display.
- D. Evaluate the effectiveness of the risk board after one month, and communicate any changes in risk management after that.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 324

A project manager is working on a critical project for which historical data is unavailable. This may put the project at risk.

What should the project manager do?

- A. Plan project execution based on stakeholder's risk appetites.
- B. Develop the project management plan to identify and prioritize opportunities and threats.
- C. Inform the sponsor of the risk involved, then continue with project delivery.
- D. Develop a risk management plan and inform key stakeholders about the risks involved.

Correct Answer: D

Section: Planning
Explanation

Explanation/Reference:

QUESTION 325

An input to the Plan Stakeholder Management process is:

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 326

An input to the Plan Cost Management process is:

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 327

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

- A. Adaptive
- B. Predictive



- C. Incremental
- D. Iterative

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 328

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

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

Correct Answer: B

Section: Planning

Explanation



Explanation/Reference:

QUESTION 329

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 330

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 331

The Plan Stakeholder Management process belongs to which Process Group?

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



Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 332

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 333

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

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:



QUESTION 334

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

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 335

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 336

An example of a group decision-making technique is:

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 337

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

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

Correct Answer: C

Section: Planning

Explanation



Explanation/Reference:

QUESTION 338

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 339

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 340

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

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

D. Push

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 341

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:



QUESTION 342

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 343

When should quality planning be performed?

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 344

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

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



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 345

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 346

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

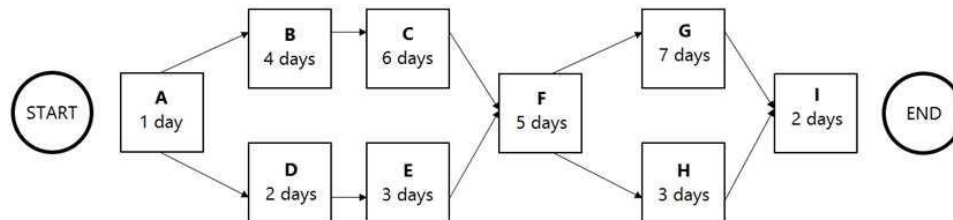
Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:



QUESTION 347

The following is a network diagram for a project.



The total float for the project is how many days?

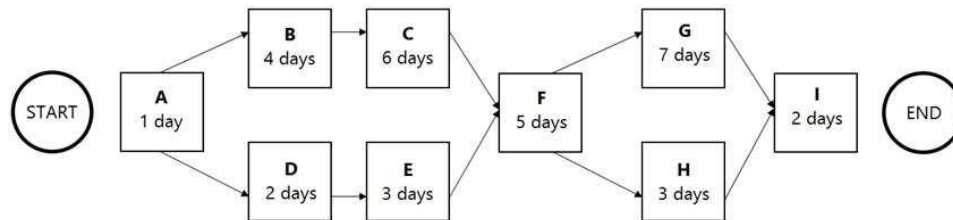
- A. 5
- B. 9
- C. 12
- D. 14

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 348

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 349

Management believes that a task assigned to the project manager does not require a formal project management process and should be fast tracked with as few administrative documents as possible. What should the project manager do?

- A. Create a project charter and determine what processes are required.
- B. Use rolling wave planning for an adaptive development approach.
- C. Formally ask management to eliminate unnecessary processes.

D. Ask management to assign the task to a functional manager.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 350

A vendor submits a high-level project schedule for a three-year project, including a detailed design-phase schedule. What does this describe?

- A. Rolling wave planning
- B. Decomposition
- C. Expert judgment
- D. Templates

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 351

During planning, a project team documented the possibility that new hardware could arrive up to 45 days late and delay the project's delivery date. One month into the project, the manufacturer notifies the project manager that the hardware will be shipped 20 days sooner than anticipated.

What should the project manager do next?

- A. Adjust the procurement statement of work (SOW).
- B. Issue a change request.
- C. Update the risk register.
- D. Modify the budget.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 352

A global technology company invested in an infrastructure upgrade project as a part of its business strategy. During the planning phase, the project team works with stakeholders to identify project requirements. The project manager is having difficulty engaging stakeholders who work internationally in different time zones. The stakeholders are unable to participate in regularly scheduled planning meetings, and often do not provide timely responses to emails and other requests for information.

What should the project manager do next to minimize the impact this issue may have on the project?

- A. Arrange a meeting to discuss the issue.
- B. Create the resource management plan.
- C. Alert senior management.
- D. Create the communications management plan.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

**QUESTION 353**

A project manager is new to an organization and is assigned to a project that is currently in the planning stage. Everyone involved in the project is very interested in it and they are pushing the project manager to advance it to the next stage. While reviewing the project's various plans, the project manager found out there is no defined cost management plan.

What should the project manager do next?

- A. Start project execution and use the project management plan as input for missing information.
- B. Inform the sponsor and request more time to revise the cost management plan.
- C. Use the work breakdown structure (WBS) to estimate the cost of the activities based on previous experience.
- D. Review the project charter to develop the cost management plan.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 354

A project manager is in charge of a project for a client that involves working with multiple external vendors. The final outcome of the project is the printing of letters by a print vendor for fulfillment. During the integration testing, the project manager realizes that the print vendor is not yet ready for printing, which impacts the signoff.

What needs to be clearly defined during planning?

- A. The letter template task needs to be identified during planning.
- B. The fulfillment print vendor needs to be identified during planning.
- C. The project and delivery plan needs to be shared with the print vendor.
- D. The schedule prepared during this phase should include external dependencies.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 355

During a project's initial phase, a new regulation is introduced. The regulation has the potential to impact the project's schedule and budget.

What should the project manager do before beginning the planning stage?

- A. Update the risk response plan.
- B. Request a change to the schedule and budget.
- C. Perform a qualitative risk analysis.
- D. Include the risk in the project charter.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 356

During project planning, a project manager meets with several departments to organize brainstorming sessions. Which process does this describe?

- A. Identify Stakeholders
- B. Collect Requirements
- C. Create Requirements Documentation
- D. Define Scope

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 357

A project in the planning stage must have a product with the following attributes:

1. Development requires a high degree of specialization
2. Delivery must occur within a specific time-frame What should the project manager do next?

- A. Develop the product with current staff who must learn what is required.
- B. Hire qualified staff to develop the required product.
- C. Acquire the product from a supplier who will deliver it on time.
- D. Acquire the product from a supplier with many resources despite limited experience.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 358

A multi-unit residential development project is in its planning phase. The existing power supply will be moved underground during the project. Local authorities notify the project manager that the area next to the development site may also need to move its power supply. This would increase the project's budget by 12 percent and its duration by 22 percent.

What should the project manager do?

- A. Proceed with moving the power supply underground.
- B. Communicate the possible risk to relevant stakeholders.

- C. Obtain project sponsor approval to proceed with the additional work.
- D. Update the project management plan to account for the impact on budget and time.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 359

Midway through the design phase of a software development project, the project manager realizes that planned tasks will be delivered late.

What should the project manager do first?

- A. Email stakeholders about the delay, and update the project management plan.
- B. Assume the delay, and report it during the next stakeholder meeting.
- C. Revise the task delivery dates in the project management plan.
- D. Update the issue log.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 360

A project manager realizes that a new, major legal requirement, necessary to meet a deliverable, has not been addressed. The project manager solicits ideas from stakeholders on how to conform to the new requirements.

What technique did the project manager use?

- A. Total quality management (TQM)
- B. Ishikawa diagram
- C. Just-in-time (JIT)
- D. Kaizen

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 361

A project manager already has a good understanding of the expectations of the project stakeholders. What action should the project manager take next to effectively plan to project?

- A. Assess required competencies against resource availability.
- B. Conduct a kick-off meeting with the team.
- C. Discover needs and decompose them into requirements.
- D. Determine the project budget and funding sources.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:



QUESTION 362

A product manager needs a website to display product information. The marketing team meets with the project manager to review its with list of website functions.

What should the project manager do next?

- A. Create the statement of work (SOW).
- B. Perform a risk analysis.
- C. Develop a project budget.
- D. Assemble the team.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 363

A project manager wants to ensure sufficient stakeholder participation throughout a project's life cycle. What should the project manager include in the stakeholder engagement plan?

- A. Stakeholder power/interest grid
- B. Change requests initiated by stakeholders
- C. Desired and current stakeholder engagement levels
- D. Feedback from stakeholders on project operations

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 364

After receiving the approved project charter, a stakeholder raises concerns about the project's expected key deliverables. What should the project manager do?

- A. Develop the project management plan.
- B. Perform a stakeholder analysis.
- C. Enter the stakeholder's concerns in the issue log then meet with them to clarify their expectations.
- D. Capture the stakeholder's concerns and request reapproval of the project charter.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 365

A change to a project's scope deliverables was verbally approved by the client. However, these changes were not formally recorded.

What should the project manager do?

- A. Ask the client to issue a formal change request to modify the scope.
- B. Seek guidance from senior management.
- C. Update the project management plan.
- D. Advise team members to proceed with the work while client approval is pending.

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 366

A project manager is meeting with the steering committee to obtain approval to deploy a developed software solution. After ten minutes of explaining why the solution is ready for deployment, the project manager is told to better prepare and return with more facts.

What should the project manager do to improve their approach?

- A. Email the steering committee explaining why the solution is ready for deployment.
- B. Ask the project administrator to explain that user acceptance testing was completed then present this to the steering committee.
- C. Ask the sponsor to directly obtain approval from the steering committee.
- D. Review the communications management plan and present that all deliverables have been developed and are ready for deployment.

Correct Answer: D
Section: Planning
Explanation



Explanation/Reference:

QUESTION 367

During a new product development project, the project manager identified that the requirements are conceptual and that it is difficult to obtain a shared understanding by all stakeholders. What can the project manager do to obtain a shared understanding of the project's requirements?

- A. Build a prototype
- B. Benchmark with other organizations.
- C. Conduct a requirements walkthrough.
- D. Hold brainstorming sessions with the stakeholders.

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 368

A customer asks the project manager to estimate the time required to include a missing functionality. The customer thinks that three days will be sufficient to implement this change. However, the project management office (PMO) believes that seven days are required, while the technical lead feels that 10 days are needed.

What should the project manager use to estimate the time required for the change?

- A. Pareto diagram analysis
- B. Analogous estimating
- C. Beta distribution
- D. Parametric estimating

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 369

A project manager wants to confirm that the project team implemented best practices for the requirements-gathering process. What should the project manager do?

- A. Evaluate work performance reports.
- B. Review quality control reports.
- C. Perform a quality audit.
- D. Examine the lessons learned repository.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 370

During a project's software development phase, the technical lead informs the project manager that a developer implemented a superior solution than specified in the product scope. What should the project manager do next?

- A. Award the developer.
- B. Inform the customer.
- C. Update project documentation.
- D. Initiate a change request.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 371

A project manager has just completed the project management plan for a submarine modernization project. This is a high-visibility project for many stakeholders across multiple functional departments and levels of understanding.

What can the project manager do to ensure approval of the project management plan?

- A. Ask the project sponsor to approve the project management plan as a first step, then communicate this to other stakeholders to help approve the project.
- B. Organize meetings for stakeholders and provide the appropriate information to obtain their approval.
- C. Conduct interviews with each stakeholder separately in order to obtain approval of the project management plan individually.
- D. Develop a stakeholder register and then select the most important stakeholders to obtain their approval.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 372

A project requires specialized technical expertise from the engineering department. However, the senior engineer is leading a team on a separate project, and the only available resource is an entry-level engineer. The senior engineer is highly regarded by the customer and preferred by the project manager.

What should the project manager do first to obtain the senior engineer's participation in this project?

- A. Meet with the engineering department manager to discuss options for making the senior engineer available.
- B. Demand that the senior engineer is assigned to increase customer confidence in the delivery of a quality product.

- C. Develop a job description using the senior engineer's qualifications to hire a comparable senior engineer.
- D. Immediately ask the project sponsor to escalate this resource requirement.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 373

A project progressing on time and within budget is 30 days away from achieving its main milestone. The project manager then learns that a key component to achieve this milestone will be unavailable for 45 days.

What should the project manager do?

- A. Revise the risk management plan.
- B. Update the issue log.
- C. Notify stakeholders at the next project status meeting.
- D. Send an amended progress report to all stakeholders.



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 374

A project manager is finalizing detailed requirements for a project with virtual teams. What should the project manager do to ensure confidence in the data gathered?

- A. Develop and distribute an issues log.
- B. Validate scope on a regular basis.
- C. Update the project management plan.
- D. Conduct face-to-face or online interviews.

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 375

During initial project scheduling, an internal key stakeholder announces that they already agreed on some delivery dates with a vendor. What techniques should the project manager use to ensure that all prerequisites are fulfilled for those deliverables to meet the agreed dates?

- A. Discretionary dependencies
- B. Mandatory dependencies
- C. Internal dependencies
- D. Finish-to-finish dependencies

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:



QUESTION 376

A project manager is aware of a high-risk item prior to starting a project. The project manager has completed a risk analysis and concluded that the risk is a positive, high-impact, and low-probability one.

What should the project manager do?

- A. Conduct a cost-benefit analysis.
- B. Facilitate a risk-brainstorming session.
- C. Take action to capture the positive effect of uncertainty.
- D. Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis.

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 377

A project manager for a large, ongoing film project is under a tight deadline to finish each of the project's three phases. The executives have decided to increase the budget and time to ensure their standards are met. The project manager has updated the schedule to reflect the increases.

What should the project manager do next?

- A. Review the requirements in the quality management plan.
- B. Communicate the updated schedule to the stakeholders.
- C. Add the tasks mentioned to the schedule management plan.
- D. Update the success criteria in the scope management plan.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 378

The table lists project activities, with activities A and H as start and end activities.

Activity	Duration	Dependency
A	2	–
B	3	A
C	4	A
D	4	B & C
E	5	B
F	3	C
G	2	D & F
H	2	E & G

What is the project's critical path?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 379

A quality assurance subject matter expert (SME) discovered that the formulation team did not follow compliance procedures while manufacturing a drug. What should the project manager have done to prevent this issue?

- A. Reviewed the quality management plan
- B. Reviewed the quality metrics document
- C. Reviewed the quality improvement methods
- D. Reviewed the quality baseline document

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 380

A project manager meets with key stakeholders to set clear project expectations. What tool or technique should the project manager use?

- A. Product analysis
- B. Facilitation
- C. Expert judgement
- D. Multicriteria decision analysis

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 381

A project manager is leading a new project that involves cross-functional requirements and changes. Some key stakeholders are resisting the changes.

What should the project manager do?

- A. Conduct a facilitation workshop.
- B. Plan a team-building exercise.
- C. Gather stakeholder requirements.
- D. Ask the project management office (PMO) for assistance.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 382

For this past six months, a project manager has struggled with defining a project's scope. The project team has been working with the customer to make small adjustments to the requirements, but is taking longer than expected.

What should the project manager do to complete the scope?

- A. Conduct a data-gathering meeting to review the collected requirements.
- B. Internally finalize the requirements with the team, and share them with the client.
- C. Facilitate a workshop to agree on the final requirements.
- D. Provide training to the team on collecting requirements best practices.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 383

A university has a project to implement a new online application system for new entrants. The pilot solution shows that a significant number of applications have captured incomplete and inaccurate data. The project team, subject matter experts (SMEs), and key stakeholders held a workshop to investigate the causes of these errors.

Which of the following is a technique the project manager should use with the team to focus on the right areas to make changes that could improve the quality of the data-capture process?

- A. Cause-and-effect diagram

- B. Affinity diagram
- C. Influence diagram
- D. Fishbone diagram

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 384

A project manager has been hired to develop a product for a multinational company. While writing the key deliverables for the project charter, the project manager has two technology options and is unsure of which to use. One is safer and the other is cheaper.

What should the project manager do to determine the key deliverables for the project?

- A. Establish requirements with the project sponsor.
- B. Choose the best option based on the project manager's experience.
- C. Meet with the client to understand their technological requirements.
- D. Use the cheaper technology in order to maintain the budget.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 385

During a project to create an organizational business plan, the project manager facilitates a strengths, weaknesses, opportunities, and threats (SWOT) analysis workshop with senior management. What process is the project manager implementing?

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

Correct Answer: B

Section: Planning
Explanation

Explanation/Reference:

QUESTION 386

A project manager is in the process of developing the cost management plan on a new project, which is based on the approved project charter's information. This is an innovative project and the company has not delivered a similar project in the past.

What should the project manager do next?

- A. Use the project charter's deliverables for analogous estimating.
- B. Ask the project team to find similar projects outside the company.
- C. Develop the work breakdown structure (WBS) for bottom-up cost estimating.
- D. Define a draft budget with a contingency to cover unknowns.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 387

A project manager is drafting the quality management plan for a large project. Based on recent experiences with similar projects, the project manager knows that some subcontractors are prone to using less-experienced resources, resulting in insufficient quality deliverables.

How should the project manager minimize any quality issues that may arise?

- A. Mandate and perform full inspections on all milestone deliverables.
- B. Increase the frequency of quality checks during the project life cycle.
- C. Amend the subcontractor contracts with penalty clauses for this scenario.
- D. Include minimum qualification requirements for resources in the quality management plan.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 388

The estimated cost of completing all the activities considered in a schedule will be US\$14,500. The project's sponsor requires a level of certainty about the cost baseline of at least 90%. As a result of a Monte Carlo simulation, the projected cost calculated is:

Probability	Estimated Cost
40%	US\$10,000
50%	US\$12,000
60%	US\$13,000
70%	US\$15,000
80%	US\$18,000
90%	US\$20,000
100%	US\$21,000

What should the contingency reserve be in order to fulfill the sponsor's requirement?

- A. US\$5,500
- B. US\$6,500
- C. US\$7,000
- D. US\$8,200

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 389

A project manager working with a risk-averse financial firm has just started a new project. The project sponsor is extremely concerned that the project may run over budget and is looking to the project manager for confirmation that this won't happen.

In order to alleviate the sponsor's concern, what should the project manager do?

- A. Perform a strengths, weaknesses, opportunities, and threats (SWOT) analysis.
- B. Use historical data analysis.
- C. Create the probability and impact matrix.
- D. Run a Monte Carlo simulation.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 390

A project manager is beginning a new project where the sponsor and main stakeholders have a specific protocol and confidentiality requirements. Some of these stakeholders have not collaborated with each other or with the project's domain previously.

Which data-gathering technique should the project manager primarily use to define the requirements?

- A. Interviews
- B. Brainstorming
- C. Focus groups
- D. Benchmarking

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:



QUESTION 391

The building of an industrial plant has been stopped for four months due to region-specific prohibitions. What should the project manager have done to avoid this issue?

- A. Made a prioritized list of the project constraints
- B. Crashed the project schedule
- C. Identified this as a risk in the risk log
- D. Documented all assumptions

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 392

A successful project manager joins a strategic project with top talent from multiple departments. However, these high-performing team members experience constant distractions from their functional managers, which impacts quality and productivity.

What should the project manager do to get the team back on track?

- A. Ask team members to redirect all requests from their functional managers to the project manager.
- B. Consult peers for recommendations on how to manage this situation.
- C. Meet with the functional managers to discuss the allocation of team members.
- D. Request that functional managers be trained on how to operate in a matrix organization.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 393

Market research shows that developing new features in a best-selling product will be vital to a company's future. A project manager identifies risks in this development, which could lead to losses for the company.

What should the project manager do next?

- A. Hire a specialist to develop the work.
- B. Plan the risk response.
- C. Request a meeting with the marketing department.
- D. Meet with the project team to monitor and control risk.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 394

In line with a company's strategic objectives, a critical efficiency improvement project is authorized in next year's business plan. However, one of the key stakeholders responsible for post-implementation operations is strongly against the project due to its high investment and limited benefits.

What should the project manager do?

- A. Discuss the concerns with the key stakeholder, and escalate it to the sponsor for direction.
- B. Conduct a one-on-one brainstorming session with the stakeholder to clearly understand their concerns.
- C. Perform a comprehensive stakeholder analysis, and influence stakeholders accordingly.
- D. Invite all stakeholders to discuss the concern and vote on a future course of action.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 395

A test manager informs a project manager about a one-week schedule delay to complete the testing phase. What should the project manager do next?

- A. Fast track the schedule.
- B. Check whether this task is on the critical path.
- C. Negotiate with the customer for a change in the schedule.
- D. Crash the schedule.



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 396

The sponsor of a project requests to see a prototype for a project deliverable. Three options are provided, and the sponsor accepts one of these options. While implementing the deliverable, a team member informs the project manager that the approved sample does not meet a particular government standard, and will not be suitable for use.

What should the project manager have done to avoid this mistake?

- A. Verify that the samples provided conform with quality standards.
- B. Request that the sponsor check the quality reports before making a decision.

- C. Conduct quality assurance during the project.
- D. Consult the lessons learned archive for sample acceptance.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 397

During the contacting process for the construction of new company headquarters, the project manager invites three vendors that offer a key item for the building's functionality to bid on the project. What document defines the services to be priced by vendors?

- A. Request for information (RFI)
- B. Scope of work
- C. Project charter
- D. Statement of work (SOW)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:



QUESTION 398

While performing an earned value analysis (EVA), a project manager notices that the cost performance index (CPI) is not what was expected.

The project manager investigates and is unable to locate purchase orders or receipts for items used in the project.

What should have been used to prevent this from occurring?

- A. Audits
- B. Inspections
- C. Data analysis
- D. Risk management

Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:

QUESTION 399

A project manager is advised to use a tornado diagram in an information technology activity. What project risk management technique should the project team use?

- A. Qualitative risk analysis
- B. Quantitative risk analysis
- C. Probability distribution
- D. Expected monetary value analysis

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 400

A sponsor proposes a project change. The project team analyzes the proposed change, determines that it can be done within schedule and budget, and informs the project manager.

What should the project manager do next?

- A. Accept the change since it will not negatively impact the project.
- B. Refer to the change management plan to determine next steps.
- C. Ask the sponsor for approval.
- D. Assess the risk associated with the change.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 401

Detailed design has begun on a firm fixed price (FFP) contract, and the statement of work (SOW) has been clearly defined for the consultants. Now, an expert communicates to the consultants that additional work is needed.

How should the project manager proceed?

- A. Approve the additional work.
- B. Amend the FFP control to include the additional work.
- C. Review the scope of the additional work.
- D. Log the additional work in the risk register.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 402

A project sponsor asks a project manager to provide a cost estimate for a project to set up a new manufacturing line. What should the project manager provide?

- A. Rough order of magnitude (ROM) estimate
- B. Estimate within funding constraint
- C. Definitive and accurate estimate
- D. Estimate including management reserve

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 403

A project's initial budget is US\$200,000, but its actual cost (AC) to date is US\$160,000. During an evaluation of the project's progress, the project manager determines that the cost performance index (CPI) is 0.8, which exceeds the budget baseline.

If current performance is maintained, what is the estimate to complete (ETC)?

- A. US\$250,000

- B. US\$240,000
- C. US\$90,000
- D. US\$50,000

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 404

During the budget approval process, a project manager makes some initial estimations that include scope and potential risk reserves. After submitting the budget for approval, the project manager is asked to submit one that is more accurate.

What should the project manager do next?

- A. Run a bottom-up estimation and provide a new budget.
- B. Perform a cost-benefit analysis to support the current budget estimations.
- C. Conduct a top-down estimation and provide a new budget.
- D. Review the justification of the estimates to ensure that they are accurate and current.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 405

A project manager is reviewing the cost management plan written by a team member. Although the total cost estimate is within the approved budget, the team member used their own template rather than the one provided for the project.

What should the project manager have done?

- A. Ensured that the correct tools and techniques were used for the cost estimate
- B. Requested that the project management information system (PMIS) rules and guidelines be followed
- C. Mandated that the organizational process assets were followed

D. Required that a subject matter expert (SME) is included in the process

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 406

A mobile application is being developed in more than 10 languages for a large and varied group of business users. The project manager must determine whether or not to perform a full inspection of the application in all languages, or to use sampling techniques.

What additional information should the project manager gather before proposing an inspection strategy?

- A. Results of a cost-benefit analysis
- B. Analysis of a probability and impact matrix
- C. Number of users for each language
- D. Quality metrics for the project

Correct Answer: A

Section: Planning

Explanation



Explanation/Reference:

QUESTION 407

A customer asks the project manager to deliver a project in 60 days that was previously scheduled for delivery in 90 days. No activities can be performed in parallel.

The requested change is approved by the change control board (CCB).

What should the project manager do to fulfill this request?

- A. Create a contingency reserve for the project schedule
- B. Crash the project schedule
- C. Create phases in the project schedule
- D. Fast track the project schedule

Correct Answer: B

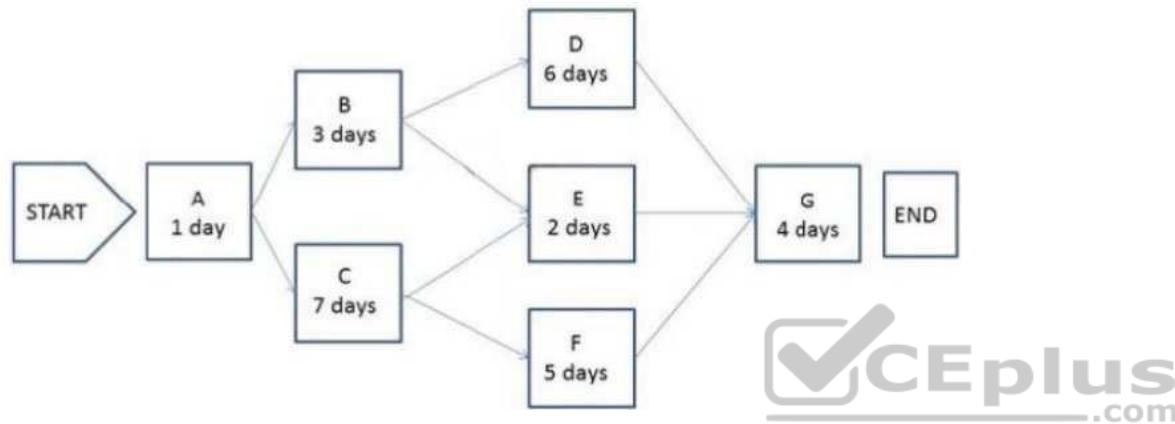
Section: Planning

Explanation

Explanation/Reference:

QUESTION 408

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 409

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 410

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 411

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 412

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 413

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 414

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 415

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 416

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 417

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 418

During the planning stage of a project, a project manager identifies many risks that could impact the project. Two of them have impacts that could translate into the total failure of the project.

Based on these findings, what should the project manager do next?

- A. Perform both qualitative and quantitative risk analyses to determine how to proceed
- B. Notify all stakeholders about this discovery, and prepare immediate contingency plans
- C. Modify the work breakdown structure (WBS) to include some preventive activities to minimize the effects of those risks
- D. Estimate the cost of the contingency plans, and recommend the dismissal of the project if the cost is too high

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 419

A project manager is planning a project that has 40 stakeholders. The project manager decides that all stakeholders will receive the same type of communications in order to minimize work for the project team and reduce costs. When the project manager reviews the communications management plan with the project management team, an experienced team member voices concerns about the communications decision.

Why might using the same type of communication for all 40 stakeholders be a concern?

- A. Because the expected savings would be minimal
- B. Because some stakeholders might feel neglected
- C. Because the team should be able to manage individual communications properly
- D. Because different stakeholder needs are not being taken into consideration

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 420

The project manager completed the release planning and is midway through a sprint when an opportunity is identified by the product owner. The product owner has asked the project manager to do everything possible to exploit the opportunity. There is a high probability that this could result in a significant cost savings to the company and the project.

What should the project manager do?

- A. Decline the product owner's request since the release planning has been completed.
- B. Consult with a subject matter expert (SME) on how to best exploit the opportunity in the next sprint.
- C. Exploit the opportunity as soon as possible in the current sprint.
- D. Calculate the expected value of the opportunity and relay this information to the development team.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 421

A project manager is planning the kick-off meeting, and the team members are located in various countries. Setting up the virtual meeting was a difficult task, but the date is finally defined.

What must the project manager do before the kick-off meeting to ensure all team members are aligned with the project objectives?

- A. Consider cultural differences
- B. Inform senior management

- C. Consider using local resources instead
- D. Apply the electronic brainstorming technique

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 422

Project risks have been identified through a brainstorming session. While analyzing the risks, the project manager needs to quantify and prioritize the risks and develop the mitigation plan.

What should the project manager use?

- A. Definitions of risk probability and impacts
- B. Risk register
- C. Assumptions log
- D. Probability and impact matrix

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 423

Company A recently signed a contract with a vendor to supply an engineering service. The project manager for company A noticed that the resource management plan requires a specific industry expert. However, company A does not have this type of industry expert.

What should the project manager do?

- A. Revise the resource management plan and this expert requirement
- B. Recommend an expert resource from a previous project
- C. Acquire the expert with the help of human resources
- D. Submit a contract change request to the vendor

Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:

QUESTION 424

In a large organization with many large projects, most of the project managers are subcontractors and the projects are performed separately. The project management office (PMO) is experiencing repetitive errors across the separate projects and wants to improve the project management processes within the organization.

What should the PMO direct the project managers to do?

- A. Establish project communication systems to support effective collaboration and sharing of information
- B. Hold themselves accountable with strict adherence to their respective project management plans
- C. Develop a list of key performance indicators (KPIs) and measure performance against them
- D. Collect and analyze the work performance data of team members and share evaluations

Correct Answer: A
Section: Planning
Explanation



Explanation/Reference:

QUESTION 425

During a project, some products are acquired. The buyer and seller have agreed on a cost plus fixed fee (CPFF) contract. However, the project manager is concerned about the risks posed to the buyer associated with this type of contract.

Which contract type should have been used to lower risk for the buyer?

- A. Cost plus incentive fee (CPIF)
- B. Firm fixed price (FFP)
- C. Cost plus award fee (CPAF)
- D. Fixed price incentive fee (FPIF)

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 426

A software company is asked to build an application based on new technology for a new client who is unsure of their requirements. What contract type should the software company use to ensure risk is minimized?

- A. Fixed price incentive fee contract (FPIF)
- B. Firm fixed price contract (FFP)
- C. Time and material contract (T&M)
- D. Cost plus fixed fee contract (CPFF)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 427

A low-priority and low-risk change request has been planned for almost six months. It is almost the end of the project.

What should the project manager do?

- A. Remove the item from the list as it is a low-priority item and may not be required
- B. Reprioritize the item to include it in the final set of deliverables
- C. Request that the owner resubmit the request after the project has been completed
- D. Discuss the item with stakeholders to see if it is still required in the project

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 428

A project manager is working with a new quality manager to finalize the quality management plan. The quality manager suggests an expensive quality tool with which the project manager is unfamiliar. The project manager says there is a cheaper alternative, but the quality manager is adamant that there is not. To maintain the current schedule, the quality management plan and associated procurement must be completed the following week.

What should the project manager do next?

- A. Evaluate the costs and benefits of employing the suggested tool
- B. Request additional budget to fund the purchase of the quality tool
- C. Escalate the problem to the sponsor for a final decision about the tool
- D. Add the high cost of the quality tool as a risk to the register

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 429

A project manager has identified two stakeholders across different business divisions in the company whose engagement and full support are needed for a project. What should the project manager be aware of prior to engaging them?

- A. Their geographical locations
- B. Their communication styles
- C. Their cultures and backgrounds
- D. Their strategic priorities



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 430

An experienced project manager is building the base cost management plan of a project. During this process, the project manager is struggling to receive input from a couple of the stakeholders. The issue has been escalated to the sponsor but input has still not been received.

What should the project manager do to complete the cost estimate?

- A. Look for other ways to estimate costs such as using previous similar projects' costs
- B. Report the lack of stakeholder engagement to the stakeholders' bosses
- C. Keep pushing for the information through all communication channels

D. Increase the contingency budget to cover unexpected costs

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 431

A project team completed the initial phase of the project and many team members do not have a clear understanding of the project management plan, communication strategies, and specific milestones. What should the project manager do?

- A. Schedule a kick-off meeting with all team members
- B. Schedule periodic project status meetings
- C. Meet with team members as issues arise
- D. Discuss concerns during the next stand-up meeting

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:



QUESTION 432

Due to recent organizational changes, a number of project stakeholders are no longer with the company. What should the project manager do?

- A. Update the communications management plan
- B. Revise the project charter
- C. Engage the project sponsor for replacements
- D. Update the risk register

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 433

A company has decided to use agile methodology for the first time on a project. During the middle of the third sprint, it becomes apparent that the project communications are not adequate and that most team members do not have a good understanding of what other team members are doing.

What should the project manager have done to avoid this issue?

- A. Held weekly status meetings
- B. Held daily stand-up meetings
- C. Implemented information radiators
- D. Developed a communications management plan

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 434

A project to comply with a regulatory requirement needs to go live in eight months to avoid fines. The project schedule now has a high-probability risk that is impacting the ability to meet the deadline.

What should the project manager do to avoid incurring fines?

- A. Assess the impact of missing the due date
- B. Reduce the project scope
- C. Use a schedule compression technique
- D. Focus on delivering critical path tasks first

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 435

The stakeholders on a new compliance project request a delivery date for the project from the project manager. There are a number of internal as well as external dependencies for the project and milestones that have to be met within certain timeframes.

What should the project manager do to determine the delivery date?

- A. Assess resource availability
- B. Build a work breakdown structure (WBS)
- C. Define the critical path
- D. Baseline the project

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 436

The research and development (R&D) team has been working on developing a new software product for nine months and feel the product is now ready for release to the market and for final handover to the operations team. The operations manager asks the operations team to do a quick test and report the findings. The report highlights that there are many changes to this new product's interface of which the operations team was not aware. This will require new training.

What should the project manager have done?

- A. Understood that the R&D and operations teams are two different entities and established a separate transfer project.
- B. Met with the operations manager and given the entire operations team a walk-through of the product beforehand.
- C. Included operations resources in the project to ensure knowledge transfer between the project and operations for implementation.
- D. Held two days of training to detail the changes and make the operations team comfortable with the changes.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 437

Company A is expanding their manufacturing units to various locations in country A. As this is the first time the company is expanding into this geographic region, the project manager and the team have identified many initial high-level risks.

What should the project manager do throughout the project to manage these risks?

- A. Create a separate, region-based risk management plan and describe the risk breakdown structure.

- B. Review the lessons learned database for expansions in other regions.
- C. Recruit a local legal adviser to detail the risks of expanding into this country.
- D. Identify risks as they emerge in the project, perform risk analysis, and plan responses.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 438

A project manager is preparing a project management plan for a transition project for a service in an IT company that resides in different countries. What should the project manager do first?

- A. Set up a kick-off meeting in one city with all stakeholders
- B. Understand each stakeholder's interest level
- C. Have stakeholders agree on a uniform set of reports and dashboards
- D. Request that all stakeholders add comments

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 439

An issue will cause the project team to miss a critical milestone. The project manager realizes that this issue could have been avoided if the risk had been addressed earlier.

What should the project manager do next?

- A. Conduct a meeting to understand the impact of this issue and document the lessons learned.
- B. Create and submit a change request that includes a recommendation for corrective action.
- C. Hold a meeting with the sponsor and key stakeholders to inform them of the issue.
- D. Consult with the team and update the project management plan based on their inputs.

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 440

A project manager has just been assigned to a new project. A similar project is under deployment in another office and is encountering many issues that have led to major delays.

What should the project manager do next?

- A. Share the project information to help the other project manager to complete on time
- B. Identify the overall project risks using the lessons learned repository
- C. Write the project charter using input from the other project's stakeholders
- D. Ask for a statement from the other project manager to explain the differences of the two projects

Correct Answer: B
Section: Planning
Explanation



Explanation/Reference:

QUESTION 441

A project manager has just been informed that it is extremely important to complete the project on time. Which activities should a project manager focus on to reduce the duration of the schedule without reducing the project scope?

- A. Activities with the least float
- B. Activities with the least cost impact
- C. Activities with the lowest earned value
- D. Activities with the lowest percent completion

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 442

A project manager is replaced midway through a very complex technical project. Two weeks after taking over the project, the new project manager discovers that the key deliverables have yet to be defined, despite an imminent phase deadline. The project manager creates a change request for project insurance.

Which risk management response is the project manager using?

- A. Risk acceptance
- B. Risk transference
- C. Risk avoidance
- D. Risk mitigation

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 443

A project sponsor asked a project manager to conduct a benefits analysis of the revenue model for a project prior to signing off on the project budget. The project manager met with relevant stakeholders and has gotten inconsistent inputs on the benefits.

What could have caused the inconsistent inputs?

- A. Stakeholders were not consulted by the sponsor
- B. The project is not aligned with stakeholder objectives
- C. A risk management plan was not developed
- D. Project outcomes are not mapped to business benefits

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 444

The project sponsor indicates to the project manager that due to other priorities, the budget for the project will be cut in half. This decision will cause changes in the project.

What should the project manager do next?

- A. Report the impact of the changes to the sponsor
- B. Update the project's scope management plan
- C. Document the changes and follow the change control process
- D. Organize a meeting with the sponsor and analyze the impact on scope

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 445

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

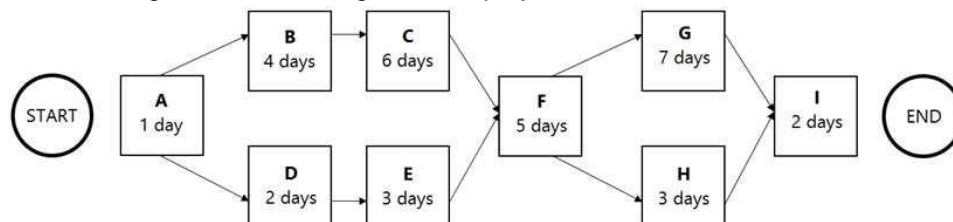
Section: Planning

Explanation

Explanation/Reference:

QUESTION 446

The following is a network diagram for a project.



What is the critical path for the project?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 447

A large construction project is in the planning stage. The project manager is creating a work breakdown structure (WBS) so that the work can be correctly assigned to each labor team.

What will assist the project manager in the successful creation of the WBS?

- A. Detailed Gantt chart
- B. Detailed activity list
- C. Firm pricing from subcontractors
- D. Requirements documentation

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 448

After completing the project charter, the project manager sends it to the project stakeholders. What should the project manager do before starting the project planning process?

- A. Develop the risk register.
- B. Create the work breakdown structure (WBS).

- C. Conduct the project's kick-off meeting.
- D. Obtain project charter approval.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 449

An IT project is approved and a project management plan is in place. What should the project manager do next?

- A. Meet with the project sponsor.
- B. Develop the project schedule.
- C. Assign the project team.
- D. Plan team-building activities.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 450

A new project has high uncertainty in the cost required for completion. What approach should the project manager use to determine the expected costs?

- A. Parametric estimating
- B. Analogous estimating
- C. Statistical techniques estimating
- D. Three-point estimating

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 451

A project to create a new product is completed and introduced into the market, but sales are much lower than expected. Analysis determines that the product is misaligned with the organization's core competencies.

During what activity should this have been discovered?

- A. Business case review
- B. Strategic performance evaluation
- C. What-if scenario analysis
- D. Scope definition

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 452

A project team completes the identification of project and product requirements. Which of the following were used to accomplish this?

- A. Affinity diagrams, benchmarking, and observation/conversation
- B. Work breakdown structure (WBS), trend analysis, and observation/conversation
- C. Brainstorming, affinity diagrams, and mind mapping
- D. Benchmarking, network diagram, and trend analysis

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 453

The project charter for a new project is authorized, and the company's executives appoint a project manager. What should the project manager do first?

- A. Define the project scope.
- B. Define and prepare the project management plan.

- C. Appoint and assign project team members.
- D. Identify and report the high-level risks to the executives.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 454

While conducting a quantitative risk analysis, the project manager and the risk management team discover new risk events. What should the project manager do with these new risk events?

- A. Add them to the risk register.
- B. Record them on a watch list for future monitoring.
- C. Include them in the risk management plan.
- D. Incorporate them into the risk breakdown structure (RBS).

Correct Answer: A

Section: Planning

Explanation



Explanation/Reference:

QUESTION 455

While reviewing project documentation, a project manager discovers that modifications were made without proper approvals. What should the project manager do next?

- A. Review the requirements management plan.
- B. Review the change management plan.
- C. Escalate the issue to the project management office (PMO).
- D. Escalate the issue to the project sponsor.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 456

A meeting to present, discuss, and approve the project management plan is scheduled for tomorrow, but a project sponsor is suddenly unavailable for another week. To prevent a delay in the project's start, what should the project manager do?

- A. Discuss the issue with the other project sponsors.
- B. Continue with the meeting as scheduled, and execute the project based only on the remaining project sponsors' input.
- C. Reschedule the meeting for a date when all project sponsors are available.
- D. Continue with the meeting as scheduled, and then send the meeting minutes to the absent sponsor requesting immediate feedback.

Correct Answer: D

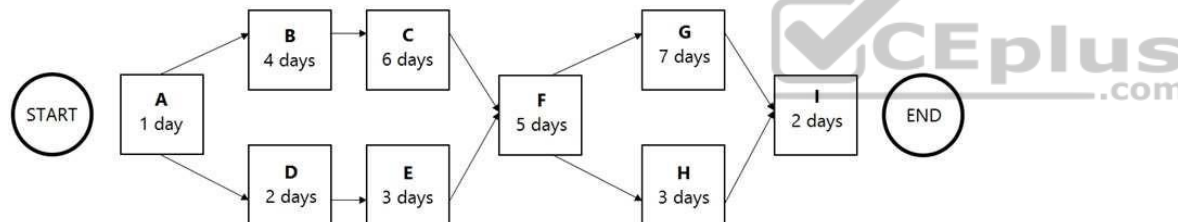
Section: Planning

Explanation

Explanation/Reference:

QUESTION 457

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 458

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 459

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 460

While performing a stakeholder analysis, the project manager realizes that several stakeholders have competing priorities. What should the project manager do?

- A. Refer to the project charter.
- B. Meet with the stakeholders to obtain alignment.
- C. Set priorities based on the statement of work (SOW).
- D. Ask the sponsor to speak with the stakeholders.

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 461

A company has a longstanding client who is often late with payment. The company now has a new project with this client.

What document should the project manager use to ensure that payment delay information is documented for this project?

- A. Project charter
- B. Assumption log
- C. Historical information and lessons learned repository
- D. Risk management plan

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:



QUESTION 462

A project manager develops a communications management plan, knowing that a difficult stakeholder can affect project goals. What should the project manager do?

- A. Set up a separate reporting process for this stakeholder.
- B. Closely manage that stakeholder based on the power/interest grid.
- C. Ensure that this stakeholder sees all communications sent to the team.
- D. Provide this stakeholder with all information, even if unimportant.

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 463

While estimating project costs, a project manager works with a subject matter expert (SME) who has historically underestimated the effort necessary to deliver project requirements. In all other areas, however, the SME is a good contributor, well respected, and often requested by stakeholders.

To proactively mitigate the risk of underestimation, what should the project manager do?

- A. Periodically review objectives and requirements with the SME during estimation and use other resources to review the submitted estimates.
- B. Ignore previous issues with estimates from this SME and continue with the process unchanged.
- C. Notify project stakeholders that any estimates submitted by the SME must be increased by 20 percent.
- D. Remove the SME from the project and request a resource who can provide more accurate estimates.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 464

During review of a time-critical project's work breakdown structure (WBS), the sponsor challenges the need for project documentation. What should the project manager do?

- A. Inform the sponsor that project documentation is necessary to align with project scope.
- B. Agree with the sponsor and postpone documentation activities to a later stage.
- C. Explain to the sponsor that project documentation is needed for audits or reference for future projects.
- D. Accept the sponsor's challenge and revise the WBS.

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 465

After preparing the work breakdown structure (WBS), the project manager is ready to assign task areas to project team members. Subsequently, the project sponsor asks to add requirements that the team feels are unachievable.

What should the project manager do next?

- A. Review the project scope and resources to assess the feasibility of satisfying the request.

- B. Evaluate the impact of the request on the project scope, schedule, and budget.
- C. Collect requirements, and conduct a team brainstorming session.
- D. Use expert judgment to adjust the WBS based on the new requirements.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 466

Due to time limitations, a project manager must quickly define cross-functional requirements and reconcile stakeholder differences. What tool or technique should the project manager use?

- A. Interviews
- B. Facilitation
- C. Benchmarking
- D. Observation/conversation

Correct Answer: B

Section: Planning

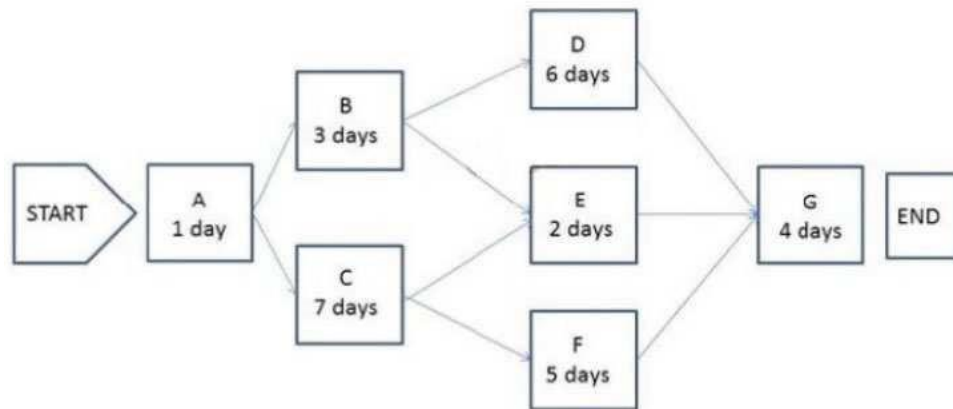
Explanation

Explanation/Reference:

QUESTION 467

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-G
- D. A-C-E-G



Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 468

A project manager meets with the managers of project resources and the directors of areas that the project will benefit. During the meeting, the project manager explains the project objectives and the activities needed to complete the project.

What project activity is the project manager accomplishing with this meeting?

- A. Stakeholder engagement
- B. Team formation
- C. Risk mitigation
- D. Project kick-off

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 469

A project manager is developing a high-level cost estimate for inclusion in the project charter. Since the project manager previously completed similar projects, what cost-estimating technique should be used?

- A. Analogous
- B. Parametric
- C. Bottom-up
- D. Expert judgement

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:



QUESTION 470

During project planning, the project manager of a cross-cultural team wants to reduce the possible delays caused by misunderstandings among on-site and virtual team members. What should the project manager do next?

- A. Facilitate a workshop.
- B. Set up a focus group.
- C. Define the information to be communicated.
- D. Meet with the external stakeholders.

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 471

While reviewing project documents, a newly assigned project manager discovers that the project management plan is not yet complete. What document should the project manager review to understand the project's high-level requirements?

- A. Project charter
- B. Historical information
- C. Product definition
- D. Project scope statement

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 472

A project manager schedules a kick-off meeting for a 12-week project. Two stakeholders indicate they are unable to attend the meeting.

What should the project manager do?

- A. Meet separately with the two stakeholders prior to the kick-off meeting to capture their comments and commitment.
- B. Reschedule the kick-off meeting for a time when all attendees are able to attend.
- C. Escalate the issue to the project sponsor to obtain commitment from the absent stakeholders.
- D. Continue with the meeting as planned and send the meeting minutes to the two absent stakeholders.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 473

While managing a project for a multinational company, a project manager continues to accept changes from the client to maintain a good relationship and secure new business. Three quarters of the way through the project, the budget is depleted.

What should the project manager have developed to prevent this?

- A. Project scope statement
- B. Cost management plan
- C. Statement of work (SOW)
- D. Change management plan

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 474

A project manager assumes a strategic project that has been ongoing for two years. Project team members are located in different countries, and communication among them is complex due to language and time-zone differences. The project manager wants to obtain valid information about team members' responsibilities and where the work is to be performed.

To what document should the project manager refer?

- A. Enterprise environmental factors
- B. Activity attributes
- C. Communications management plan
- D. Work breakdown structure (WBS)



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 475

A project manager determines that a project will be behind schedule and over budget as its current pace. If tasks must be performed sequentially, what scheduling technique should be used to get the project schedule back on track?

- A. Fast tracking
- B. Critical path method (CPM)
- C. Schedule forecast

D. Crashing

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 476

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

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 477

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 478

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

What should the project manager perform next?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 479

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 480

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 481

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

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

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 482

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

What should the project manager do to manage this situation?

- A. Identify another stakeholder for support.
- B. Update the stakeholder engagement plan by highlighting this stakeholder's potential hostility.
- C. Include this stakeholder in all important decisions to emphasize that the objective is to deliver value.

D. Ask management to assign a more senior project manager to the project.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 483

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

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 484

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

What should the project manager do?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 485

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

What should the project manager have done to avoid this?

- A. Obtained the required resource from the procurement manager
- B. Ensured that the right resources were assigned to the project
- C. Included the product development manager in the communications management plan
- D. Obtained stakeholder agreement on the project's schedule and deliverables

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 486

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

What type of communication does this describe?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 487

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

What should the project manager do next?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 488

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

What can the project manager do to obtain project approval?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 489

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

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 490

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 491

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

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

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

D. Stakeholder register

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 492

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 493

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 494

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

What should the project manager do first?

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 495

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

What should the project manager do?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 496

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

What should the project manager do?

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 497

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

What should the project manager have consulted to avoid this?

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 498

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

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

- A. Fixed price incentive fee (FPIF)

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 499

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 500

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

What should the project manager do?

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

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 501

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

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 502

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

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

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

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 503

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 504

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 505

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

- A. Add more resources to ensure that the project is delivered before the regulatory requirement is in effect.
- B. Revise the project scope to include the new regulatory requirement.
- C. Update the risk register and risk ranking to reflect the impact of the delay

D. Review the consequences of noncompliance with the new regulatory requirement.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 506

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

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

Correct Answer: D

Section: Executing

Explanation



Explanation/Reference:

QUESTION 507

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 508

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

What strategy is the project manager using?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 509

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

What should the project manager do?

- A. Set up new ground rules for team expectations.
- B. Create a war room to enhance the team's ability to communicate.
- C. Update the communications management plan to include additional communications.
- D. Coach the team members on how to be better team players.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 510

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

- A. Transfer the risks.

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 511

A customer asks that a project be completed two weeks early. Their intent is to launch the product before the competition. What should the project manager do next?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 512

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

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

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 513

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

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

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 514

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

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 515

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 516

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

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



Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 517

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

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 518

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

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

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

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:



QUESTION 519

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

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

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 520

A project management team is developing a project management information system (PMIS) as a collaboration tool for internal and external stakeholders. A dashboard is updated monthly with information on the project's performance.

What type of communication method does this describe?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 521

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 522

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

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

- A. Ensure that they all feel equally important to the project.
- B. Ask the project sponsor for help with stakeholder engagement.

- C. Engage with stakeholders at the highest level of the organization and ask that they show support to the others.
- D. Increase engagement based on each stakeholder's level of influence and potential project impact. **Correct Answer: C**

Section: Executing

Explanation

Explanation/Reference:

QUESTION 523

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 524

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 525

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 526

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

In what category should this new risk be included?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 527

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

- A. Variance analysis

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 528

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 529

A project manager discovers an enhancement that will improve the design being developed by a subject matter expert (SME). What should the project manager do?

- A. Document this discovery, and present it to all stakeholders.
- B. Ask the expert to implement the enhancement.
- C. Disregard the enhancement, as no changes are allowed.
- D. Ask the change control board (CCB) to review the enhancement.

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 530

A strike at a contracted production plant affects the delivery of a project's major deliverable and impacts project objectives. To what should the project manager refer to address this issue?

- A. Standardized bid documents
- B. Managing multiple suppliers documents
- C. Procurement statement of work (SOW)
- D. Risk response plan

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 531

A project manager realizes that an issue that occurred several weeks ago has negatively impacted the schedule. When the mitigation plan is initiated, it fails because the required resources are now unavailable. What should the project manager have done to avoid this?

- A. Conducted stand-up meetings to communicate project status
- B. Sent out status reports to stakeholders
- C. Reviewed and updated the risk mitigation plan
- D. Updated the resource management plan

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 532

During a crisis, additional resources and time were required to resolve the issues. To avoid this situation, what should the project manager have addressed earlier?

- A. Resource changes
- B. Technology updates
- C. Unmanaged risks
- D. Management changes

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 533

A project manager is conducting a project benefits analysis with key stakeholders of an IT project. An engineer from another department informs the project manager that there are systems impacted by the solution that have not yet been identified. What should the project manager do?

- A. Document this information in the risk register.
- B. Review the project benefits analysis to consider the additional impact.
- C. Note the engineer's issue in the issue log.
- D. Work with the team to identify all stakeholders.



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 534

A project manager is managing a new client. The project requires knowledge of upcoming technologies, but existing team members have no experience working with these technologies.

What should the project manager do to engage the team in work relating to these technologies?

- A. Ask team members to individually learn the technologies.
- B. Organize internal and external training for all team members on the technologies.
- C. Hire a technical expert on the technologies.
- D. Replace the existing resources with new ones that have knowledge of these technologies.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 535

A recently promoted project manager must facilitate the weekly status update meeting. What should the project manager do to ensure a productive meeting?

- A. Carefully read the latest meeting minutes.
- B. Avoid or smooth over any disagreements.
- C. Limit attendance to the project team and stakeholders.
- D. Circulate a defined agenda in advance.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 536

A project manager notices an unusually high rate of risks, but has limited resources to address them. To what should the project manager refer to determine risk priorities?

- A. Risk breakdown structure (RBS)
- B. Risk probability and impact matrix
- C. Risk management plan
- D. Risk mitigation strategy

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 537

A project manager notices that work started by the project team is misaligned with an industry regulation. The project manager recalls that this topic was previously discussed during a stakeholder meeting.

What should the project manager review?

- A. Organizational process assets
- B. Work performance data
- C. Issue log
- D. Project management plan

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 538

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 539

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 540

The Perform Quality Assurance process occurs in which Process Group?

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 541

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 542

A project manager recently involved with constructing a hospital in country A is now managing the construction of an identical hospital in country B. Due to the projects' similarities, a team member proposes adapting the lessons learned from country A's project, and proceeding without updating the lessons learned during construction in country B.

What should the project manager do?

- A. Ensure that lessons learned are updated during the construction in country B
- B. Construct the hospital in country B using country A's project management plan
- C. Agree with the team member, and discuss the lessons learned with hospital management in country B
- D. Document new lessons learned for country B's hospital using industry benchmarks

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 543

A project manager is receiving conflicting requirements from several stakeholders, all of which are ranked as high. What should the project manager do?

- A. Perform a stakeholder analysis
- B. Conduct personal interviews with stakeholders
- C. Work with the project sponsor to resolve conflicts and work priorities
- D. Execute an impact analysis of the requirements

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 544

During an IT solution implementation project, the project manager learns that, due to security concerns, the project is on hold because the client refuses to grant access to required data. What should the project manager do next?

- A. Update the issue log and engage the sponsor in the decision-making process
- B. Remind the client of the requirements list

- C. Validate the issue against the scope and update the project's baseline
- D. Remove impacted functions and proceed with project development

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 545

A customer expresses concern about delays after the implementation of an approved change. What corrective action should the project manager take?

- A. Add resources to address the customer's concerns
- B. Adjust the schedule baseline
- C. Determine if the change was implemented correctly
- D. Roll back the change

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 546

A project team identifies several weather-related risks that could delay the project. What should the project manager do to assess the effect on the project's objective?

- A. Develop a probability and impact matrix
- B. Appoint a resource to monitor weather forecasts
- C. Update the risk management plan
- D. Use modeling and simulation techniques

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 547

A project manager learns that the team can implement a minor change in the project that could bring a significant opportunity to the company. An initial analysis shows that there is no negative impact for the customer, and the team agrees to proceed with its implementation.

What should the project manager do next?

- A. Log this opportunity in the risk register.
- B. Inform the sponsor, and then proceed with the change.
- C. Seek formal approval to proceed with the change.
- D. Implement the change.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 548

A project manager assumes an ongoing project with teams working across three continents. The previous project manager advises that participation in weekly status meetings has been low.

What should the new project manager do to find ways to resolve the problem?

- A. Review the kick-off meeting report to see if all teams participated
- B. Check the resource breakdown structure (RBS) to determine if there are known team conflicts
- C. Reference the requirements traceability matrix to see if all teams are required to attend
- D. Determine if team time zones are listed in the communications management plan

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 549

A customer requests minor changes to product specifications. The engineering manager claims that the man-hour cost of revising the documentation is far higher than the commercial value of the change itself. They suggest authorizing the change via email to the project team.

What should the project manager do?

- A. Ask the engineering manager to issue a change request
- B. Accept the engineering manager's suggestion
- C. Have the engineering manager obtain an opinion from the project management office (PMO)
- D. Advise the engineering manager to revise the documentation

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 550

During a sprint review, the product owner expresses concerns that, due to changes since the last review, a user story no longer fulfills product requirements. What should the product manager do next?

- A. Ask the Scrum Master to revise the user story
- B. Redefine the user story according to the updated requirements
- C. Have the team remove the user story
- D. Postpone the user story to the next sprint



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 551

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:
QUESTION 552

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

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:



QUESTION 553

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

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 554

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 555

A customer demands several project scope updates, but the implementation team is working on task execution based on the project management plan. The project manager uses negotiation skills to obtain formal approval of these demands and have them communicated.

What is the project manager trying to avoid by doing this?

- A. Project changes
- B. Product rework
- C. Scope creep
- D. Budget overrun



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 556

During a project's execution phase, the customer insists on additions to product requirements.

What should the project manager do first?

- A. Communicate the impact of the new additions to the customer.
- B. Incorporate the additions into the schedule and submit a revised baseline to the customer.
- C. Determine if the additions can be accommodated within the current cost and schedule baseline.
- D. Analyze the impact and submit a change request to the change control board (CCB).

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 557

A company is running two projects with different priorities and timelines. The project charter for project A has been approved, and the project is on schedule. One of the stakeholders requests that project B's requirements be included in project A.

What should the project manager do?

- A. Submit a change request to the change control board (CCB).
- B. Obtain management approval.
- C. Perform an impact analysis on the scope and schedule.
- D. Update the project management plan.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 558

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 559

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 560

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 561

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 562

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 563

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 564

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 565

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 566

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 567

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 568

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 569

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 570

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 571

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

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

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 572

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 573

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 574

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 575

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 576

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 577

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 578

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 579

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 580

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 581

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

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 582

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 583

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 584

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 585

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 586

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 587

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 588

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 589

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 590

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 591

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 592

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 593

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 594

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 595

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 596

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 597

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 598

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 599

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 600

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 601

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 602

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 603

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 604

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 605

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 606

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 607

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 608

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 609

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 610

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 611

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 612

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 613

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 614

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 615

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 616

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 617

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 618

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 619

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 620

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 621

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 622

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 623

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 624

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 625

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 626

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 627

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 628

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 629

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 630

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 631

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 632

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 633

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 634

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 635

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 636

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 637

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 638

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

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 639

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 640

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 641

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 642

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 643

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 644

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 645

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 646

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 647

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 648

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 649

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 650

During a project's execution phase, a developer suggests a design change that will improve system performance without incurring additional costs. What should the project manager do first?

- A. Analyze the work performance data to ensure that there will be no negative impact.
- B. Ask the developer to implement the change without negatively impacting the schedule.
- C. Ask the technical manager to review the suggestion.
- D. Document the suggestion and implement the Perform Integrated Change Control process.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 651

Just prior to a project's execution phase, a project manager notices that the client mentioned some missing critical requirements. These requirements will dramatically impact the project's timeline and budget.

What should the project manager do?

- A. Log this in the risk register, and track and monitor the impact.
- B. Maintain the current scope, and continue to work on the project to complete agreed-upon work.
- C. Assess project impact, and ask the client to follow change control procedures.
- D. Accept the requirements and update the project charter.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 652

During project execution, an operator identifies a requirement that was not addressed in the project management plan. The team is conflicted about whether or not this requirement should be added as a change request.

What should the project manager have done to avoid this situation?

- A. Regularly revisited and updated the work breakdown structure (WBS) with stakeholder feedback.
- B. Ensured frequent communication with all stakeholders to identify and update their needs
- C. Identified in the project scope statement what is not included in the project
- D. Requested any unidentified requirements be submitted directly to the change control board (CCB)

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 653

A stakeholder in project A mentions the possibility that project B will go live before project A's execution phase. The deliverable for project B will significantly reduce the work required for project A.

What should the project manager do with this information?

- A. Capture this information in the risk register as a threat.
- B. Request project B's critical path.
- C. Modify project A's scope.
- D. Log this information in the risk register as an opportunity.



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 654

During the end of a critical project's execution phase, a project manager learns that a lead team member is unmotivated due to a perceived lack of appreciation. What should the project manager do?

- A. Enhance the team's social relations by building a collaborative and cooperative working environment for the team member.
- B. Ask the team member's functional manager to intervene.
- C. Empower the team member to assume more project responsibility and participation in decision making.
- D. Meet personally with the team member, and log it in the risk register.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 655

A project is planned for execution in an area known for flooding. The project manager must develop a risk management plan to identify and plan for this risk.

What should the project manager do?

- A. Plan project execution for a time when there is less likelihood of heavy rain.
- B. Consult historical data and government projections to calculate the probability of occurrence.
- C. Update the risk register, and add a lump sum to absorb the potential impact.
- D. Inform stakeholders of the potential risk and impact on the budget and schedule.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:



QUESTION 656

During project execution, a project manager identifies a major obstacle that is preventing progress. An escalation to the client's project manager has gone unanswered, and project progress is worsening each week.

What should the project manager do?

- A. Follow the escalation matrix in the project management plan, and escalate it to the next level.
- B. Revise the communications management plan.
- C. Escalate the issue directly to the steering committee.
- D. Inform the supervisor of the client's project manager.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 657

A project manager currently has two projects in execution. The project manager was away for two weeks of vacation, and had designated a back-up project manager for the projects. Upon returning from vacation, the project manager met with the back-up manager to discuss the projects' status and is informed about a complaint from key stakeholders following a project-status update that was sent to the team for one of the projects.

What should the project manager have done to avoid stakeholder issues while away?

- A. Ensured the back-up project manager had the stakeholder engagement and communications management plans.
- B. Requested the back-up project manager to document any issues in the issue log.
- C. Asked the back-up project manager to send status updates to the team according to their own communications style.
- D. Had a detailed discussion about the risk management plan with the back-up project manager.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 658

In the middle of the execution phase, the creation of an expensive piece of equipment is now delayed, putting timely project completion at risk. What should the project manager do next?

- A. Check if this risk has been identified in the risk register and apply the relevant mitigation.
- B. Elevate this issue to the equipment vendor's management for them to address.
- C. Consult with the project sponsor on the best way forward in order to get sponsor buy-in.
- D. Place an order with another supplier to have an alternative option available if needed.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 659

During project execution, it is noticed that the actual expenditure is too high compared to baseline cost estimates. What should the project manager do next?

- A. Revisit project scope and cut high-cost items.
- B. Review assumption log to understand which cost assumptions were wrong.
- C. Review historical data to get new cost estimates.
- D. Update cost forecasts and discuss the options with the project sponsor.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 660

A project is in jeopardy. It is behind schedule and resources are limited. A project manager has just been assigned to the project in the execution phase.

What is the first action the project manager should take?

- A. Hold a project team meeting.
- B. Ask management for additional resources.
- C. Revise the project management plan.
- D. Review the work performance report.



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 661

During the execution phase, the project manager encountered an issue with a component. The project manager was concerned about the impact of the issue on the project constraints, so the project manager proactively requested that an engineer modify the design of the component to address the issue, resulting in unplanned work.

What should the project manager have done to avoid this unplanned work?

- A. Requested the client to raise a change request for the design change
- B. Updated the risk register with the issue information
- C. Assessed the likelihood and impact of the risks resulting from the issue
- D. Created an issue in the issue log and communicated this to relevant stakeholders

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 662

A large software development project, with high revenue and more than 50 people on the team is in the execution plan. The requirements have been collected, and the project team finished the first module in two months. The results were presented to the stakeholders and the team received approval. However, the stakeholders informed the team that new requirements were not previously communicated.

What should the project manager have done during the execution phase to avoid this problem?

- A. Held status meeting and retrospectives to discover unexpected requirements and update the project management plan.
- B. Talked to the sponsor and explain the situation to gain additional time to make modifications for the new stakeholder requirements.
- C. Held brainstorming sessions to recollect the requirements in the scope management plan and execute all requirements together.
- D. Created a stakeholder analysis to understand individual expectations to help plan the correct approach and complete all requirements at once.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 663

A project manager is managing a construction project. During execution of the project, the client frequently asks for information from members of the construction team. The client says that it seems as though the project's progression is not going according to plan. The project manager cannot travel to the construction site every day because of their projects that must also be managed.

What should the project manager do?

- A. Meet with the client to review the communications management plan.

- B. Assign an inspector to validate progress and be the unique point of contact with the client.
- C. Update the communications management plan to add a new client channel.
- D. Hold meetings more frequently with the client to present the status reports of the project.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 664

A project manager is managing a project that is operating in a remote, international location. During the execution phase, a national event occurs. The project manager is concerned that the project may be negatively affected and has contacted the program manager who has agreed to provide the resources to implement a contingency plan in the event that the project is negatively affected.

What management strategy is the project manager employing?

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 665

During the execution of a project, in a project-oriented company, the sponsor wants to change one of the resources for someone with broader technical expertise. What should the project manager do?

- A. Speak with the stakeholders to keep the current pool of resources.
- B. Escalate to the project management office (PMO) to resolve the problem.
- C. Generate a change request to change the resource management plan.
- D. Train the current resources according to the requirements of the client.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 666

A critical project is in the execution stage. The budget is strict, and managing the project to triple constraints is of high importance. A team member informs the project manager that there could be a significant cost overrun.

What should the project manager do next?

- A. Ensure there are enough reserves to cover the cost overrun.
- B. Capture this in the issue log, and monitor the cost overrun until project closure.
- C. Investigate the reasons for the cost overrun.
- D. Review risk thresholds to determine if it is an allowable cost overrun percentage.

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 667

An organization is awarded a large construction project. The project team is implementing an approach to continuously optimize execution efficiency.

What approach should the project team use as a basis for improvement?

- A. Total quality management (TQM)
- B. Plan-do-check-act (PDCA) cycle
- C. Six Sigma
- D. Lean Six Sigma

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 668

A competitor launches a new product that may make the product that company X is developing obsolete. To remain competitive, company X considers a scope change.

What should a project manager do before executing a scope change?

- A. Reschedule the project using the critical path method (CPM).
- B. Issue a change request.
- C. Ask experts for their input.
- D. Use rolling wave planning.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 669

At the completion of a project phase, a previously unknown stakeholder complained that their deliverables for the phase were not met. What should the project manager have done to prevent this?

- A. Reviewed the stakeholder register to understand all stakeholder expectations.
- B. Interviewed stakeholders within other units in the organization
- C. Identified the stakeholder deliverables within the scope management plan
- D. Reviewed the quality management plan to ensure that such mistakes were minimized.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 670

A project manager reviews the risk register and is concerned with the response strategies. What should the project manager do?

- A. Evaluate new risks that have been added to the risk register.
- B. Examine the contingency reserve, and propose adjustments.
- C. Review the risk management plan.

D. Perform a quantitative risk analysis.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 671

A vendor supplies equipment for several of a company's projects. The vendor informs one project manager that the project's equipment can be delivered earlier than anticipated. The project manager recognizes that this is an opportunity to complete the project ahead of schedule delivered earlier than anticipated. The project manager recognizes that this is an opportunity to complete the project ahead of schedule.

What should the project manager do next?

- A. Request management approval.
- B. Use the equipment offered.
- C. Revise the project schedule.
- D. Determine if there is a risk.



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 672

During a project meeting, a team member reports using an innovative method to work on a requirement. After reviewing the change log, the project manager realizes that the team member added more functionality.

What does this describe?

- A. Secondary risk
- B. Risk mitigation
- C. Scope creep
- D. Scope change

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 673

A project manager is managing a project to build a telecommunications tower. The project requires a crane, but the crane previously booked for this project receives a last-minute reassignment to a higher-priority government project.

What should the project manager do first?

- A. Add this to the issue log.
- B. Escalate the situation to stakeholders.
- C. Prepare resolutions for the situation.
- D. Review the service agreement with the vendor.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 674

A project manager receives a complaint from a stakeholder that they have not received formal updates on key project milestones.

What should the project manager do?

- A. Send a project report to the stakeholder and update the change management plan accordingly.
- B. Consult the communications management plan to determine if this stakeholder is required to be updated, then act accordingly.
- C. Escalate the issue to the project sponsor.
- D. Update the risk register and note this as an assumption made.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 675

A project team must implement a solution to replace a company's legacy system by adding new modules to newly deployed software. A key stakeholder recommends another product that has better functionality than the deployed software.

What should the project manager do to resolve this?

- A. Work with stakeholders to assess and map the key benefits and outcomes.
- B. Create a project charter to document ideas and suggestions.
- C. Review lessons learned from previous projects to determine better stakeholder engagement guidelines.
- D. Ask vendors to provide quotes for both implementations.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 676

While sequencing project activities, the team defines that:

Activity A has a duration of three weeks.

Activity C, with a duration of four weeks, will start first.

Activity B, with a duration of two weeks, will start after the completion of activity A.

Activity D, with a duration of four weeks, will start with a lead time of one week upon completion of activity B.

Activity E, with a duration of five weeks, will start after the completion of activity C.

Activity F, with a duration of three weeks, will have a start-to-start dependency with activity E, with a lag time of three weeks.

What is the project's shortest possible duration?

- A. 8 weeks
- B. 9 weeks
- C. 10 weeks
- D. 12 weeks

Correct Answer: D

Section: Executing

Explanation



Explanation/Reference:

QUESTION 677

A project sponsor is unhappy with initial project deliverables. A quality audit reveals that the quality management plan is misaligned with organizational standards.

What should the project manager do?

- A. Add this to the issue log and submit a change request.
- B. Update the risk register and perform a qualitative analysis.
- C. Note this in the lessons learned repository and publish a quality report.
- D. Add this to the assumption log and notify the sponsor.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 678

A subcontractor on a project operates with a pure specialized team. The project is nearing completion, and team members are concerned because they will not have new activities or tasks to perform.

What type of organization does this describe?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 679

A project manager must quickly transition another project to begin their next assignment. Several issues were scheduled to be fixed during the other project's warranty period, but stakeholders are unwilling to accept project deliverables until all issues are completed.

What should the project manager do?

- A. Delay the transition and start of the new project until all obligations with the current project are complete.
- B. Reference the stakeholder engagement plan to determine next steps.
- C. Find a new project manager to resolve the issues.
- D. Allow project resources to independently resolve the remaining issues.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 680

During a weekly project meeting, a team realizes that a work package is no longer needed. They decide to remove it from the project, and the project manager agrees.

What should the project manager do next?

- A. Update the scope baseline.
- B. Initiate the change request process.
- C. Review the project management plan.
- D. Inform all stakeholders.



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 681

A project is three weeks behind schedule and the baseline finish date is two months away. The management team states there is no budget for overtime pay.

What should the project manager do to complete the project on schedule?

- A. Over-allocate resources.
- B. Initiate a scope change request.

- C. Crash the project schedule.
- D. Fast track the project schedule.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 682

The project team learns from a key stakeholder that some deliverables have been forwarded for approval without their knowledge. What should the project manager have done to prevent this situation?

- A. Verified the communications management plan
- B. Notified the project team
- C. Scheduled a meeting with the customer and the project team
- D. Consulted the most recent meeting minutes related to the deliverable

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 683

After conducting a data analysis, a project manager determines the cause and degree of variance relative to the approved scope. What should the project manager do next?

- A. Update the scope management plan.
- B. Revise the scope baseline.
- C. Decide if a corrective or preventive action is required.
- D. Change the performance measurement baseline.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 684

During a group activity to identify an input to the Plan Procurement Management process, some participants disagree with the ranking of compliance-related items. What tool or technique should the project manager use to resolve this?

- A. Affinity diagram
- B. Multicriteria decision analysis
- C. Nominal group technique
- D. Brainstorming

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 685

During an IT solution implementation project, the sponsor blames the project manager for a delay in application delivery. The project manager informs the sponsor that the delay is a result of the client's failure to provide the team with the data needed to complete the task.

What should the project manager have done to avoid the sponsor's dissatisfaction?

- A. Analyzed the impact of the issue and updated the project schedule
- B. Performed an alternatives analysis and adhered to all sponsor requests
- C. Revised work performance information particularly the sponsor's level of support
- D. Updated the issue log and shared the project reports with stakeholders

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 686

In a multi-site development project, sharing documents within the project team is identified as a security risk. Introducing a new software release would mitigate this risk.

What should the project manager do first?

- A. Update the project management plan.
- B. Assess the impact on the project.
- C. Perform a Monte Carlo simulation.
- D. Review the assumptions log.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 687

A project manager obtains approval of an important deliverable. Later, while reviewing the monthly progress report, they notice that the deliverable's status has been changed back to "pending". It is discovered that a new request for approval was submitted by the client team.

What should the project manager do first to avoid this problem in the future?

- A. Identify this issue as a new risk and escalate it to the project sponsor.
- B. Request that deliverable statuses are only updated according to the project team.
- C. Document this in the issue log and review the stakeholder engagement plan.
- D. Review the scope management plan and distribute it to the client team.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 688

A project is behind schedule and over budget. The original scope has also changed significantly.

Which activity should be the immediate focus of a newly assigned project manager?

- A. Review critical path activities that can be adjusted to shorten the timeframe and reduce expenses.
- B. Freeze the project scope to prevent further scope creep, thereby controlling cost and schedule.

- C. Perform a risk analysis to determine if there is a risk of additional cost, scope, and schedule slippages.
- D. Assess the project based on the original charter, and meet with the sponsor to review the business case.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 689

During a project status meeting, a team member informs the project manager of an unexpected increase in the price of an essential component required to complete the deliverable.

What should the project manager do?

- A. Analyze the impact of the price increase on the project.
- B. Refer to the procurement management plan.
- C. Update the risk management plan to adapt to the new scenario.
- D. Include the increased price in the project budget.



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 690

During a city hall project meeting, the mayor presents a proposal to refurbish the city's central park. Several store owners request weekly project progress reports.

What should the project manager update?

- A. Statement of work (SOW)
- B. Project commissioning plan
- C. Stakeholder engagement plan
- D. Communications management plan

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 691

While a project manager is on vacation, team members are unable to decide whether to utilize internal resources or acquire outside support. The team is unsure of how and what to acquire within the budget and risk factors.

What should the team members do next?

- A. Escalate the topic to the steering committee.
- B. Review the procurement management plan.
- C. Reexamine the change management plan.
- D. Review the cost estimate for all external activities.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 692

After a project was around 80% complete, the client required a change to the final product. The project team found two possible ways to make the change. One method was an easier and faster way to implement the solution, and the other was a better but more complex solution. After the team decided to use the more complex solution, they noticed that they estimated incorrectly, and it would take longer to implement the change.

What should the project manager have done to manage the scope change?

- A. Picked the simpler solution so the requirement would have been fulfilled faster without impacting the project schedule.
- B. Convinced the client that the change would introduce high project risk because of technical complexity.
- C. Presented both solutions to the change control board (CCB) so they could have decided based on the business needs.
- D. Ensured the estimation technique being used was the appropriate one for the project.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 693

A team member informs the project manager that a stakeholder requested limited distribution of progress reports to other stakeholders. What should the project manager do?

- A. Ask the team member to follow the request, and inform the sponsor.
- B. Have the stakeholder prepare a new project charter that includes this request.
- C. Escalate this request to the project sponsor for further review.
- D. Explain to the stakeholder that the communications management plan must be followed.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 694

A project manager has just completed a large project and is unsure about how well the project has been conducted. The project manager is considering various possibilities of obtaining feedback to measure stakeholder satisfaction.

What should the project manager do?

- A. Refer to the lessons learned register by reviewing the lessons and any corrective actions.
- B. Inspect the issue log by reviewing the issues raised, their progress, and their resolution.
- C. Conduct informal meetings with stakeholders to thank them for their contributions to the project.
- D. Create a survey for key stakeholders and review their responses.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 695

A project manager is unable to implement a change, as the resources required to implement the change are not directly under the project manager's authority. What method can the project manager use to implement the change?

- A. Set up a roles and responsibilities assignment meeting to review the project organizational chart.
- B. Update the change management plan to include organizational assets and use the approved plan.
- C. Request that the project sponsor sends all change requests directly to the resources needed for the work.
- D. Request that the resources needed for the work be directly assigned to the project manager.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 696

There is high variability of scope in a project due to several key stakeholders across various departments. What should the project manager do to check the costs against the delivered scope?

- A. Use the scope change request forms and estimate the costs against the scope changes.
- B. Find opportunities to eliminate any changes to scope and use a speed-to-delivery strategy.
- C. Facilitate frequent, incremental deliveries to customer value and verify that the team is working at the planned rate.
- D. Continue tracking costs in the performance reporting, and report the status to management for resolution.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 697

A project manager is managing a project with a major deliverable that failed its final acceptance test. The project is now behind schedule and over budget because a replacement must be created.

What process should the project manager use to determine why the failure occurred?

- A. Root cause analysis
- B. Alternative analysis
- C. Decomposition
- D. Critical path method

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 698

A project manager is required to update the quality management plan because of new organizational quality policies. The project manager is aware that a similar project on organizational quality policies has just closed.

What should the project manager do to begin this project?

- A. Refer to the previous project's lessons learned.
- B. Ask the previous project manager for expert advice.
- C. Ask the organization's upper management for guidance.
- D. Develop a new metric as an organizational process asset.

Correct Answer: A
Section: Executing
Explanation



Explanation/Reference:

QUESTION 699

A stakeholder informs the project manager that they do not receive the weekly project status reports, even though they participated in the project kick-off meeting. What should the project manager do?

- A. Review the communications management plan.
- B. Adjust the stakeholder register to include this stakeholder.
- C. Escalate this issue to the project sponsor.
- D. Forward the latest report to this stakeholder.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 700

After numerous meetings, the project manager was unable to obtain approval of the project management plan because the client needed to check with their superiors. What should the project manager have done to avoid this?

- A. Created a project charter
- B. More clearly defined the project scope
- C. Better developed the communications management plan
- D. Ensured they identified the right stakeholders

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 701

After a status meeting, a project manager discovers that there are issues not being recorded properly. The reason is that project stakeholders and project team members are communicating using a new chat software tool that the project manager was unaware of.

How should the project manager respond to the use of this new chat software tool?

- A. Send out a project memo to both groups of people instructing them to not use the new chat software tool.
- B. Ask the project team members to send transcripts of all communications exchanged using the new chat software tool.
- C. Request that project team members review their discussions using the new chat software tool and update the issue log on a daily basis.
- D. Update and distribute the communications management plan regarding the usage of this new chat software tool.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 702

A project manager begins working for a project that is already in progress. The project manager will be meeting with the project sponsor very shortly to review the project's overall scope and expected deliverables.

How should the project manager prepare for the meeting?

- A. Review the schedule forecast.
- B. Examine the Gantt chart.
- C. Interview project team members.
- D. Review the project charter.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 703

A new government regulation requires financial resources to be added to a project. Due to this regulation, a new key stakeholder requests to add another project activity. What should the project manager do?

- A. Execute the new activity because it was requested by the key stakeholder.
- B. Document the request from the key stakeholder and perform the change request procedure.
- C. Use funding allocated to other activities to execute the key stakeholder's request.
- D. Update the schedule to include the new activity because it was requested by the key stakeholder.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 704

The procurement manager of a construction project has emailed the project manager stating that the cost of the cement may exceed the amount budgeted. The project must have a cement delivery in the next two weeks.

What should the project manager do first?

- A. Perform the risk response.
- B. Negotiate with the team supplier.
- C. Request a quote from another supplier.
- D. Contact the project sponsor to get more money.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 705

A new project manager is taking over a project being done for a company in another country. The project manager learns that the project has a fixed price and that the project is being paid for in the local currency, which has been fluctuating. The project sponsor thinks this is too risky and wants the project manager to address it at the next risk review board.

What should the project manager recommend at the risk review board?

- A. Accept the risk.
- B. Avoid the risk.
- C. Transfer the risk.
- D. Mitigate the risk.

Correct Answer: D
Section: Executing
Explanation



Explanation/Reference:

QUESTION 706

Since the client was on leave, a project manager handed over the deliverables of a successfully completed project to the client's project manager. One month later, the accounts team informs the project manager that client approval was rejected and invoices are unpaid.

What should the project manager have done to avoid this?

- A. Ensured quality deliverables throughout the project
- B. Escalated the client's unavailability to the sponsor
- C. Obtained sign-off from the client's representative
- D. Ensured that the contract indicated a customer payment process

Correct Answer: C
Section: Executing

Explanation

Explanation/Reference:

QUESTION 707

A member of a software team has identified nonconformance in some recently developed software. The person who wrote the software disagrees.

How should the project manager respond?

- A. Wait until the next automated test which will identify if the defect exists.
- B. Bring both resources together to discuss and resolve the issue immediately.
- C. Ask the member who discovered the problem to rectify it urgently so it is available in the next release.
- D. Record the disagreement for discussion at the next retrospective.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 708

A project manager is managing a large project involving a contractor responsible for some key deliverables. The project manager realizes that the project team is not addressing many issues that they believe belong to the contractor. According to a service-level agreement (SLA), however, the team needs to meet escalation criteria before transferring issues to the contractor.

What should the project manager do?

- A. Ask the contractor to help address the reported issues.
- B. Require that the contractor and project team work on a solution.
- C. Review and update the issue log with the reported issues.
- D. Set up an internal meeting to discuss and address these issues.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 709

A project manager is managing a project with stakeholders from many different countries. During a recent progress-review meeting, a supplier was surprised to see that a requirement has changed. The supplier raised concerns about the change because they have already heavily invested in their deliverable based on the earlier requirements.

What should the project manager do to handle this situation?

- A. Share the approved change request with the supplier.
- B. Use the project budget contingency fund to resolve the issue.
- C. Negotiate with the supplier and stakeholders on possible solutions, and initiate a change request.
- D. Inform the change request owner about this critical issue, and revert the change to the original requirements.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 710

During a construction project, concrete is unable to be used because heavy rain affected its consistency. This possibility and its estimated costs were already identified in the risk register.

How should the project manager fund the additional costs?

- A. Use the management reserve
- B. Access the contingency reserve
- C. Apply the budget reserve
- D. Request reserves from the client.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 711

A Scrum Master comes to realize that the project team has grown exponentially over the course of several product releases. Due to this, communication is starting to become a major challenge.

What should the Scrum Master do?

- A. Revise the existing project communications management plan to reflect the team's growth.
- B. Secure a larger meeting room to perform the Scrum ceremonies.
- C. Establish a Scrum of Scrums to coordinate and integrate communication flows.
- D. Lobby for better collaboration tools to work more effectively as a team.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 712

A project team member decides to prioritize functional work over allocated tasks for a project. How can the project manager ensure that the project and all tasks will stay on track?

- A. Discuss motivations with the team member to better understand their workload.
- B. Meet with the team member's functional manager to suggest including the project task on their performance appraisal.
- C. Provide the team member with a pay incentive to complete the assigned project work.
- D. Escalate the team member's noncompliance to their functional manager and request a different resource.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 713

During the deployment of an enterprise resource management system, the financial director resigned and is replaced by a new one. What should the project manager do?

- A. Release a change request for updating the contact list and stakeholder register to include the financial director.
- B. Send project documentation to the financial director and ask for their review.
- C. Ask the new financial director to update the project cost management plan.
- D. Meet with the new financial director to present the project and understand their engagement.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 714

A product owner is unwilling to accept a deliverable due to minor defects. What should the project manager do?

- A. Continue working on the deliverable until it meets the product owner's approval.
- B. Explain to the product owner that to remain on time and within budget, the deliverable must be accepted.
- C. Demonstrate that the deliverable meets the requirements and acceptance criteria.
- D. Put the project on hold and escalate the deliverable's issue to upper management.

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 715

During implementation of the delivery as defined in the project management plan, the customer demands several updates to the project's scope. What should the project manager do?

- A. Assess the impact on the project.
- B. Review the risk response.
- C. Submit a cost change for approval.
- D. Record it in the issue log.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 716

The team for a large software implementation project believes that the project is on track since work is being completed at a steady pace. However, based on client interactions, the project manager is concerned about meeting the project timeline.

What should the project manager do first?

- A. Examine the risk register for possible causes of delays.
- B. Search the project change log for the implementation of rejected changes.
- C. Analyze the project performance through earned value (EV) data.
- D. Update the project management plan with recommended changes.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 717

After delivery of a marketing logo, the customer demands a revision because they believe that it fails to adequately capture the company's brand. What should the project manager have done to prevent this?

- A. Reduce the contract's warranty period
- B. Agreed on acceptance criteria
- C. Conducted more quality reviews
- D. Added customer satisfaction to the risk register

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 718

The acquisition of project team members is dependent upon the performance of the human resource department. However, the person conducting recruitment is underperforming. Currently, the project manager needs 60 new team members, but only five recruitments are in progress.

What should the project manager do?

- A. Discuss the issue with the human resource team member and work together to resolve it.
- B. Escalate the issue to the project sponsor for intervention.
- C. Ask the head of the human resource department to intervene.
- D. Request that a new, more effective member of the human resource department be assigned.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 719

A new project manager joins an ongoing project and discovers that a key, influential stakeholder is disinterested in the project's success. This can be a huge risk to the project.

To what document should the new project manager refer to understand how this was handled by the previous project manager?

- A. Issue log
- B. Risk register
- C. Stakeholder register
- D. Stakeholder engagement plan



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 720

Midway through a project in a matrix organization, the project manager discovers a resource gap that requires a technical expert. The company's only technical expert is involved full-time in another project.

What should the project manager do?

- A. Ask the other project manager for access to the technical expert.
- B. Review the issue with the other project manager to find the best solution for both projects.

- C. Inform senior management about the consequences of a delay without this resource.
- D. Ask two resources to learn the technology and complete the project deliverables.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 721

A manufacturing plant project is ready for hand-over to the maintenance manager. The maintenance manager advises that the new plant is noncompliant with the company's maintenance standards.

What should the project manager have done to avoid this?

- A. Used expert judgment.
- B. Generated a change request.
- C. Conducted a stakeholder analysis.
- D. Updated the communications management plan.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 722

Two issues remain in the quality issue log. The first is within acceptable threshold limits, and the corrective action will be fast, increase customer satisfaction, and reduce long-term external repair costs. The second is outside performance baseline limits and will impact the project schedule.

What should the project manager do?

- A. Submit a change request to address the second quality issue.
- B. Address the first quality issue and delay the second quality issue until next project.
- C. Ask the project team to perform corrective actions on both issues to clear the log.
- D. Adjust the performance baseline limit so that both issues can be within acceptable threshold limits.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 723

A project manager is preparing the work breakdown structure (WBS) for a project's next phase. The scope definition is complete, but the project manager wants to minimize risks.

To what should the project manager refer?

- A. Procurement plan
- B. Lessons learned repository
- C. Quality audits
- D. Work performance information

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 724

A new project manager joins a project team known for producing high-quality products. As a result of the customer requesting a shortened schedule, a quality audit is missed. During acceptance testing, a defect is found.

What should the project manager do next?

- A. Consult the quality management plan.
- B. Update the schedule to meet the customer's request.
- C. Submit a change request for additional resources.
- D. Schedule an audit of the work products.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 725

A project component contains a fragile part that is costly to manufacture. The project manager must transfer the risk whenever possible.

What should the project manager do?

- A. Assign the risk to a sub-project manager.
- B. Purchase an insurance policy against transportation damage.
- C. Issue a change request to arrange for air transport.
- D. Change the product specification to less fragile materials.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 726

A project team member requests a change that will impact the project's major functionality. A subject matter expert (SME) conducts an impact assessment and determines that this change will affect the project's timeline.

What should the project manager do?

- A. Work with the team member and the SME to identify a workaround or alternative that will not impact the timeline.
- B. Refer to the change management plan, then, if necessary, review the change request in the change control meeting.
- C. Approve the change, prioritize it within the project, then, if necessary, re-baseline the timeline.
- D. Recommend implementing the change in the next phase.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 727

A project manager joins a global project that will be supported by virtual teams in different time zones. How should the project manager share information in this situation?

- A. Review the responsibility assignment matrix (RAM) to understand the virtual teams' roles.
- B. Communicate the work breakdown structure (WBS) to the virtual team members.
- C. Use the resource breakdown structure (RBS) to set up the virtual teams.
- D. Employ project communication and technical tools to adapt to the virtual teams.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 728

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 729

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

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

Correct Answer: B

Section: Executing

Explanation



Explanation/Reference:

QUESTION 730

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 731

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 732

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 733

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 734

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 735

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 736

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 737

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 738

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 739

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 740

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 741

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 742

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 743

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 744

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

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

Correct Answer: B

Section: Executing

Explanation



Explanation/Reference:

QUESTION 745

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 746

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 747

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 748

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 749

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 750

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 751

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 752

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 753

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 754

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 755

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 756

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 757

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 758

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 759

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 760

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 761

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 762

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 763

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 764

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 765

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 766

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 767

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 768

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 769

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 770

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 771

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 772

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 773

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 774

During project execution, a project member informs the project manager that a project deliverable may not be completed on time due to a new customer requirement. What should the project manager do to ensure the project timeline is met?

- A. Review the schedule with the customer to see if any tasks on the critical path can be sped up.
- B. Update the risk management plan and take the appropriate risk action.
- C. Complete the agreed-upon project scope first and raise a change request for the new deliverable.
- D. Consult with the customer to see if the quality of the deliverable can be changed.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 775

The success of an infrastructure project depends upon the arrival of specific equipment that has to be imported into the country. During execution, the equipment's delivery is delayed.

What should the project manager do?

- A. Contract a new supplier who could provide the materials within the project's timeline.
- B. Prioritize corrective actions appropriately to address the risk.
- C. Meet with the project team, evaluate the impact of the risk, and include it in the risk matrix.
- D. Review lessons learned to find an appropriate response.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 776

A project is in the execution phase, and, so far, project status reports have indicated that the project is tracking well against its timeframes. The project manager then receives a call from the supplier advising that they're unable to meet the upcoming milestone date because a key team member is ill.

What should the project manager do?

- A. Ask the supplier to assign a new skilled resource to the work at no additional cost to ensure that the work is completed on time.
- B. Develop a recovery plan that will help mitigate the delay and communicate this to the stakeholders in the next project status report.
- C. Meet with the project sponsor immediately and inform them that there will be a schedule delay.
- D. Complete a detailed risk assessment with the project team and update the risk register for review at the next steering committee meeting.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 777

A project manager is managing a transformation project that is already in the execution phase. The team is cross-functional and has no prior experience working together. Because of this, senior management is uncertain of the team's capability to deliver this project.

What should the project manager do to maximize team performance?

- A. Convert issues into opportunities to create team building and encourage collaborative problem solving.
- B. Meet with the human resources expert to provide more incentives to motivate the team members.
- C. Change the resource management plan to pair team members together who have worked in similar environments.
- D. Register this situation as a key risk, monitor team performance, and regularly report it to senior management.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 778

A project is in the execution phase and product testing is almost complete. A team member proposes that the testing can be fast tracked by removing some of the tests. The team member believes this will help to finish the job earlier and give the project more float.

What should the project manager do?

- A. Reject the team member's proposal

- B. Request that the quality manager consider the proposal
- C. Request more information from the team member
- D. Discuss this proposal with the project team

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 779

During a monthly executive steering committee meeting, a functional manager states that they have not been made aware of the schedule delays documented in the last status report. What should the project manager do to avoid this situation in the future?

- A. Update the schedule, lessons learned, and issue log prior to the next steering committee meeting
- B. Provide the functional manager with access to the project management information system (PMIS)
- C. Conduct a regular project team meeting to highlight status, issues, and risks before reporting to the steering committee
- D. Update the risk register to reflect a possible project interruption caused by the functional manager

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 780

A project manager is assigned to a project in its execution phase. The project manager immediately notices scope creep, but the development manager justifies the additional work and claims it is in line with a new policy approved by management.

What should the project manager do to address this situation?

- A. Update the scope management plan
- B. Revise the project charter
- C. Modify the project management plan
- D. Submit a change request

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 781

A project is in its execution phase and many change requests are being implemented. One change request activated new equipment to replace obsolete equipment. Although no longer in use, the obsolete equipment was not disposed of or switched off properly, generating maintenance costs and energy consumption that serve no purpose.

What did the change executor fail to observe?

- A. Scope management plan
- B. Change management plan
- C. Configuration management plan
- D. Requirements traceability matrix

Correct Answer: B
Section: Executing
Explanation



Explanation/Reference:

QUESTION 782

A software business partner of a project is delayed in the delivery of the requirements. The business partner is working remotely as a virtual team and the contract includes penalties if the dates are not met. At this point, the application of the penalties impacts the budget's baseline.

What should the project manager have done to avoid this situation?

- A. Conducted frequent status meetings with the business partner in order to detect delays in the delivery of the requirements.
- B. Asked the business partner to work on the initiating phase of the project until the remote team was familiar with the local enterprise culture.
- C. Asked the sponsor to penalize the business partner and issue a change request to update the baseline of the budget.
- D. Requested that the business partner worked on the execution phase of the project until the main requirements were completed.

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 783

An organization is implementing changes to its financial risk management portfolio. The project manager has been assigned to a system upgrade project that is required to be completed by a specific date. The project has completed the planning phase and started the execution phase. After a period of time, the project manager identifies major difficulties related to resourcing constraints which will prevent the project from achieving the committed go-live date.

What should the project manager do?

- A. Update the issue log and submit a change request with the analysis and recommended solutions to the change control board (CCB) for their decision.
- B. Update the project risk register with the resourcing constraint risk and closely monitor its impact to the project deliverables and go-live date.
- C. Escalate the risk to the project sponsor and request additional funds to engage more resources to deliver the project as per the committed dates.
- D. Reprioritize the requirements and, based on the result, reduce the scope to be able to complete the project within the original deadline and budget.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 784

A project manager is working on a building construction project that is in the execution phase. During an inspection, an engineer identifies that a new specification of concrete is required for the building walls.

What should the project manager do?

- A. Evaluate the impact of changing the specification and submit a change request.
- B. Update the quality management plan to include the new specification and inform the sponsor.
- C. Evaluate the risk of changing the specification and share the result with the sponsor.
- D. Renegotiate the new specification with the customer in order to update the cost baseline to include the new standards.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 785

During project execution, issues arise because one customer representative has a different understanding of a requirement than the project team. The customer representative denies approving this part of the project.

What should the project manager do next?

- A. Update the communications management plan to keep transparency
- B. Issue a change request to update the risk register
- C. Choose a conflict resolution technique to resolve the differences
- D. Escalate the issue to the customer's project manager to resolve the situation

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 786

A client is requiring the project manager to present on data quality during the next project meeting in order to confirm if a project deliverable complies with the upper and lower limits of the requirements set by the client. What tool or technique should the project manager use to present the status to the client?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 787

A stakeholder frequently requests new functionalities to be included in the project. The stakeholder has submitted a new functionality improvement that will impact the project budget and schedule.

What should the project manager do?

- A. Request that the project team expedite delivery of the project objectives based on the schedule.
- B. Hold a meeting with the stakeholder and renegotiate the launch date.
- C. Submit a change request to the change control board (CCB).
- D. Update the change management plan.

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 788

A critical resource has resigned, putting a multidisciplinary project at risk. Upper management is putting pressure on the project manager to assign the rest of their project tasks to another identified resource.

In this scenario, what should the project manager do first?

- A. Revise the project management plan
- B. Assign the tasks to the new resource
- C. Follow the integrated change control process
- D. Update the resource breakdown structure



Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 789

One of the key stakeholders for a project sent an email with the project sponsor copied that raises concerns regarding the progress of the project. Upon investigation, the project manager finds out that the stakeholder had requested a status report from one of the team members and received an outdated report.

What should the project manager do in this situation?

- A. Send a warning email to the team member for communicating with the stakeholder without permission.
- B. Send an email back with the sponsor copied that points out the mistake the stakeholder made.
- C. Update the stakeholder with the latest status according to the communications management plan.

D. Escalate the issue to the sponsor, stating that the stakeholder is not following the communications management plan.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 790

A software development team fails to meet a project milestone. After running a project audit, it becomes clear that the delay is caused by the poor quality results from testing a feature that is not included on the feature list.

What problem is the project manager dealing with?

- A. Schedule slippage
- B. Insufficient budget
- C. Lack of technical skills
- D. Scope creep

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 791

A key project team member takes a leave of absence with an unknown expected return date, leading to a possible delay in the project delivery schedule. How can the project manager help the team to deliver on an adaptive project?

- A. Add a risk to the risk register and get approval from the project sponsor to allocate reserve contingency.
- B. Engage the remaining team members to identify work dependencies and reprioritize the deliverables for upcoming delivery iterations.
- C. Take on the work of the team member and ask the team to provide support wherever possible.
- D. Discuss the delays with the functional manager and ask them to assign overtime to the rest of the team.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 792

Company A hires a new project manager to join an existing project. The new project manager creates the risk register. The risk owner for one risk is someone outside the project team. The risk is now being triggered.

What should the project manager do?

- A. Cancel the risk owner's role and reassign one of the team members as risk owner
- B. Influence the risk owner to take the necessary action
- C. Analyze events that caused the risk
- D. Inform the project management office (PMO) to apply risk response

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 793

Project Y has several partial deliverables. In spite of clearly defined customer requirements, each deliverable is being rejected by the customer.

What should the project manager do in order to avoid this?

- A. Review how the customer provides changes to the project
- B. Build an issues log and a lesson learned register
- C. Implement checklists and inspections
- D. Start a change request process

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 794

During a demonstration of their latest deliverable for a new solution being developed, a vendor showed the client a new software module that would meet the client's needs better and improve the outcome of the project. The new software module, which was not included in the original statement of work (SOW), costs US\$20,000 and would eliminate the need for US\$22,000 of testing work. The client has decided that they would like to have the new module.

How should the project manager proceed?

- A. Initiate this change from the vendor, and inform the sponsor about the decrease in cost.
- B. Tell the vendor to go ahead with the new module because it costs less and has no impact on the schedule.
- C. Tell the vendor that the change cannot be made because it is not in alignment with the procurement plan.
- D. Initiate a change request and inform the vendor that the client wishes to go ahead, subject to approval.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 795

While a project is in progress, a key stakeholder indicates to the project manager that the project requirements do not meet the business needs anymore. What should the project manager do?

- A. Close the project as the scope is no longer valid.
- B. Adjust the project activities to meet the new business needs.
- C. Continue the work as planned because the scope needs to be completed.
- D. Ask the stakeholder to submit a change request and document this request.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 796

A project manager has outsourced a critical programming task to a third party due to a lack of resources. During the implementation stage, the deliverable is behind schedule and this task must be completed before a critical deadline.

What is the first thing the project manager should do to make sure the project gets back on track?

- A. Review the procurement documentation with the contractor to identify the alternatives
- B. Inform the major stakeholders and request that they work to identify a solution
- C. Search for a new outsourcing company as a replacement for the existing vendor
- D. Discuss the option to support the supplier with internal resources with the project sponsor

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 797

Six months into a project, the first project milestone is due. However, the project manager finds out that one of the team members has submitted low-quality work that requires rework.

What should the project manager do next?

- A. Immediately escalate the issue to the client and determine corrective actions
- B. Update the issue log, the risk log, and the lessons learned document
- C. Accept the rework and recalculate the project schedule
- D. Update the risk log, the milestone list, and the lessons learned document

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 798

After a risk review, the project manager notes an increase in impact for one of the financial risks. What should the project manager do next?

- A. Request extra funds from the sponsor to increase the risk contingency reserves
- B. Reevaluate the risk exposure and verify that risk response actions are still effective
- C. Communicate the change in risk exposure to the project team members
- D. Change the risk trigger in the risk management plan and inform the risk owner

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 799

A project manager for a two-year project has been asked to give an update by the project sponsor because the project is reaching its halfway point. The original budget was US\$2 million. The actual costs are currently US\$1.2 million and about 45% of the work is complete.

What is an accurate summary of the current status of the project?

- A. The project currently has a cost performance index (CPI) of 0.75 and is ahead of schedule
- B. The project currently has a CPI of 1.2 and is behind schedule
- C. The project currently has a CPI of 0.75 and is behind schedule
- D. The project currently has a CPI of 1.2 and is ahead of schedule

Correct Answer: C
Section: Executing
Explanation



Explanation/Reference:

QUESTION 800

A project manager has just been informed that a key stakeholder communicated in writing to the vendor about an unauthorized acceptance of an intermediate project deliverable. This deliverable has not yet been fully tested and accepted.

What should the project manager do?

- A. Meet with the functional leader and confirm project acceptance
- B. Work with the team to expedite testing and acceptance of the deliverable
- C. Meet with the stakeholder to reinforce the agreed roles and responsibility matrix
- D. Facilitate a meeting between the sponsor and the functional leader to discuss

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 801

The project manager of a multinational project discovers that the project, which had been on track, has suddenly fallen behind schedule. After review, the project manager determines that the schedule is not being clearly communicated to a key supplier.

What should the project manager do to address this issue?

- A. Review and update the stakeholder register to capture all major stakeholders involved in the development of the project.
- B. Review and update the communications management plan to ensure that correct information is understood by the supplier.
- C. Examine the project scope statement and update the scope management plan with all key stakeholders in mind.
- D. Document the communication issue the supplier is experiencing and proceed with integrating change control procedures to mitigate this.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 802

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 803

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 804

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 805

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 806

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 807

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 808

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 809

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 810

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 811

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 812

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 813

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 814

During a bridge construction project, a project manager discovers that one of the suppliers is the subject of a political issue. This could negatively impact the project.

What should the project manager do next?

- A. Inform the supplier that they are no longer able to work with them.
- B. Initiate a seller selection process to find a replacement for the supplier.
- C. Escalate the issue to upper management
- D. Analyze the potential consequences.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 815

A project manager identifies a risk for a complex module in a project. Before executing work on this module, a technical specialist suggests adopting a proven technology rather than using a new, experimental technology. The project manager accepts this suggestion.

What risk response strategy did the project manager use?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 816

During a project's execution phase, project members have frequent disagreements. As a result, the project is running over budget and behind schedule. The project manager conducts project communication based on subjective ideas and does not consider other team members' input. The project manager also objects to the idea of team members setting up an internal learning platform.

What communication method does the project manager use?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 817

A vendor who supplied material that failed to meet a technical requirement claims that the requirement was not part of the contract. What should the project manager have done to avoid this issue?

- A. Reviewed the approval of the procurement statement of work (SOW)
- B. Performed risk identification activities
- C. Conducted in-house inspections
- D. Held inspections at the vendor's premises

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 818

During an ongoing, customer-specific product development project, the customer's project manager is changed. The new project manager fails to receive updates about the project's deliverables.

What should the new project manager do?

- A. Update the communications management plan.
- B. Refer to the stakeholder register.
- C. Update the change log.
- D. Refer to the scope document.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 819

Delays from two software vendors are causing testing times to be reduced to meet the deadline. Any impact on the delivery date is not possible, as all project resources will be reassigned to other tasks after project closing.

What should the project manager do?

- A. Create a change request to add the resources needed to complete testing.
- B. Negotiate with the vendors causing the delay to provide additional testing resources to meet the deadline.
- C. Deliver the project as planned without completing testing from these two vendors.
- D. Add resources to conduct testing only until the proper quality standards are achieved.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 820

During the construction of a facility project, the project manager notices that the project document does not have the cost or monthly reports from the past two months. While meeting with the project team, the project manager requests greater focus on compliance with the processes established by the organization.

What should the project manager do to prevent this issue from occurring again? A. Review the quality metrics.

- B. Conduct quality audits.
- C. Develop a contingency plan.

D. Review the communications management plan.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 821

After approval of user acceptance testing for a project, all key users are replaced. The project cannot be completed until the new key users are trained on the project's deliverables.

What should the project manager do next?

- A. Follow the change management plan.
- B. Escalate this to the project sponsor.
- C. Follow the resource management plan.
- D. Plan a training activity.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 822

A customer rejects a deliverable citing two specific nonconformance issues. What should the project manager do to resolve these issues?

- A. Adjust the requirements traceability matrix.
- B. Modify the baseline scope to include the nonconformance issues.
- C. Send the nonconformance list to the implementation team for modification.
- D. Submit a change request to the change control board (CCB).

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 823

A multinational company is locally developing a digital product using a new technology platform. The only expert on this platform is located in the company's headquarters, and they are responsible for providing support to different countries.

How can the local project manager ensure the involvement of this expert?

- A. Include the expert on the team using a virtual environment.
- B. Design a travel schedule so that timely, onsite assistance can be provided.
- C. Ask team members to contact the expert as an external expertise source on an as-needed basis.
- D. Ask the project sponsor to assign the expert as a full-time member of the team.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 824

During a project's execution, a previously unidentified stakeholder within the customer's organization requests a change that could affect the project's scope. The stakeholder's influence within the customer's organization is strong.

What should the project manager do first?

- A. Schedule a meeting and, based on the outcome, update the project management plan.
- B. Issue a change request to the change control board (CCB).
- C. Identify the new stakeholder and update the stakeholder register.
- D. Meet with all stakeholders to discuss the change.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 825

A project manager learns that the accounting department will not accept a new software product if it is unable to provide a specific report. Although this specific report was not included in planning, the developers say that it can be quickly implemented.

What should the project manager do?

- A. Have the developers design and implement the report.
- B. Explain that the product will be included in the next project.
- C. Add the report demand to the issue log.
- D. Initiate the change request process.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 826

After the root cause of defective deliverables is identified, the project director decides to closely examine the team performance assessment.

What will the results of this method contribute to during project execution?

- A. Project team acquisition and the analysis of combined project experience
- B. Project team management and the improvement of team interactions
- C. Project team development and the improvement of the team's skill level
- D. Resource management planning and the definition of role descriptions

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 827

During a large project's execution phase, the business owner submits an approved change that will impact different business areas. During implementation, the project manager discovers that a key stakeholder failed to be engaged with this request. This key stakeholder claims that the change will affect their business area.

What should the project manager do?

- A. Pause implementation of the approved change
- B. Conduct an impact analysis session with the key stakeholder.
- C. Resubmit the change request to the change control board (CCB).
- D. Adjust the project manager plan to accommodate the change.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 828

A project that is on target is audited before closure of the execution phase, and one of the points addressed by the auditors is missing documentation. The project manager asks the team the reason for this, and learns that they had insufficient time to prepare it.

What should the project manager have done to prevent this?

- A. Requested a scope reduction so that the team had time to prepare the documentation
- B. Requested additional resources to help prepare the documentation
- C. Completed checks during the quality management process
- D. Updated the risk register with this as a risk

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 829

During project execution, a risk logged in the risk management plan as one with a very low probability occurs. The project manager needs additional time to deal with the risk:

What should the project manager do to obtain the additional time?

- A. Ask the sponsor for a schedule change.
- B. Use the contingency reserve.

- C. Eliminate some quality assurance activities.
- D. Crash the schedule.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 830

During a project's execution phase, a customer requests additional features that will affect the project schedule. What should the project manager do?

- A. Modify the project schedule
- B. Follow procedures outlined in the change management plan.
- C. Update the project management plan
- D. Reject the change.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 831

During the execution of a large project across multiple domains, an identified risk is realized. What should the project manager do next?

- A. Refer to the risk impact on the risk register and avoid the risk.
- B. Plan a new risk response and update the risk register.
- C. Refer to the project management plan.
- D. Perform qualitative and/or quantitative risk analyses.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 832

To improve the quality of project deliverables, the project manager decides to involve the project team in defining project standards, policies, and guidelines. The team thinks that this is a waste of effort, and would like to continue to execute the project as planned.

What should the project manager do next?

- A. Organize a project team meeting to create a shared vision.
- B. Produce the quality management plan, and distribute it to stakeholders.
- C. Meet with individual team members, and force them to comply.
- D. Log an issue with the team, and discuss it with the human resource department.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 833

Very late into project execution, the project manager realizes that the materials supplier specified in the project quality documents has gone out of business. The only other alternative for that exact material specification is located overseas, which will extend the delivery lead times and significantly impact the project budget. However, there is an alternative material that is locally manufactured. While the specifications are different, the material will meet project requirements.

What must the project manager implement before acquiring the alternative material?

- A. Plan Procurement Management
- B. Plan Stakeholder Engagement
- C. Perform Integrated Change Control
- D. Manage Project Work

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 834

A project is staffed with people from different countries, and several issues arise due to diverse approaches toward everyday activities. What should the project manager do to improve team performance?

- A. Provide the exact same information to everyone.
- B. Configure the team so that everyone comes from the same cultural background.
- C. Make everyone aware of the existence of cultural differences.
- D. Set explicit rules based on the company's country of origin.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 835

During a project's execution phase, two key business stakeholders request additional requirements be made within the same timeframe. Due to limited project resources and budget, the project manager cannot fully meet the expectations of these stakeholders.

Which of the following techniques should the project manager adopt to obtain support from both of these key stakeholders?

- A. Smooth/accommodate
- B. Force/direct
- C. Withdraw/avoid
- D. Compromise/reconcile



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 836

A project manager for a US\$15 million construction project must meet a specific project milestone earlier than planned because a season-long pattern of extreme weather is expected soon. The project is already over budget, and the project sponsor is not prepared to provide additional funding.

Which tool or technique should the project manager use to achieve the milestone before the extreme weather begins?

- A. Simulation
- B. Fast tracking

- C. Resource smoothing
- D. Crashing

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 837

During the execution of a project, a key stakeholder asks the project manager why one high-level requirement was unmet. The project manager informs the stakeholder that they were unaware of the requirement.

What artifact should the project manager have referenced to capture this high-level requirement?

- A. Project charter
- B. Resource management plan
- C. Statement of work (SOW)
- D. Scope statement



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 838

During a project's execution phase, a new stakeholder is identified who is critical to the project's success. What should the project manager do next?

- A. Engage with the new stakeholder to understand their expectations.
- B. Update the stakeholder engagement plan.
- C. Update the communications management plan.
- D. Ask the sponsor to engage with the new stakeholder.

Correct Answer: B

Section: Executing

Explanation**Explanation/Reference:****QUESTION 839**

New members join a project during its execution phase. What process should the project manager use to integrate the new members?

- A. Manage Communications
- B. Manage Team
- C. Plan Resource Management
- D. Plan Communications Management

Correct Answer: C

Section: Executing

Explanation**Explanation/Reference:****QUESTION 840**

An organization is completing a critical milestone during the construction of residential properties. The project is fully sponsored by the government. Ten days prior to completion of this key project phase, affected community members begin a four-day protest, causing the project to be put on hold.

What should the project manager do?

- A. Mitigate the risk.
- B. Increase effort on the project.
- C. Review the timeline.
- D. Escalate the issue to the project sponsor.

Correct Answer: C

Section: Executing

Explanation**Explanation/Reference:****QUESTION 841**

An overseas project has a budget of US\$4 million. Due to a decrease in the currency exchange rate, the project's cost performance index (CPI) is 0.91.

What should the project manager do to address this issue?

- A. Create a change request.
- B. Update the risk register.
- C. Update the project management plan.
- D. Request sponsor approval of the change.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 842

During a project, several risks are identified. The project manager wants to determine what risks will have the most potential impact.

What should the project manager use to determine this?

- A. Sensitivity analysis
- B. Probability distributions
- C. Interviewing
- D. Expert judgement



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 843

An IT group rejects a project deliverable citing noncompliance with existing processes. The project team believes that reworking the deliverable would delay project delivery by three weeks.

What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Ask the IT manager to conduct a root cause analysis of the issue.

- C. Communicate the impact of the rework to the IT group.
- D. Document the rejection in the risk register and issue log.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 844

A project is using multiple vendors. What document should the project manager use to classify the various project documents in order to protect a vendor's proprietary information?

- A. Procurement management plan
- B. Statement of work (SOW)
- C. Project management information system (PMIS)
- D. Communications management plan

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 845

A project's budget at completion (BAC) is US\$100,000, its earned value (EV) is US\$20,000, and its actual cost (AC) is US\$10,000. The planned value (PV) is US\$20,000.

What efficiency must be maintained to achieve the current estimate at completion (EAC)?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 846

After performing a risk analysis, the project manager realizes that the project team may be unable to develop a final project module on time and within quality standards. This could cause a financial loss to the company. The project manager decides to engage a vendor to deliver that module using a firm fixed price (FFP) contract.

What risk response strategy did the project manager use?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 847

After completion of a project's first deliverable, a stakeholder advises that it does not fulfill the business requirements. What should the project manager do next?

- A. Submit a change request to add time to fix the deliverable.
- B. Perform the Validate Scope process.
- C. Review the work breakdown structure (WBS) dictionary.
- D. Update the project management plan.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 848

A team member suggests using a mobile instant messaging application to allow the team to promptly approve measures for improving the project's schedule and costs. To what should the project manager refer to implement this suggestion?

- A. Scope management plan
- B. Schedule baseline
- C. Change management plan
- D. Stakeholder engagement plan

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 849

During a project that affects the entire organization, some groups of stakeholders appear to have low product expectations. As a result, they are not performing as expected. This may put project objectives at risk.

What should the project manager do?

- A. Ask the project sponsor to intervene and motivate the underperforming stakeholders.
- B. Follow the stakeholder engagement plan.
- C. Submit a change request.
- D. Speak with the problematic stakeholders to increase their performance.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 850

A team member realizes that a technical update will improve a product's performance. What should the team member do before implementing the update?

- A. Include new scope in the work breakdown structure (WBS).
- B. Communicate with the project manager.

- C. Document the change in the issue log.
- D. Generate a change request.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 851

Due to commitments to another project, an accountant fails to deliver an important report. What should the project manager have referenced to avoid this?

- A. Responsible, accountable, consult, and inform (RACI) matrix
- B. Timesheets
- C. Resource allocation plan
- D. Resource calendar

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 852

An experienced senior maintenance engineer does not want to sign project documentation, primarily because they do not get along with the project manager. How should the project manager handle this?

- A. Escalate the issue to the maintenance engineer's functional manager to require the maintenance engineer to sign the documents.
- B. Meet with the maintenance engineer to deal with the issue in an ethical and professional manner.
- C. Use stakeholder engagement skills with the maintenance engineer.
- D. Develop a stakeholder's engagement assessment matrix to identify ways and approaches to rectify the relationship with the maintenance engineer.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 853

How can a project manager of a new technology project validate that the design meets the customer's needs?

- A. Perform benchmarking.
- B. Deliver a proof of concept (POC).
- C. Build a context diagram.
- D. Construct a prototype.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 854

A project manager at an international company has brand identification problems. They propose hiring a marketing consultant to address the problem.

What tool or technique did the project manager use to approach this problem?

- A. Data analysis
- B. Data gathering
- C. Expert judgement
- D. Decision making

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 855

Half way through a project, the project manager learns that a competitor's product has entered the market. This causes the project manager to question whether the project deliverables are still in line with the organization's strategy.

What should the project manager do?

- A. Update the requirements management plan.
- B. Perform benefit analysis.
- C. Change the deliverables.

D. Revise the project management plan.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 856

An agile project manager is leading a large systems modernization project that is midway through its third iteration. Two project team members are replaced, which results in a drop in the team's productivity.

What should have been done to avoid this situation?

- A. The new team members should have been properly integrated into the team.
- B. The new team members should have communicated with each other.
- C. The new team members should have received coaching and mentoring from the project manager.
- D. The new team members should have had sufficient training.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 857

A project manager working on a complex system knows that the company spends 50 percent of its software costs on maintaining systems. The project manager suggests to management that maintenance costs can be reduced if the organization were assessed using capability maturity model integration (CMMI).

What project management knowledge area with this assessment impact?

- A. Project integration management
- B. Project cost management
- C. Project quality management
- D. Project scope management

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 858

While generating the status report for a budget-constrained project, the project manager identifies that the project is one week behind schedule. What should the project manager do to bring the project back on track?

- A. Perform resource optimization.
- B. Request additional time from the project sponsor.
- C. Reallocate team members on critical-path activities.
- D. Ask the project management office (PMO) for additional team members.

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:



QUESTION 859

A member of senior management informs the project manager that some of the features they thought were going to be delivered were not included in the current iteration. What should the project manager do?

- A. Discuss the issue with the team, then advise the member of senior management on the status.
- B. Tell the member of senior management that the features will be included in the next iteration.
- C. Meet with the stakeholders that requested the features to ensure that they are still valid requirements.
- D. Invite the member of senior management to the next iteration review meeting.

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 860

During a demonstration, the customer provides feedback and requests a new, urgent enhancement due to regulation change. What should the agile project manager do next?

- A. Review the new requirement with the team, and ask them to start work on it.
- B. Add the new requirement to the iteration backlog.
- C. Discuss the new requirement during the retrospective.
- D. Talk about the new requirement during the next iteration planning meeting.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 861

A project manager implements an information system for a financial company. A senior IT manager indicates that quality control has not identified any failures and that the new system is ready for end users.

What should the project manager do?

- A. Start the close project or phase process.
- B. Transfer the product to the client.
- C. Distribute the final project report.
- D. Validate the project's scope and obtain sponsor approval.



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 862

A company is going through a reorganization. Although not all new positions are known yet, organizational changes are already being communicated.

What should the project manager do?

- A. Inform all stakeholders about the current project status.

- B. Align expectations with key stakeholders.
- C. Update the risk management plan with potential future stakeholder changes.
- D. Update the stakeholder register with the information that is already available.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 863

A low probability/high impact technical risk occurs. What should the project manager do?

- A. Consult the lessons learned repository for possible risk mitigation options.
- B. Submit a change request to adjust the cost and schedule baselines.
- C. Conduct a risk review to evaluate its impact on project deliverables.
- D. Implement the mitigation plan outlined in the risk register.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:



QUESTION 864

A project sponsor decides to add a feature to the project that affects the project cost, schedule, and scope. The change is approved by the change control board. Which process governs the project manager's implementation of the approved change?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 865

A project manager compiling a list of project stakeholders discovers an interested stakeholder with little to no authority. How should they manage this stakeholder?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 866

A project manager learns of concerns regarding the quality of the project team's engineering process requirements. Stakeholders believe that the team has failed to adhere to organizational standards. Most requirements are written after product testing. What should the project manager do to confirm the quality of the process?

- A. Prepare a checklist for each of the requirement's deliverables.
- B. Conduct peer reviews for each of the requirement's deliverables.
- C. Review the work performance reports for the project team.
- D. Develop a histogram to show the frequency of noncompliance.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 867

A company has recurring quality issues with one of its sole-source suppliers. A new project will incur significant penalties from the customer if deliveries are late. What should the project manager do?

- A. Review incoming inspection reports and quality logs.
- B. Negotiate with other vendors with better quality-control methods.

- C. Identify high-level risks prior to developing contingency plans.
- D. Escalate the issue to senior management.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 868

A project is being audited to ensure compliance with organizational policies. What process is being conducted?

- A. Audit Schedule
- B. Plan Quality Management
- C. Control Quality
- D. Manage Quality

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 869

A project manager must evaluate and simulate the impact of a list of risks for a project's duration. What should the project manager do?

- A. Conduct a what-if scenario analysis.
- B. Prepare a set of contingent response strategies.
- C. Complete an expected monetary value (EMV) analysis.
- D. Perform a schedule network analysis.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 870

During a project team meeting, a team member suggests an enhancement that falls outside of the project charter. The project manager states that the team needs to concentrate on completing all required work. Which action has the project manager performed?

- A. Scope creep
- B. Change management
- C. Conflict resolution
- D. Scope management

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 871

The project sponsor is inappropriately requesting status reports from individual team members. The project manager plans to meet with the sponsor to discuss the issue.

To what should the project manager refer prior to the meeting?

- A. Communications management plan
- B. Risk management plan
- C. Project charter
- D. Work performance reports

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 872

During an IT hardware manufacturing project, the project manager discovers that certain batches of components are failing quality inspections. What should the project manager use to lower the failure rate?

- A. Control chart

- B. Tornado diagram
- C. Probability and impact matrix
- D. Fishbone diagram

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 873

While reviewing a status report, a project manager notices that, over a period of six months, the coding quality for one developer is statistically lower than another developer assigned the same task. Which tool should the project manager use to trace the problem's source back to its actionable root cause?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 874

A team is working on a project to address a customer's incomplete records. A list of the customer's files is created, and the team begins work. During the project, a key stakeholder asks that another small group of incomplete records be added to the list.

What should the project manager do?

- A. Refuse the request.
- B. Add the small group of records to the list.
- C. Make a decision based on the project sponsor's opinion.
- D. Issue a change request, and evaluate the impact with the project team.

Correct Answer: D

Section: Monitoring and Controlling**Explanation****Explanation/Reference:****QUESTION 875**

What should the team consider to be most important while creating the probability and impact matrix to support the project risk analysis?

- A. Project scope and project deliverables
- B. Schedule and budget contingencies and reserves
- C. Possible effect on the objectives of the project
- D. Interactions that will occur in the project

Correct Answer: A

Section: Monitoring and Controlling**Explanation****Explanation/Reference:****QUESTION 876**

Budget at Completion (BAC)	US\$9,000
Earned Value (EV)	US\$1,000
Actual Cost (AC)	US\$1,500
Planned Value (PV)	US\$1,200

According to the information in the grid, what is the estimate at completion (EAC) for this project and what does it represent?

- A. US\$9,000 - the original project budget
- B. US\$13,500 - the revised estimate for total project cost (based on performance to date)

- C. US\$13,500 - the original project budget
- D. US\$9,000 - the revised estimate for total project cost (based on performance to date)

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

Explanation:

First, you have to calculate the Cost Performance Index to calculate the EAC:

Cost Performance Index (CPI) = EV / AC

Here CPI = 1,000/1500 = .666667

The EAC = BAC / CPI

9,000/.666667 = \$13,5000

QUESTION 877

A project owner requests a scope change that will cost US\$10,000. While performing an assessment of the change, the project manager identifies that the change fails to add value. Still, the project owner insists that the change must be done. What should the project manager do?

- A. Ask the project management office (PMO) for recommendations.
- B. Implement the change.
- C. Submit a change request to the change control board (CCB).
- D. Request a subject matter expert (SME) to review the request.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 878

In a control chart, three measurement points in a process are below the mean and within control limits. Four measurement points are above the mean and outside the control limits.

How is this process performing?

- A. The process is out of control.

- B. The process is under the seven-point rule.
- C. The process is within specification limits.
- D. The process is under control.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 879

A supplier delivers equipment that fails to meet customer requirements. Investigation determines that the supplier misunderstood the requirements and made incorrect assumptions without clarifying them with the customer.

What communication method should the project manager have used to avoid this?

- A. Interactive
- B. Push
- C. Pull
- D. Active listening

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 880

An issue with a critical task is blocking a project's progress. The contingency plan does not provide a solution, and team members are in disagreement about the best way to proceed.

What should the project manager do?

- A. Brainstorm ideas using the nominal group technique.
- B. Gather ideas using affinity diagrams.
- C. Seek intervention from the project sponsor.
- D. Apply mind mapping techniques.

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 881

A project's most recent status report indicates a schedule performance index (SPI) of 1.1 and a cost performance index (CPI) of 1.2. A key stakeholder then suggests a change to include a value-added feature that would not impact project schedule and cost. What should the project manager do next?

- A. Evaluate the change's impact with the team.
- B. Advise the stakeholder that changes should not be implemented when a project is behind schedule.
- C. Update the project management plan to include the new feature.
- D. Advise the stakeholder that, since the project is under budget, the feature will be added.

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 882

During a portfolio review meeting, a project manager learns that their project was cancelled. The project manager wants to inform the stakeholders and team members about this.

To what document should the project manager refer?

- A. Resource management plan
- B. Communications management plan
- C. Responsibility assignment matrix (RAM)
- D. Project mailing list

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 883

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 884

Which item is an input to the Define Activities process?

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



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 885

Which process involves monitoring the status of the project to update the project costs and managing changes to the cost baseline?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 886

An output of the Validate Scope process is:

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 887

The iterative and interactive nature of the Process Groups creates the need for the processes in which Knowledge Area?

- A. Project Communications Management
- B. Project Integration Management
- C. Project Risk Management
- D. Project Scope Management

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 888

Market conditions and published commercial information are examples of which input to the Estimate Costs process?

- A. Scope baseline

- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk register

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 889

An output of the Develop Project Team process is _____. (Choose two.)

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

Correct Answer: BC

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 890

An output of the Plan Quality Management process is:

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 891

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 892

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

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 893

A project is sponsored by the client's chief technology officer (CTO), and estimations and plans are approved. However, the client's IT manager disagree with the plans.

What should the project manager do?

- A. Perform a stakeholder analysis to determine how to proceed
- B. Inform the client's IT manager that their approval is unneeded since the project is sponsored by the CTO
- C. Explain the estimates and plans to the client's IT manager and clarify that approval was obtained from the CTO

D. Communicate the situation to management

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 894

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 895

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 896

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 897

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 898

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 899

A project's latest earned value (EV) report indicates that a certain task has an estimate at completion (EAC) of US\$550,000 and a budget at completion (BAC) of US\$500,000.

What should the project manager experience will this task?

- A. A budget overrun on completion
- B. Completion under budget
- C. Completion exactly on budget
- D. A budget needing sponsor approval to continue

Correct Answer: A

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 900

A stakeholder with a high degree of impact now requires more detailed project reports.

What should the project manager do?

- A. Work with the project team to prepare a new project charter.
- B. Escalate the issue to the project management office (PMO).
- C. Meet with the project sponsor to discuss the issue.
- D. Work with the project team to update the communications management plan.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 901

A client informs the project manager that the project's testing phase must be limited to ensure timely delivery. The client explains that since the project has several components, some testing scope must be eliminated to ensure that expectations are met. The budget must remain constant, as cost increases are not possible at this time.

What should the project manager do?

- A. Update the testing plan with the new approach, and obtain formal client approval.
- B. Include a post-project delivery defect resolution, and increase the budget accordingly.
- C. Continue planning with the full testing approach.
- D. Plan for the fast track approach, and increase the budget.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 902

Near the end of a project, the change control board (CCB) decides that the team must integrate a new subsystem. Due to technology changes, the project manager had no practical recourse other than to accept the change and move on, despite it impacting the schedule.

What should the project manager do to handle this unexpected change?

- A. Communicate the change and its reason to the entire team, then update the schedule.
- B. Make the change announcement and hold a team event to encourage a more positive team reaction.
- C. Identify and work with flexible project champions to facilitate the change with the least amount of disruption.
- D. Meet with the CCB to advise them of the risk of using the new technology at this critical time.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 903

A project manager for a long, complex project has one outspoken, and often negative, stakeholder. Knowing that the project team could suffer if this negativity spreads, the project manager wants to find ways to gain this stakeholder's support.

What should the project manager do?

- A. Tell the stakeholder that this negativity could put the project's success at risk.
- B. Ask the stakeholder's manager to assign a more positive resource.
- C. Build a stronger relationship with the stakeholder by listening to concerns, showing empathy, and asking for input on project issues.
- D. Explain to the stakeholder the effect this attitude is having, and ask them to leave the project if they are unable to be more positive.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 904

A project manager is running a complex transformation project with teams located in multiple time zones and with different cultures. Previous experience has taught the project manager that significant friction may occur with distributed teams.

What should the project manager do to improve collaboration?

- A. Include previous team members in the project team and use their experience.
- B. Search for previous lessons learned for similar projects and select the best strategy.
- C. Log this as a key risk and assign a full-time person to monitor the situation closely.
- D. Ask the sponsor if an experienced external company can be appointed to identify the best approach.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 905

During a project with a tight timeframe, the project manager needs continuous stakeholder buy-in and input to avoid errors. Inevitably, changes occur as the project progresses.

What should the project manager do?

- A. Monitor and update stakeholder relationships and tailor strategies for engaging stakeholders through change.
- B. Speak with management about stakeholder involvement to initiate a change in schedule expectations.
- C. Provide increased project updates to stakeholders and deliver accurate change management documentation.
- D. Stop work before the changes cause a schedule delay and update the project schedule to reflect this.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 906

The budget office has informed a project manager that cost variances for every project will be monitored at the work package level. What should the project manager do during the cost estimating activity in the project to make it possible to control cost at the work package level?

- A. Use analogous estimating.
- B. Use the work breakdown structure (WBS)
- C. Use parametric estimating.
- D. Estimate percent complete.



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 907

A large, publicly funded construction project's regulatory requirements specify that the contractor's project work be visually monitored on a continuous basis. Which method is suitable for meeting this compliance obligation?

- A. Video feedback through onsite web cameras
- B. Photographs by an onsite photographer
- C. Video feedback using a drone
- D. Photographs attached to documentation submitted on a weekly basis

Correct Answer: A

Section: Monitoring and Controlling**Explanation****Explanation/Reference:****QUESTION 908**

A project manager is working on a multiphase networking project. Phase 1 is scheduled to finish next month. Phase 2 is in the initiation phase and the budget approval is past due. However, the project manager has a strategy in place for approval.

What should the project manager use to monitor this and help ensure a delay does not impact project performance?

- A. Issue log
- B. Action log
- C. Assumption log
- D. Change log

Correct Answer: C

Section: Monitoring and Controlling**Explanation****Explanation/Reference:****QUESTION 909**

A company is deploying a new solution of strategic interest for several of its affiliates in different countries. The team installing the solution has limited and specifically trained resources and cannot manage several deployments in parallel. The deployment project in the first country is late and is now running concurrently with the next deployment. The project manager announces that all countries' deployments will be delayed due to a lack of resources.

What should the project manager have done to avoid this situation?

- A. Monitored the first deployment's progress more closely and informed all stakeholders about it.
- B. Asked each country for an extra budget in order to hire high-level editor resources for the deployments.
- C. Included extra resources on the team so they could have been trained on the product and been able to deploy it.
- D. Checked each affiliate's requirement priorities and worked with them on a new deployment schedule.

Correct Answer: C

Section: Monitoring and Controlling**Explanation**

Explanation/Reference:

QUESTION 910

A project manager is leading a complex transformation project working with colocated teams across multiple time zones and cultures. Since this is the first time the organization has worked with this model, what should the project manager do to avoid friction and improve collaboration?

- A. Conduct frequent team meetings to discuss tasks, next steps, and issues.
- B. Develop a project dashboard that is regularly shared with team members.
- C. Log this as a key risk and assign a full-time person to monitor it.
- D. Outsource the issue to a company more experienced with this scenario.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 911

Provisional training is provided for a project that is in the process of client hand-over. The client then asks for a step-by-step manual, which was not included in the project's deliverables.

What should the project manager do?

- A. Accept the request and have the team immediately begin work on the manual.
- B. Initiate the change control process.
- C. Reject the request because it is out of scope.
- D. Offer to develop the manual as a separate project.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 912

A project team is staffed with experienced subject matter experts (SMEs). The project is going well and there are no known quality issues. Team members believe that the quality control process is unnecessary for this project.

What should the project manager do?

- A. Create a team culture that is committed to quality.
- B. Review the risk management plan to update risks.
- C. Create a cause-and-effect diagram to quantify impacts.
- D. Remove the process from the quality management plan.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 913

A product is completed according to the project management plan, and team members are released to their functional areas. Upon receipt of the deliverables, a stakeholder realizes that the product cannot be accepted until a new set of requirements are included.

What should the project manager do next?

- A. Update the scope management plan.
- B. Revise the stakeholder engagement plan.
- C. Review the work breakdown structure (WBS) with the stakeholder.
- D. Conduct the Perform Integrated Change Control process.



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 914

During an audit, it was noted that only 20 percent of completed projects had documented lessons learned. What should the project manager have updated to document this?

- A. Quality process assets
- B. Change control documentation
- C. Organizational process assets

D. Stakeholder responsibility matrix

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 915

A new payment system is being built using agile principles. During a customer demonstration, the product owner requests a change to a module feature. Upon inspection of the scope document and user stories, it becomes clear that the change was not included in the initial project documents.

What should the project manager do next?

- A. Request a budget increase from stakeholders to accommodate the change.
- B. Include the change in the next sprint.
- C. Submit a request through the change control system.
- D. Re-baseline the project to include the change.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 916

A project manager receives a project requirement that is out of scope but is not defined in project exclusions. What should the project manager do?

- A. Accept the new requirements as part of the project scope.
- B. Exclude the new requirement from the project scope.
- C. Submit a change request to the change control board (CCB).
- D. Validate the new requirement with all project stakeholders.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 917

A project manager is running a complex transformation project. During a team briefing, the lead resource raises a concern that a critical milestone is being affected because tasks are taking longer than expected.

What should the project manager do?

- A. Increase the number of resources to ensure that milestones are achieved.
- B. Inform the project sponsor of the expected delay and potential impact.
- C. Review the project management plan to identify how the estimates were built.
- D. Identify corrective actions and raise the issue to the change control board (CCB) if needed.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 918

A client approaches a design team member requesting that a current task to be stopped and a new concept be developed. This will significantly change the design, and impact the project budget and schedule. The team member asks the project manager for the next course of action.

What should the project manager do?

- A. Accept the request and make the changes.
- B. Refer to the Perform Integrated Change Control process.
- C. Ask the client to refrain from directly contacting team members.
- D. Hold a team meeting to discuss the request.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 919

A project sponsor informs the project manager that the equipment delivered as part of the project failed to meet the customer's performance expectations. What should the project manager do first?

- A. Review the inspection reports to confirm that the deliverables met what was outlined in the quality management plan.
- B. Implement the Control Quality process and take the necessary steps to satisfy the customer.
- C. Meet with the equipment supplier.
- D. Explain the Control Quality process to the customer.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 920

A project manager is managing an ongoing, complex project which is facing numerous, uncontrolled new requirements that impact the cost, quality, and schedule. The project manager has reviewed the project management plan and the lessons learned repository, and finds no guidance on how requests for updates should be handled within the project.

What component of the project management plan is missing?

- A. Roles and responsibilities document
- B. Requirements traceability matrix
- C. Change management plan
- D. Stakeholder engagement plan



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 921

A project that uses several vendors is estimated to complete in two years. At the end of the first year, a significant budget overrun is identified. Conscious that the project must be brought back under control, the project manager issues a change request.

What should the project manager do to support the change request?

- A. Conduct a risk workshop
- B. Perform a root cause analysis

- C. Update the change control processes
- D. Complete a quality audit

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 922

A construction organization's change management policy states that changes not regarding project baselines can be revised and approved by functional managers, but changes regarding baselines must be revised by the change control board (CCB). The CCB meets once a month. A project manager in charge of a water supply project must obtain authorization to use a contingency reserve and continue with the project, but the next CCB meeting is in two weeks.

What should the project manager do?

- A. Obtain authorization from management to update the cost baseline, document the change, and inform stakeholders.
- B. Submit a change request to the CCB and wait for approval to use the contingency reserve.
- C. Ask the respective functional manager for approval.
- D. Escalate the issue to management and wait for a resolution.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 923

While controlling project work, the team discovers that the schedule performance index (SPI) is 0.8 and the cost performance index (CPI) is 0.95. If the schedule for this project is a priority and no additional resources are available, what should the project manager do?

- A. Use crashing
- B. Use fast tracking
- C. Use resource leveling
- D. Use resource smoothing

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 924

A project's sponsor is approving change requests from the company's most important client and asks to be actively included in the project. These changes are negatively impacting the project's schedule and cost.

What should the project manager do to stop the negative impacts?

- A. Use and increase the contingency reserve for covering these changes.
- B. Update the project management plan with all the new changes.
- C. Ask this sponsor to refrain from including more changes.
- D. Ask this sponsor to use the change control board (CCB) moving forward.

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 925

The change control board (CCB) has rejected a change request made by a key stakeholder. What should the project manager do?

- A. Notify the key stakeholder about the decision made by the CCB.
- B. Ask the CCB to reconsider and review the change request again.
- C. Ask the sponsor to review and approve the change request.
- D. Implement the change that the key stakeholder has requested.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 926

Project changes identified and promoted by project stakeholders are approved by the change control board (CCB). What should the project manager do next?

- A. Notify project stakeholders and write a change management plan.
- B. Revise the project management plan and work performance reports.
- C. Make changes to project documents and communicate the decision to stakeholders.
- D. Update the user stories and product backlog.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 927

To ensure that every part of a project is not reworked, a project manager establishes a quality control task for each deliverable. However, the team believes that the additional review tasks are a waste of time. While they initially follow the quality control schedule, they stop shortly thereafter. Five weeks after the release of one of the deliverables, the client informs the project manager that there are some flaws that render the deliverable useless. The client wants the problem corrected at no additional cost, and sets a deadline of three days.

What should the project manager do first?

- A. Evaluate the quality issue with the team.
- B. Immediately correct the issue with the team.
- C. Escalate the situation to their manager.
- D. Engage the team in the importance of quality control reports to avoid rework.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 928

A project manager is evaluating the amount of time spent on quality. To better assess problems with a particular manufacturing process, the project manager wants to know the number of defects per component for the previous year and the ranking of defect occurrences.

What tool or technique should the project manager use?

- A. Cause-and-effect diagram
- B. Histogram
- C. Scatter diagram
- D. Control chart

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 929

A recently appointed project manager is in constant conflict with a senior manager. Since this is not ideal for the team, the project manager wants to resolve this.

What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Enlist the help of a neutral mediator.
- C. Request scheduled face-to-face meetings with the senior manager.
- D. Seek guidance from other project managers.



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 930

A project to develop a new product contains many stakeholders who are trying to influence the project but have conflicting interests. The project manager has only completed the project charter and is working on the project management plan, which only gives a high-level view of both the product specifications and the project scope.

What should the project manager do next to build a detailed scope description?

- A. Create the work breakdown structure (WBS).

- B. Implement the Plan Scope Management process.
- C. Develop the scope statement with stakeholder input.
- D. List all concerns in the stakeholder engagement plan.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 931

During the collection of stakeholder requirements, a disagreement between two key stakeholders delays sponsor approval of the project charter. What should the project manager do?

- A. Escalate the issue to the project sponsor.
- B. Remove all conflicting requirements.
- C. Use conflict resolution techniques.
- D. Conduct a benefits analysis with relevant stakeholders.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 932

A project is behind schedule and over budget. As a result of increased stakeholder pressure, the project team has been placed under serious duress. This causes a conflict between the quality and production managers, with each blaming the other for the delays and cost overruns.

What should the project manager do?

- A. Meet with both managers, and ask them to immediately end the conflict to avoid negatively impacting the project.
- B. Discuss the situation with the stakeholders, and follow their suggestions for dealing with the conflict.
- C. Meet with the managers' supervisors to discuss possible actions.
- D. Refer to the team charter for guidelines on how to deal with this conflict.

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 933

A project manager joins a project with cross-functional stakeholders and a fixed go-live date. The project manager wants to quickly gather requirements and ensure all stakeholders are aligned so that any conflicts are flagged as early as possible.

What should the project manager do?

- A. Set up job-shadowing sessions for all stakeholders.
- B. Conduct individual interviews with each stakeholder.
- C. Use facilitation techniques with all stakeholders.
- D. Send a questionnaire to all stakeholders.

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 934

While developing a project's benefits management plan, a project manager receives input from some stakeholders that the project has very little value for the company. What should the project manager do next?

- A. Use organizational process assets.
- B. Review the business case with all stakeholders.
- C. Notify the sponsor of the conflicting stakeholder concerns.
- D. Document the stakeholders' input in the stakeholder engagement plan.

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 935

A new team member has been assigned to a project team. This resource is used to a different method that is less productive and does not enforce deadlines. The new delivery method is integrated so low-productivity personnel have a larger impact on the overall productivity of team performance.

What strategy can the project manager apply to resolve the conflict with the new resource?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 936

A project manager is leading project teams across various countries and time zones. When developing the stakeholder engagement plan, the project manager must consider that several stakeholders have conflicting views regarding scope, timeline, and project quality.

What should the project manager do first?

- A. Apply tools and techniques to assess stakeholders' influence, power, and impact.
- B. Perform a risk assessment of cultural differences, and update the risk register accordingly.
- C. Meet individually, either in person or remotely, with each stakeholder to obtain buy-in.
- D. Hire an expert cultural-differences coach to develop a strategy to address the issue.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 937

The project charter is complete and the project manager is looking for sponsor approval. At the beginning of a meeting with the sponsor and top stakeholders, the sponsor tells the project manager that they are leaving the company in two weeks and that it would be better to wait for the new sponsor to approve the charter.

The rest of the stakeholders do not want to wait because it will delay the project. During the discussion, the sponsor stops the meeting and asks the reschedule for next week.

What conflict resolution technique is the sponsor using?

- A. Prevention
- B. Smoothing
- C. Withdrawal
- D. Forcing

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 938

A project manager and a product manager are both involved in managing a vendor for their respective deliverables. However, conflicts are arising with the vendor due to inconsistent communication. Furthermore, the product manager has more authority than the project manager.

How should the project manager proceed?

- A. Update the issue log.
- B. Consult the project management plan.
- C. Review the project's organization chart.
- D. Engage in conflict resolution with the product manager.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 939

A company director asks the project manager to assist with developing the project charter, as there are differences in opinion about the technical requirements. What should the project manager use to resolve this situation?

- A. Change request and variance analysis

- B. Issue log and requirements management plan
- C. Conflict management and focus groups
- D. Strengths, weaknesses, opportunities, and threats (SWOT) analysis and team charter

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 940

After reviewing work performance information, the project manager discovers that the project is behind schedule. The project manager learns that two project team members are underperforming because they had issues working together on former projects. The project manager decides to break the team apart and form new teams.

What conflict resolution technique did the project manager use?

- A. Force/direct
- B. Smooth/accommodate
- C. Withdraw/avoid
- D. Collaborate/problem solve



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 941

As a result of a new investor's participation, stakeholders receive status reports and project information in a language with which they are unfamiliar. This causes confusion, and lessens project support.

What should the project manager do?

- A. Update the organizational process assets.
- B. Change the work performance information.
- C. Use conflict resolution techniques.

D. Check the communications management plan.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 942

To develop a new product, the project manager collects requirements from stakeholders. What should the project manager consider first to resolve conflicting requirements?

- A. Problem solving techniques used in past projects
- B. Alignment with product launch strategy
- C. Stakeholder involvement
- D. Sponsor opinion

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 943

Stakeholders have conflicting opinions about whether a change in scope should be approved. What tool or technique should the project manager use to help facilitate the stakeholders' approval of the change?

- A. Affinity diagram
- B. Multicriteria decision analysis
- C. Autocratic decision making
- D. Alternatives analysis

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 944

A project manager is working onsite daily with the client's chief technology officer (CTO), department manager, and team members. The project manager is confused regarding conflicting requirements and priorities.

What should the project manager do?

- A. Take notes about requirements and priorities and ask the department manager to help finalize them.
- B. Follow the CTO's requirements and priorities since the client's CTO is the highest authority.
- C. Perform a stakeholder analysis to determine the requirements based on the stakeholders' involvement.
- D. Report the situation to the project manager's manager and seek advice for resolution.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 945

Shortly after a project's first status meeting, the team realizes that the tasks are more complex than the project leader programmed. What should the project manager do to address this?

- A. Prepare a change request.
- B. Make changes to the original plan.
- C. Hire more people for the critical tasks.
- D. Use the fast tracking technique.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 946

Faulty vendor-supplied parts must be returned and reordered. Based on previous experiences with this vendor, the project team had already identified this as a risk.

What should the project manager do to record this?

- A. Issue a change request to implement the contingency plan.
- B. Update the quality checklist.
- C. Update the risk register.
- D. Revise the vendor's contract.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 947

A project manager arranges quality management training for the entire project team. The training will relate to the project's final product deliverable.

In what cost of quality (COQ) category should the project manager classify this training?

- A. Internal failure
- B. Prevention
- C. External failure
- D. Appraisal



Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 948

A senior manager asks a team member for a quick update on the project's progress. The team member redirects the senior manager to the project manager to ensure that the information being relayed is accurate and appropriate for this manager to receive.

What document dictated this team member's action?

- A. Responsible, accountable, consult, and inform (RACI) matrix
- B. Communications management plan
- C. Stakeholder register
- D. Previous week's meeting minutes

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 949

A project manager is running a long-term project for a company that is increasing its infrastructure. In month 13 of the project, the client escalates an issue that an expected delivery from a contracted third-party vendor was not received. Upon investigation, the project manager discovers that the vendor was unaware of this.

Where should the project manager verify the delivery schedule?

- A. Requirements traceability matrix
- B. Milestone list
- C. Requirements management plan
- D. Assumption log

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 950

A senior manager informs a project manager that the project is not performing as well as other projects. What can the project manager use to improve performance for the next series of iterations?

- A. Retrospective session
- B. Backlog analysis
- C. Team building
- D. Team motivation

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 951

A project manager meets with the team to revise the change management plan. A new sponsor disagrees with the project manager's idea to extend documentation to cover any possible changes throughout the project's life cycle. The sponsor believes that all changes are welcome and should be accepted using an agile mindset.

What should the project manager do?

- A. Allow the new sponsor to guide the team to achieve project objectives.
- B. Emphasize that any project change must be discussed and documentation updated.
- C. Ask the new sponsor to formalize this with the management team, and proceed with the planning session.
- D. Emphasize that any project change is welcome, but ask the project team not to discuss the project management plan in detail.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 952

A new project manager on a project with a very tight budget is struggling, as they have no experience working on this type of project. What can the project manager do to mitigate the lack of experience?

- A. Seek external training.
- B. Ask for support from more senior project managers.
- C. Review the lessons learned repository of similar projects.
- D. Request reassignment to a different type of project.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 953

During a project review meeting, the project manager observes that one team member performed tasks beyond the scope of work. What should the project manager do?

- A. Review the impact on the baseline and initiate change control procedures.
- B. Crash the project to accommodate the additional scope that was performed.
- C. Advise the team member to keep all work within project scope.
- D. Inform the client of additional cost implications due to the extra work completed.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 954

A vendor delivers an important component that fails to meet quality requirements. The vendor only agrees to financially compensate for a part of the delay caused by repairing the components.

What should the project manager do?

- A. Ask the sponsor to approve additional funds to obtain the component more quickly from another vendor.
- B. Refer to the procurement management plan, and request compensation from the vendor in line with the contract.
- C. Modify the risk management plan to include necessary decisions on the quality management approach.
- D. Revise the quality management plan to address how poor quality should be compensated.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 955

A project manager notices that a vendor consistently revises deliverables that provide input information to final project deliverables. The revisions are unidentified, and the team is concerned that some updates may be missed and impact dependent activities.

What should the project manager do?

- A. Ask the team to conduct detailed checks of vendor documents before implementation.
- B. Meet with the team to identify implemented updates.

- C. Inform the vendor that approved project quality procedures should be followed.
- D. Ask the vendor to provide a detailed revision history.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 956

A project manager new to a project quickly notices a low level of motivation in project team members. What should the project manager do?

- A. Develop team-building exercises.
- B. Reassign the resources to other projects.
- C. Implement the Maslow pyramid.
- D. Establish ground rules.

Correct Answer: A

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 957

Resource constraints on a high-priority project may cause schedule delays. The project manager updates the status report sent to stakeholders, but few read it. While most stakeholders consider quality as paramount, the engineer believes that the most urgent issue is the schedule. When the delay becomes a reality, the engineer is surprised and angry.

What should the project manager have done to keep the engineer engaged?

- A. Conducted a stakeholder analysis to understand how best to communicate the delay and manage expectations.
- B. Requested at an earlier stage that the project sponsor intervene to prevent resource constraints from becoming an issue.
- C. Consulted the communications management plan to understand the reporting and escalation process.
- D. Referenced the resource management plan to understand the escalation process for sharing resources

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 958

A large government project has been completed, and the project manager asks the customer for approval. The customer informs the project manager that a sixmonth nondisclosure agreement failed to be signed by all team members. Most of the project resources are subcontracted and have been released.

What should the project manager have done to avoid this situation?

- A. Ensured customer relations were closely maintained.
- B. Managed closely all project team members
- C. Reviewed the contract terms in the beginning of the project
- D. Managed closely customer expectations

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 959

A project manager for a small project periodically engages resources for tasks in the project management plan. However, due to the current budget, the resources cannot be retained for the full project life cycle. According to project stakeholders, there is no additional budget available, so the project manager must carefully plan how resources will be used to execute the project.

What should the project manager do to ensure effective project delivery while utilizing resources within budgeted limits?

- A. Move budgeted funds from other project areas to mitigate any risk of gaps in assignments.
- B. Schedule similar tasks around the same time to limit the duration of resources' engagements.
- C. Create a budget change request for stakeholders before presenting project progress.
- D. Identify those resources who can likely perform all necessary project tasks, and remove resources that are specialized.

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 960

In a project with a multigenerational team, some resources are underperforming due to differing viewpoints. This may cause project delays.

What should the project manager do?

- A. Use the collaborate/problem solve technique.
- B. Find new, more cooperative team members.
- C. Define the communications management plan for the team.
- D. Use the force/direct technique.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 961

A project sponsor constantly demands that a project is delivered as quickly as possible. The project manager identifies an issue that will delay the project by one week.

What should the project manager do?

- A. Devise a recovery plan to minimize the impact, and meet with the project sponsor to discuss it.
- B. Ask a subject matter expert (SME) to personally discuss the issue with the project sponsor.
- C. Send an updated status report with a revised schedule and budget to the entire team.
- D. Document the delay in the project management plan, and communicate it to the sponsor.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 962

A lead business analyst on a large project has consistently been working late to finalize requirements for the next sprint. In the weekly team lead meeting, the project manager learns there are several business analysts on the team who have free cycles.

What should the project manager do to ensure an even workload?

- A. Facilitate a discussion within the team to redistribute the work within the project team.
- B. Review the list of open requirements and reassign them to team members with free cycles.
- C. Direct the business analysts with free cycles to take more ownership of the project.
- D. Delay the start date of the next sprint to allow more time for gathering requirements.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 963

A high-power, high-influence project sponsor usually makes multiple requests for the same information in different formats that are not included in the communications management plan. This is frustrating for the project manager, who is unsure about what to do to fix the problem.

How should the project manager address this issue?

- A. Escalate the request to the functional manager to obtain advice on how to work with the project sponsor.
- B. Delay responding to the sponsor when the information has been previously provided to avoid wasting resources.
- C. Modify the communications management and stakeholder engagement plans to reflect the style and needs of the sponsor.
- D. Provide information only in the formats specified in the communications management plan, and remind the sponsor of the plan.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 964

A project manager's virtual team is midway through a sprint with complex tasks that are behind schedule. During a daily stand-up meeting, a new member of the team interrupts and asks everyone to define their position and what they were working on before this current sprint.

What should the project manager do?

- A. Address the situation immediately by answering the new member's question.
- B. Respectfully inform the team member that this would be best handled in another meeting.
- C. Ask each team member to explain their role and the nuances of their day-to-day activities.
- D. Ask the team to give their attention to the new team member and answer any questions for clarification.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 965

A project manager wants to ensure that particular project tasks assigned to team members are being done appropriately during the implementation phase. What should the project manager conduct to manage the tasks?

- A. A problem-solving meeting to discuss the work performed
- B. A quality management plan review for the work performed
- C. A root cause analysis of the work performed
- D. An audit of the work performed



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 966

A project manager finds that one of the team members is communicating with the client regarding project deliverables and project progress without notifying the project manager. What should the project manager do?

- A. Communicate the resource breakdown structure (RBS) to the team member.
- B. Talk about this situation in the next scheduled progress meeting.
- C. Communicate the responsible, accountable, consult, and inform (RACI) chart to the team member.
- D. Send a daily email to the client that contains the updated team achievements.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 967

During a weekly project meeting, the team members and stakeholders complain about receiving a large number of daily emails. What should the project manager do?

- A. Reduce the maximum number of emails to be sent on a daily basis.
- B. Create an online shared cloud to store emails to enhance communication.
- C. Launch a kick-off meeting to establish a stakeholder responsibility matrix.
- D. Refer to the project's communications management plan.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 968

In the charter review meeting, a highly influential stakeholder has raised some concerns and asked the project manager to change the data used in the cost-benefit analysis to define the business need of a product. What should the project manager do next?

- A. Perform another cost-benefit analysis with the requested change.
- B. Ask the stakeholder for more information about the request.
- C. Notify the project sponsor about the requested data change.
- D. Consult with the team about the requested data change.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 969

A vendor ships a material four working days ahead of the activity start date. If the material requires two working days to be transported, and another working day for warehousing procedures at the purchasing company before being delivered to the project team, which of the following is true about the anticipated delivery status of this material?

- A. Material will be received by the team exactly on the activity start date.
- B. Material will be received by the team one day after the activity start date.
- C. Material will be received by the team one day ahead of the activity start date.
- D. Material will be received by the team two days ahead of the activity start date.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 970

A project manager learns that the sponsor has been discussing project progress with a team member. What document should the project manager reference before addressing this issue with the sponsor?

- A. Communications management plan
- B. Stakeholder analysis
- C. Risk management plan
- D. Work performance report

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 971

An important stakeholder is unresponsive and fails to attend project meetings. What should the project manager do?

- A. Contact the stakeholder to ensure their continued engagement.
- B. Continue to include the stakeholder on invitations to meetings and project progress updates.
- C. Remove the stakeholder from meeting invitations and inform the project sponsor.

D. Ask the project sponsor to replace the stakeholder.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 972

A company is merging with another company, and some employees have already been asked to leave. A project team, working on delivering critical projects for all key company products, is unmotivated because members feel they may be asked to leave next.

What should the project manager do to motivate the team to stay focused on the projects during the merger?

- A. Use leadership skills.
- B. Improve communications.
- C. Engage stakeholders more often.
- D. Apply best practices.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 973

A project manager is working on a global project with local stakeholders in each region. When developing the resource management plan, how should the project manager structure the teams?

- A. By functional group
- B. By collocating the team
- C. Asynchronously
- D. Virtually

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 974

A project manager in a matrix environment is struggling to keep the team fully engaged in the project. The team's line manager continually reprioritizes tasks, leading to delays and quality issues.

What should the project manager do?

- A. Revise the communications management plan.
- B. Update the project status reports with delays.
- C. Refer to the stakeholder engagement plan.
- D. Negotiate to agree on task priorities.

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 975

A powerful and challenging stakeholder constantly criticizes the project. What should the project manager do to minimize the impact?

- A. Invite the stakeholder to a team-building activity.
- B. Request the stakeholder be relocated to another project.
- C. Help the stakeholder understand the project's business relevance.
- D. Escalate the issue to the stakeholder's manager and project management office (PMO).

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 976

A project manager is running a project to manage the election campaign for a mayoral candidate. The project manager finds it difficult to align team members of different genders.

What can the project manager use to facilitate this issue?

- A. Expert judgment
- B. Disciplinary action
- C. Enterprise environmental factors
- D. Organizational process assets

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 977

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 978

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 979

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 980

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 981

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 982

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 983

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 984

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 985

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 986

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 987

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 988

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 989

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 990

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 991

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 992

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 993

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

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



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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 994

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



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



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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 995

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 996

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 997

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 998

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 999

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 1000

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 1001

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 1002

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 1003

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 1004

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 1005

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 1006

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 1007

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 1008

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 1009

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 1010

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 1011

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 1012

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 1013

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 1014

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 1015

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 1016

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 1017

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 1018

Analogous cost estimating relies on which of the following techniques?

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1019

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 1020

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 1021

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 1022

Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

- A. Project sponsor
- B. Project manager
- C. Person responsible for project scheduling
- D. Person who is most familiar with the task

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1023

What is the primary benefit of meeting quality requirements?

- A. Quality metrics
- B. Less rework
- C. Quality control measurements

D. Benchmarking

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1024

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 1025

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 1026

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 1027

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 1028

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 1029

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 1030

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 1031

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 1032

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 1033

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 1034

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 1035

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 1036

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 1037

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 1038

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 1039

A project sponsor asked the project manager to prepare progress, status, and forecast reports that clearly articulate the performance of the project in addition to setting up a weekly meeting with top management of the company. What is required to effectively monitor and control the project?

- A. Project charter
- B. Risk register and risk response plan
- C. Work breakdown structure (WBS) and time estimations for each activity
- D. Project baseline

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1040

One of the team members has been reporting their activities exclusively to their functional manager, instead of following the established procedure of activity reporting within the project management information system (PMIS). What should the project manager do?

- A. Update the communications management plan to eliminate activity reporting in this particular case.
- B. Escalate the issue to the project sponsor, indicating a breach of the communications management plan.
- C. Review the communications management plan with the functional manager and the team member.
- D. Send the communications management plan to the functional manager and all team members.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1041

The results of a quality audit show that project team members have not been completing the design reviews required by the quality management plan. The team members have started building several components without reviewing their designs.

What should the project manager do first?

- A. Perform integrated change control to add scope, time, and budget for the additional design reviews that will be needed to ensure the quality of the components.
- B. Conduct a problem-solving workshop with the project team and quality subject matter experts (SMEs) to determine the actions required to ensure the quality of the components.
- C. Stop the team from building the components and report the issue with the recommended solution to the project sponsor for guidance.
- D. Conduct a workshop with the client and project team members to address the issue to the satisfaction of the client.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1042

A project manager is leading a team with members from many different countries. As they began to work together, they were struggling to cooperate. This was accepted as the normal “storming” phase of team development, but the team has not gotten past this phase and the project is beginning to fall behind schedule.

What conflict-resolution technique should be used to help the team progress to the “norming” phase?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1043

The project manager has calculated the schedule performance index (SPI) as 1 and cost performance index (CPI) as 1.2. What is the status of the project?

- A. The project is ahead of schedule
- B. The project is on schedule
- C. The project is on budget
- D. The project is over budget

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1044

Two members of a project team have differences in opinion on how they complete a task. The conflict is not yet escalated to the project manager, and there is no impact to the project.

What should the project manager do?

- A. Allow the project team members to find a resolution to their conflict
- B. Reassign both resources to different projects
- C. Help facilitate a satisfactory conflict resolution
- D. Ask the functional managers to get involved and facilitate a resolution

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1045

Halfway through a project, the project manager determines that the project is behind schedule. The project manager reviews the issue log and notices that reviews, which are mandatory for the project to move forward, have taken longer than expected and have affected the critical path. Project delays will negatively impact stakeholder engagement.

What should the project manager do to communicate the schedule delays to the project sponsor?

- A. Inform the project sponsor that the project is on schedule and ask the team to deliver tasks faster to compensate for any review delays.
- B. Revise the schedule to detach the reviews from the critical path, and report that the project is on schedule.
- C. Report the actual schedule status to all stakeholders and modify the stakeholder engagement plan to reduce the engagement baseline.
- D. Report the actual schedule status to the project sponsor, and follow the stakeholder engagement plan to expedite future reviews.

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1046

A key deliverable requires a specific set of skills and knowledge that only a specific resource in the organization possesses. However, this person has shown signs of fatigue and frustration in previous projects due to the extra numbers of hours required to complete the assignments.

What should an experienced project manager do to prevent this from happening?

- A. Reward the resource's contribution of extra hours and commitment to the project.
- B. Track progress in the project management plan and adjust milestones based on progress.
- C. Determine the reasons why extra hours are required and include preventive actions
- D. Redistribute the workload among other resources in the organization

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 1047

A project manager is working in a hybrid environment using both waterfall and agile frameworks. This causes some confusion about who does what throughout the project.

What can the project manager do to help clear the confusion?

- A. Detail the roles and responsibilities in the project charter
- B. Send out an email to the project team to clarify who is responsible for what as it arises
- C. Invite the project sponsor to the project kick-off meeting
- D. Develop the resource management plan by defining the roles and responsibilities

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1048

A project manager working in a multinational organization notices that several team members in a satellite office are not performing. What should the project manager do to address this?

- A. Conduct a team-building exercise to better understand performance issues
- B. Add this issue to the risk register and request resource training
- C. Document this in the issue log and notify stakeholders
- D. Conduct ongoing formal and informal team performance assessments

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1049

While managing a project, the project manager realizes that some of the stakeholders are not in support of the project as they believe the project will impact them negatively. How should the project manager get support from these stakeholders?

- A. Involve senior management to gain support from stakeholders
- B. Share the project management plan and benefits with the stakeholders
- C. Identify ways to compensate stakeholders for changes made to the project
- D. Conduct a meeting with stakeholders to discuss the project objectives

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1050

An engaged team member is going above and beyond the project's scope of work. The project manager realizes that the team member is not considering the schedule implications of their extra work.

Which approach should the project manager use to address this situation while still maintaining engagement?

- A. Discuss the schedule with the team member and come to a compromise

- B. Identify the stakeholder that requested the scope changes
- C. Allow the team member to continue to be proactive if the schedule is not affected
- D. Request that the team member follows the change management process for the additional scope

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1051

A project manager has been providing stakeholders with a detailed monthly project report. The director of manufacturing complains that they are not receiving usable progress information and fears that the project will be unsuccessful.

What should the project manager do first?

- A. Lead the project team in a risk reassessment to determine whether the concerns of the director of manufacturing are valid.
- B. Update the stakeholder engagement plan to communicate progress more comprehensively to the director of manufacturing.
- C. Meet with the director of manufacturing to understand their concerns and their preferences for project communication.
- D. Ask the project sponsor to meet with the director of manufacturing to brief them on project progress, risks, and issues.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1052

The project team has planned to complete 10 activities in 10 working days. During the seven days, the team members have finished five activities, and they escalate that one activity was underestimated, which requires five additional days to complete.

What should the project manager's next step be?

- A. Work out the impact of the delay and submit a change request
- B. Escalate the issue to the project sponsor and ask for more time
- C. Talk to human resources to reprimand underperforming team members
- D. Ask the project team members to work overtime

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1053

During an audit, a team member complains about the quality of the product being produced. However, no metric related to this complaint was taken into account in the quality management plan.

What should the project manager do?

- A. Explain to the team member that the metrics being used to assess quality are standard.
- B. Analyze the feedback provided by the team member and update the issue log.
- C. Schedule a meeting with the team member and the sponsor to discuss the quality issue.
- D. Analyze the feedback provided by the team member and initiate a change request if needed.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1054

A project manager is unable to explain why several Scrum team members have been unhappy with the team's performance for the past year. What would have assisted in identifying these issues?

- A. Removing team members with the lowest number of completed story points
- B. Asking team members individually which resources were not performing as expected
- C. Having retrospectives at the end of every iteration so that processes were changed immediately
- D. Having more team-building exercises to form better personal relationships

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1055

A project manager publishes a survey to assess stakeholder satisfaction on the progress of the project. Very few responses to the survey were received in the time provided.

What should the project manager do to get more input?

- A. Publish a lessons learned report and solicit feedback on the content included in the survey feedback.
- B. Extend the survey deadline and offer a reward to stakeholders for providing their comments.
- C. Engage the stakeholders through other methods like interviews and feedback meetings.
- D. Log the issue and escalate it to senior team members to take action on the lack of participation.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1056

A project manager is using control charts to determine whether or not a process is stable or has predictable performance. The upper and lower control limits are determined by the customer. A set of 18 data points were recorded and eight consecutive data points were found to be above the mean.

What can the project manager conclude from this finding?

- A. The process is out of control
- B. Adjust the control limits
- C. Escalate to the project sponsor
- D. The process is under control

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1057

A project team is developing an engineering system and submitted the first deliverable to the client. The client found that the first deliverable works and corresponds to the design document. However, the client thinks that an additional feature can improve the performance of the system, and does not want to accept the deliverable without the additional feature implemented.

What is the project manager's next step?

- A. Reject the request because the additional feature was not originally included
- B. Evaluate the impact of the additional feature and initiate a change request process
- C. Inform the project sponsor and implement the additional feature
- D. Ask for more time to complete the additional feature to meet the client's request

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1058

During project implementation, a project manager discovers that the quality of a deliverable does not meet the acceptance criteria. What should the project manager do next?

- A. Report the nonconformance to the stakeholders
- B. Perform a root cause analysis on the nonconformance
- C. Review project performance indexes with the stakeholders
- D. Add it to the issue log and determine corrective actions

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1059

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 1060

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 1061

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 1062

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 1063

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 1064

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 1065

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 1066

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 1067

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 1068

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

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



Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1069

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 1070

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 1071

A tool or technique used during the Administer Procurements process is:

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1072

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 1073

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 1074

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 1075

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 1076

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 1077

Stakeholders determine that the business case considers all lessons learned from previous projects. However, laws regulating the company's operations have changed.

What should the project manager use to resolve this situation?

- A. Data analysis and the project statement of work (SOW)
- B. Facilitation techniques and enterprise environmental factors
- C. Facilitation techniques and the project charter

D. Alternatives and organizational process assets

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1078

A project's cost performance index (CPI) and schedule performance index (SPI) are both greater than 1.0. The project manager decreases inputs to maintain the schedule.

During this process, what remains unchanged?

- A. Schedule baseline
- B. Cost
- C. Schedule
- D. Cost and schedule

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1079

A project is experiencing issues that affect the project cost and schedule. What should the project manager use to resolve these issues?

- A. Earned value management (EVM)
- B. Cause-and-effect analysis
- C. Market research
- D. Schedule crashing

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1080

Some members of a project team work from home. During a weekly video-conference, much time is lost due to disconnected or dropped participants, background noise, strong interference, or multiple people speaking simultaneously. People are becoming annoyed and ask not to participate.

What should the project manager do?

- A. Request that all the team members meet physically for the weekly meeting.
- B. Define and train the team on a set of minimum requirements, rules for home and remote offices, and meeting etiquette.
- C. Hold individual meetings with team members and consolidate the information in meeting minutes for distribution.
- D. Change the frequency of the weekly meetings to monthly.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1081

A project has been underway for the last six months. While discussing its status with two out of the five team leads, the project manager notices an information gap.

What plan should the project manager reference to solve this?

- A. Stakeholder engagement
- B. Communications management
- C. Resource management
- D. Risk management

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1082

While examining the network diagram, a project manager finds resources that are overallocated to non-critical-path tasks. What should the project manager do to fix this situation?

- A. Negotiate with management.

- B. Perform a critical path analysis.
- C. Crash the schedule.
- D. Perform resource leveling.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1083

A project manager joins an existing project. On their first day, a stakeholder threatens to stop the project due to the poor quality of its deliverables.

How should the project manager address this?

- A. Consult the power/interest grid to assess the stakeholder's authority.
- B. Update the issue log, and escalate it to the project sponsor.
- C. Revise the communications management plan to include the stakeholder in quality reporting.
- D. Check the organizational chart to understand the role of all stakeholders.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1084

An outside project resource advises the project manager that their contract is about to expire. What document should the project manager review to check this information and resolve the issue?

- A. Organizational process assets
- B. Project contract
- C. Organization chart
- D. Resource management plan

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1085

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 1086

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 1087

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 1088

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 1089

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 1090

Due to a change in market conditions, the project sponsor insists on a scope change for a project that is scheduled for completion in a month. In addition, the sponsor requires that the same schedule be maintained.

What should the project manager do?

- A. Propose project crashing.
- B. Seek formal approval from the change control board (CCB).
- C. Discuss the issue with the stakeholders and modify the project management plan.
- D. Meet with the project team for ideas on how to move forward and modify the project charter.

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 1091

A set of high-impact, repetitive tasks must be executed during a project. What can the project manager use to ensure that all team members consistently perform these tasks in the same manner?

- A. Quality metrics
- B. Quality controls
- C. Quality audits
- D. Quality checklists

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1092

A project manager detects more errors than usual during software component development. Which process did the project manager use to detect this?

- A. Monitor Risks
- B. Control Quality
- C. Manage Quality
- D. Plan Quality Management

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1093

A project's primary focus is staying on schedule. To monitor this, the project manager requests monthly progress reports from the contractor.

What should the project manager ask the contractor to include in these reports?

- A. Gantt chart
- B. Work breakdown structure (WBS)
- C. Network chart
- D. Schedule attributes

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1094

During a review meeting, the project manager realizes that scheduled quality control inspections were not conducted. Since the project is running short on time, the project manager decides to hold a joint customer acceptance inspection.

What should the project manager do next?

- A. Advise the team to ensure that all specifications are maintained so the client accepts the deliverable.

- B. Create a nonconformance report and initiate a corrective action with the project team.
- C. Keep the customer informed and seek approvals.
- D. Issue a change request to extend the project schedule to complete the quality checks on time.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1095

In a long-running project, both approved and rejected changes have been managed successfully via the change control process. But lately, the change control board (CCB) has been slow to process change requests. Therefore, due to time constraints, some changes are being evaluated by team members instead of following the process, and this trend is increasing.

What should be done to avoid scope creep?

- A. Ask the project sponsor to escalate the issue with the CCB to the project management office (PMO).
- B. Address and correct the issue with the CCB.
- C. Escalate the issue to the program manager.
- D. Reject new changes, as time constraints are important, and the risk of scope creep is high.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1096

A project manager must track schedule variances over time. What tool or technique should be used to determine whether or not the variances are within acceptable limits?

- A. Cause-and-effect diagram
- B. Control chart
- C. Scatter diagram
- D. Control panel diagram

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1097

Because a project is behind schedule, the sponsor suggests reducing the time for quality assurance testing. What should the project manager do?

- A. Perform quality control measurements.
- B. Follow the quality management plan.
- C. Perform quality audits.
- D. Change the quality requirements.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1098

A development project's earned value is US\$640,000, and the planned value is US\$800,000. What should the project manager do to control this variance?

- A. Calculate the earned value and change the project baseline to reflect the latest project status.
- B. Reallocate US\$160,000 to project tasks that are behind schedule.
- C. Use project performance measurement and decide on corrective actions.
- D. Release US\$160,000 to the supplier to fast-track the project so that it is completed on time and within budget.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1099

A project manager discovers a significant flaw in a major project deliverable. Which project management process is being performed?

- A. Manage Quality
- B. Control Quality
- C. Plan Quality Management
- D. Statistical Sampling

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1100

Deliverables are being validated prior to client handoff. Quality team members find some defective parts and send them for rework by the assembly line team.

Under what cost of quality (COQ) classification does this fail?

- A. Cost of nonconformance
- B. Cost of conformance
- C. Quality control cost
- D. Quality measurement costs



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1101

During a fast-tracked project, outputs are required for production immediately. A new engineering team member submits quality testing to the project manager for approval, but the project manager rejects it.

What should the project manager do next?

- A. Explain the quality communications guidelines to the team member.
- B. Have the quality assurance team train the team member.
- C. Ask the team member to review the quality management plan.

D. Advise the team member to follow the change control procedure.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1102

A project manager identifies the root cause of a quality issue and implements corrective action. What should the project manager do next?

- A. Conduct an inspection of the issue.
- B. Update the lessons learned documentation.
- C. Revise the checksheets and organize the facts.
- D. Perform a variance analysis.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1103

A vendor who historically has not had quality issues, is delivering low-quality parts. The project manager is concerned that this will cause a delay due to rework.

What tool or technique should the project manager use to address this?

- A. Performance reporting
- B. Procurement control system
- C. Performance reviews
- D. Contract change control system

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1104

During a multiple-year project, the client and contractors have differing opinions on the project's deliverables, schedule, and quality. What should the project manager do to resolve this conflict?

- A. Review the project management plan with the client.
- B. Develop the project schedule and ensure that the client agrees to it.
- C. Ensure that the client approves the quality management plan.
- D. Meet with the project team to discuss the deliverables.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1105

A project manager must determine the reasons for undesirable field-testing results so that corrective actions may be implemented. What tool should the project manager use?

- A. Cause-and-effect diagram
- B. Pareto diagram
- C. Affinity diagram
- D. Scatter diagram

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1106

As a result of negative client feedback, a project manager is replaced midway through a project. The new project manager needs to compare stakeholders' current attitudes to their original support for the project.

What will help the project manager with this task?

- A. Stakeholder engagement assessment matrix
- B. Requirements traceability matrix
- C. Stakeholder register
- D. Interpersonal skills

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1107

A team completes a prototype of a new product utilizing the latest technology. During testing it fails to meet performance specifications.

What should the project manager do?

- A. Submit a deviation request to the change control board (CCB).
- B. Perform a root cause analysis to identify the reason.
- C. Renegotiate the performance specifications with the project sponsor.
- D. Inform the sponsor, and implement corrective actions.



Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1108

Due to economic issues, a client cancels a project that has completed only the first of three phases. After implementing the Perform Integrated Change Control process, what should the project manager do next?

- A. Review the scope baseline.
- B. Apply the Monitor Risks process.
- C. Release the project team.
- D. Update the lessons learned repository.

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1109

A project manager is working on a critical project for the company. Expert team members indicate that they are also assigned to work on other initiatives and can no longer devote any time to their assigned activities.

What should the project manager do first to resolve the issue?

- A. Escalate the problem to the sponsor who can assign more staff to work on the project.
- B. Evaluate the impact and use optimization techniques to compensate for the delays.
- C. Speak to the functional manager and determine alternatives to address these activities.
- D. Implement the change control process and reduce the project scope to include less deliverables.

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 1110

A project manager has been receiving enhancements to a product that will be launched in five months. What should the project manager do next to ensure that these enhancements are included in the product release?

- A. Revise the risk management plan.
- B. Update the project scope statement.
- C. Implement the Control Quality process.
- D. Begin the Perform Integrated Change Control process.

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1111

A stakeholder approaches the project manager with a serious concern that impacts the project. The project manager records the details, identifies an owner, and sets a realistic date for resolution.

What document did the project manager update?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1112

A supplier continuously delays submitting status reports to the project management team. What should the project manager do?

- A. Modify the inspections and procurement management plan.
- B. Send the supplier a warning letter and withhold payments to them.
- C. Develop a risk response plan.
- D. Submit a request to change the supplier's scope.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1113

A project manager discusses a project's status with the customer. The customer expresses the need for a new system that is not part of the current project scope.

What should the project manager do next?

- A. Update the project scope baseline and work breakdown structure (WBS).

- B. Inform the project sponsor of the cost and schedule impacts.
- C. Update the requirements management plan.
- D. Evaluate the customer's needs as part of the Perform Integrated Change Control process.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1114

A senior engineer notifies the project manager that there will be a delay in the product's development. This will now delay user acceptance testing and, possibly, user training.

What should the project manager use to analyze the impact on the project's completion date?

- A. Program evaluation and review technique (PERT)
- B. Critical path method (CPM)
- C. What-if scenario analysis
- D. Reserve analysis



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1115

During a risk analysis of a new system's security features, it is discovered that some users may have access to noncritical customer data. Upon evaluation, the team agrees that the risk has a low probability of occurring.

What should the project manager do with this information?

- A. Perform a qualitative analysis.
- B. Perform an impact assessment.
- C. Update the risk register.
- D. Update the risk management plan.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1116

A project manager in a matrix organization notices that a resource is working a significant amount of overtime to complete project assignments. What should the project manager do next?

- A. Discuss the situation with the resource's manager.
- B. Escalate the issue to the project sponsor.
- C. Update the issues log with this information.
- D. Update the risk register with this information.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1117

A few weeks after joining a multi-generational project team, the project manager notices that the team is beginning to have performance issues. A key subject matter expert (SME), who is also the oldest team member, is not getting along with the younger team members.

What should the project manager do before the project gets behind schedule?

- A. Ask the project sponsor to address the issue, noting the value of the SME in obtaining project results and meeting requirements.
- B. Personally speak with the SME to explain that everyone needs to work together, regardless of age.
- C. Review resource assignments to ensure that resources are correctly assigned based on their experience.
- D. Conduct a team-building session to demonstrate the value of all team member contributions, regardless of age or experience.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1118

A key project decision requires the support of all stakeholders. The project manager now learns that one key stakeholder was not previously identified.

What should the project manager do to prevent this from being an obstacle to the project's progress and success?

- A. Conduct regular and timely reviews of the communications strategy.
- B. Meet with the project sponsor.
- C. Review the stakeholder register.
- D. Update the stakeholders engagement assessment matrix.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1119

A project manager is convinced that a contractor is requesting work outside of the project's scope. What should the project manager do?

- A. Create a change request.
- B. Review the scope statement with the contractor.
- C. Hold a project review meeting to address the issue with the project team.
- D. Inform the sponsor of the issue.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1120

Some project team members claim that they failed to receive complete project information. What should the project manager do to ensure proper information flow?

- A. Initiate a weekly email newsletter.
- B. Store information in a central database.
- C. Follow the communications management plan.

D. Schedule a team meeting.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1121

A project manager is conducting testing on product attributes. What should the project manager use to validate compliance?

- A. Quality audits
- B. Quality metrics
- C. Quality checklists
- D. Quality reports

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1122

An external audit concludes that a project is six to 12 months behind schedule. The project manager and the project team agree.

What should the project manager do next?

- A. Revise the work breakdown structure (WBS).
- B. Update the risk register.
- C. Initiate the change request process.
- D. Set a new project schedule baseline.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1123

A real estate company is developing a four-building complex. The project management plan calls for completion of one building per year at a cost of US\$100 million each. At the end of year three, building one was completed at a cost of US\$100 million, building two was completed at a cost of \$US120 million, and building three was 50 percent complete at a cost of US\$60 million.

To meet the original project management plan, what monthly performance is needed until the end of year four?

- A. 125 percent
- B. 120 percent
- C. 115 percent
- D. 110 percent

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1124

Two weeks into a new project, the project manager is involved in an accident. As a result, another project manager must be appointed.

What should the new project manager update first?

- A. Project management plan
- B. Organizational process assets
- C. Resource calendars
- D. Project charter

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1125

A project manager preparing a project status update calculates that the cost performance index (CPI) is 1.1, and the schedule performance index (SPI) is 0.95. What is the project's status?

- A. Over budget and behind schedule
- B. Under budget and behind schedule
- C. Over budget and ahead of schedule
- D. Under budget and ahead of schedule

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1126

To ensure quality standards are met, a project manager hires an external resource to inspect the quality of the deliverables. The cost for this inspection can be classified under what cost category?

- A. Appraisal
- B. Failure
- C. Prevention
- D. External



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1127

The CEO of a company notifies a project manager that a bill from a vendor working on the project amounts to US\$50,000 each month. The CEO questions whether the vendor is meeting the deliverables to determine if the contract should be terminated early.

What should be provided to the CEO?

- A. Performance specifications
- B. Seller performance evaluation
- C. Procurement management plan
- D. Contract administration plan

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1128

A vendor has a contract to deliver products for a project on the first day of each month. An inspection reveals that some product components are not meeting design requirements.

What should the project manager do next?

- A. Request an audit of all deliverables, and apply penalties to the vendor.
- B. Demand the necessary corrections from the vendor, and update the progress report.
- C. Conduct an audit of all deliverables, and hire another vendor.
- D. Insist that the vendor make all necessary corrections, and update the risk register

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 1129

An experienced project manager is assigned to a project that could fail to meet its goals and objectives. What should the project manager do to decrease the likelihood of this happening?

- A. Actively manage stakeholder involvement.
- B. Review change control procedures.
- C. Manage quality
- D. Regularly update lessons learned communications.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1130

Based on an identified risk that has a major severity level, a project sponsor asks for a quantitative risk analysis of the project. The project manager is unsure if there is sufficient time to perform that kind of analysis. The company's board is waiting for a formal response.

What should the project manager do to address the situation without jeopardizing project outcomes?

- A. Hold a team meeting to obtain the information needed for a quantitative risk analysis.
- B. Review the risk management plan to see if a quantitative risk analysis is required.
- C. Meet with the project sponsor to review the identified risk, and issue a risk response plan.
- D. Perform a quantitative risk analysis, and update the risk register and risk response plan.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1131

A project's earned value (EV) report indicates that an activity's cost variance (CV) is -5,000 and its schedule variance (SV) is 1,000. What is the status of this activity?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1132

A project management office (PMO) asks a project manager to calculate a project's contingency reserves. What should the project manager do?

- A. Review the risk management plan.

- B. Check the total cost and add a reserve to cover quality issues.
- C. Ask the PMO to increase the budget according to company policies.
- D. Add a percentage to the cost based on previous experiences.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1133

A client adds a new feature and requests a budget update. The development of this feature cannot extend the project schedule for more than one month. The client has already agreed to a cost per hour.

What should the project manager do next?

- A. Calculate project performance using the earned value management (EVM) method.
- B. Estimate the required number of additional project resources.
- C. Update the resource management plan.
- D. Review the responsibility assignment matrix (RAM).



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1134

A novice project manager with limited knowledge of the construction industry is preparing to conduct a quarterly project review meeting. What should the project manager use as a framework to facilitate the meeting and to communicate information that includes schedule, risk, performance, and budget?

- A. Scope management plan
- B. Work breakdown structure (WBS)
- C. Requirements management plan
- D. Work performance reports

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1135

A project manager is assigned to an ongoing project and receives notification from another department that they were not made aware of timeline slippage on one of the key deliverables. To which document should the project manager first refer?

- A. Project management plan
- B. Risk matrix
- C. Communications management plan
- D. Project charter

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 1136

A project team member discovered an issue with the system being developed. The project manager learns that the team member fixed the issue without consulting the change control board (CCB).

What should the project manager do?

- A. Request additional funds to train the team member.
- B. Determine if the documentation has been updated by the CCB.
- C. Submit a change request to the CCB.
- D. Remove the team member from the project.

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1137

Key stakeholders disagree about the details in the project charter that describe how to deliver project requirements. What tool or technique should the project manager use to resolve this issue and obtain project charter approval?

- A. Expert judgement
- B. Facilitation
- C. Focus groups
- D. Decision making

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1138

A project manager has a resource assigned to their project who lacks the necessary experience to complete the required tasks. What should the project manager do?

- A. Ask the project sponsor to reassign the resource.
- B. Update the project team assignments.
- C. Work with the resource to train and bridge the performance gap.
- D. Ask an experienced team member to mentor this resource.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1139

Without consulting the project manager, a functional manager removes key project resources in order to assign them operational tasks. Since these resources are now focused on operational tasks rather than deliverables, the deliverables run late.

What should the project manager do first?

- A. Extend the project timeline.

- B. Escalate the functional manager's actions to the sponsor.
- C. Negotiate time allocation to prioritize the resources' workload.
- D. Ask to have the resources replaced immediately.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1140

During a team review, the project manager learns that the schedule performance index (SPI) is 0.8 and the cost performance index (CPI) is 0.7. The project manager asks team members to work overtime.

How will this affect the CPI?

- A. It will decrease.
- B. It will remain the same.
- C. It will increase.
- D. It will return to 1.0

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1141

As a project approaches its final phase, the project manager sends a follow-up report to the stakeholders. Some stakeholders comment that some unresolved issues have been excluded from the report.

What should the project manager have done to prevent this?

- A. Conducted the Monitor Communications process
- B. Implemented the Monitor Risks process
- C. Followed the Perform Integrated Change Control process
- D. Better controlled project documents

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1142

A project team member decides that engaging the customer on some alternative designs is unnecessary if all functionalities are delivered. The entire team decides to only engage the technical department on the best product design. After user acceptance testing, the customer complains about the selected design.

To ensure that the customer accepts the project deliverables, what should the project manager do?

- A. Ask the customer to accept the project deliverables, as they meet all agreed-upon functional requirements.
- B. Communicate to the customer that the product design is determined by the technical team.
- C. Ensure that both the customer and technical team collaboratively select the new product design.
- D. Update the issue log with the design issue and continue with project execution.

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 1143

A project manager complains that the vendor obtained through the procurement process did not meet the project's requirements. The procurement department argues that the project manager did not provide adequate information when submitting the procurement documents.

What should the project manager do?

- A. Negotiate with the vendor on how the requirements can be met.
- B. Compare the submitted procurement documents to the quality management plan requirements.
- C. Escalate the problem to both the project sponsor and the procurement department director.
- D. Determine if there is sufficient time and funds to terminate the contract, and then conduct a new procurement process.

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 1144

A project manager sent project reviews and meeting invitations to all stakeholders. However, a stakeholder located in a different country expresses concern that they are not receiving all project information.

What should the project manager do to ensure that the stakeholder feels engaged?

- A. Meet with the stakeholder to provide special project reports and any other additional information they require.
- B. Determine the stakeholder's specific concerns, address them separately, and send the individual special reports.
- C. Establish social networking among stakeholders, in addition to using advanced media meeting techniques for project reviews.
- D. Escalate the issue to management and seek their input regarding how to address the stakeholder's concerns.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 1145

A stakeholder refuses to accept delivery of a project that has passed the acceptance criteria, and provides a new set of acceptance criteria. What should the project manager do to enable project completion?

- A. Negotiate with the stakeholder to accept the project in its current state.
- B. Rework the project deliverables to meet the new acceptance criteria.
- C. Execute the change control process to accommodate the new acceptance criteria.
- D. Escalate the issue to the stakeholder's manager.

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1146

During project closure, the project manager realizes that the issue log is incomplete. Considering the project deliverables and contractual obligations, what should the project manager do?

- A. Accept the incomplete issue log and close the project.
- B. Update and archive the issue log, and proceed with project closure.
- C. Ask the sponsor for permission to close the project with an incomplete issue log.
- D. Assign the issue log to the appropriate stakeholders.

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1147

A project manager and project team have successfully implemented a new product line at their company and are in the process of closing it out. The project manager has obtained acceptance from the internal customer, conducted reviews, and documented lessons learned.

What documentation should be created in order to complete the project?

- A. Project management plan updates and final product
- B. Final product and organizational process assets updates
- C. Scope baseline and final product
- D. Cost performance baseline and final product



Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1148

A team needs to install a large piece of equipment for a project, which can only be done when the plant is shut down. Plant shutdown is planned every year during the second week of May. Earlier in the project, the project manager identified a corresponding risk of project delay due to missing an installation window. At the end of April, an accident occurs that causes the plant to have an unplanned shutdown. The project team reschedules and completes the installation of the major equipment during this time.

What should the project manager do next?

- A. Reward the team's efforts.

- B. Update the risk register by closing the risk.
- C. Keep the risk open until the planned target date.
- D. Create a lessons learned item for the resolution of the risk.

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1149

A project is designing a new type of hip replacement. The engineering team has learned a new approach on how to choose materials that will be used in manufacturing.

When should this lesson be documented?

- A. After assessing the risks of using new materials
- B. During the quality control process
- C. After collecting stakeholders' opinions
- D. During project or phase closure

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1150

A project needs preventative actions to meet security requirements and to avoid corrective actions if audited. One of the stakeholders does not agree with the success criteria.

How should the project manager capture the performance in the closure report?

- A. Align the report to the acceptance criteria and the definition of done (DoD).
- B. Follow the actions necessary to satisfy the exit criteria.
- C. Use the schedule performance index (SPI) and cost performance index (CPI) to measure success
- D. Refer to the project risks and issue register that was maintained throughout the project.

Correct Answer: A
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1151

During project closure, the project manager finds it difficult to obtain successful project completion feedback. Some stakeholders disagree with the project's success criteria and have been frustrated with the project from the beginning.

To what should the project manager refer to address these concerns?

- A. Project charter
- B. Quality management plan
- C. Scope statement
- D. Requirements documentation

Correct Answer: B
Section: Closing
Explanation



Explanation/Reference:

QUESTION 1152

The product has been delivered to the client, and the client accepted the deliverables. After two months, the project manager cannot close the project because they do not have the appropriate external release document.

What should the project manager have done before starting the project?

- A. Hired a supervisor to review external regulations.
- B. Set up a meeting with the client to negotiate external requirements.
- C. Reviewed all project requirements with the project team.
- D. Reviewed the internal company processes for project closure.

Correct Answer: D
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1153

A project manager is preparing a project closure presentation for stakeholders. One stakeholder has a history of refusing to sign off on project closures.

What should the project manager do prior to the presentation?

- A. Talk to the stakeholder to understand any concerns.
- B. Ask all stakeholders to review a detailed report of project results.
- C. Prepare a response to that stakeholder's most likely points of concern.
- D. Ask the project sponsor to intervene with that stakeholder.

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1154

A joint venture project is waiting for legal closure. Further evaluation reveals that it critically conflicts with the agreement from another joint venture.

What should the project manager do next?

- A. Identify other project scenarios that do not conflict with the existing agreement.
- B. Notify the project sponsor, and recommend that the project be postponed until further review.
- C. Inform the project sponsor, escalate the issue to the legal department, and update the risk register.
- D. Continue with project closure while maintaining good communications with both joint ventures.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1155

A project to build a residential building complex is nearing completion, and many of the units have been purchased. Some buyers raise complaints about defects in their units, such as cracks in the walls and leaks in the plumbing.

How should the project manager address the defects in the project closing meeting?

- A. Announce that defects within the project's scope will be fixed.
- B. Communicate that work will continue until all defects are fixed.
- C. Convey that identified defects will be handled by the change control board (CCB).
- D. Close the project and discontinue all work.

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1156

During the closing of a construction project, a stakeholder refuses to accept ownership due to missing documentation that is required in the construction industry. The project manager states that there is no such requirement.

What should the project manager do next?

- A. Escalate the issue to the stakeholder's supervisor.
- B. Create a change request.
- C. Execute the change within budget.
- D. Create the documentation for the stakeholder.

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1157

A new project manager takes over a completed project where all deliverables were accepted by the customer. The customer is unhappy that the project was over budget and of poor quality.

What should the project manager conduct?

- A. Procurement audit
- B. Cost-benefit analysis
- C. Lessons learned meeting
- D. Trend analysis

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1158

What tool should the project manager use to demonstrate to the customer that the final product meets the business needs?

- A. Work breakdown structure
- B. Project scope statement
- C. Requirements traceability matrix
- D. Project management plan



Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1159

A project is in the closure phase. The deliverables have been approved by the project sponsor. However, the team that will support the delivered product is complaining about a lack of documentation.

What should the project manager have done to prevent this scenario?

- A. Showed the project sponsor the sign-off to convince them that they should accept the product.
- B. Ensured all stakeholders were identified when defining the acceptance criteria.
- C. Communicated project closure processes formally.
- D. Released a change request to work on product documentation.

Correct Answer: C
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1160

A project manager is closing a project, but can only perform half of the closure activities due to the project's long-term payback period. The project manager should be responsible for which aspects of closure?

- A. Organizational strategy
- B. Tactical strategy
- C. Business strategy
- D. Economic strategy

Correct Answer: B
Section: Closing
Explanation

Explanation/Reference:



QUESTION 1161

An audit was conducted on a project during close out. The issue log could not be located in the project management information system (PMIS).

What should the project manager do to prevent this from becoming a nonconformance?

- A. Review the taxonomy of the document system for the excluded documents.
- B. Refer to the responsible, accountable, consult, and inform (RACI) chart to establish the responsible person for the specific documents.
- C. Assign a project administrator to search for the missing documents.
- D. Revise the project management plan to include the missing documents.

Correct Answer: A
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1162

A project manager is managing a project that is close to its completion date. The project manager finds that the speed for resolving issues is above average, but critical issues are accumulating and may impact the closing date of the project.

What should the project manager do first?

- A. Request additional resources from the project sponsor
- B. Communicate with the team about the priorities of critical issues
- C. Escalate the issue to a higher manager if the deadline will not be met
- D. Continue working normally as the issue resolving speed is above average

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1163

A company is implementing a new IT tool, but the project is behind and the functionality does not adhere to the expected scope indicated in the contract. During a steering committee meeting, it is decided that the project should be terminated immediately due to poor vendor performance.

What should the project manager do next?

- A. Archive project documents and materials
- B. Assemble lessons learned
- C. Obtain final acceptance of the project deliverables
- D. Transfer ownership of the deliverables to assigned stakeholders

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1164

Near the end of a project, the project manager discovers that an imminent regulatory change will likely prevent the project from being commissioned. What should the project manager do?

- A. Review the project schedule for completion before the new law comes into effect
- B. Delay additional work on the project until the contents of the upcoming law are understood
- C. Update the risk register with this new information and plan for the risk response
- D. Use scope change management to accommodate the new law's expected requirements

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1165

A project is terminated early, and the project manager sends the final project report to relevant stakeholders. A finance manager interested in understanding the impact requests a copy of the report.

What should the project manager do?

- A. Send the report to the finance manager.
- B. Check the communications management plan and act accordingly.
- C. Do not send the report since the project was prematurely terminated.
- D. Review the stakeholder engagement plan and act accordingly.

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1166

While browsing a local archive, a new project manager finds the previous project's lessons learned notes. They observe that the notes have not yet been stored in the project management information system (PMIS). What should the project manager do with the notes?

- A. As the notes are already available, no further action is required.
- B. Disregard the notes since they are not in the PMIS.
- C. Ask the previous project manager to archive the notes in the PMIS.
- D. Store a local copy on their hard drive for future use.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1167

In a housing project, the real estate developer and the building contractor disagree about the quality of the work completed by the building contractor. The real estate developer has refused to pay for the work already completed and has also asked for a discount.

How should the project manager resolve the issue?



- A. Hire a third party to inspect of the work performed and determine the discounts that should be made.
- B. Propose an improvement to the housing project to compensate the real estate developer's expectations.
- C. Allow the real estate developer to calculate a discounted price as penalty for the alleged poor work quality.
- D. Encourage both parties to use the alternative dispute resolution procedure as defined in the contract agreement.

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1168

A project team has completed the final deliverables for a software project. Ownership has been transferred to the software support team that will maintain the software moving forward. The software support team has identified several defects.

What should the project manager do next?

- A. Transfer responsibility of defect fixes to a new software project that is kicking off next.
- B. Request that the defects be submitted as software support tickets since project development is completed.
- C. Update the quality management plan and enter that list of defects.
- D. Include the recent defects in the lessons learned register.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1169

At the end of a project, the client decides that the final acceptance is not complete and that they need a new feature in the product. What should the project manager do in this case?

- A. Review the contract.
- B. Check the scope baseline.
- C. Document a change request.

Correct Answer:
Section: Closing
Explanation

Explanation/Reference:
Implement a corrective action.
A

QUESTION 1170

After presentation of the final product, the client expresses satisfaction that requirements for the firm fixed price (FFP) contract were met.

What should the project manager do next?

- A. Obtain formal customer acceptance of the deliverable.
- B. Advise the procurement team to initiate payment processing.
- C. Update the lessons learned to record success factors.
- D. Inform the project sponsor that the customer has accepted the deliverable.

Correct Answer: A
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1171

Upon completion of a new shopping mall, the project manager needs to determine if the project meets the planned success criteria. To what should the project manager refer?

- A. Project charter
- B. Benefits management plan
- C. Scope management plan
- D. Project management plan

Correct Answer: B

Section: Closing
Explanation

Explanation/Reference:

QUESTION 1172

When a project's functionality is about to be delivered to the customer, the project manager discovers that a basic regulatory requirement was missed. What should the project manager have done to avoid this?

- A. Performed a strengths, weaknesses, opportunities, and threats (SWOT) analysis
- B. Updated the risk register
- C. Conducted a document analysis
- D. Validated the traceability of the regulatory requirement

Correct Answer: D

Section: Closing
Explanation

Explanation/Reference:



QUESTION 1173

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 1174

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

Correct Answer:
Section: Closing
Explanation

Explanation/Reference:

- A. Purchase requisition
 - B. Purchase order
 - C. Verbal agreement Request for quote
- B

QUESTION 1175

To monitor the quality of the project's outcome, the project manager of a complex project obtains approval for and implements a Six Sigma initiative. The Six Sigma initiative will continue to be in effect after the closure phase of the project.

Who will determine the project outcome's final cost of quality?

- A. The project manager
- B. The project management team
- C. The program management team
- D. The quality management team



Correct Answer: D
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1176

A project has a current cost performance index (CPI) of 1.25. To date, US\$10,000 have been spent on performing the project work. What is the earned value of the work completed to date?

- A. US\$000
- B. US\$9500
- C. US\$10,000

D. US\$12,500

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1177

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 1178

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:

Correct Answer:
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1179

In which Process Group are lessons learned documented?

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

QUESTION 1180

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 1181

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

- A. $C_e = (C_0 + 6C_m + C_p) / 4$
- B. $C_e = (6C_0 + C_m + C_p) / 4$
- C. $C_e = (C_0 + 4C_m + C_p) / 6$

D. $C_e = (C_0 + C_{\infty} + 4C_p) / 6$

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1182

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 1183

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 1184

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 1185

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 1186

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 1187

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

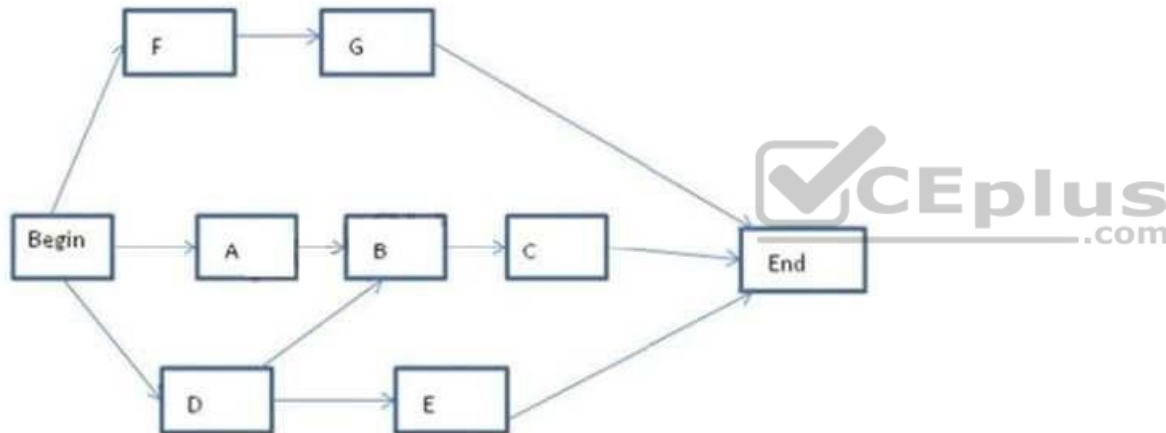
Section: Closing

Explanation

Explanation/Reference:

QUESTION 1188

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: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1189

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 1190

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 1191

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 1192

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 1193

A project just completed acceptance testing, and two percent of identified issues are still pending. Even though these are non-critical issues, some stakeholders are reluctant to accept the deliverables. Therefore, the project cannot proceed to the next phase.

What should the project manager have done to avoid this?

- A. Asked the project sponsor for a higher authority to approve the deliverables, even with pending non-critical issues
- B. Defined more lenient control limits so that all deliverables passed acceptance testing
- C. Clearly defined the acceptance criteria in the project scope statement
- D. Conducted more quality control procedures during development to prevent the issues prior to acceptance testing

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1194

A project requires five tasks to complete.

- Task A begins on day 1 and will take two days to complete.
 - Task B will take six days to complete and cannot begin until task A is finished.
 - Task C will take four days to complete, cannot begin before task A is finished, and must be completed before task D begins.
 - Task D will take eight days to complete and cannot begin until task B is finished. ▪
- Task E will take one day to complete and cannot begin until task D is finished.

What is the duration of the critical path?

- A. 15 days
- B. 17 days
- C. 19 days
- D. 21 days

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

**QUESTION 1195**

After a project is successfully delivered, the project manager notices that some of the issues reported and resolved during the project were similar to those experienced in other projects.

What should the project manager do to increase future efficiency?

- A. Benchmark this project against similar projects.
- B. Refer to the organizational process assets for future project planning.
- C. Obtain feedback from the project sponsor.
- D. Meet with the team to review, document, and communicate lessons learned.

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1196

A project manager has concluded the review and approval processes for a project's key deliverables. The project manager now needs to prepare a report on product quality and project performance for key stakeholders.

What should the project manager use to prepare this?

- A. Data analysis and work performance data
- B. Quality control measurements and work performance information
- C. Quality inspection reports and the lessons learned repository
- D. Quality metrics and project deliverables

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1197

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 1198

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 1199

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: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1200

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 1201

Which of the following choices is a contract closure tool or technique?

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

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1202

Which of the following is a measure of the value of work completed compared to the actual cost or progress made on the project?

- A. Schedule performance index (SPI)
- B. Cost performance index (CPI)
- C. Cost variance (CV)
- D. Planned value (PV)

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1203

The end point of a project phase can be referred to as:

- A. project failure
- B. closing process
- C. stage gate
- D. lifecycle

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1204

The Closing Process Group includes which of the following Knowledge Areas?

- A. Project Risk Management and Project Procurement Management
- B. Project Integration Management and Project Procurement Management
- C. Project Risk Management and Project Integration Management
- D. Project Integration Management and Project Quality Management

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:



QUESTION 1205

A project sponsor asks to terminate a software installation project that is 80 percent complete. What should the project manager do first?

- A. Follow the project management plan to close the project.
- B. Meet with the sponsor to discuss the possibility of continuing the project.
- C. Release the project team to other projects.
- D. Proceed to complete the installation, then close the project.

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1206

During each phase, what should a project manager do to avoid the reoccurrence of a consistent issue?

- A. Record it in the project closure report.
- B. Manage quality
- C. Conduct lessons learned.
- D. Complete a work performance report.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1207

All the deliverables defined in a project have been completed. In the final meeting to approve these deliverables, some stakeholders state that the product does not meet their needs.

What should the project manager do?

- A. Demonstrate that the objectives in the project charter have been achieved.
- B. Validate that the deliverables are as requested and close the project.
- C. Demonstrate that the deliverables have been verified and negotiate their approval.
- D. Review the list of stakeholders and determine whether the appropriate individuals attended the meeting.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1208

A project is delivered that meets the approved business requirements. However, the client identifies a few unrelated issues that will cause a delay in final product approval and impact project closure.

What should the project manager do?

- A. Discuss the impact with the client, obtain acceptance, and formally close the project.
- B. Follow the escalation process, develop the hand-over report, and formally close the project.

- C. Document the unrelated issues, develop the hand-over report, and formally close the project.
- D. Resolve the unrelated issues, obtain acceptance, and formally close the project.

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1209

A project manager is validating a project's scope. Although the customer agrees that the final product meets the scope described in the project management plan, they have rejected the product due to perceived quality deficiencies.

What should the project manager do next?

- A. Explain to the customer that it is a requirement to follow the scope plan.
- B. Perform a quality audit to compare final performance against the original performance requirements.
- C. Process a change request to tailor the quality management plan to the final product performance results.
- D. Maintain the final product performance as is, update the lessons learned repository, and move to the formal project close-out stage.

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1210

An increase in the number of client-requested deliverables has been addressed by updating the acceptance test criteria. These new deliverables, along with increased quality testing, result in a delay in achieving project milestones.

What should the project manager do?

- A. Submit a change request to the change control board (CCB).
- B. Revise the quality management plan.
- C. Request additional resources to meet the updated acceptance test criteria.
- D. Complete the project according to the original acceptance test criteria.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1211

A project is completed, and the product design packaging is delivered and accepted by the customer's design engineer. However, customer payment is still unresolved due to a concern about the product's warranty.

What should the project manager do next?

- A. Review the contract to ensure that all project requirements are complete.
- B. Document historical information and lessons learned.
- C. Coordinate payment issues with the customer.
- D. Review the customer acceptance document.

Correct Answer: A

Section: Closing

Explanation



Explanation/Reference:

QUESTION 1212

A project team completed all development activities and delivered the product to the customer. The project manager immediately released the team to begin work on a new product. One month later, the customer complains that many functionalities fail to work as expected.

What should the project manager have done to avoid this?

- A. Updated the organizational process assets.
- B. Ensured that formal approval was obtained from the customer
- C. Revised the requirements traceability matrix
- D. Transferred the project to the maintenance and support team

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1213

A company runs multiple projects simultaneously. During a project to deliver a new product, the project manager conducted final review meetings with the project team and stakeholders to document lessons learned.

What should the project manager do next?

- A. Obtain agreement from the stakeholders to validate the scope and accept the deliverables.
- B. Validate compliance with the product specifications.
- C. Update the organizational process assets.
- D. Document the results from multiple projects and update the business case.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1214

During a project's final phase, the project manager evaluates project deliverables by comparing them to a similar, completed project. The project manager notices that previous mistakes are being repeated.

What should the project manager improve to avoid future mistakes?

- A. Implementation of lessons learned management techniques
- B. Definition of the project scope statement
- C. Creation of the work breakdown structure (WBS)
- D. Application of quality control measures

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1215

A project manager invites stakeholders to a lessons learned meeting. The stakeholders have different opinions and have previously raised issues. What tool or technique can the project manager use to constructively engage the stakeholders?

- A. Affinity diagram
- B. Questionnaires and surveys
- C. Brainstorming
- D. Facilitation

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1216

After preparing the final project report, the project manager realizes that the stakeholder distribution list is incomplete. What should the project manager do?

- A. Refer to the stakeholder list created during the development of the project charter.
- B. Refer to the communications management plan.
- C. Gather inputs from the team to develop the list of stakeholders.
- D. Ask the project sponsors for a list of stakeholders.

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1217

During a final product demonstration, a stakeholder requests a change that is not included in the sign-off requirements. What should the project manager do?

- A. Assess the impact, and discuss it with the project sponsor.
- B. Have the project team add this change to their workload.
- C. Reject the stakeholder's request because it is out of scope.
- D. Ask the project management office (PMO) for additional funding.

Correct Answer: A
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1218

A project manager meets with the project sponsor and customer, both of whom declare the project a success and agree to accept project deliverables. The sponsor is impressed that the project was completed on schedule and within budget, and wants the project manager to immediately assume a new, larger, and critically important project.

What should the project manager do next?

- A. Ask the current project team to immediately begin work on the new project.
- B. Verify that project deliverables conform to quality standards.
- C. Organize a team celebration for the current project.
- D. Archive all project documents for the current project.

Correct Answer: D
Section: Closing
Explanation



Explanation/Reference:

QUESTION 1219

A team receives outsourced deliverables and determines that they do not meet the agreed-upon acceptance criteria. What should the project manager reference to verify this with the vendor?

- A. Procurement management plan
- B. Request for proposal (RFP)
- C. Statement of work (SOW)
- D. Inspections

Correct Answer: C
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1220

While preparing for project hand-over to the operations team, the project manager discovers that an audit report from an early project phase is missing. What should the project manager do?

- A. Update the project documents.
- B. Ask the operations team to accept the project without the audit report.
- C. Inform the operations team about the missing audit report.
- D. Update the project management plan to remove the audit report from the required project documents list.

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1221

Due to a recent incident, a dissatisfied stakeholder files a complaint about a project that has been closed. What can the project manager do to help resolve this?

- A. Execute the relationship management plan.
- B. Consult with the project sponsor to manage the dissatisfied stakeholder.
- C. Review the project management information system (PMIS) archives.
- D. Update the risk register.

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1222

A project manager is preparing for project approval that had many changes to stakeholder requirements. There are corresponding, updated document versions of the acceptance criteria.

What should the project manager do?

- A. Request approval of the final document as soon as possible

- B. Ask the key stakeholders which document version they prefer
- C. Ask the sponsor to approve their preferred acceptance criteria
- D. Schedule a meeting to discuss all acceptance criteria with the stakeholders

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1223

All quality controls have passed, and a project deliverable is ready to be released to the customer. However, a change request to add new quality criteria has been approved.

What should the project manager do first?

- A. Update the project management plan.
- B. Stop the release of the deliverable to the customer.
- C. Use the new quality criteria for future deliverables.
- D. Update the risk register.



Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1224

Phase two of a complex, multi-phase project is completed, and the customer accepts the deliverables. What should the project team do to benefit from this phase?

- A. Measure customer satisfaction.
- B. Perform a risk analysis.
- C. Obtain additional resources:
- D. Document and share lessons learned.

Correct Answer: D

Section: Closing
Explanation

Explanation/Reference:

QUESTION 1225

A design project is ready to be transferred to production. What activity is required for phase closure?

- A. Determine summary budget.
- B. Manage quality.
- C. Ensure preventive actions are completed.
- D. Record impacts of tailoring to any process.

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1226

A complex project is closing and many project team members report negative experiences. The project stakeholders from various areas of the organization may never work together again. As part of the project's requirements, the project manager must provide lessons learned. How should the project manager ensure this requirement is met?

- A. Document only the negative experiences so that alternative approaches can be developed for future projects.
- B. Facilitate a session with the project team to review only positive experiences.
- C. Reach out to each project stakeholder to capture their feedback on experiences from each phase of the project.
- D. Initiate documentation of both the positive and negative experiences using the issue log and record of escalation.

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1227

A project manager invites stakeholders to a gate review meeting. What should be done at this meeting?

- A. Evaluate if the project has met its objectives and agree on phase closure.
- B. Evaluate project risks, and move on to the next project phase.
- C. Ensure that all late changes to the project have been added.
- D. Ensure that the change control board (CCB) has approved the latest project changes.

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1228

Before disbanding a project team, the project manager facilitates a lessons learned workshop. What should the project manager do next?

- A. Send project documents to the stakeholders.
- B. Organize a party to celebrate the project's success.
- C. Perform a post-implementation review.
- D. Archive project documents using generally accepted practices.



Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1229

A project is nearing completion when the project manager learns that a change in market regulations may impact the project. What should the project manager do?

- A. Check the stakeholder register.
- B. Update the cost baseline.
- C. Review the risk management plan.
- D. Perform a cost-benefit analysis.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1230

After contract sign-off, a project manager learns that the vendor has a reputation of not delivering according to the contract. To ensure the vendor's compliance, what should the project manager do?

- A. Cancel the current contract and select another vendor.
- B. Insist on a firm fixed price (FFP) contract with the vendor.
- C. Conduct a make-or-buy analysis to verify vendor reliability.
- D. Perform periodic inspections of the vendor's work and progress.

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1231

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

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

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1232

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

- A. Monitor and Control Project Work

- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1233

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 1234

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 1235

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 1236

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 1237

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 1238

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 1239

Work on a project passes the customer acceptance test, and the customer expresses appreciation. What should the project manager do to close the project?

- A. Notify the steering committee.
- B. Obtain a letter of recommendation from the customer.
- C. Obtain formal acceptance from the customer.
- D. Notify the project sponsor that work is completed.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1240

A project manager joins an ongoing project. During a weekly status meeting, the team informs the project manager that the project plan indicates that quality assurance will be performed during the closing phase.

What should the project manager do?

B.

A. Perform quality assurance periodically throughout the project's life cycle.

Use quality assurance to measure project team performance.

C. Revisit quality assurance activities and update the project plan at the completion of each deliverable.

D. Continue with the current quality assurance plan and ensure that the project is completed on time and on budget.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1241

The implementation of a large financial management software application has been successfully completed. The project manager is preparing to transfer the product to the IT support team.

What is the support team responsible for after the hand-off is approved?

A. Providing application training to the finance department

B. Owning any pending project deliverables approved by the project's steering committee

C. Maintaining the application and supporting users with software issues

D. Working with the project team to prepare the application's user manual

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1242

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 1243

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 1244

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 1245

B.

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

Withdraw/avoid

C. Compromise/reconcile

D. Collaborate/problem solve

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1246

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 1247

Which tools or techniques are used during the Close Project or Phase process?

A. Reserve analysis and expert judgment

B. Facilitation techniques and meetings

C. Expert judgment and analytical techniques

D. Performance reviews and meetings

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1248

An example of a group decision-making technique is:

- A. nominal group technique
- B. majority
- C. affinity diagram
- D. multi-criteria decision analysis

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:



QUESTION 1249

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1250

B.

A multinational project includes stakeholders from various locations and cultures. During the final acceptance stage, a new stakeholder is added who refuses to provide final approval.

What should the project manager do?

- A. Review the project acceptance criteria with the new stakeholder
Contact the previous stakeholder for a resolution
- C. Escalate the issue with the sponsor
- D. Issue a formal change request

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1251

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

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

Correct Answer: B

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1252

The individual or group that provides resources and support for a project and is accountable for success is the:

- A. sponsor
- B. customer
- C. business partners

D. functional managers

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1253

Sharing good practices introduced or implemented in similar projects in the organization and/or industry is an example of:

- A. quality audits
- B. process analysis
- C. statistical sampling
- D. benchmarking

Correct Answer: D

Section: Closing

Explanation

Explanation/Reference:



QUESTION 1254

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

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

Correct Answer: A

Section: Closing

Explanation

Explanation/Reference:

B.

QUESTION 1255

The procurement process that documents agreements and related documentation for future reference is known as:

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



D. Conduct Procurements.

Correct Answer: C

Section: Closing

Explanation

Explanation/Reference:

QUESTION 1256

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 1257

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 1258

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 1259

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 1260

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 1261

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 1262

During project closure, an issue is detected. At this stage, the project's resources have already been released.

What should the project manager have done prior to releasing the resources?

- A. Performed a root cause analysis.
- B. Obtained customer acceptance.
- C. Documented lessons learned.
- D. Conducted the perform integrated change control process.

Correct Answer: B
Section: Closing
Explanation

Explanation/Reference:

QUESTION 1263

You realize that projects represent change, and on your projects, you always seem to have a number of change requests to consider. In your current project to manage the safety of the nation's cheese products and the testing methods used, you decided to prepare a formal change management plan. An often overlooked type of change request is_____.

- A. Adding new subject matter experts to your team
- B. Updates
- C. Work performance information
- D. Enhancing the reviews performed by your project's governance board

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Change requests may include corrective actions, preventive actions, defect repairs, or updates. Updates are changes to formally controlled project documents or plans to reflect modified or additional content.

QUESTION 1264

You are working on the next generation of software for mobile phones for your telecommunications company. While time to market is critical, you know from your work on other projects that management reviews can be helpful and plan to use them on your project. You are documenting them as part of your_____.

- A. Governance plan
- B. Change management plan
- C. Performance reviews
- D. Project management plan

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project management plan describes how the project will be executed and monitored and controlled. While it contains a number of subsidiary plans, it also contains other items including information on key management reviews for contents, their extent, and timing to address open issues and pending decisions.

QUESTION 1265

Your cost control specialist has developed a budget plan for your project to add a second surgical center to the Children's Hospital. As you analyze cash flow requirements, you notice that cash flow activity is greatest in the closing phase. You find this unusual because on most projects the largest portion of the budget spent during_____.

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Executing is where the majority of the budget is spent because this is the process where all of the resources (people, material, etc.) are applied to the activities and tasks in the project management plan. PMI®, PMBOK® Guide, 2013, 56

QUESTION 1266

When closing a project, it is a best practice to_____.

- A. Update the project documents
- B. Prepare a sustainment plan for the project's benefits
- C. Measure product scope against the project management plan
- D. Review the scope baseline

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In closing the project, it is necessary to ensure that the project work is completed, and the project has met its objectives. Since project scope is measured against the project management plan, the project manager then reviews the scope baseline to ensure completion. PMI®, PMBOK® Guide, 2013, 101

QUESTION 1267

Working on your project management training curricula project, you decided it would be beneficial to you to become an active member of the Project Management Institute as part of the objectives of your project is to ensure it is aligned with PMI®'s best practices. To complement PMI®'s Work

Breakdown Structure Practice Standard, you learned PMI® was requesting volunteers to participate in development of a similar standard on the Scope Statement. You volunteered, and now the Standard is issued. This is an example of:

- A. Improving your own competency as a project manager
- B. Corrective action
- C. Preventive action
- D. A requirement for you to immediately update your project management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When you volunteered, you signed a confidentiality statement so you could not disclose what was under way on this activity. Now the Standard has been issued, and to stay in alignment with PMI®'s best practices, you need to issue a change request based on corrective action to realign the performance of the work of your project with your project management plan.

QUESTION 1268

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1269

Closing a project phase should not be delayed until project completion because_____.

- A. Useful information may be lost
- B. The project manager may be reassigned
- C. Project team members may be reassigned by that time
- D. Sellers are anxious for payments

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Closure includes collecting project records, ensuring that the records accurately reflect final specifications, analyzing project or phase success and effectiveness, and archiving such information for future use. Each phase of the project should be properly closed while important project information is still available.

QUESTION 1270

As you are working on your telecommunications project, even though you are using agile methods, you realize you are preparing an extensive amount of data and information. You regularly share data with your project team. Your last team meeting focused on the number of change requests and also the start and finish dates of activities in your schedule. They are examples of_____.

- A. Key performance indicators
- B. Work performance reports
- C. Work performance data
- D. Work performance information



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data are the raw observations and measurements identified during activities performed to carry out the work of the project. Other examples are the reported percent of work physically completed, quality and technical performance measures, number of defects, actual costs, and actual durations.

QUESTION 1271

The close project or phase process addresses actions and activities concerning all of the following EXCEPT_____.

- A. Completion or exit criteria for the project or phase have been met
- B. Stakeholder approval that the project has meet their requirements

- C. Review of the project and/or phase information for potential future use
- D. Documentation that completed deliverables have been accepted

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Documentation that the completed deliverables have been accepted is prepared as an output of validate scope. The close project or phase procedures provides a listing of necessary activities, including: confirmation that the project has met sponsor, customer, and other stakeholder requirements; satisfaction and validation that the completion and exit criteria have been met; the transfer of deliverables to the next phase or to production/operations has been accomplished; and activities to collect, audit, and archive project information and gather lessons learned have been addressed.

QUESTION 1272

Your project is proceeding according to schedule. You have just learned that a new regulatory requirement will cause a change in one of the project's performance specifications. To ensure that this change is incorporated into the project management plan, you should_____.

- A. Call a meeting of the change control board
- B. Change the WBS, project schedule, and project plan to reflect the new requirement
- C. Prepare a change request
- D. Immediately inform all affected stakeholders of the new approach to take on the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The change request should detail the nature of the change and its effect on the project. Documentation is critical to provide a record of the change and who approved it, in case differences of opinion arise later. A change request is an output from the direct and manage project work process and an input to the perform integrated change control process.

QUESTION 1273

Different types of project phases are used on projects, and each phase culminates in the completion of at least one deliverable. The high-level nature of these phases means they are an element of the project life cycle. Some phases start before others complete. If this approach is followed, it may result in_____.

- A. An increase in the number of issues

- B. Increasing the schedule
- C. The need for a CCB
- D. More rework

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The question is an example of an overlapping relationship between phases. It is used to compress the schedule through fast tracking as an example. By overlapping phases more resources may be needed, risks may increase, and more rework may result if a significant phase progresses before accurate information is available from the previous phase.

QUESTION 1274

Projects are supposed to succeed, not fail. However, termination is an option to consider when all but which one of the following conditions exist?

- A. The customer's strategy has changed.
- B. There are new stakeholders.
- C. Competition may make the project results obsolete.
- D. The original purposes for the project have changed.



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As long as the new stakeholders agree with the project's business case, the work should continue. However, if any of the other events occur, termination should be considered. Cleland and Ireland 2007, 365-375

QUESTION 1275

All projects involve some extent of change, because they involve work that is unique in some fashion. Therefore, it is important that a project management plan includes a_____.

- A. Description of the change request process
- B. Configuration management plan
- C. Methodology for preventive action to avoid the need for excessive changes

D. A work authorization system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A configuration management plan is part of a project management plan to document how configuration management will be performed on the project.

QUESTION 1276

Progressive elaboration of product characteristics on your project must be coordinated carefully with the_____

- A. Proper project scope definition
- B. Project stakeholders
- C. Scope change control system
- D. Customer's strategic plan

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Progressive elaboration of a project's specification must be coordinated carefully with proper scope definition, particularly when the project is performed under contract. When properly defined, the project scope the work to be done should remain constant even when the product characteristics are elaborated progressively.

QUESTION 1277

You and your project team recognize the importance of project scope management to a project's overall success; therefore, you include only the work required for successful completion of the project. The first step in the Project Scope Management process is to_____

- A. Clearly distinguish between project scope and product scope
- B. Prepare a scope management plan
- C. Define and document your stakeholders' needs to meet the project's objectives
- D. Capture and manage both project and product requirements

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The work involved in the six Project Scope Management processes begins by preparing a scope management plan, which is a subsidiary plan for the project management plan. It describes the Project Scope Management processes from definition to control.

QUESTION 1278

An example of an organizational process asset that could affect how project scope is to be managed is _____

- A. Personnel administration
- B. Marketplace conditions
- C. Historical information
- D. Organizational culture

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizational process assets that can influence plan scope management include formal and informal policies, procedures, and guidelines impacting project scope management. Historical information and the lessons learned knowledge base are other examples.

QUESTION 1279

You are managing a complex project for a new method of heating and air conditioning in vehicles. You will use both solar and wind technologies in this project to reduce energy costs. Therefore, you must ensure that the work of your project will result in delivering the project's specified scope, which means that you should measure completion of the product scope against the _____

- A. Scope management plan
- B. Project management plan
- C. Product requirements
- D. Requirements management plan

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Completion of the project scope is measured against the project management plan, and completion of the product scope is measured against the requirements. In the project context, product scope consists of features and functions that characterize the product, service, or result. Project scope is the work that must be done to deliver the product, service, or result with specified features and functions.

QUESTION 1280

Alternatives generation often is useful in defining project scope. An example of a technique that can be used is_____

- A. Sensitivity analysis
- B. Decision trees
- C. Mathematical model
- D. Lateral thinking

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lateral thinking, brainstorming, and analysis of alternatives are examples of alternatives generation that can be used to develop as many potential options as possible to execute and perform the project's work.

QUESTION 1281

Product analysis techniques include all the following EXCEPT_____

- A. Value engineering
- B. Value analysis
- C. Systems analysis
- D. Bill of materials

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Product analysis techniques vary by application area, and each application area generally has accepted methods to translate project objectives into tangible deliverables and requirements. Other product analysis techniques include product breakdown, requirements analysis, and systems engineering.

QUESTION 1282

The baseline for evaluating whether requests for changes or additional work are contained within or outside the project's exclusion is provided by the _____

- A. Project management plan
- B. Project scope statement
- C. Project scope management plan
- D. WBS dictionary

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project exclusion identifies generally what is included within the project, and state explicitly what is excluded from the project, if a stakeholder might assume that a particular product, service, or result could be a project component. Project boundaries are described as part of the detailed project scope statement.

QUESTION 1283

Collecting requirements is critical in project scope management as it becomes the foundation for the project's _____

- A. Scope management plan
- B. WBS
- C. Schedule
- D. Scope change control system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collecting requirements provides the basis for defining project scope and product scope. It also involves determining, documenting, and managing stakeholder needs to meet project objectives. The requirements become the foundation for the WBS; moreover, cost, schedule, and quality planning are built upon the requirements.

QUESTION 1284

Quality function deployment is one approach for collecting requirements. Assume that you have studied the work of numerous quality experts, such as Deming, Juran, and Crosby, and your organization has a policy that states the importance of quality as the key constraint of all project constraints. You and your team have decided to use quality function deployment on your new project to manufacture turbines that use alternative fuels. The first step you should use is to_____

- A. Determine the voice of the customer
- B. Build the house of quality
- C. Address the functional requirements and how best to meet them
- D. Hold a focus group of prequalified stakeholders

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality function deployment is an example of a facilitated workshop used in the manufacturing industry as a tool and technique to collect requirements. It helps to determine the critical characteristics for new product development and starts by collecting customer needs, known as the voice of the customer.

QUESTION 1285

On the WBS, the first level of decomposition may be displayed by using all the following EXCEPT_____

- A. Phases of the project life cycle
- B. Subcomponents
- C. Major deliverables
- D. Project organizational units

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The WBS includes all work needed to be done to complete the project. The organizational breakdown structure (OBS) includes the organizational units responsible for completing the work.

QUESTION 1286

Change is inevitable on projects. Uncontrolled changes are often referred to as_____

- A. Rework
- B. Scope creep
- C. Configuration items
- D. Emergency changes

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project scope creep is typically the result of uncontrolled changes. Scope control works to control the impact of any project scope changes.

QUESTION 1287

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1288

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

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1289

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1290

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

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

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1291

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

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

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1292

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

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

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1293

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1294

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1295

How is a context diagram used?

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1296

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

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

Correct Answer: B

Section: Mix Questions

Explanation

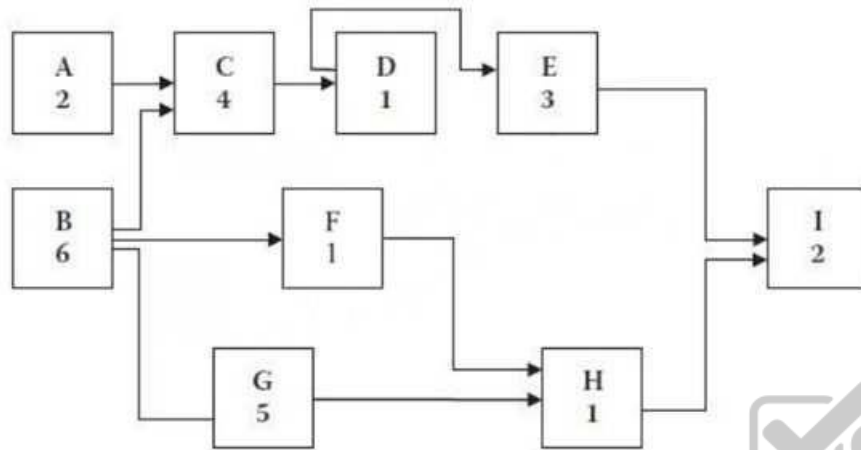
Explanation/Reference:

Explanation:

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

QUESTION 1297

Diagram:



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

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

Correct Answer: D

Section: Mix Questions

Explanation

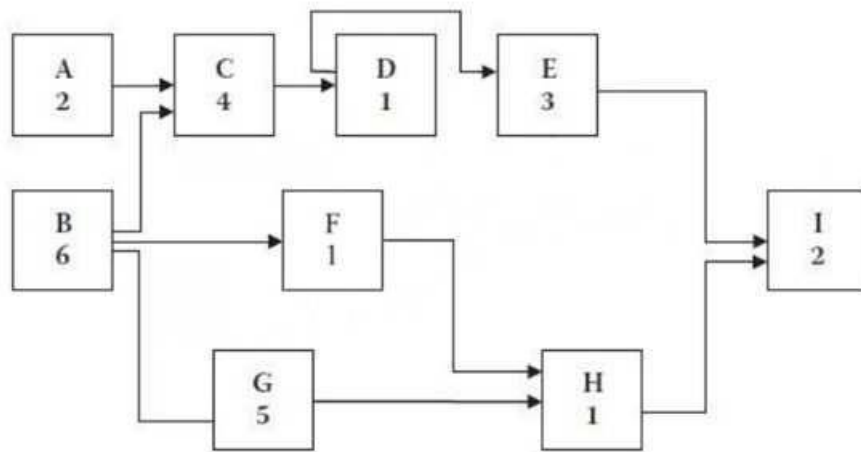
Explanation/Reference:

Explanation:

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

QUESTION 1298

Diagram:



What is the float for Activity G?

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



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

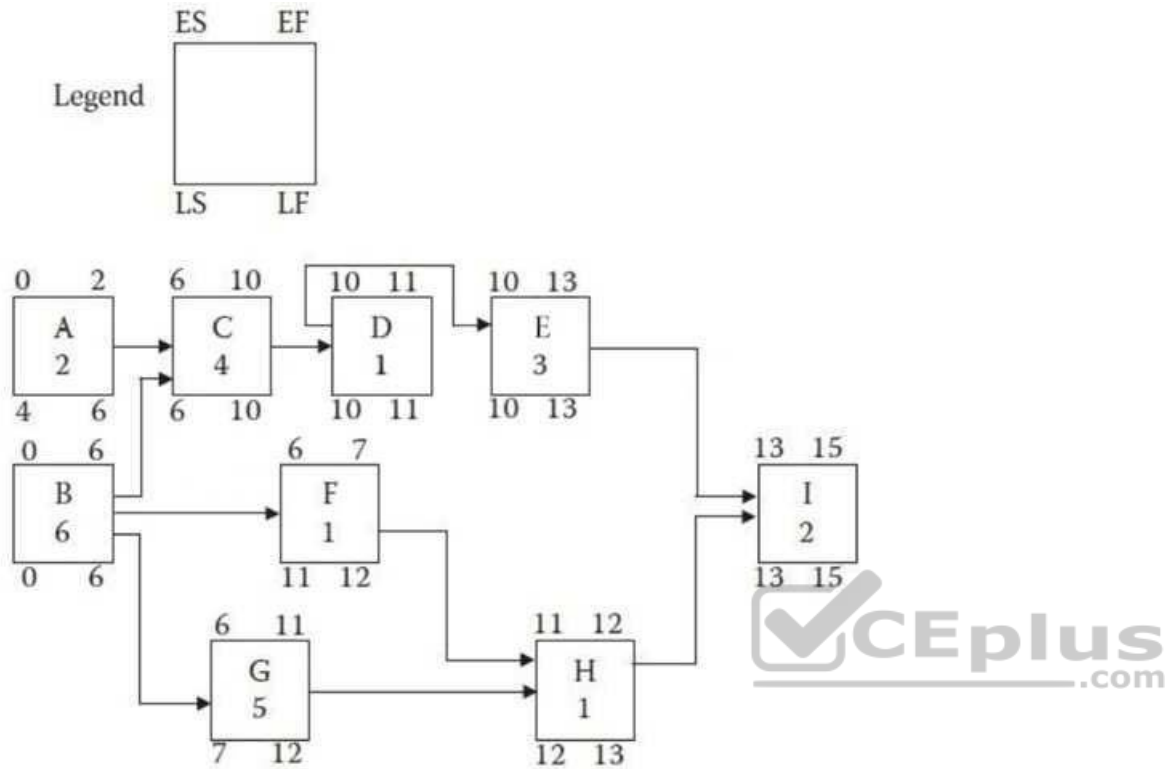
Float = (late finish - early finish) or
(Late start - early start)

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

EF = 11

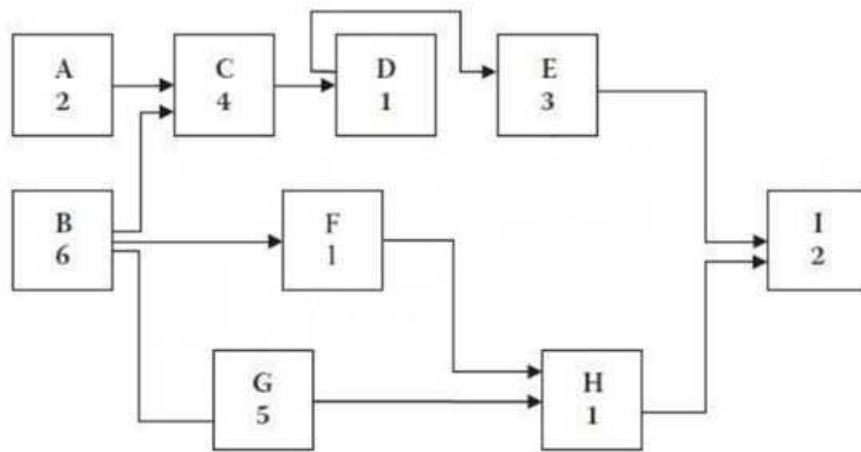
LS = 7 (7 - 6) = (1)

ES = 6



QUESTION 1299

Diagram:



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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

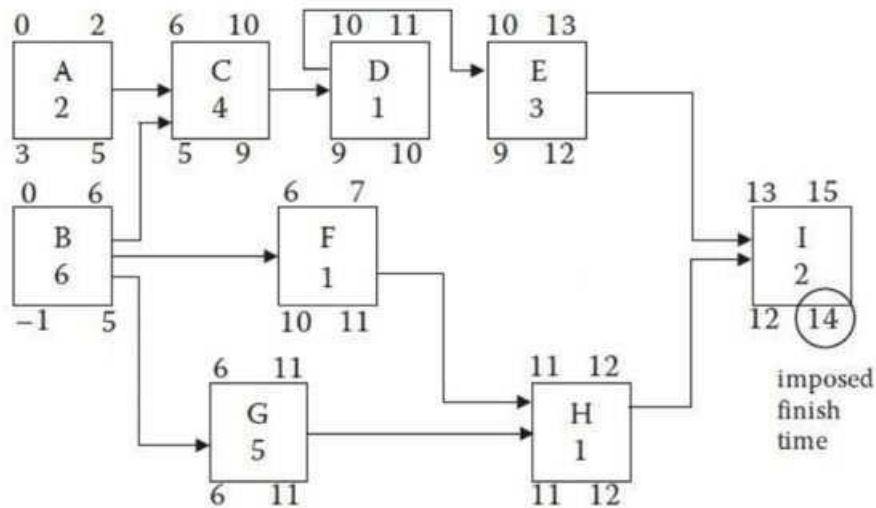
ES = 10

EF = 13

LS = 9 LF = 12

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

LS - EF or $12 - 13 = (-1)$



QUESTION 1300

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1301

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1302

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

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1303

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1304

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

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

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1305

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

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

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1306

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

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

Correct Answer: D

Section: Mix Questions
Explanation



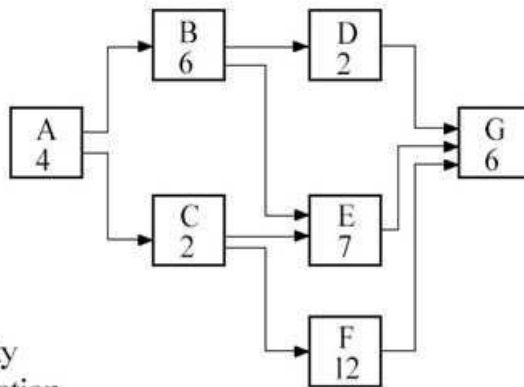
Explanation/Reference:

Explanation:

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

QUESTION 1307

Review the following network diagram and table.



Letter = Activity
Number = Duration

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

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

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1308

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Final output is described as schedule activities.

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

QUESTION 1309

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1310

A schedule performance index of less than 1.0 indicates that the_____

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

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1311

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1312

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1313

Unlike bar charts, milestone charts show_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1314

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1315

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 1316

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 1317

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 1318

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 1319

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: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1320

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 1321

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 1322

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 1323

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 1324

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 1325

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 1326

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 1327

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 1328

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 1329

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 1330

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 1331

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 1332

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 1333

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 1334

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 1335

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 1336

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 1337

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 1338

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 1339

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 1340

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 1341

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 1342

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 1343

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 1344

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 1345

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 1346

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 1347

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 1348

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 1349

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 1350

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 1351

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 1352

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 1353

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 1354

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 1355

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 1356

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 1357

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 1358

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 1359

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 1360

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 1361

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 1362

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 1363

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1364

The ISO 9000 standards provide_____

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1365

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

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

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1366

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

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

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1367

The quality management plan describes all the following EXCEPT the_____

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

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1368

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1369

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1370

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1371

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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





QUESTION 1372

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1373

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1374

A.

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

B.

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?

Developing a vision and strategy, and motivating people to achieve them

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 1375

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 1376

C.

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

- A. Roles and responsibilities section
 - Resource assignment matrix
 - 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 1377

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

D.

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 1378

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

- A. Communication barriers
- B. Conflicting interestsNeed for consensus



E.

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 1379

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 1380

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 1381

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 1382

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 1383

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

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



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1384

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 1385

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 1386

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 1387

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 1388

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 1389

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 1390

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 1391

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 1392

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 1393

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

- A. Defining the audience
- B. Determining the objective
- C. Deciding on the general form of the presentation
- D. Circulating issues to be discussed

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1394

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 1395

The most common communication problem that occurs during negotiation is that_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1396

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 1397

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 1398

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 1399

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 1400

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 1401

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 1402

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 1403

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 1404

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 1405

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 1406

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 1407

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 1408

Work performance information is an output of which process?

- A. Manage risks
- B. Manage communications
- C. Control communications
- D. Report performance

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance information, an output of control communications, organizes and summarizes performance data such as status and progress information on the project at the level required by stakeholders. This information next is communicated to the appropriate stakeholders.

QUESTION 1409

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 1410

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 1411

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 1412

The purpose of work performance data in control communications is to present results of comparative analysis to the_____

- A. Performance measurement baseline
- B. Communications management plan
- C. Stakeholder management plan
- D. Deliverable status

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data are an input in control communications. These data organize and summarize information gathered and present the results of comparative analysis to the performance measurement baseline.

QUESTION 1413

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 1414

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 1415

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

$$\frac{n \times (n - 1)}{2}$$
$$\frac{n^2 - 1}{2}$$
$$\frac{n^2 - 1}{n}$$
$$\frac{2^n - 2}{1^n}$$

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



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Where n = the number of stakeholders.

QUESTION 1416

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 1417

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 1418

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 1419

The Delphi technique is a particularly useful method for identifying risks to_____

- A. Present a sequence of decision choices graphically to decision makers
- B. Define the probability of occurrence of specific variables
- C. Reduce bias in the analysis and keep any one person from having undue influence on the outcome
- D. Help take into account the attitude of the decision maker toward risk

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The Delphi technique provides a means for arriving at a consensus using a panel of experts to determine a solution to a specific problem. Project risk experts are identified but participate anonymously. Each panelist answers a questionnaire. Then the responses, along with opinions and justifications, are evaluated, and statistical feedback is given to each panel member. The process continues until group responses converge toward a solution.

QUESTION 1420

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 1421

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

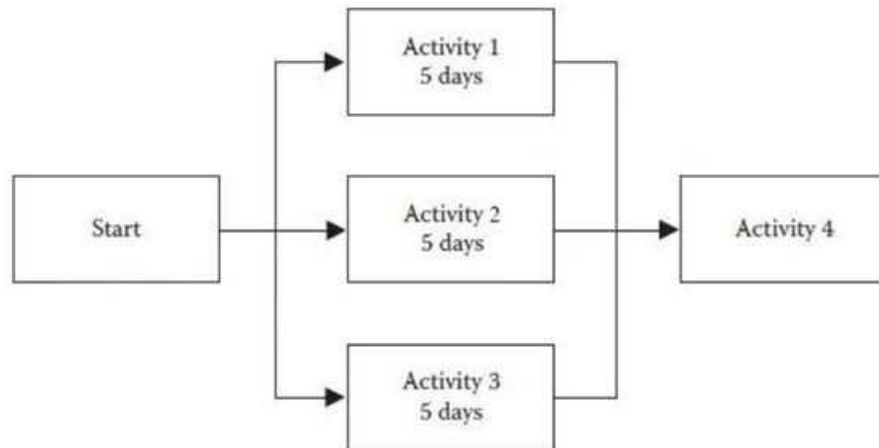
Explanation/Reference:

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 1422

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



- A. 10 percent
- B. 13 percent

- C. 40 percent
- D. 50 percent

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Probability (starting activity 4 on day 6) $= (0.5)^3$
 $= 0.125$ or 13%

QUESTION 1423

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 1424

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 1425

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

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

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1426

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 1427

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 1428

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 1429

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 1430

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 1431

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 1432

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1433

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1434

Contingency planning involves_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1435

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

- A. Unknown risk

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1436

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

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



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1437

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

- A. Assignment of claims
- B. Material breach

- C. Waiver
- D. Warranties

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1438

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

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



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1439

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

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

D. Cost-plus-a-percentage-of-cost

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1440

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

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

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1441

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1442

When a seller breaches a contract, the buyer cannot receive_____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1443

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

- A. Prepare a contract completion statement
- B. Audit the procurement process
- C. Update and archive contract records
- D. Settle subcontracts

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1444

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1445

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1446

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1447

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

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



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1448

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

- A. Legal capacity
- B. Mutual assent
- C. Appropriate form

D. Pricing structure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1449

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1450

The primary benefit of contract control procurements is to ensure that_____

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

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1451

The principal function of a warranty is to_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1452

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1453

A no-cost settlement sometimes is used_____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1454

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1455

Requirements for formal deliverable acceptance are defined in the_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1456

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1457

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

- A. Litigation

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1458

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1459

Contract negotiations are NOT required when_____

- A. A company uses sealed bids
- B. There is a sole source procurement
- C. A competitive range is established

D. A two-step process is used

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1460

It is critical during the proposal preparation stage that_____

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1461

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

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

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1462

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

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

Correct Answer: B

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1463

You are responsible for a project in your organization that has multiple internal customers.

Because many people in your organization are interested in this project, you decide to prepare a stakeholder management strategy. Before preparing this strategy, you should_____

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

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1464

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

- A. Part of the project's lessons learned
- B. Added to the stakeholder register to show which stakeholder raised it
- C. An output from the manage stakeholder engagement process
- D. An output from the control stakeholder engagement process

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Issues logs are an output of this process, as issues are expected in this process. The log is updated as new issues are identified, and existing issues are resolved.

QUESTION 1465

As you work on your project to update its software training classes to focus on an agile approach, you have a number of key stakeholders. As many students and their managers are requesting these classes, your CEO has taken a special interest in your project and has asked you to accelerate your schedule to complete it in two months rather than in your planned six months but still have quality offerings. This means as you work to monitor overall project stakeholder relationships, you should _____

- A. Provide notifications to stakeholders about status regularly
- B. Ask your stakeholders for regular feedback as you work on your project
- C. Provide presentations to each stakeholder group
- D. Determine how changes will be monitored and controlled

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

As you work in managing stakeholder engagement you should review your project management plan. Your CEO has requested a major schedule change; among other things the project management plan is an input to this process as it contains a change management plan that documents how changes will be monitored and controlled.

QUESTION 1466

As you work with your team to prepare your stakeholder management plan, you decided to develop a stakeholder engagement chart. You set it up so you could_____

- A. Show the phase of your project of interest to identified stakeholders
- B. Show gaps between current and desired levels of engagement
- C. Determine which stakeholders you and your team felt were critical to project success but did not know about it
- D. Determine when to involve key stakeholders in your project

Correct Answer: B

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

The stakeholder engagement assessment matrix is used as a tool and technique in plan stakeholder management. The purpose of the matrix is to show gaps between current and desired engagement levels to then ensure the plan provides these data.

QUESTION 1467

Having worked as a project manager for nine years, you know how important it is to identify the critical stakeholders so you do not overlook anyone who has a major influence on your project even if you do not ever plan to meet with or talk with this individual. As you work with your team, you explain the key benefit of the identify stakeholder process is that it_____

- A. Identifies the people, groups, or organizations that could impact or influence project decisions
- B. Shows the interdependencies among project stakeholders to enable classification for how best to involve them on your project
- C. Identifies the appropriate focus for each stakeholder or a group of stakeholders
- D. Shows the potential impact each stakeholder has on project success

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The identify stakeholder process has a number of purposes. It identifies people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project. It analyzes and documents relevant information concerning their interests, involvement, interdependencies, influence and potential impact on project success. Its key benefit is to allow the project manager to identify the appropriate focus for each stakeholder.

QUESTION 1468

The last step in the stakeholder analysis process is to_____

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

Correct Answer: B

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1469

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

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

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1470

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

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

Correct Answer: A

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1471

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

This example shows_____

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1472

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1473

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

- A. Resistant

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1474

Assume your stakeholder management plan has been approved. You now are working with your team to promote stakeholder engagement on your project. You explain in a team meeting its benefit is to_____

- A. Clarify and resolve identified issues
- B. Meet stakeholder needs and expectations
- C. Obtain their continued commitment to the project
- D. Increase support and minimize resistance



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The other possible answers are activities in the manage stakeholder engagement process. Its benefit is to allow the project manager to increase support and minimize resistance from stakeholders to significantly increase chances for success.

QUESTION 1475

The stakeholder register should not be prepared only one time, but it should be updated regularly especially if_____

- A. The stakeholder is not an active participant
- B. The stakeholder is not impacted by the project
- C. The stakeholder does not read status updates

D. The stakeholder leads a corporate reorganization

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project document updates are an output to the manage stakeholder engagement process.

These updates involve the stakeholder register. It should be updated as stakeholder information changes, when new stakeholders are identified, or if stakeholders listed in the register are no longer involved in or impacted by the project.

QUESTION 1476

Working to foster stakeholder engagement, as the project manager, you know a combination of interpersonal skills and general management skills is needed. An example of a key interpersonal skill in stakeholder engagement is_____

- A. Facilitating consensus
- B. Influencing people
- C. Resolving conflicts
- D. Negotiating agreements



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Conflicts are common on projects and between stakeholders. Other interpersonal skills useful in managing stakeholder engagement are building trust, active listening and overcoming resistance to change.

QUESTION 1477

Stakeholder engagement must be controlled on a continuous basis for it to be effective. You realize a number of project documents can be useful for you as a project manager. An example is_____

- A. Technical performance measures
- B. Change log
- C. Actual costs
- D. Start and finish dates of schedule activities

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Projects involve change, and most everyone tends to resist it. A change log is useful to review in the control stakeholder engagement process. Other useful documents are the schedule, stakeholder register, issue log, and project communications.

QUESTION 1478

Expert judgment is a best practice as a tool and technique in many project management processes, and the list of possible sources for experts varies by the organization and by its association with others. One way once you have identified experts who you feel could be of assistance is to_____

- A. Use a focus group
- B. Review documentation
- C. Hold one-on-one interviews
- D. Conduct interviews

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The key word in the question was experts. Useful ways to obtain information from experts is to use a survey, such as a Delphi approach, or to use a focus group, an excellent approach to obtain insight into attitudes, useful to control stakeholder engagement.

QUESTION 1479

Assume you are beginning your project to develop a series of residential condominiums in your city and are identifying possible stakeholders. A key organizational process asset you can review is_____

- A. Organizational culture
- B. Organizational standards
- C. Lessons learned
- D. Local trends

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Lessons learned, stakeholder register templates, and stakeholder registers from previous projects are examples of organizational process assets that can influence the identify stakeholders process.

QUESTION 1480

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

- A. Conduct interviews
- B. Hold profile analysis meetings
- C. Use questionnaires and surveys
- D. Conduct a stakeholder analysis and analyze the results with a focus group

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

A profile analysis meeting is a tool and technique in the identify stakeholders process. Its purpose is to develop a deeper understanding of major project stakeholders. The meetings can be used to exchange and analyze information about roles, interests, knowledge, and the overall position of each stakeholder about the project.

QUESTION 1481

Having prepared stakeholder management plans on previous projects, you know it is positive to review the project management plan because it_____

- A. Provides information as to how to plan appropriate ways to engage stakeholders
- B. Contains information useful to ensure the stakeholder management plan is aligned with the organization's culture
- C. Helps to determine the best options to support an adaptive process for stakeholder management
- D. Contains a change management plan and documents how changes will be monitored and controlled

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Among other key items useful in the project management plan to review while preparing the stakeholder management plan is the change management plan. All projects involve some type of change. Reviewing this plan can help the project manager work with stakeholders who may be resistant to the project to help turn them into ones who are supportive or at least neutral to the resulting changes.

QUESTION 1482

Assume you have performed your stakeholder analysis and now are working to enhance it with a stakeholder engagement assessment matrix. Such a matrix shows the stakeholder's current engagement level. These data enable_____

- A. The project manager to prepare the stakeholder management plan
- B. The project manager to prepare the stakeholder management strategy
- C. The project manager to prepare the stakeholder inventory
- D. The project team to expand the stakeholder risk register

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder engagement assessment matrix shows the stakeholders current engagement in the project, and the project manager and team then can use it to note the desired level of engagement. As a tool and technique in plan stakeholder management, the project manager then uses it to help prepare the stakeholder management plan.

QUESTION 1483

The ability of stakeholders to influence a project is_____

- A. Constant throughout the project life cycle as different stakeholders have different levels of interest in the project at different times
- B. Highest during the closing stage since key stakeholder acceptance criteria must be met
- C. Highest during planning as the team is still in the storming stage as various stakeholders' positions are being known and recognized
- D. Highest in the very early stages as the project is being approved and initiated

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholders' ability to influence the project is highest during the initial phases and gets progressively lower as the project progresses. Active management of stakeholders' involvement decreases the risk of the project failing to meet its goals and objectives.

QUESTION 1484

Identifying interrelationships and potential overlap between stakeholders is useful to the project manager as he or she works with stakeholders. It should be documented as part of the_____

- A. Stakeholder register
- B. Stakeholder management strategy
- C. Stakeholder management plan
- D. Stakeholder engagement assessment matrix

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder management plan identifies the management strategies required to effectively engage stakeholders. It includes, among other things, the identified interrelationships and potential overlap between stakeholders. This information is invaluable especially if some stakeholders are resistant or negative to the project and also in determining the level of frequency of desired interaction and communications requirements.

QUESTION 1485

You recently took over a relatively new project expected to last another seven years. The previous project manager completed most of the WBS. When you begin to define the project activities, you realize that the WBS work packages expected to occur in the next year are planned in detail, but the work packages for later in the future (three years or more) are not planned with much detail, if any detail at all. You determine_____

- A. It is a major problem. The WBS is incomplete and you need to redefine the project scope to complete the project schedule.
- B. It is a problem that must be resolved quickly. The previous project manager was not done with the WBS, and you must stop the project to complete the WBS in sufficient detail.
- C. It is not a problem at this time. The previous project manager was using the rolling wave planning technique, so you are able to continue defining the activities.
- D. It is not a problem at this time. You can only plan what you know. You plan to communicate to the project sponsor that the WBS is not sufficient to plan the whole project and that the sponsor can worry about the details.

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Rolling wave planning provides progressive detailing of the work to be accomplished throughout the life of the project.

QUESTION 1486

On your project to construct a new runway for your City's airport, you are in the process of selecting vendors for various parts of this project. You have conducted your make-or-buy analysis and have issued Requests for Proposals. You believe it is important to examine past performance of potential vendors. This means you are using_____

- A. Proposal evaluation techniques
- B. Multi-disciplinary review teams
- C. Analytical techniques
- D. Independent estimates

Correct Answer: C

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

Analytical techniques are a tool and technique in conduct procurements. They are used to help organizations identify the readiness of a vendor to provide the desired end state, determine costs to support budgeting, and avoid cost overruns. In evaluating past performance they identify areas that have more risk and that may need to be monitored closely for project success.

QUESTION 1487

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

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

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1488

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

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

Correct Answer: A

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

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

QUESTION 1489

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

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

QUESTION 1490

The performance measurement baseline consists of all the following EXCEPT _____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1491

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1492

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1493

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1494

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

- A. Make-or-buy analysis
- B. Procurement management plan
- C. Evaluation methodology
- D. Contract terms and conditions

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1495

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1496

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1497

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1498

Which of the following tools is used in process analysis to determine the underlying causes of defects?

- A. Root cause analysis
- B. Assumptions analysis
- C. Cost-benefit analysis
- D. Quality metrics

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Determining the root cause of the problem means to determine the origin of the problem. What may appear to be the problem on the surface is often revealed, after further analysis, not to be the real cause of the problem. Process analysis includes root cause analysis used to identify as problem, discover the underlying causes that lead to it and develop preventive actions.

QUESTION 1499

All of the following statements concerning validate scope and control quality are true EXCEPT _____

- A. The processes can be performed in parallel
- B. Both processes use inspection as a tool and technique
- C. Validate scope is concerned with the acceptance of deliverables, and control quality is concerned with meeting quality requirements for the deliverables
- D. Validate scope verification typically precedes control quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Validate scope focuses on accepting project deliverables, and to be accepted, they must meet the requirements. Control quality is one way to ensure that the requirements have been met, which is why control quality typically is done before validate scope.

QUESTION 1500

Consider a company that sells products to consumers: as one product begins the deterioration and death phases of its life cycle (or the divestment phase of a system), new products or projects must be established. This means that _____

- A. The company requires a continuous stream of projects to survive
- B. The company is not at a high level of maturity
- C. The company is in a period of overall decline
- D. The company definitely lacks a balanced portfolio

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizations that rely on products for their revenue must constantly be introducing new products into the marketplace as old products are removed. Ideally, this should be an overlapping process to maintain balanced or increasing revenue over time. The closure phase evaluates the efforts of the total system and serves as input to the conceptual phase for new projects and systems. It also has an impact on other ongoing projects with regard to identifying priorities.

QUESTION 1501

You are in the process of performing quality assurance on your product and find that some requirements are not as complete as they should be, which causes rework and adds costs to your overall project. The term for all costs incurred over the life of the product by investing in appraising and inspecting the product for conformance and nonconformance to requirements is called_____

- A. Life-cycle costs
- B. Expected value
- C. Cost of conformance
- D. Cost of quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cost of quality involves both the cost of conformance and the cost of non-conformance. Examples of the cost of conformance are divided into two categories prevention costs and appraisal costs (includes inspections). Costs of non-conformance include internal failure costs and external failure costs.

QUESTION 1502

The project scope baseline should be used in the identify risks process because it_____

- A. Identifies project assumptions

- B. Identifies all work that must be done; therefore, it includes all risks on the project
- C. Helps organize all work that must be done on the project
- D. Contains information on risks from prior projects

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project assumptions, which should be enumerated in the project scope baseline in the scope statement, are areas of uncertainty, and therefore, potential causes of project risk.

QUESTION 1503

Although there are various tools and techniques to consider as you collect requirements on your project, one approach that supports the concept of progressive elaboration is_____

- A. Idea/mind mapping
- B. Affinity diagrams
- C. Prototypes
- D. Joint Application Design® sessions



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Prototypes are used to obtain early feedback on requirements by providing a working model of the expected product before it is built. Stakeholders then can experiment with this model rather than discussing abstract representations of requirements. This approach supports progressive elaboration, because it is used in iterative cycles of mock-up creation, user experimentation, feedback generation, and prototype revision.

QUESTION 1504

Although your company's project life cycle does not mandate when a project review should be conducted, you believe it is important to review performance at the conclusion of each phase. The objective of such a review is to_____

- A. Determine how many resources are required to complete the project according to the project baseline
- B. Adjust the schedule and cost baselines based on past performance

- C. Obtain customer acceptance of project deliverables
- D. Determine whether the project should continue to the next phase

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The review at the end of a project phase is called a phase-end review. The purpose of this review is to determine whether the project should continue to the next phase for detecting and correcting errors while they are still manageable and for ensuring that the project remains focused on the business need it was undertaken to address.

QUESTION 1505

The key management skills required during the adjourning stage of team development include all but which one of the following?

- A. Evaluating
- B. Reviewing
- C. Celebrating
- D. Improving



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During the adjourning stage of team development, the emphasis is on tasks and relationships that promote closure and celebration. There is recognition and satisfaction as the theme is moving on and separation. Management skills involve evaluating, reviewing, and improving, while leadership qualities are celebrating and bringing closure.

QUESTION 1506

The key to effective cost control is_____

- A. Using earned value to forecast project status
- B. Focusing on projected expenditures and actively networking with key stakeholders to ensure funds will be available as requested
- C. Informing stakeholders of the project's cost status
- D. Managing the approved cost baseline and any changes to it

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The control costs process involves monitoring the project's status to update the project costs and managing changes to the cost baseline. Its benefit is that it provides the means to recognize variance in order to take corrective action and minimize risks. Therefore, effective management of the approved cost baseline and any changes is imperative.

QUESTION 1507

While managing a large project in your organization, you realize that your project team requires training in contract administration because you will be awarding several major subcontracts. After you analyze your project requirements and assess the expertise of your team members, you decide that your team will need a one-week class in contract administration. This training should_____

- A. Commence as scheduled and stated in the staffing management plan
- B. Commence as scheduled and stated as part of the procurement management plan
- C. Be scheduled if necessary after performance assessments are prepared and after each team member has had an opportunity to serve in the contract administrator role
- D. Commence as scheduled and stated in the team development plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Training is a tool and technique for the develop project team process. The requirements and schedule for the develop project team process should be stated in the staffing management plan. Project team members' skills can be developed as part of the project activities.

QUESTION 1508

One key reason that the develop project charter process is so important is that it_____

- A. Documents the boundaries of the project
- B. States the methods for acceptance of the project's deliverables
- C. Describes the project's characteristics
- D. Links the project to the ongoing work of the organization

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project charter not only authorizes a project, it shows how the project is linked to the strategic plan of the organization. Among other things, the project charter documents the business need for the project and describes the current understanding of the requirements.

QUESTION 1509

Your company has been awarded a contract for project management consulting services for a major government agency. You were a member of the proposal writing team, are PMP certified, and you are the project manager. You are now working to prepare your project management plan, which is to be submitted in one week. You decided to use some facilitation techniques to help develop your plan. While a number are possible, you selected_____

- A. Conflict resolution
- B. Checklist analysis
- C. SWOT analysis
- D. Assumptions analysis

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Facilitation techniques are a tool and technique in develop project management plan process.

Other examples are brainstorming, problem solving, and meeting management. They are used to help teams and individuals achieve agreement to accomplish the project's objectives.

QUESTION 1510

Assume you had a phase gate meeting with your Governance Board for your project to develop the next generation radar system as part of the nation's airspace modernization program. At this meeting, the Board approved your project management plan. However, as you begin to execute your plan, an organizational process asset to consider is_____

- A. Stakeholder risk tolerances
- B. The organization's culture
- C. Hiring and firing guidelines

D. Process measurement data base

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The process measurement data base is an organizational process asset that is used to collect and make available measurement data on processes and products. The other answers are examples of enterprise environmental factors used as inputs to direct and manage the project work.

QUESTION 1511

Consider the data in the table below.

Activity	% Complete	PV	EV	AC
A	100	2,000	2,000	2,200
B	50	1,000	500	700
C	0	1,000	0	0

Assume that your project consists only of these three activities. Your estimate at completion is \$4,400.00. This means you are calculating your EAC by using which of the following formulas?

- A. $EAC = AC/EV \times BAC$
- B. $EAC = AC/EV \times [\text{work completed and in progress}] + [\text{actual (or revised) cost of work packages that have not started}]$
- C. $EAC = [\text{Actual to date}] + [\text{all remaining work to be done at the planned cost including remaining work in progress}]$
- D. $EAC = \% \text{ complete} \times BAC$

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This formula assumes that all of the remaining work is independent of the burn rate incurred thus far. AC is \$2,900 + [\$500 + \$1,000]. The \$500 is from Activity B, and the \$1,000 is from Activity C.

QUESTION 1512

Rolling wave planning in the create WBS process refers to situations in which _____

- A. Certain deliverables or subprojects will be accomplished far into the future
- B. Additional work is added to the project after the scope baseline has been established; therefore, additional decomposition is required
- C. Identification codes for the WBS elements cannot be determined until the schedule activity list is complete in case revisions are required
- D. Subprojects are developed by external organizations and then become part of the WBS for the entire project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Many projects involve deliverables or subprojects that will be accomplished far into the future and cannot be specified in detail at the current time. In these situations, the project management team typically waits until the deliverable or subproject is clarified so that details for that portion of the WBS can be developed. Then a rolling wave planning approach can be used.

QUESTION 1513

The lessons learned documentation is an output from the_____

- A. Identify stakeholders process
- B. Develop project management plan process
- C. Manage communications process
- D. Plan communications management process



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lessons learned documentation is an output of the manage communications process. It is an element of the organizational process assets updates. It includes the causes of issues, reasons for corrective actions selected, and other types of lessons learned about communications management.

QUESTION 1514

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

- A. Influencing the factors that create change to the authorized cost baseline
- B. Developing an approximation of the costs of the resources needed to complete the project

- C. Allocating the overall cost estimate to individual work items
- D. Establishing a cost performance baseline

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1515

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

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



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1516

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

this project in the remaining two months. You were informed that additional resources were not available, but you had to complete your project on time. Your best course of action is to_____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1517

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 1518

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 1519

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 1520

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 1521

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 1522

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 1523

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 1524

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1525

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 1526

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 1527

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 1528

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 1529

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 1530

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 1531

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 1532

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 1533

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 1534

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 1535

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 1536

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 1537

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 1538

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 1539

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 1540

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 1541

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 1542

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 1543

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 1544

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 1545

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 1546

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 1547

You are the project manager for a major logistics installation project and must obtain specific services from local sources external to your project. Your subcontract 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 1548

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 1549

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 1550

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 1551

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 1552

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 1553

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 1554

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 1555

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 1556

You have been assigned as the project manager for a major project in your company where the customer and key supplier are located in another country. You have been working on your project for six months. Recently, you traveled to this country, and at the conclusion of a critical design review meeting, which was highly successful, you realized you were successful in building a high-performing team. You had your own team members, who work in a weak matrix structure, on a conference call during this meeting. Although it was difficult to reach agreement on some key issues, you therefore relied on your interpersonal skills in_____

- A. Facilitation
- B. Negotiating
- C. Influencing
- D. Decision making

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All are useful skills for project managers. In this situation influencing was necessary as the project manager has little or no direct control over team members as they work in a weak matrix. The ability of the project manager to influence stakeholders in a timely basis is critical to project success.

QUESTION 1557

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 1558

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 1559

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 1560

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 1561

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 1562

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 1563

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 1564

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 1565

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 1566

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 1567

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 1568

As you use the critical chain method in lieu of the critical path method in developing your schedule, assume you have determined the buffer schedule activities. Your planned activities are scheduled to their latest possible planned start and end dates. Therefore, you are focusing on_____

- A. Managing the free float of each network path
- B. Managing the total float of the network paths
- C. Managing remaining buffer durations against the remaining durations of task chains
- D. Managing the total buffer durations against the durations of the task chains

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purpose of the critical chain method is to modify the project schedule to account for limited resources. The schedule is built using duration estimates with required dependencies and defined constraints as inputs. Then, the critical path is calculated and resource availability is entered, which means there is a resource-limited schedule with an altered critical path. Buffers protect the critical chain from slippage, and the size of each buffer accounts for the uncertainty in the duration of the chain of dependent tasks that lead up to the buffer. This method then focuses on managing the remaining buffer durations against the remaining duration of task chains.

QUESTION 1569

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 1570

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 1571

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 1572

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 1573

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 1574

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 1575

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 1576

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 1577

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 1578

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 1579

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 1580

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 1581

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 1582

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 1583

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 1584

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 1585

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 1586

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 consistently. They include all of the following EXCEPT _____

- A. Cost of quality
- B. Customer satisfaction
- C. Management responsibility
- D. High-performing team

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This high-performing team is covered in develop project team and obviously is important and necessary. However, regarding quality management other key concepts are prevention over inspection and continuous improvement.

QUESTION 1587

You are managing a major international project that involves multiple performing organizations.

To establish the guiding rules for the project regarding quality, you and your project team must develop a _____

- A. Improvement management plan
- B. Configuration management plan
- C. Quality policy
- D. List of quality metrics for the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The quality policy includes the overall intentions and the direction of the organization regarding quality and as formally expressed by top management. When the performing organization lacks a formal quality policy or when the project involves multiple performing organizations, as in a joint venture, the project management team must develop a quality policy for the project as an input to its quality planning. PMI®, PMBOK® Guide, 2013, 234

QUESTION 1588

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 1589

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 1590

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 1591

In order for a matrix organizational approach to be successful, the two-boss situation should be resolved. To overcome the two-boss problem, it is important to _____

- A. Have the project manager and the functional manager work together to complete performance evaluations
- B. Prepare a responsibility chart to define responsibilities
- C. Guarantee a balance of power between the functional manager and the project manager
- D. Promote interface relationship management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a matrix environment, project team members have two bosses: the project manager and their functional line manager. People often are unclear as to which manager is their "real" boss, as there may be a continual shifting balance of power. To avoid confusion regarding performance issues, it is a best practice to have the project manager and functional line manager complete the individual's performance evaluations. Also, greater weight should be given to the project manager's assessment for the time the individual actually worked on the project.

QUESTION 1592

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 1593

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 1594

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 1595

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 1596

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 1597

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 1598

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 1599

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 1600

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 1601

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 1602

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 1603

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 1604

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 1605

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 1606

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 1607

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 1608

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 1609

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 1610

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 Mehrabian, a researcher, discovered that words alone account for just seven percent of any message's impact. Vocal tones account for 38 percent of the impact and facial expressions account for 55 percent of the message. Thus, project managers should use nonverbal ingredients to complement verbal message ingredients whenever possible and should recognize that nonverbal factors generally have more influence on the total impact of a message than verbal factors. The lack of nonverbal cues makes project communications in a virtual environment more challenging.

QUESTION 1611

On a large medical billing system project, the team is large and communication has been quite a challenge to control. The Project Expeditor has been used to help with this problem. What is one of the main differences between the Project Expeditor and Project Coordinator?

- A. the Project Expeditor is another title for the Project Manager
- B. the Project Expeditor is another title for Project Coordinator
- C. the Project Expeditor has limited or no decision-making ability
- D. the Project Expeditor has decision-making ability

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1612

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 1613

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 1614

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 1615

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 1616

What is the main output of Monitoring and Controlling?



Section: Mix Questions
Explanation

Explanation/Reference:

- A. Charter
- B. Controlling stakeholders
- C. Corrective action
- D. Project product

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1617

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 1618

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

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B

QUESTION 1619

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 1620

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 1621

Which of the following is not a regulation?

- A. The building code for a city

Correct Answer:

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Section: Mix Questions

Explanation

Explanation/Reference:

- 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 1622

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 1623

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

C

QUESTION 1624

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 1625

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 1626

The project management plan contains all of the following except?

- A. The schedule

Correct Answer:

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Section: Mix Questions
Explanation

Explanation/Reference:

- B. Team development
- C. The change control system
- D. Staffing management plan

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1627

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 1628

Which of the following is an output of a change control system?

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

B

QUESTION 1629

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 1630

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 1631

Correct Answer:

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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 1632

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 1633

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 1634

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 1635

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 1636

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 1637

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 1638

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

- A. Project Manager
- B. The customer
- C. Senior management
- D. Stakeholders

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1639

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1640

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

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

D. When the work of the project is done

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1641

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1642

What is used to define the accounts that the WBS and organizational structures align to for project cost tracking?

- A. Work packages
- B. Chart of accounts
- C. Cost estimates
- D. Cost baseline

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1643

The Project Manager is working with the customer to gain formal acceptance on the project deliverables. The customer is saying that three of the deliverables are not meeting project goals, and are unusable in their present form. Which of the following will be used to the problem?

- A. Scope analysis
- B. Team-building
- C. Scope Control
- D. Scope Verification

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1644

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

- A. It provides a hierarchical diagram of the project
- B. It is used for estimating activities, cost, and resources
- C. It provides templates that can be reused on other projects
- D. It helps in team commitment to the project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1645

The project team has just started breaking down the components of the project into smaller pieces that are easier to maintain and manage. After doing this what level of decomposition will they ultimately stop at?

- A. Scope Definition

- B. Scope Verification
- C. Creating the WBS
- D. Activity Definition

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1646

You are the Project Manager on a merger and acquisition project. Activity A (3 days) and activity B (4 days) can start immediately. Activity C (2 days) can start after A and B are complete. Activity D (5 days) can begin after activity B is complete. Activity E (6 days) can begin after activity B is complete. Activity F (4 days) can begin after activities C and D are complete. Activity G (5 days) can begin after activities D and E are complete. Activity H (4 days) can begin after activities F and G are complete. If Activity D increases from five to eight days, what is the critical path, and what is the length?

- A. ACFH, 16 days
- B. BCFH, 18 days
- C. BDFH, 20 days
- D. BDGH, 21 days



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1647

Crosswind Custom Homes is building a customer's dream house. However, rain has delayed the finish by two weeks. The schedule shows that the next activity is to install the roof, then that is followed by the shingles. This is an example of what?

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1648

Crosswind Custom Homes is building a customer's dream house. However, excessive heat has delayed the finish by three weeks. The Project Manager evaluates the schedule and determines that the roofing and cabinetry could occur at the same time instead of right after each other, as laid out in the schedule. This is an example of what?

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1649

The customer has requested a five-week delay on the project while the company has winter holiday. This delay was not planned, but the union forced the issue. The company has limited resources. What is the best way to make up the five-week slip?

- A. Fast tracking
- B. Integrated change control
- C. Put more resources on the project
- D. Crashing

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1650

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1651

You are the Project Manager on a merger and acquisition project. Activity A (3 days) and activity B (4 days) can start immediately. Activity C (2 days) can start after A and B are complete. Activity D (5 days) can begin after activity B is complete. Activity E (6 days) can begin after activity B is complete. Activity F (4 days) can begin after activities C and D are complete. Activity G (5 days) can begin after activities D and E are complete. Activity H (4 days) can begin after activities F and G are complete. What is the critical path?

- A. BCFH
- B. BDFH
- C. BEGH
- D. ACFH

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1652

In what knowledge area does Activity Resource Estimating occur?

- A. Scope
- B. Human Resource
- C. Time
- D. Procurement

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1653

The software development project is going through planning. In evaluating the triple constraint, which of the following is the highest priority?

- A. Scope
- B. Time
- C. Cost
- D. They are all equal unless otherwise stated in the charter

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1654

All of the following could be considered functions of the GERT diagramming method except?

- A. Some activities may be performed only in part
- B. Some activities may be fast tracked
- C. Some activities may be performed more than once
- D. Some activities may not be performed

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1655

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 1656

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 1657

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 1658

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 1659

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 1660

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 1661

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 1662

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: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1663

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 1664

Calculate the standard deviation for the following: Pessimistic=50, Optimistic=10, Realistic=24.

- A. 26
- B. Not enough information
- C. 5.67

D. 6.667

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1665

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 1666

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 1667

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 1668

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 1669

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 1670

Company-wide software licensing fees are an example of what type of project cost?

- A. Variable indirect
- B. Variable
- C. Fixed
- D. Fixed direct



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1671

The project management team has performed earned value analysis on its project and discovered that the project is behind schedule and over budget. The SPI is 0.82 and the CPI is 0.73. The team is trying to determine how efficient it will need to be with the remaining resources on the project to complete the project on budget. Which of the following is the team trying to calculate?

- A. Cost variance
- B. Cost performance index
- C. Estimate to complete
- D. To complete performance index

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1672

What are seven consecutive data points on either side of the mean called?

- A. Too tight of control limits
- B. A violation of the Seven Run Rule
- C. Too loose of specification limits
- D. Acceptable measurements

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1673

The team is involved in defining what is needed to ensure that the quality process will capture the intended results of the testing. This is known as what?

- A. Quality Management Planning
- B. Quality assurance
- C. Measuring the output of the project
- D. Quality control

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1674

A Project Manager is assigned to a project that is in the construction phase of a video computer board. The Project Manager is in the process of reviewing deliverables and Work Results to gain formal acceptance. This is known as what?

- A. Quality assurance
- B. Quality control
- C. Scope Verification
- D. Scope Control

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1675

The company is implementing a quality improvement standard on its new projects, trying to improve the culture to make it conform to quality standards better. The company views the need to shift the mentality of the company to a proactive approach to quality. Which of the following would it not expect to deal with in an environment that has a proactive approach to quality?

- A. Increased warranty support
- B. Greater quality standard
- C. Less inventory needed
- D. Decreased warranty support



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1676

The Project Manager is reviewing testing output. Generally, the data looks good. He does observe seven consecutive data points on one side of the mean in a couple of areas on the control chart. What is this called?

- A. A violation of the Seven Run Rule
- B. Lucky seven gets eleven
- C. Acceptable measurements
- D. Too loose of specification limits

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1677

The team is involved in defining what is needed to ensure project quality for their project. One team member says, "Do it right the first time." Another team member says, "Let's incorporate a method that reduces errors and helps the company make money." What best describes this process?

- A. Kaizen
- B. TQM
- C. Fitness for Use
- D. Zero Defects

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1678

The project is going through Quality control. Which of the following are used to validate that the output is in compliance with the specifications of the work?

- A. Inspection
- B. Checklists
- C. Rework
- D. Acceptance decisions

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1679

The project is going through quality assurance. Which of the following is a key tool that will be utilized in this process?

- A. Quality improvement
- B. Quality audits
- C. Quality testing
- D. Quality management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1680

The project is progressing. As the company starts to release the product of the project to market, the consumer isn't buying it as the company had projected. This appears to be because the company has released a lot of products before that had an excessive number of defects. Who was ultimately responsible for these products being released with the defects?

- A. Functional management
- B. Project Manager
- C. The developer
- D. Senior management



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1681

The pilot for PM Airlines is in the process of flying from Dallas to Los Angeles. Adhering to the required pre-flight process, the pilot follows the procedures to ensure that he has properly selected and adjusted all the needed items to start up the plane for navigation. Which of the following did he likely use?

- A. Process flowchart
- B. Checklist
- C. Cause and Effect diagram

D. Company policy

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1682

Calculate the variance for the following: Pessimistic=50, Optimistic=10, Realistic=24.

A. 44.44

B. 55.55

C. Not enough information

D. 26

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1683

Which of the following is not an example of team development?

A. Creating the WBS of the project

B. Attending a sporting event as a group

C. A team lunch

D. Performance reviews

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1684

The electrical engineer has recently been promoted from lead engineer to section manager. In this new position, he will be responsible for managing projects and project resources. Over the five years he has been with the company, he was always ranked as one of the top engineers but has had no formal project management training. This is an example of what?

- A. Halo Theory
- B. Reward power
- C. Problem solving
- D. Equal opportunity employment

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1685

The project is progressing well but has begun to experience resource conflicts with people who are working on critical path activities. What role will typically help resolve these resource issues?

- A. Senior management
- B. Functional management
- C. Project management
- D. Sponsor



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1686

The project is in a projectized environment. There are significant challenges with meeting the tight schedule of the project and personnel leaving the company. Project personnel have been complaining to senior management about the environment hoping for a resolution. In this type of environment, who controls the resources?

- A. Project Manager
- B. Functional Manager
- C. Senior management

D. Project Coordinator

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1687

The project is in a balanced matrix environment. There are significant challenges with the schedule and resource constraints of the project. Project personnel have been complaining to the Project Manager about the environment. In this type of environment, who controls the resources?

- A. Functional Manager
- B. Project Manager
- C. Project Coordinator
- D. Senior management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1688

The project is very challenging and has been very trying on a lot of people. There are some key team members considering leaving the project and going back to their old jobs at the company.

Which of the following would be a key motivator to keep them on the project?

- A. Fringe benefits
- B. Perks
- C. Theory Y motivation strategy
- D. Compromise

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1689

An organizational breakdown structure (OBS) is also known as what?

- A. Staffing management plan
- B. Organizational chart
- C. Resource histogram
- D. Responsibility assignment matrix

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1690

You are a Project Manager at Dewey, Cheatum, and Howe and have been assigned to an internet renovation project. The project is on schedule and under budget, but you are constantly in conflict with three members of your project team. This conflict is apparent to all the team members. According to PMI's Code of Conduct, what would be the best solution?

- A. Treat the team member as a professional with respect
- B. Hold a team meeting to vote if the team member should be removed
- C. Remove the team member from the project
- D. Avoid the team member as much as possible

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1691

What can a responsibility assignment matrix (RAM) eliminate?

- A. Confusion on what order activities come in

- B. Confusion on who is responsible for doing what
- C. Confusion on how long the activities are
- D. Confusion on who is on the team

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1692

The Project Manager is in the process of planning the project. The company he works for has had issues with previous projects in which there has been confusion over who is accountable for completion of various activities and processes associated with the projects. What document can he include in the project management plan that will help eliminate this problem?

- A. Gantt chart
- B. Staffing plan
- C. Organization chart
- D. Responsibility assignment matrix



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1693

The team implemented a risk response plan when a vendor was unable to fulfill a contract commitment for a training class. The response was to choose another vendor. However, in this type of training, it's hard to find a good company, and the one selected doesn't have a much better reputation. The new company is somewhat better at meeting the terms of the contract, but still has some issues from time to time, which is no surprise. What best describes these issues?

- A. Secondary risk
- B. Workaround
- C. Residual risk
- D. Risk response plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1694

The Project Manager has defined the risks for the project, performed probability and impact analysis and assigned risk owners to the risks. As the project management plan evolves where will this information end up?

- A. Risk list
- B. Risk trigger
- C. Risk register
- D. Risk response

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1695

In defining a risk trigger, which of the following is most accurate?

- A. A trigger is an indicator that a risk event will occur
- B. A trigger is the same as a risk
- C. A trigger is an indicator that a risk event has occurred
- D. A trigger is an indicator that a risk event could occur

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1696

The Project Manager and team are planning the project. They are presently identifying things that could go differently than planned. They are also trying to identify warning signs that would show that these events could be on the verge of occurring. What is the team doing?

- A. Risk analysis
- B. Risk Identification
- C. Conformance to quality
- D. Problem solving

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1697

The advertising agency has been awarded a \$54M US, 8-year contract to manage the advertising campaigns of a fast food chicken restaurant. The company realizes that this work is going to require a specific skill set for 40 people. Their current workforce only has 7 people with this skill set. This skill set is somewhat rare and specialized in the area they are located. They have chosen to buy a company much smaller than they are, but this company's core focus is this type of skill set. The company employs 50 people with this skill set. This is an example of what type of risk response strategy?

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1698

The network project has been very challenging. The cost performance index is presently 0.95 and the schedule performance index is 0.91. Risk could have been managed better from the start of this project. Halfway through the execution of the project management plan, the Project Manager assigned one person to do nothing but monitor for risks and work with the people who implemented the risk response plans. What would be a main goal to achieve from Risk Monitoring and Controlling?

- A. Qualitative analysis
- B. Corrective action
- C. Overall Risk ranking for the project
- D. Quantitative analysis

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1699

The Project Manager and team are planning a banking software project. They are discussing what could go differently than planned on the project. They are also trying to identify warning signs that would show that these events could be on the verge of occurring. What are these warning signs called?

- A. Risk analysis
- B. Triggers
- C. Problem solving
- D. Risks



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1700

Ranking risks is performed in which of the following?

- A. Workarounds
- B. Risk triggers
- C. Qualitative Risk Analysis
- D. Expected monetary value (EMV).

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1701

The project team is performing risk analysis. They are evaluating a risk that has a very high probability of occurring, and if it does it could cause the company to go out of business. Which of the following will the risk likely be analyzed with?

- A. Insurable risk
- B. Qualitative Risk Analysis
- C. Pure risk
- D. Quantitative Risk Analysis

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1702

The consulting company has created the scope of work for the project. They are in the process of creating a schedule and budget. They have added time into the schedule for the delays that always happen. They are also allocating money into the budget for more computers and software that are usually needed beyond what is initially forecast. These items are an example of what?

- A. Unknown unknowns
- B. Known unknowns
- C. Risk management
- D. Management reserve

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1703

The team on the router and switch upgrade project is involved in planning the project. They are performing Risk Response Planning. They are assigning risk owners. What is the main responsibility of the risk owner?

- A. Watching for additional risks on the project
- B. Watching for risk triggers and telling the Project Manager if they happen
- C. Letting the Project Manager know that the risk has happened
- D. Implementing a risk response plan if the risk event occurs

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1704

The Crosswind broadcasting has recently been awarded a large contract to create a new children's television show. This will require the company to move into a new office complete with production facilities 300% larger than what it presently has. The schedule is tight for this new project, and there can be no delay. The new facility is behind schedule with the sets and production facilities on pace to finish two months late. The company is trying to use an incentive fee to motivate the provider of these services to complete the work as quickly as possible even if it results in a smaller delay. This is an example of what type of risk response?

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1705

What type of contract provides the buyer with the most risk and seller the least risk?

- A. Fixed-price
- B. Time and material
- C. Cost-plus-fixed-fee

D. Cost-plus-percentage of cost

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1706

The project will be using a company to provide the technicians for a national network upgrade project. Presently, the team is receiving proposals to select the vendor that will do the work. In what process is the team involved?

- A. Plan Contracting
- B. Plan Purchases and Acquisitions
- C. Select Sellers
- D. Request Seller Responses

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1707

The Project Manager is involved in acquiring the project team on a highway expansion project. She is presently discussing salary, working hours, travel, and benefits. What is the key tool she is utilizing?

- A. Staffing management plan
- B. Organizational chart
- C. Project team directory
- D. Negotiations

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1708

The Project Manager is creating an estimate for building a company WAN (wide area network.) As the Project Manager, you have undertaken the make-or-buy decision and determined that the WAN implementation should be outsourced because your company does not have the expertise.

After receiving all the vendor proposals, you find that two of the proposals specify cost-plus-fixed-fee, two other of the vendors specify fixed-price, another two specify cost-plus-incentive-fee, and the last two specify time and material. Which of the proposals would present the least probability of loss for the company?

- A. Proposals that use fixed-price
- B. Proposals that use cost-plus-fixed-fee
- C. Proposals that use time and material
- D. Proposals that use cost-plus-incentive-fee

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1709

The project is in the phase of doing procurement audits. It is important to identify successes and failures of the procurement process. This identification is important for formal acceptance and closure. What process is the project in?

- A. Quality Assurance
- B. Closing
- C. Close Project
- D. Contract Closure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1710

A project you have been managing is falling behind schedule. You have received approval to crash the project by adding an additional programmer. The cost you have negotiated is \$60 US per hour. The programmer will work on the project until it is complete, then the contract will end. What type of contract is this?

- A. Cost-plus
- B. Purchase order
- C. Time and materials
- D. Fixed-price

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1711

A project will be using a vendor to purchase infrastructure equipment for a national network upgrade venture for the U.S. Government. The government has requested a proposal from prospective sellers of the equipment. What type of document is being provided to the sellers?

- A. Request for information (RFI).
- B. Request for proposals (RFP).
- C. Invitation for bid (IFB).
- D. Request for quote (RFQ).

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1712

A single-phase construction project is in the process of closing. There are a number of processes coming together as things finish up to complete the work of the project. Which of the following is correct?

- A. Contract Closure will come before Close Project
- B. Close Project happens only if the project is completed as planned
- C. Close Project and Contract Closure happen at the same time

D. Close Project will come before Contract Closure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1713

The Project Manager is ordering cables for the video board he is developing. He can only order these cables from one company that has a patent on the design. Which of the following describes the type of procurement he is performing?

- A. Sole source
- B. Open source
- C. Source selection
- D. Qualified sellers list

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1714

The retail chain will be using a vendor to provide engineers for a security camera network design and implementation. Presently, the team is determining the details needed for the documentation that will help select the company to provide the services. This also includes evaluation criteria for comparing the proposals received. In what process is the team involved?

- A. Plan Purchases and Acquisitions
- B. Plan Contracting
- C. Request Sellers Responses
- D. Select Sellers

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1715

You are the owner of a house painting company. You occasionally have the need for an automated paint sprayer. This tool sells for \$1250 US and would cost \$20 a day to maintain. You can rent one for \$150 a day with maintenance included. How many days would you need to use this tool before it would make sense to buy the tool instead of rent?

- A. Twelve days
- B. Six days
- C. Ten days
- D. Eight days

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1716

You are in the process of purchasing 67 desktop computers, monitors, and a standard desktop software package for an upcoming project. What type of contract will you likely use?

- A. Purchase order
- B. Fixed-price
- C. Cost-plus-percentage of cost
- D. Net 30

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1717

All of the following are reasons for outsourcing work except...

- A. Your company doesn't have excessive capacity for the work
- B. Your company doesn't possess the skills needed for the work
- C. Your company isn't concerned about protecting the information associated with the work
- D. Labor rates in the foreign countries are comparable to your company's labor rate

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1718

You are a Project Manager at Dewey, Cheatum, and Howe and assigned to a major construction project. The project is on schedule and under budget, but you are constantly in conflict with a member of your project team. This team member is sabotaging the project. What would be the best solution to resolve this problem?

- A. Firing the team member from the project as soon as possible
- B. Reporting this to senior management
- C. Reporting this problem to senior management with a solution of replacing this team member
- D. Holding a team meeting to vote if the team member should be removed

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1719

A team member has come to you and reported that the work due today is going to be five weeks late. The team member has requested that you do not report this to senior management. What is your professional and social responsibility to the project?

- A. Report the status accurately and timely
- B. Issue a status report that does not contain this information
- C. Wait until you have some good news to report with the bad news
- D. The manager has helped you so you won't report the slip, hoping it gets back on schedule

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1720

You learn that a former boss of yours who is a PMP has committed to his boss that 100% of the PMO that he manages at their company will be certified. They also don't have any training budget and can't send anyone to training to qualify for the training requirement for the exam.

The other problem is that one of the people who passed the test is 22 years old and going to junior college. You know that this person has been working in this area for only two years at most.

When asked about it, you are told that they lied about the experience hours and the training required of the PMP application. What is the best thing to do?

- A. Contact your former boss and let him know it's not appropriate
- B. Contact PMI to report the name(s) of the person(s), the name(s) of supervisor(s), and the company
- C. Tell your old boss to hire you back or you will turn them into PMI
- D. Ignore it because you don't work there anymore

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1721

A Project Manager has been assigned to manage a project that requires two development teams.

One team will create the server software and is local, and the other team will create the client software and resides in a foreign country. For the most recent 10 conference calls with the foreign country, the foreign team is consistently 15 minutes late to the meeting. How should the Project Manager handle this problem?

- A. Report this to senior management
- B. Review the customs and traditions of the foreign country
- C. Call the development manager of the foreign country
- D. Ignore the problem

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1722

A Project Manager is in the execution phase of a highly visible project and a major milestone is due in three weeks. The Project Manager has discovered that a vendor's deliverable for this milestone will be five weeks late. What should the Project Manager do?

- A. Do not report this problem in the status meeting
- B. Meet with the team and brainstorm how to create a workaround for this problem
- C. Halt all payments to the vendor until the deliverable is received
- D. Report the status of the missed milestone

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1723

A Project Manager has been working on quality process of a project at a major electronics manufacturer. This manufacturer is involved with various government and defense contracts as well. The Project Manager discovers that an employee has been reselling some repair material that he has declared as scrap material because they were discontinued, at a small profit on the internet. The item is very costly. What should the Project Manager do?

- A. Report this to the company
- B. Report this to Homeland Security
- C. Report this to General Accounting Office (GAO).
- D. Report the employee to the local authority

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1724

You are a Project Manager managing the building of a housing development. As the plumbing is being installed, you cannot find a building permit. As the Project Manager, to whom do you report this violation?

- A. The construction company
- B. The local city authority
- C. The local county authority
- D. The state authority

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1725

You are managing a project and the sponsor has removed the previous Project Manager on the project because they could not keep the project on budget. According to your current project budget, this project is over budget by \$245,000. As the current Project Manager, you are afraid you will also be removed if you report this status. What is the best response you can tell senior management?

- A. Report the delay to senior management and the reasons
- B. Tell senior management the project is over budget by \$245,000 with a plan to recover
- C. The schedule is only two weeks behind so you don't report the delay
- D. Don't report the delay and begin looking for a new job

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1726

As a Project Manager you have a professional and social responsibility to encourage the growth of project management at your company or industry. To help with this growth, you could do all of the following except?

- A. Mentor others who want to learn more about project management
- B. Create white papers on project management
- C. Provide senior management with information how outsourcing helps their companies
- D. Train people on project management

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1727

You are beginning a new project and a portion of the development will be created by a foreign company. You are not sure how to do business with this company because it is offshore.

What document would be best to guide you in this business?

- A. Company's policies and procedures
- B. PMI Code of Conduct
- C. Local laws of the offshore company
- D. Historical information from past projects

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1728

The sponsor is conducting a meeting and a Project Manager is reporting that his project is behind schedule by three weeks and under budget by \$80K US. You discover from the PMO that the project is behind schedule by eight weeks and is over budget. What should you do?

- A. Notify senior management
- B. Report the Project Manager to PMI
- C. Ask the PMO to investigate the project status
- D. Review with the Project Manager how this status was produced

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1729

You are a Project Manager managing the building of a restaurant.
As the electrical wiring is being installed, you cannot find a building permit.
As the Project Manager, to whom do you report this violation?

- A. The construction company
- B. The local city authority
- C. The local county authority
- D. The state authority

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1730

A risk register that is part of the project management plan on a project would be viewed as what type of communication?

- A. Formal written
- B. Formal
- C. Verbal
- D. Contract

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1731

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

- A. Reviewing, approving, and controlling changes
- B. Maintaining baseline integrity, integrating product and project scope, and coordinating change across knowledge areas
- C. Integrating deliverables from different functional specialties on the project

D. Establishing a change control board that oversees the overall project changes

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1732

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1733

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

- A. Project charter
- B. Bill of materials
- C. WBS

D. Project Statement of Work

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1734

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

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



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1735

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 1736

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

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

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 1737

An integrated project involves the interaction of both hardware and software, and the sponsor has approved the schedule management plan. The project team evaluated the product's feasibility of functionality and accelerated testing.

What should the project manager do as a servant leader?

- A. Amend the project budget to include MVP testing.
- B. Support the team as necessary to find the minimum viable product (MVP).
- C. Submit a change request to the project sponsor for accelerated testing.
- D. Develop the product as per the schedule to perform integration and testing.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1738

A high-performing team member's performance has been consistently increasing over the past year, leaving other peers behind. The project manager has been reluctant to publicly recognize the team member's contributions for fear of discouraging others. The project manager is also concerned that the team member may leave if not rewarded for the contributions made.

What should the project manager do?

- A. Request the high-performing team member to mentor the other team members.
- B. Remind the high-performing team member to focus on shared rewards rather than individual rewards.
- C. Reward the high-performing team member privately to avoid team disruption.
- D. Promote the higher performing team member to a higher position.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1739

A new project manager was assigned to a project during implementation. The project manager realized that new tax policies are creating a risk for a cost overrun by 25%. The project manager updated the risk register and kept the project running as normal. The CEO has announced that the project could be cancelled since the acceptable cost overrun is only 20%. The project manager was quite surprised as this was new information.

What should the project manager have done to avoid this?

- A. Implemented the stakeholder engagement plan correctly.
- B. Provided a proper risk response.
- C. Ensured the risk tolerance of the company was properly updated.
- D. Implemented the communications management plan properly.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1740

An organization has historically executed most projects using a predictive approach. The organization now wants to change over to an agile approach.

Which strategy will be useful to effectively help prepare the organization for this change?

- A. Add multiple layers of managers who will be accountable for the agile execution.
- B. Take a big bang approach of moving the whole organization to agile at once.
- C. Create a task force of executives who will monitor agile projects on a daily basis.
- D. Improve organizational readiness by addressing impediments to agile in the organization.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1741

A software project using an agile approach is facing quality issues with every release, generating many production problems. What should the project manager do to fix the problem and improve the quality?

- A. Use the retrospective meeting to better understand the root cause of the quality problems and put together a plan with the team to address the problems.
- B. Seek extra funding approval with the sponsor to replace junior team members for more experienced ones.
- C. Hire an external company to add an additional layer of testing, making sure that the final product is well inspected before releasing.
- D. Create a reward system granting incentives to the team members who are able to catch more defects.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1742

During the execution of a project within an operations function, the project manager encounters scope changes and a delay in the delivery of critical tasks. How should the project manager address this situation?

- A. Conduct an impact analysis and present the results to the steering committee for approval.
- B. Call for a team meeting to decide if the changes should be included.
- C. Initiate the change request to modify the scope and adjust the timelines.
- D. Communicate the concerns to the project management office (PMO) during the weekly project reports.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1743

The city has decided to build a new train station. The project will include various approaches. The construction and infrastructure work will be accomplished using a predictive life cycle while software will be developed using an iterative life cycle. Some neighbors are resisting the project, have been asking the mayor to stop the project, and are threatening legal action.

What two actions should the project manager take? (Choose two.)

- A. Conduct regular meetings with the neighbors to get their buy-in for the project.
- B. Discuss with the construction team alternatives on moving the new train station to another location.
- C. Publish information on the city's website about the benefits that the new train station will bring.
- D. Have a meeting with the mayor and explain the importance of the new train station to the city.
- E. Register this situation as a risk and develop a mitigation plan.

Correct Answer: BE

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1744

Five agile teams working together on a product recently performed release planning. Midway through the project, each team showed that their progress was on track. When all of the teams integrated at the product level, many integration issues were observed. The overall product release progress declined with predictions showing the committed content will not be able to be accomplished.

What should the project manager have done differently?

- A. Formed a separate quality assurance team to test all items coming from each team at the end of each sprint
- B. Ensured frequent and continuous integration of work to obtain early feedback and continuous learning
- C. Performed a Scrum of Scrums on a regular basis to help the teams remove impediments
- D. Arranged an online session on the integration concept and suggested tools to the teams

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1745

During project execution, the project manager discovered that a key deliverable was missing from the scope of work. After investigation, the project manager and the team discovered that the missing deliverable will impact the critical path.

What should the project manager do to avoid future delays?

- A. Update the scope of work.
- B. Review the risk management plan.
- C. Submit a change request.
- D. Add additional resources to the project.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1746

One of a project manager's team members is continuously improving. This team member has been a role model and mentor to others in the organization.

How should the project manager acknowledge this team member's commitment?

- A. Appreciate this team member's performance throughout the project life cycle.
- B. Send this person to a meeting to negotiate the scope with the client.
- C. Document it in the team member's end of year performance review.
- D. Promote this team member to a coaching role after this project is completed.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1747

A large multi-year project requires highly skilled staff for successful deployment. The management team and the project sponsor have analyzed the resource requirements and agreed to have permanent hired for the project to avoid potential budget overrun. However, there is a risk of staff turnover during the course of the project, which may have an impact on the delivery.

Which two actions should the project manager take to mitigate this risk? (Choose two)

- A. Increase the trained staff to create back-up for resources.
- B. Enhance the competencies of the project team through training, mentoring, and coaching.
- C. Introduce a recognition program to motivate and reward resource performance.
- D. Convince senior management to hire third-party staff.
- E. Meet with management to discuss dividing the project into smaller projects.

Correct Answer: BC

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1748

The programming activities of a project were planned to last 35 days per module, but the programming of the first module has taken 45 days. What should the project manager do?

- A. Submit a change request to the project sponsor to change the schedule.
- B. Evaluate the situation and identify ways to compress the schedule without impacting baselines.

- C. Ask the team to work overtime to complete the deliverable on time.
- D. Check the scope to verify if there is scope creep and get the project on schedule.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1749

A company wants to increase the commercial value of one of its products in a highly competitive market. In order to do this, the company commissions a project to create a prototype. The team constructs the prototype incrementally.

Which action should the project manager take as a priority?

- A. Ensure the project sponsor is aware of the go-to market date.
- B. Deliver business value as soon as possible.
- C. Emphasize the use of Kanban methodology.
- D. Implement a plan-do-check-act (PDCA) cycle.



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1750

A new resource has joined an iterative project team. The project manager notices that the resource is unable to complete the deliverables on time.

How should the project manager address this situation?

- A. Address the lack of performance by coaching the new team member.
- B. Discuss options to improve performance with the resource manager.
- C. Provide performance feedback as part of the retrospective ceremony.
- D. Request a more efficient replacement resource from the project sponsor.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1751

A project manager receives a voicemail from a business analyst on the project team. The business analyst indicates that an internal stakeholder is upset that they were not included before the project began. The stakeholder is asking for an addition to the requirements traceability matrix.

What should the project manager do to improve the stakeholder relationship?

- A. Initiate a project change request so the change control board (CCB) can decide if it is in scope.
- B. Update the stakeholder engagement plan to ensure the stakeholder is included in the project stakeholder list.
- C. Consult the project scope document to make sure the addition is in scope.
- D. Engage the stakeholder to solicit more information before responding to the request.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1752

An agile project manager would like to convert the requirements document into epics, capabilities, features, and stories. In how many iterations should the project manager estimate the story duration?

- A. Four iterations
- B. Three iterations
- C. One iteration
- D. Two iterations

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1753

At the end of a project with multiple suppliers, the project manager is reviewing the closing process and finds that an unexpected financial balance is remaining. What will help the project manager understand why this has occurred?

- A. Project audit
- B. Procurement audit
- C. Organizational process assets
- D. Lessons learned

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1754

During the development of a product, the project manager observes conflicts between project stakeholders, resulting in deliverable and output approval delays. On which area should the project manager focus?

- A. Revisiting the stakeholder engagement plan, focusing on specific overlooked stakeholders
- B. Revisiting the project management plan to ensure deliverables are on time
- C. Increasing the frequency of project update meetings to keep stakeholders informed
- D. Reviewing the business case and identifying gaps within scope

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1755

A new project manager is assigned to a project midway through its implementation. During the first risk review meeting, the project manager notices that the version of the risk register used by the project team members is different from the one the project manager is using. What should the project manager have done to avoid this issue?

- A. Validated the issue log

- B. Validated the project artifacts
- C. Referred to the communications management plan
- D. Performed expert judgment

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1756

A company just started managing a project using an agile approach. Due to this change, the general manager is worried about the scope definition process for upcoming projects.

What should the project manager do to ensure the project scope is completely defined?

- A. Meet with the general manager and convince them to return to using predictive approaches to avoid any risk.
- B. Ask the general manager to review every requirement to ensure all projects will deliver the requested products.
- C. Help sponsors and stakeholders craft the product vision, and bring the team and product owner together to clarify expectations.
- D. Ask for a budget increase to implement a double-check process to ensure every business need is included in the requirements.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1757

The project charter was just approved and the project sponsor has given permission to proceed with the project. The program manager has confirmed that one of the requested key resources is also needed on another project at the same time. This will affect project delivery.

What should the project manager do?

- A. Have a meeting with project manager of the other project to find a resource optimization solution that works for both projects.
- B. Pay overtime to key resource to get the work done outside of working hours.
- C. Speak with the client to see if the project delivery deadline can be delayed due to resource availability.

D. Talk to the program manager and about prioritizing this project over other projects so the key resources are available.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1758

During the planning stage of a project the project manager realizes that a standard stakeholder engagement approach will not suffice. One of the client representatives, who is not a key decision maker, is extremely opinionated. This client representative could become a roadblock to progress due to their perceived level of authority during meetings.

How should the project manager handle this moving forward?

- A. Ask that only key decision makers attend the project meetings.
- B. Update the project schedule to cater to this particular stakeholder.
- C. Update the risk register to consider the possible project impacts.
- D. Allocate time to gain buy-in from the stakeholder prior to key decision meetings.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1759

A new team member is added to a self-organizing team. The new team member is reluctant to speak and take part in team discussions or decisions.

Which two actions should the team take to engage this new team member? (Choose two.)

- A. Revisit the team's discussion on team behaviors and norms.
- B. Facilitate an open discussion on all ideas and perspectives.
- C. Force the new team member to participate in activities that are considered easy.
- D. Coach the new team member to improve engagement with the team.
- E. Report to the project manager about the new team member's behavior.

Correct Answer: BD

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1760

The project velocity has recently slipped, and a decision was made to skip testing to increase the momentum and bring the project back on track. What will the project manager need to focus on as a result of this decision?

- A. Increased burn rate
- B. Increased cost
- C. Increased technical debt
- D. Decreased efficiency

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1761

During the last sprint review, the main stakeholder complained that the product was missing many features they had been expecting. The project team argued that every increment met the acceptance criteria and was approved by the main stakeholder. The cost performance index (CPI) of the project is 1.15 and the schedule performance index (SPI) is 1.43.

What should the project manager do?

- A. Ask the stakeholder to submit a change request to increase the budget and time for the modifications requested.
- B. Ask the project team to perform the modifications since the project budget and schedule can support them.
- C. Explain to the stakeholder that since the acceptance criteria for every increment were met, the project can be closed.
- D. Analyze the reason for the gap in understanding with both sides and negotiate a solution.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1762

A new project manager learns the work assigned to the team has already been decomposed to its lowest level. The project manager reviews the work and feels some additional, useful information is missing.

What should the project manager review?

- A. The project charter and scope statement
- B. The WBS dictionary
- C. The requirements traceability matrix
- D. The business requirement documents (BRD)

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1763

A research and development team is finishing up a two year initiative. The project manager is focused on the closing activities for the project.

Which activity should be considered as a priority?

- A. Release the resources and plan for a project completion celebration.
- B. Hold a steering committee meeting to inform them of the project completion.
- C. Ensure that knowledge transfer activities are executed as planned.
- D. Mark the product backlog completion status and update the communications management plan.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1764

A company has decided to implement a new archiving system. A data breach occurred during the implementation of the project. What should the project manager do first?

- A. Implement the planned risk response to handle the issue.
- B. Update the risk register with the risk and proposed impact.
- C. Ask the team to fix the system to resolve the issue.
- D. Review possible alternative documentation methods with team.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1765

A project team with members from many different countries is struggling to cooperate. The project manager accepted these difficulties during the storming phase of team development, but the team has not moved to the next phase. The project is beginning to fall behind schedule.

What can the project manager do to move the team to the norming phase?

- A. Show the team the schedule impact of their communication issues and encourage them to put their differences aside.
- B. Speak with the project sponsor about changing the team composition.
- C. Figure out who is behind the issues and apply progressive disciplinary techniques.
- D. Plan social activities to help foster stronger interpersonal relationships and identify shared goals.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1766

A company's project management office (PMO) has been trying to implement an adaptive approach in the project management framework, and a project manager has been asked to use adaptive tools in their next project. This is not the first time the request has been made, and the previous project failed when adaptive tools were implemented.

What should the project manager do?

- A. Prepare a change request and seek approval from the steering committee regarding the new project framework.
- B. Recommend to the PMO that it is not the right time to start implementing adaptive tools in projects.
- C. Bring in a third party company to develop and implement a hybrid framework for this specific project.
- D. Conduct individual interviews with key stakeholders in order to understand all concerns, then prepare a communications management plan.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1767

The project manager has learned that the project sponsor is unhappy with the development of the project requirements. In order to realign the project with the sponsor's expectations, what should the project manager do?

- A. Perform a stakeholder evaluation.
- B. Review the project goal diagram with the team.
- C. Confirm which templates the team should be using.
- D. Review the risk management plan.



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1768

To estimate the costs of a new project that is similar to a project that was implemented last year, the project manager meets with a group of experts from the previous project. The group uses a three-point estimating technique. The project manager submits the estimated budget to the project sponsor for approval. The project sponsor, who is new to the company, is concerned because the budget exceeded their expectations.

What should the project manager do?

- A. Review the historical information and lessons learned from last year's project to justify the new budget estimate.
- B. Use soft skills to convince the project sponsor to approve the new budget estimate.

- C. Change the budgeting technique to a more accurate, bottom-up cost estimation.
- D. Review the organizational process assessment to determine if a contingency reserve was considered in the budget estimate.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1769

An organization is transitioning to agile and a project has been chosen as a pilot. The assigned project manager only has experience using predictive approaches, but the project manager is now required to use agile approaches with the help of an agile coach. During the retrospective of the fifth sprint, the project team complains that many obstacles exist with the organization that are creating project delays and rework.

What should the project manager do in this situation?

- A. Perform a root cause analysis during the standup meetings.
- B. Create a dedicated sprint to solve the obstacles with the team.
- C. Include impediment resolutions during daily standup meetings.
- D. Promote collaboration to help remove the obstacles for the team.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1770

Some members of a project team are frustrated by a new team member who previously worked in a Scrum setting. This new team member approaches members of the project team on a daily basis in what appears to be an attempt to engage in individual standup meetings.

What should the project manager do?

- A. Tell the rest of the project team to continue discussions with the new team member.
- B. Send an email to the project team outlining the communications strategy.
- C. Schedule a meeting for the project team to review the communications management plan.
- D. Mentor the new team member on the methodology the project team is using.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1771

After a couple of iterations, the project manager decides to present the product to a key stakeholder. The stakeholder's feedback is that the team missed the mark on many features.

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

- A. Schedule adequate sprint demos to gather early feedback from the stakeholders and adapt the plan accordingly.
- B. Set up requirements-gathering sessions with all key stakeholders to evaluate the scope once again and reprioritize the backlog based on the sessions.
- C. Evaluate the team's skills to look for someone with experience in product design and assign that person the task of rebuilding the product interface.
- D. Incorporate design thinking practices into the project life cycle to better understand the product's personas and be more effective to match their needs.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1772

The project manager is having difficulty obtaining approval of the project requirements because there is disagreement among the project stakeholders. This issue is putting the project schedule at risk.

What should the project manager do first to facilitate the approval of project requirements?

- A. Identify the source of the disagreement.
- B. Hold a team-building event.
- C. Perform a stakeholder analysis.
- D. Review the project charter.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1773

An agile project is running its fifth iteration out of eight. After the last iteration planning, the team was informed that there is a new competitor in the market, and it is necessary to move faster to ensure market share is not missed.

What should the project manager do?

- A. Add the competitor's functionalities to the product backlog to improve the product.
- B. Help the team to find a new approach to launch the product as soon as possible.
- C. Ask the team to increase the velocity to launch the product as soon as possible.
- D. Ask the sponsor to add more people to the team.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1774

An external project manager is managing the construction of new corporate offices for a large company. The project management plan states that it is necessary to contract a highly trained external resource to revise and validate an important project component. The client has rejected hiring the external resource because of the high cost, even though it is within the project budget.

What should the project manager do to resolve this issue?

- A. Ask the client for a meeting and explain that the task will not be performed.
- B. Evaluate the consequences and meet with the client to explain the possible scenarios.
- C. Try to accomplish the task internally by leveling resources from other projects.
- D. Hire the resource in order to achieve the project objectives.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1775

During the implementation phase of a construction project, the customer asked a key subcontractor to deliver a work package ahead of time. The subcontractor was not prepared for it and asked the project manager for additional budget.

What should the project manager do first?

- A. Submit a change request to accelerate the project as requested.
- B. Ask upper management for more funds, and update the project budget.
- C. Update the risk register and project log, and manage the budget closely.
- D. Revise the project scope accordingly to cope with the budget changes.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1776

A project manager has been assigned to a project and receives the project charter from the project management office (PMO). The document is very clear about customer requests. During Project Scope Management, some requirements seem to be different from the ones specified within the project charter.

What should the project manager do?

- A. Register the changes in the configuration management plan and send it to the change control board (CCB).
- B. Explain to the sponsor that these requests could endanger the schedule and cost of the project.
- C. Use a focus group and brainstorming sessions to gather more details about the project scope.
- D. Modify the baseline of the project for minor impact changes to the project scope.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1777

After gathering all the requirements for a project with dependencies on external stakeholders, the project team is finishing the second iteration. At this point, the project manager learns about a possible change in regulations that would prevent the product launch.

What should the project manager do to realize benefits?

- A. Implement the changes.
- B. Improve the team's velocity.
- C. Add an entry in the risk log.
- D. Review target benefits.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1778

A company's project management office (PMO) has started to implement iterative tools. A project manager is starting a new project and has identified an opportunity to use the iterative tools. One of the senior managers is concerned about this modified framework as it is fairly new to the company.

What should the project manager do first?

- A. Send documentation to the senior manager about the advantages of the new framework.
- B. Escalate the senior manager's concern to the project sponsor and distribute the status to the team.
- C. Look for external training on the new framework to eliminate the risk of low engagement from stakeholders.
- D. Organize individual sessions with the stakeholders to build awareness and trust in the new framework.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1779

After completion of a project with specific users in various countries, the project manager's supervisor asks if the project users are satisfied with the way the project was run. What two actions should the project manager take? (Choose two.)

- A. Send a questionnaire to the project participants and seek their feedback.
- B. Prepare the lessons learned from the project phase.
- C. Deliver the project materials to the users and see if they have any comments.

- D. Obtain official approval on the new process from the various countries.
- E. Refer to the communications management plan.

Correct Answer: AE

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1780

During a retrospective meeting, a project manager hears that stakeholders have been constantly complaining at iteration demos about product features not being delivered as requested. What advice should the project manager give to the product owner to ensure that product features are always delivered as requested?

- A. Validate acceptance criteria with stakeholders prior to backlog refinement.
- B. Avoid including stakeholders in iteration reviews.
- C. Include stakeholders during daily standup meetings to monitor progress.
- D. Create a requirements traceability matrix and distribute it accordingly.

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

QUESTION 1781

A project manager is responsible for building a bridge. The high-level elements of the project are handled using a predictive approach. The software responsible for retracting the bridge has been developed based on agile principles. During software development, the workflow is often interrupted by various delays or impediments due to lack of information.

How should the project manager handle this situation?

- A. Apply lean manufacturing to limit the team's work.
- B. Make work visible using kanban boards.
- C. Incorporate small batches of work into the project.
- D. Increase retrospectives to deliver results fast.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1782

A team has been working on a project for several months, but the completion date is unclear because the scope is changing frequently as new knowledge is gained. Some deliverables have already been completed, but when new stakeholders join the team, they complain that project outcomes are not meeting business goals.

How can the project manager prevent this situation from happening in the future?

- A. Schedule a kick-off meeting for every project phase to share the project management plan with all stakeholders.
- B. Create a detailed work breakdown structure (WBS) and milestone schedule approved by all stakeholders.
- C. Create a prioritized backlog and define iteration review sessions with stakeholders.
- D. Schedule a daily meeting to review team performance and impediments.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1783

During initiation of a new product improvement project, a project manager finds historical data showing that a similar project resulted in customers complaining of an even worse user experience compared to the previous product version. How can the project manager prevent this outcome in the new project?

- A. Hire a consultant to perform a benefit analysis as an input to the project charter.
- B. Define a high-level risk and plan mitigation after completing the work breakdown structure (WBS).
- C. Define a user focus group as external stakeholders with a high influence on outcomes.
- D. Hire a team of external users to perform acceptance testing on the product.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1784

A team has different ideas on how to address a feature of a product under construction and, although the sprint began two days ago, they have still not reached a consensus. What should the project manager do?

- A. Schedule a session to give everyone the chance to express their opinions about each idea, then vote and decide.
- B. Offer an opinion about the pros and cons of each idea and try to reach a consensus in a facilitated meeting.
- C. Ask the product owner, who is the key stakeholder, to choose among the different ideas.
- D. Propose ideas to the group, ask everyone to vote, and then choose the most popular idea.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1785

During the execution of a project, the project manager notices that only one team member has one of the technical skills needed to build the product. The project manager is afraid this might have a future impact on the quality and schedule, because most of the upcoming activities will require at least three people with this specific skill.

What two actions should the project manager take to prevent the team from being unqualified? (Choose two.)

- A. Teach the entire team the new skill.
- B. Encourage working in pairs and knowledge sharing.
- C. Increase the time estimates on the activities that require such abilities.
- D. Facilitate a training event with an external trainer.
- E. Exclude the activities from the roadmap.

Correct Answer: BC

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1786

During the daily meetings with the team, the project manager notices that a new team member is not making the expected progress on an assigned task. What should the project manager do?

- A. Ask an experienced team member to coach the new team member.
- B. Ask the new team member to follow the team ground rules.
- C. Ask an experienced team member to identify a replacement.
- D. Ask the new team member to reassess their own capabilities.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1787

After a meeting with the customer, the project manager receives special recognition because the project is always on schedule. Later that day, the project manager attends a regular project team meeting to follow up on the status of the deliverables.

What should the project manager do in the project team meeting?

- A. Follow the meeting agenda and make a list of the next deliverables.
- B. Share the customer feedback with the project team.
- C. Document this feedback in the meeting minutes.
- D. Start planning how to improve the dates of next deliverables.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1788

The team is working on a critical project deliverable and the project manager is concerned about meeting the deadline. There have been complaints from some stakeholders about some of the team members' performance. The project manager wants to understand the situation and provide feedback to the team as soon as possible.

What three actions should the project manager take to address this situation? (Choose three.)

- A. Implement daily team meetings.

- B. Define team ground rules.
- C. Perform a retrospective session.
- D. Conduct an annual review.
- E. Request a manager performance review.

Correct Answer: ABC

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1789

A new project has been kicked off following a planning session. The project is under direct oversight of an executive in the organization. After a review meeting, the project manager overhears an executive request a dashboard from one of the team members to show the overall project status.

What should the project manager do?

- A. Update the communications management plan to include informal requests.
- B. Ask the team member to develop a dashboard to fulfill the request.
- C. Update the stakeholder engagement assessment matrix.
- D. Tell the team member to route the request through the project manager.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1790

A project manager works with a global virtual team. The team is facing difficulty in communicating with each other and often misses important messages. This difficulty leads to missed deadlines.

What should the project manager do to enhance project team effectiveness?

- A. Implement team colocation to improve communication.
- B. Identify the root cause of communication issues.
- C. Initiate daily communication of project progress.

D. Schedule a communications control board meeting.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1791

The project manager just started leading a project team from which the previous project manager resigned. After a quick evaluation of the project, it is apparent that team morale is low due to continuous disagreement about how to complete tasks. Tasks are taking longer than forecasted and the project is off schedule.

What should the project manager do?

- A. Inform the stakeholders that the project will be delayed due to previous team management.
- B. Crash the project timeline to ensure the project is back on schedule.
- C. Conduct a meeting with the project team to discuss and address the sources of disagreement.
- D. Issue a change request to extend the project schedule based on identified delays.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1792

Team members are having a discussion with the project manager. In the last retrospective meeting, the team realized that the obsolete equipment could affect the next iteration of the project. The team recommends buying new equipment because it is critical to the success of the final deliverable.

What should the project manager do next?

- A. Submit a change request to increase the budget and buy new equipment.
- B. Review the cost management plan to determine how to address this issue.
- C. Tell the team members that more equipment is not part of the project's scope.
- D. Check the project budget to verify if there is enough contingency reserve.

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

QUESTION 1793

A project manager is leading a project with several stakeholders in other functional areas of the company. One of these stakeholders has just been promoted to lead another functional area, and remains a stakeholder for this project.

What should the project manager have the project team update to ensure proper communications to stakeholders?

- A. Communications management plan
- B. Stakeholder engagement plan
- C. Stakeholder register
- D. Project management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1794

A project team has recently completed the initial sprint for developing an automated payroll system for a company. The project manager has scheduled a sprint planning meeting with the product owner and team members to discuss which features should be worked on next.

Which two pieces of information does the project manager need in order to make this meeting productive and effective? (Choose two.)

- A. Sprint goal
- B. Product backlog
- C. Company mission and vision
- D. Burndown chart
- E. Sprint charter

Correct Answer: AB

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1795

The CEO has authorized the development of a complex financial product for a company to provide greater future benefits. The budget has been acquired through financing with global investors who expect all risks to be identified as soon as possible.

What should the project manager use to identify the risks?

- A. A risk value assessment
- B. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- C. Expert judgment
- D. An analysis of shared risks between parties

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1796

The project manager of an agile project has been asked to reduce the budget by 30%. Since this is a small project team, the budget is primarily allocated to resources.

What strategy should the project manager use in order to keep delivering value in a restricted environment?

- A. Restrict the project scope only to basic critical features, and run the project with the current staffing level until all of the budget is consumed.
- B. Reduce the project staff and adjust the scope and timelines accordingly in support of the budget reduction.
- C. Balance the project team in order to accommodate the budget challenges, and provide training to mitigate the risk of low performance.
- D. Prioritize the product backlog looking for high business value and low effort, and adjust the project budget and staffing to account for those items.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1797

A project for a new product launch is in a very initial stage and the requirements are evolving. Due to stiff competition in the market, the customer would like to launch the product keeping the scope flexible. The project team intends to start the work based on the forecast of a similar project delivered last year.

Which project approach suits the scenario?

- A. Execute it as a Scrum project.
- B. Execute it using the same approach as the reference project.
- C. Execute it as a project with stage gates.
- D. Execute it as a predictive project.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1798

A company's CEO has just returned from a conference on the use of artificial intelligence (AI) and would like the project manager to implement this technology in the organization. What should the project manager do first?

- A. Start a strengths, weaknesses, opportunities, and threats (SWOT).
- B. Engage stakeholders and allocate resources.
- C. Start developing a business case.
- D. Gather requirements from stakeholders.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1799

A team member misses a project meeting without it being approved and has been penalized as defined in the ground rules. This team member, as well as other team members, insist that it is the first time they have seen this rule regarding the project, and they do not agree with the penalty.

What should the project manager have done to avoid this situation?

- A. Distributed the project charter to all team members.
- B. Ensured the team charter was developed by the team members.
- C. Used a charismatic leadership style.
- D. Ensured the team members are fully supportive of all decisions.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1800

An organization is introducing agile to its projects. During an informal discussion, the project manager learned that team members who are currently working on different teams are discussing how they would like to be together on the same team.

What should the project manager do?

- A. The project manager should not allow resources to choose teams because the project manager assigns the resources based upon project needs.
- B. The project manager should allow the resources to periodically choose on which team they would like to work.
- C. The project manager should not allow resources to choose on which team they would like to work because they will always choose their favorite team.
- D. The project manager should indicate that the team members have already been assigned to a team through workforce optimization.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1801

A project manager is managing a project which has a very complex and long execution period. Although the project is mostly predictive, the team was able to break the design and execution into smaller packages using a hybrid framework. The business wants to keep track of the value delivered by this framework application, but there is no defined set of measurable items for the framework.

What should the project manager do first?

- A. Use the same benefits tracking process from the last predictive project and add this to the monthly status report.
- B. Create a report based on the work breakdown structure (WBS) and update it on a regular basis.
- C. Work with the stakeholders to determine which measurable benefits can be tracked and assign an accountable person to monitor and report them.
- D. Research which templates of reports were used the most for this framework and incorporate them into the project.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1802

A junior staff member was recently assigned to the team. The new team member tells the project manager that they are confused because they are not familiar with what is expected of them on the project.

What should the project manager do to assist the new team member?

- A. Instruct the new team member to review the responsible, accountable, consult, and inform (RACI) matrix before asking for help.
- B. Advise the new team member to review the project charter and stakeholder engagement plan.
- C. Advise the new team member to enroll in project management training.
- D. Review the resource management plan and provide mentoring to the new team member if necessary.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1803

A project manager has two projects that are being executed at the same time. The duration of the critical project must be reduced, but the project manager does not have enough resources to achieve this goal. In addition, the schedule does not have activities that can be overlapped.

What should the project manager do?

- A. Analyze both projects to determine the most effective use of common resources.
- B. Provide schedule optimization training to the project teams to improve their skills.
- C. Use resource optimization to justify requesting more resources for the critical project.

D. Apply fast-tracking techniques to compress the schedule of the critical project.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1804

Early in the execution phase, a project manager discovers that recent changes in enterprise environmental factors (EEFs) will severely reduce the implementation cost and shorten the project schedule. How should the project manager address this situation?

- A. Meet with the project team to decide how the remaining budget will be spent.
- B. Follow the project escalation policy and communications management plan.
- C. Keep the extra budget as management reserve until project closeout.
- D. Give the team extra time to finish tasks within the original timeline.

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

QUESTION 1805

A project manager realizes that a project is becoming delayed because some key decisions are affected by contradicting views between the organization's senior management and external stakeholders. What should the project manager do?

- A. Review the remaining scope and rebaseline the project's schedule to take into account delays in decision making.
- B. Review the stakeholder register and ensure that communications are being followed in line with the communications management plan.
- C. Isolate the project team from external factors such as senior management and stakeholders so that decisions can be made more quickly.
- D. Review the adequacy of the project's governance and ensure that an appropriate structure is in place.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1806

During an inspection, the production phase was stopped because the inspector claimed that regulatory labels were missing. What should the project manager do?

- A. Review the risk management plan.
- B. Update the lessons learned register.
- C. Review the quality management plan.
- D. Conduct an expert judgment evaluation.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1807

A project manager has received an updated earned value analysis report.

The following are the key findings from the report:

- Budget at completion = US\$1 million
- Earned value = US\$0.7 million
- Actual cost = US\$0.75 million
- Cost performance index = 0.933

Based on this information, what should the project manager conclude about project performance?

- A. The project will be completed exactly as planned.
- B. The project will be easier to complete than planned.
- C. The project will be difficult to complete as planned.
- D. The project will not be completed as planned.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1808

A project just kicked off and management's expectation is to ensure that the deliverable of the first iteration helps the marketing team present the product prototype to potential customers. What should the project manager do?

- A. Increase the details of the work breakdown structure (WBS) to minimize errors and delays.
- B. Split the backlog into phases to ensure that the key features are delivered first.
- C. Identify the minimum functionality required for the product.
- D. Ask the sponsor to prioritize some functionalities of the product.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1809

Which three of the following scenarios are impediments to which a scrum master should pay attention? (Choose three.)

- A. A technology that blocks agile capabilities
- B. A lack of team empowerment and an inability to self-organize
- C. A review of the backlog at daily standup meetings
- D. A team member talking about a user story that is on the Scrum board
- E. A team member talking about a user story that is not on the Scrum board

Correct Answer: ABE

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1810

A project manager presented the project schedule to the main stakeholders. They have requested that the project be completed two months earlier than the scheduled date.

What should the project manager do?

- A. Hold a stakeholder meeting to align timelines and scope expectations.
- B. Crash the schedule to shorten the timeline while keeping the scope unchanged.
- C. Update the cost management plan to allocate more resources to the project to finish the scope earlier.
- D. Reduce the scope of the project by removing activities and shortening the timeline.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1811

A project in the execution phase is behind schedule and is missing some materials. The contractor submits an offer to supply the missing materials and reimburse the cost since the internal procurement process will cause more delay. The project manager does not agree with the costs submitted by the contractor for the missing materials.

What should the project manager do next?

- A. Update the procurement strategy and negotiate with the contractor.
- B. Update the procurement management plan and negotiate with the contractor.
- C. Ask the contractor to review the offer and reduce the costs.
- D. Ask the project sponsor to allocate more budget to cover the costs.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1812

A team is working on implementing a communications system when the client says that they are considering closing the project. The project manager schedules an urgent meeting with the client to understand why the project is at risk.

Which two tools or techniques can the project manager use to influence the client's decision to keep the project active? (Choose two.)

- A. Alternatives analysis
- B. Cost-benefit analysis
- C. Voting

- D. Autocratic decision making
- E. Multi-criteria decision making

Correct Answer: BE

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1813

A group has been working together for one month. During daily meetings, a team member continues to express issues in completing their tasks. What should the project manager do?

- A. Start a discussion with all team members to help resolve the issues.
- B. Wait for the team to identify and solve the problem independently.
- C. Move the team member to another task that is more skill appropriate.
- D. Have a confidential discussion with the team member to identify the root cause.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1814

During the implementation phase of a project, a new regulation affects the project, and a critical status meeting discussing the scope changes is required. The project manager discovers that a key stakeholder cannot attend the scheduled meeting.

What should the project manager do?

- A. Update the communications management plan and implement the change.
- B. Meet with the project sponsor to discuss how to address the situation.
- C. Meet with the stakeholder prior to the meeting to obtain their opinion.
- D. Call for a change control board (CCB) meeting, and inform the stakeholder about the outcome.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1815

A project to develop a large hydropower plant is in the implementation phase and is managed using a hybrid approach. What should the project manager do to ensure full compliance of quality requirements during the execution phase?

- A. Continually survey the quality of the deliverable.
- B. Set up quality policies and procedures.
- C. Plan quality management.
- D. Analyze the quality requirements.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1816

An organization is embarking on the deployment of a new digital solution that will revolutionize purchasing services. The project manager has created all the necessary plans and activities to ensure a successful integration and solution launch. There is a risk of a partner's system being unavailable which could impact the project negatively.

What key activity is needed to ensure the project's success?

- A. Continuously monitor the risk of the partner system's unavailability, and put the proper resolution plans in place in case the risk materializes into an actual issue.
- B. Communicate to the project stakeholders that full integration may not be possible and that the project will potentially be delayed as a result.
- C. Eliminate the risk by mandating the partner to change the system settings to facilitate an easier integration with the new solution.
- D. Mitigate the risk by developing alternative plans to make the solution ready and available without full integration capabilities.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1817

The project manager has observed that two team members have been arguing with each other openly at meetings. To push their ideas through, each team member individually spoke with the sponsor directly and made decisions without informing the project manager or other team members.

What two actions should project manager take? (Choose two.)

- A. Discuss the behavior directly with their managers and request them to correct the behavior.
- B. Address the behavioral issue with each team member.
- C. Ask the team members to work it out themselves.
- D. Discuss this situation with other project managers and ask for advice.
- E. Reiterate ground rules at the next meeting and ensure that all team members are clear about these rules.

Correct Answer: BE

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1818

During project execution, a project manager is informed that most of the project team members have enrolled in the newly implemented work-from-home company policy. How should the project manager reflect this change in the project?

- A. Update the stakeholder engagement plan to include the emergency contact information for enrolled team members.
- B. Update the resource calendar for enrolled team members in the resource management plan.
- C. Update the communication styles for enrolled team members in the communications management plan.
- D. Update roles and responsibilities for enrolled team members in the responsibility assignment matrix (RAM).

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1819

A new team member has joined an agile project, replacing a team member who recently left. The project team needs the new team member to speed up their ability to contribute effectively to the project.

What should the project manager do to help in this situation?

- A. Assign the new team member the same tasks that were assigned to the previous team member who they replaced.
- B. Schedule knowledge transfer sessions and assign less complex tasks to the new team member.
- C. Send technical documentation to the new team member and schedule training for the next iteration.
- D. Have the new team member complete all of the company's mandatory training.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1820

A project manager at a company is considering a high-performing junior member of the organization to be the new project manager for a current project. What should the project manager do to prepare for a recommendation to senior management?

- A. Compile key highlights featuring the team member from the meeting minutes.
- B. Calculate the health of the projects on which the team member has worked.
- C. Ask the team member to write a short biography listing their qualifications.
- D. Gather project artifacts that demonstrate the team member's high performance.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1821

During the implementation of a project, the project team discovered a new opportunity. After an internal review, the project team agreed that the opportunity is outside of the project scope. The project manager decided to update the risk register and escalate the opportunity to a higher level.

What should the project manager do next with this opportunity?

- A. Establish a contingency reserve to support the opportunity.

- B. No more action is required.
- C. Further monitor the opportunity.
- D. Share this opportunity with another project.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1822

A project manager finished reviewing the project deliverables for the current iteration with the customer. A new key stakeholder, who just joined the customer's team, complains that the results do not provide the capabilities the business anticipated.

What should the project manager do to address this issue?

- A. Update the stakeholder list and fix the deliverables.
- B. Create a change request and update the scope management plan.
- C. Update the project management plan and lessons learned.
- D. Conduct stakeholder identification and a project objectives review session.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1823

A project manager accepts a delivery at the project site but the items are of a poor quality. The project manager gets the local vendor to fix the items but more deliveries from this vendor are expected.

What should the project manager do going forward?

- A. Have the vendor issue the quality documentation prior to the next delivery.
- B. Allocate extra time to inspect deliveries for quality assurance upon arrival at the site.
- C. Review the contract requirements and ask for the applicable evidence for quality assurance.
- D. Call the vendor and have them verbally guarantee the quality of the next site delivery.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1824

During a project's third iteration, two of the existing team members were replaced. As the project entered the next iteration, the team velocity dropped and the performance started to slip.

What should the project manager do?

- A. Discuss the decrease in productivity with human resources.
- B. Escalate the issue to the project sponsor.
- C. Guide the team to revert back to the forming and storming stages.
- D. Convene a team building event to address key performance indicators (KPIs).

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1825

A project manager has been asked to lead a project. The performing organization does not have a project management office (PMO) or formal governance policies, procedures, and guidelines for this type of project.

What should the project manager do first to determine a governance approach for the project?

- A. Choose either a predictive or agile framework best suited to the nature of the project, and use this framework as the basis for project governance policies, procedures, and guidelines.
- B. Consult with team members and stakeholders to determine whether the organization has any informal governance policies, procedures, and guidelines.
- C. Coach the self-managing team to produce tailored governance policies, procedures, and guidelines for the project.
- D. Consult a subject matter expert (SME) as to the best governance policies, procedures, and guidelines to be used by the project.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1826

During the course of a project, the project manager wants to ensure that the work carried out and the product being created do not deviate from the prescribed business value. What should the project manager pay special attention to in order to achieve this goal?

- A. Monitoring the work breakdown structure (WBS)
- B. Monitoring and updating the benefits realization plan
- C. Carrying out quality audits and failure analyses
- D. Reviewing and updating the requirements management plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1827

A key project stakeholder who was a big supporter and motivator for the project team is leaving the organization. The project team is experiencing low morale and poor teamwork.

What should the project manager do to improve morale?

- A. Forge consensus through team participation.
- B. Set goals and push the team to achieve the goals.
- C. Build team connections and emotional bonds.
- D. Identify the wants and aspirations of the team.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1828

A retail chain is evaluating a project to replace payment systems across all its stores in multiple locations. The project does not pass the financial threshold but is also expected to increase market share, improve customer services, and retain more customers. The project is planned as a phased implementation, building on learning from the retrospectives during each phase.

How should the business increase the value of the project?

- A. Consult with experts on methods to reduce costs and increase the financial value of the project.
- B. Quantify the expected tangible and intangible benefits in the benefits management plan for each phase.
- C. Ask the benefits owner to reassess the identified risks that are impacting the outcomes of the financial benefits.
- D. Use a fishbone diagram to find the root cause of the lower financial benefits with the benefits owner.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1829

A project manager is leading an agile project. One week into the project, a competitor makes an announcement that they will soon be launching a similar product in the market.

What should the project manager do next?

- A. Cancel the sprint immediately and start a new sprint after determining the requirements for the next sprint.
- B. Hire a subject matter expert (SME) from the competitor company as a consultant.
- C. Refine the product backlog to deliver the minimum viable product (MVP) first.
- D. Ask the team members to continue with the delivery and address this issue at the retrospective.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1830

In a newly formed project team, one experienced team member is overwhelmed by the complexity of the tasks and is not happy with the project team. What should the project manager do?

- A. Actively listen to the team member and identify ways to support their needs in completing the tasks.
- B. Ask the team member to enter this potential schedule delay in the risk register.
- C. Set up team-building activities with the project team members to reduce tension.
- D. Explain that the tasks are unavoidable and ask the team member to find a solution to overcome the challenges.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1831

A project manager has been managing a project for several months when an issue that had not been registered as a risk appeared. This issue may have a big impact on the project.

What should the project manager do?

- A. Hold a meeting with the project team and relevant stakeholders to agree on the best way to manage the issue.
- B. Inform the sponsor that the issue has arisen and that the project's success may be uncertain.
- C. Avoid managing the issue as it was not registered as a risk for the project and there is no planned response to it.
- D. Delay the project until the issue is addressed and no longer presents as a risk to the project.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1832

Due to delays on some activities, one of the project team members has increased the scope without any approval. What should the project manager do next?

- A. Evaluate the impacts of the changes that were made to the project.
- B. Add team members to the project to avoid more schedule delays.
- C. Remove the changes to match the original requirements.
- D. Update project documentation with the new scope.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1833

An agile project team is looking to develop quality standards for a project. How should the project manager coach the team?

- A. Insist that test-driven development is implemented along with the automated testing.
- B. Determine the tools and techniques suitable for the project and ensure that testing is done early and continuously.
- C. Inform the team that user acceptance testing is required to ensure that the product owner accepts the solution.
- D. Ensure that the definition of done (DoD) is provided when the product owner agrees that all acceptance criteria have been met for the user story.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:



QUESTION 1834

The project sponsor on an agile project informed the project lead that an executive would like an update on the project's progress. What should the project lead do?

- A. Ask the project sponsor or product owner to provide an update since the project lead should be trying to keep the team free from impediments.
- B. Reach out to the project management office (PMO) for status report templates and provide project updates in that format.
- C. Invite the executive to the project's meeting space to determine if the project information radiators meet their needs.
- D. Provide a link to the project's shared drive for the executive to search through for any artifacts that are of interest.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1835

A team is holding the first demonstration of the software built to date on a medium-sized project. The product owner has uncovered a number of issues they would like to be addressed before providing approval.

How should the project manager approach this problem?

- A. Refer the product owner to the signed business requirement document and explain that the current plan cannot facilitate these changes.
- B. Tell the product owner the issues will be addressed in the second version of the software.
- C. Plan to address the issues through backlog grooming and incorporate them into the next sprint.
- D. Refer the product owner to the change management plan, then escalate to the steering committee.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1836

Company A has received a large, multibillion-dollar project from a foreign client. This project is expected to be completed within three years with multiple stakeholders. The assigned project manager is confident in executing this project because of past experience with previous projects that exactly match the parameters of this project.

How should the project manager start working on this project?

- A. Analyze the project parameters for comparison to previous projects and prepare a report for the kick-off meeting.
- B. Prepare the project management plan to help manage key stakeholders and the financial aspects of the project.
- C. Get the project charter approved from the project sponsor, which formally gives the project manager authority.
- D. Consult senior management and request them to award this project to a new project manager.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1837

In a hybrid project, the customer decided on a major change for the project design. This change was approved, and the impact on schedule and budget is known. The software team leader, who is supposed to develop the software, refuses to commit to delivery dates, claiming that they work using an agile approach and cannot commit to a final delivery date. The hardware team depends on this software to develop their part of the product.

What should the project manager do?

- A. Add this risk to the risk register and monitor it according to the risk management plan.
- B. Escalate this to higher management and ask for help to resolve the issue.
- C. Ask the software team leader to use a predictive approach and commit to a delivery date.
- D. Impose the delivery dates on the software team leader and notify the functional manager about the situation.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1838

A team has been struggling with various issues during the course of an iteration. The project lead facilitates a discussion of the issues and the team forms new team agreements. During the next iteration, some of the same issues appear again.

What should the project lead do next?

- A. Post the agreements in a conspicuous place where all of the team members can see them.
- B. Notify senior management of the issues, and have them review the importance of agreements with the team.
- C. Challenge the team to determine if the issues surfaced again because agreements were not followed.
- D. Let the team self-organize and determine the best means to prevent the issues from occurring again.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1839

A project manager has been assigned to lead a project to deploy a new system. The stakeholders disagree on the project objectives and approach.

What should the project manager do?

- A. Breakdown the situation to identify the root causes for the disagreement and then work with each stakeholder and participating entity on their exact roles and responsibilities.

- B. Conduct scoping workshops with the project team to create a work breakdown structure (WBS), assign tasks to various entities, share this with all stakeholders, and ask the team to complete their tasks as scheduled.
- C. Create a roles and responsibilities matrix based on the project charter and ask the sponsor to share it with all stakeholders to provide credible authority.
- D. Conduct a general meeting with all stakeholders and review and address a list of activities for each of them.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1840

During project execution, the risk owner is monitoring the critical speed rate of a power engine to eventually trigger the defined risk-response strategy. During the risk assessment and management process phase, it was defined that the power engine has the following characteristics:

1,600 rpm (rate-per-minute) -> stops working and crashes the system

1,500 rpm (rate-per-minute) -> warns of max rate allowed

1,400 rpm (rate-per-minute) -> reduces the power and brakes the engine

Which of the following statements is correct?

- A. 1,600 rpm is a project issue;
1,500 rpm is a project risk; and
1,400 rpm is an event that triggers a response strategy.
- B. 1,600 rpm is a project issue;
1,500 rpm is an event that triggers a response strategy; and
1,400 rpm is a project risk.
- C. 1,600 rpm is a project risk;
1,500 rpm is an event that triggers a response strategy; and
1,400 rpm is a project issue.
- D. 1,600 rpm is an event that triggers a response strategy; 1,500 rpm is a project issue; and 1,400 rpm is a project risk.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1841

During an iteration of a project, a planned activity becomes more complex. The work should be delivered in the shortest time possible.

What approach should be used in this situation?

- A. The cross-functional team members work together to complete the activity.
- B. The product owner moves it to the product backlog.
- C. The team facilitator gets support from external team members.
- D. The team members bring in a specialist to help them.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1842

A multinational company has a plan to expand their business into a new country where they currently have no presence. A project manager is assigned to initiate this project.

After reviewing the business case, what should be considered first when developing an appropriate implementation strategy?

- A. Evaluate the environmental and regulatory factors and identify high-level risks and assumptions.
- B. Ensure that project sponsors are in agreement on the project deliverables and timeline during the project.
- C. Acquire project resources from the new country to mitigate the risk of uncertainty.
- D. Identify and monitor the risks closely since the company does not have lessons learned for this country.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

QUESTION 1843

A project manager is assigned to lead a newly formed agile team. The functional manager has assigned tasks to team members, but the team members do not feel empowered.

How can the project manager promote empowerment and accountability among the team?

- A. Give the team autonomy to make their own decisions on how to perform the tasks.
- B. Encourage the team to keep the product owner involved when choosing ways to resolve the given task.
- C. Encourage and assign the team to perform demos of their products or software with the customers.
- D. Assign the tasks individually based on the role of the team member to ensure expertise on the subject.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

