PMI.Premium.PMP.by.500q - DEMO

VCEûp

Exam Code: PMP
Exam Name: Project Management Professional
Certification Provider: PMI
Corresponding Certification: PMP

Exam A

QUESTION 1
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 2
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 3 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 4 Which Process Group typically consumes the bulk of a
project's budget?

A. Monitoring and Controlling

B. Executing

C. Planning

D. Initiating

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 5 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 6
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 7
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 8 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: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 9 Which type of managers do composite organizations involve?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 10
If the probability of event 1 is 80 percent and of event 2 is 70 percent and they are independent events, how likely is it that both events will occur?

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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 11 An input required to develop a preliminary project
scope statement is:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 12
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 13
Managing five contractors on your project for a new stadium in your City that can be used for baseball and for football and can be easily converted for either sport
is a challenge along with managing your 15 person project team. You decided to conduct an audit of one of your contractors and are_____

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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 14
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 15
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 16
In the Estimate Activity Durations process, productivity metrics and published commercial information inputs are part of the:

A. enterprise environmental factors.

B. organizational process assets.

C. project management plan, D. project funding requirements.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 17
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 18 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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 19 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 20
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 21
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 22

As a Project Manager, your first priority is to accomplish the work of the project. As a result of a project being complete, you have the opportunity to help those on the project become more educated on what worked well and what didn't on the project. What is the best answer for gaining this experience and knowledge?
A. Historical information
B. Lessons learned
C. Assumptions
D. Constraints

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 23
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 24
Project deliverables are the outputs that include the product, service, or result of the project as well as ancillary results. These ancillary results should be in the

A. Requirements management plan
B. Scope management plan
C. Project scope statement
D. Project acceptance criteria

Correct Answer: C

Section: (none)
Explanation
Explanation/Reference:
Section: Mix Questions
Explanation:
The project scope statement describes in detail the deliverables and what work must be done to prepare them. Ancillary results are also considered deliverables and are included in the project scope statement. They include items such as project management reports and documentation. Deliverables in the project scope statement may be described at a summary level or in a detailed way.

QUESTION 25 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 26 Managing procurement relationships and monitoring contract performance are part of
which process?

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

Correct Answer: C
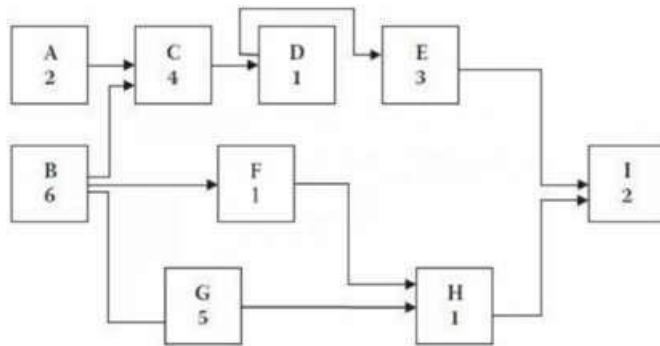**Section: (none)**
Explanation

Explanation/Reference:
Section: Executing

QUESTION 27
Diagram:

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

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 28
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: (none)
Explanation
Explanation/Reference:
Section: Mix Questions
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 29
On a wireless internet access project, the team is large with 40 people, and controlling communication has been a challenging for the team to make progress. The Project Coordinator has been used to help with this problem. What is one of the main differences between the Project Coordinator and the Project Expeditor?

A. The Project Expeditor is another title for the Project Manager
B. The Project Coordinator has decision-making ability
C. The Project Expeditor is another title for Project Coordinator
D. The Project Expeditor has decision-making ability

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 30
Project management processes describe project work, while product-oriented management processes specify the project s product. Therefore, a project management process and a product-oriented management process_____

A. Overlap and interact throughout the project
B. Are defined by the project life cycle
C. Are concerned with describing and organizing project work
D. Are similar for each application area

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Project management processes and product-oriented management processes must be integrated throughout the project's life cycle, given their close relationship.
In some cases, it is difficult to distinguish between the two. For example, knowing how the project will be created aids in determining the project's scope. However, the project life cycle is independent from that of the product.

QUESTION 31 Which of the following is NOT an
objective of a risk audit?

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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 32
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: (none)
Explanation

Explanation/Reference:

Section: Mix Questions

QUESTION 33 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 34 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 35 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 36
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 37
The Project Manager has some issues on the team between two developers who disagree about how something should be done. What is the best method to resolve the conflict?

A. Compromise
B. Problem solving
C. Withdrawal
D. Reward

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 38 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Work performance information, an output of control communications, organizes and summaries performance data such as status and progress information on the
project at the level required by stakeholders. This information next is communicated to the appropriate stakeholders.

QUESTION 39
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 40
The project manager at an organization has just realized that some of the engineering staff has been allocated to project Y and will not be available to finish task X. The project manager has also discovered that at the current pace, it will not be possible to complete the project on time. Due to cost constraints, hiring more work force is not a viable option. Which tools are at the manager s disposal?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 41 A tool and technique used during the Perform Qualitative Risk
Analysis process is:

A. risk data quality assessment.
B. variance and trend analysis.
C. data gathering and representation techniques.
D. risk audits.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 42 Which of the following are outputs of the Monitor and Control Project
Work process?

A. Requested changes, forecasts, recommended corrective actions
B. Forecasts, resources plan, bottom up estimating
C. Recommended corrective actions, cost baseline, forecasts

D. Requested changes, recommended corrective actions, project constraints

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 43
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 44
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 45 A regression line is
used to estimate:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 46
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 47 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling
QUESTION 48 Each WBS component should be assigned a unique identifier from a
code of accounts to

A. Link the WBS to the bill of materials

B. Enable the WBS to follow a similar numbering system to that of the organization's units as part of the organizational breakdown structure C. Sum
   costs, schedule, and resource information

D. Link the WBS to the project management plan

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The key document generated from the create WBS process is the actual WBS. Each WBS component is assigned a unique identifier to provide a structure for hierarchical summation of costs, schedule, and resource information.

QUESTION 49 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 50
In plan stakeholder management, all organizational assets are used as inputs; however, which of the following are of particular importance?

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 51 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 52
Assume that your actual costs are $1,000; your planned value is $1,200; and your earned value is $1,500. Based on these data, what can be determined regarding your schedule variance?

A. At -$300, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.

B. At +$300, the situation is favorable, as physical progress is being accomplished ahead of your plan.

C. At +$500, the situation is favorable, as physical progress is being accomplished at a lower cost than was forecasted.

D. At -$300, you have a behind-schedule condition, and your critical path has slipped.

Correct Answer: B
Section: (none)
Explanation
Explanation/Reference:
Section: Mix Questions
Explanation:
Schedule variance is calculated as EV - PV, or $1,500 - $1,200 = +$300. Because the SV is positive, physical progress is being accomplished at a faster rate than planned.

QUESTION 53 The project scope statement addresses and documents all the following
items EXCEPT

A. Project exclusions

B. The relationship between the deliverables and the business need

C. Product scope description

D. Project management methodology (PMM)

Correct Answer: B
Section: (none)
Explanation

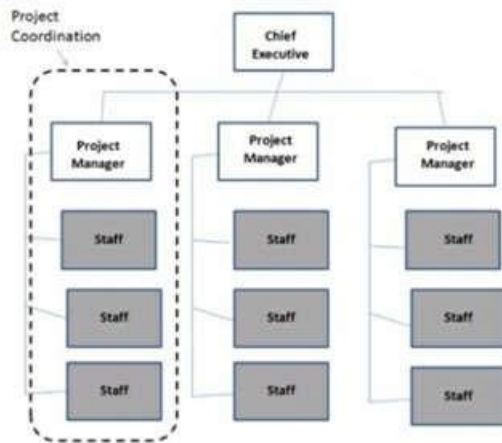**Explanation/Reference:**
Section: Mix Questions
Explanation:
The PMM is an organization-approved approach for project management that is used on every project. It is not part of the project scope statement, which describes the project scope, major deliverables, assumptions, and constraints. It describes the project s deliverables and the work required to complete them.

QUESTION 54
Which type of organizational structure is displayed in the diagram provided?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 55
You are the Project Manager working with the customer on a construction project. You are required to purchase and integrate wireless communication system throughout the construction. A contract is signed with a vendor and work has begun. Halfway through the project, the customer decides to upgrade the equipment. This change will require changes to the signed contract. Who has the authority to change the contract?

A. Sponsor
B. Project Manager
C. Customer
D. Contract Administrator

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 56 Which of the following is an example of contract
administration?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 57
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 58
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 59 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: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 60 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 61 In which process group is the
scope first defined?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 62 The plan quality management process includes all the following
techniques EXCEPT

A. Benchmarking
B. Design of experiments
C. Process analysis D. Control charts

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Process analysis is used as a tool and technique in perform quality assurance. The tools and techniques used during plan quality management are the seven
basic quality tools (cause-and-effect diagrams, flowcharts, check sheets, Pareto diagrams, histograms, control charts, and scatter diagrams), cost- benefit
analysis, cost of quality, benchmarking, design of experiments, statistical sampling, additional quality planning tools (brainstorming, force field analysis, nominal

group technique, and quality management and control tools, [affinity diagrams, process decision program charts interrelationship diagraphs, tree diagrams, prioritization matrices, activity network diagrams, and matrix diagrams]), and meetings.

QUESTION 63
As you use the critical chain method in lieu of the critical path method in developing your schedule, assume you have determined the buffer schedule activities. Your planned activities are scheduled to their latest possible planed start and end dates. Therefore, you are focusing on_____

A. Managing the free float of each network path
B. Managing the total float of the network paths
C. Managing remaining buffer durations against the remaining durations of task chains D. Managing the total buffer durations against the durations of the task chains

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The purpose of the critical chain method is to modify the project schedule to account for limited resources. The schedule is built using duration estimates with required dependencies and defined constraints as inputs. Then, the critical path is calculated and resource availability is entered, which means there is a resourcelimited schedule with an altered critical path. Buffers protect the critical chain from slippage, and the size of each buffer accounts for the uncertainty in the duration of the chain of dependent tasks that lead up to the buffer. This method then focuses on managing the remaining buffer durations against the remaining duration of task chains.

QUESTION 64 What are the identified risks for doing excessive decomposition in a WBS?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 65
The component of the risk management plan that documents how risk activities will be recorded is called:
A. tracking
B. scoping
C. timing
D. defining

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 66
The item that provides more detailed descriptions of the components in the work breakdown structure (WB5) is called a WBS:

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 67
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 68
Successful project management involves both project leadership as well as project management skills. Several different leadership styles are appropriate in different phases of the project life cycle. Assume that you are working on a project, and it is in the execution phase. The leadership style that is most appropriate should consist of a blend of all but which one of the following?

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 69 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: (none)
Explanation

Explanation/Reference:
Section: Planning
QUESTION 70
The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 71 When a permitting agency takes longer than planned to issue a permit, this can be described as a risk:

A. event.
B. response, C. perception.
D. impact.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 72 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 73
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 74
You are working on a contract in a remote location. The contract requires you to be on site at the office on a daily basis. You were unable to get to the office for three days last month because of severe blizzard conditions. Your failure to appear at the office was excused because of a clause in the contract entitled_____

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 75 A graphic display of project team members and their reporting
relationships is known as a:

A. Resource calendar.
B. Project organization chart.
C. Resource breakdown structure (RBS).
D. Responsibility assignment matrix (RAM).

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 76
You are a project manager leading the construction project of a new garbage incinerator. Local residents and environmental groups are opposed to this project because of its environmental impact. Management agrees with your request to partner with a third party that will be responsible for providing state- of-the-art "air scrubbers," to clean the exhaust to an acceptable level. This decision will delay the project but will allow it to continue. It is an example of which following risk response?

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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 77 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The contract terms and conditions typically describe the procedure the buyer will employ to close the contract.

QUESTION 78
What is the schedule performance index (SPI) if the planned value (PV) is $100, the actual cost (AC) is $150, and the earned value (EV) is $50?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 79 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 80
All the following are processes in project procurement management EXCEPT_____

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 81
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: (none)

Explanation

Explanation/Reference:

Section: Mix Questions

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

A. External feedback

B. Performance appraisals

C. Smoothing over of team conflicts by the project manager

D. Collection

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Section: Mix Questions

Explanation:

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

QUESTION 83 The project governance approach should be described in the:

A. change control plan

B. project scope

C. statement of work

D. project management plan

Correct Answer: D
Section: (none)
Explanation
Explanation/Reference:
Section: Initiation

QUESTION 84
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 85
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

Explanation/Reference:
Section: Mix Questions
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 86 Which action is included in the Control
Costs process?

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

Correct Answer: D

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Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 87 When the business objectives of an organization change, project
goals need to be:

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

Correct Answer: A

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 88
Correlated and contextualized information on how closely the scope is being maintained relative to the scope baseline is contained within:

A. project documents updates.
B. project management plan updates.
C. change requests.
D. work performance information.
Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 89 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 90 The milestone list is an input to which process from the Planning
Process Group?

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

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 91
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 92 Which of the following Project Communication Management processes uses performance
reports as an input?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 93 During which process group is the quality
policy determined?

A. Initiating

B. Executing

C. Planning

D. Controlling

Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Section: Planning

QUESTION 94 Behavior roles of team members influence the team's process, behavior, and effectiveness. An example of a task-oriented role to perform is that of a(n)_____

A. Harmonizer

B. Initiator

C. Devil's advocate

D. Group observer

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
To initiate something means to get it started. In the project environment, that typically means a task.

QUESTION 95 What is the total float of
the critical path?

A. Can be any number

B. Zero or positive

C. Zero or negative

D. Depends on the calendar

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 96
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 97
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 98 Quality objectives of the project are
recorded in_____

A. Process improvement plan
B. Quality management plan
C. Quality baseline
D. Quality metrics
Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The quality management plan describes how the team will implement the quality policy, which describes the objectives of the project regarding quality management.

QUESTION 99
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 100
Recognizing the importance of preparing a stakeholder management plan, you met with your team to obtain their buy in and to discuss it. You explained the key benefit of plan stakeholder management is to_____

A. Determine appropriate strategies for a continual focus on identifying stakeholders throughout the life cycle

B. Provide a clear plan that is actionable to interact with stakeholders to support the project's interests

C. Develop appropriate management strategies to effectively engage stakeholders

D. Plan a series of meetings to ensure stakeholders remain interested and to address their concerns

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 101
Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

A. Collect Requirements

B. Direct and Manage Project Execution

C. Monitor and Control Project Work

D. Develop Project Management Plan

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 102 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 103
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 104 A general contingency is
used for_____

A. Risks that are identified at the outset of the project
B. Risks that are not identified at the outset of the project but are known before they occur
C. Risks that cannot be known before they occur because they are external risks
D. Any risks that cannot be known before they occur

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 105
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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 106
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 107
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 108 The Verify Scope process is
primarily concerned with:

A. formalizing acceptance of the completed project deliverables.
B. accuracy of the work deliverables.
C. formalizing approval of the scope statement.
D. accuracy of the work breakdown structure (WBS).

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 109 Which of the following are examples of interactive
communication?

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

Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Section: Executing

QUESTION 110 What is the definition of
project plan execution?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 111
Hierarchical-type charts are a tool and technique for use in human resource planning. Which one of the following is helpful in tracking project costs and can be
aligned with the organization's accounting system?

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 112
Which input may influence quality assurance work and should be monitored within the context of a system for configuration management?
A. Work performance data
B. Project documents
C. Scope baseline
D. Requirements documentation

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 113 The risk register may need to be updated as an output of which
following process:

A. Define activities
B. Sequence activities
C. Estimate activity resources
D. Control schedule

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 114
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 115
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: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 116
You are the Project Manager on the development of a 4-way fully redundant computer system for the government. The government has been very concerned about the correctness and acceptance of the work results. You are not sure what the government is saying so you review your PMBOK Guide. What areas below will likely be involved in attaining what the government is concerned about?

A. Scope Control and Scope Verification

B. Administrative Closure and Quality Assurance

C. Quality Planning and Quality Control

D. Scope Verification and Quality Control

Correct Answer: D
Section: (none)
Explanation
Explanation/Reference:
Section: Mix Questions

QUESTION 117 Float on a Network diagram
is also known as:

A. Lag
B. PERT
C. Slack
D. GERT

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 118
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 119
Thinking back to lessons that your company learned from experiences with its legacy information systems during the Y2K dilemma, you finally convinced management to consider systems maintenance from the beginning of the project. However, maintenance should_____

A. Always be included as an activity to be performed during the closeout phase
B. Have a separate phase in the life cycle for information systems project because 60% to 70% of computer systems' life-cycle costs generally are devoted to maintenance
C. Not be viewed as part of the project life cycle
D. Be viewed as a separate project

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Projects are efforts that occur within a finite period of time with clearly defined beginnings and ends. Maintenance is ongoing and of an indefinite duration. A maintenance activity, such as revision of an organization's purchasing guidelines, may be viewed as a project but is a separate and distinct undertaking from the initial project that generated it. At this point, the project has been completed, and its deliverables are transferred to operations for implementation

QUESTION 120 When choosing the most appropriate form of project organization,
the first step is to

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
All effort on a project starts from the project management plan, which details the work that must be accomplished. It is a key input as the human resource management plan is developed.

QUESTION 121 What defines the portion of work included in a contract for items being
purchased or acquired?

A. Procurement management plan
B. Evaluation criteria
C. Work Breakdown Structure (WBS)
D. Contract Statement of Work (SOW)
Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 122 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 123 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 124
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 125
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 126
Procurement audits, negotiated settlements, and a records management system are tools and techniques used in which Procurement Management process?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 127 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 128
You are working on a new project in your organization. You need to decide how best to staff the project and handle all its resource requirements. Your first step should be to

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 129
A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

A. Benchmarking.
B. Context diagrams.
C. Brainstorming.
D. Prototyping.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 130 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
After the CVs exceed certain ranges, the original project budget may be questioned and changed as a result of new information.

QUESTION 131
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 132 A risk that arises as a direct result of implementing a risk
response is called a:

A. contingent risk
B. residual risk
C. potential risk
D. secondary risk

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 133
Assume that on your project, you are using earned value management. Your project is one that has extremely long work packages. Therefore, the method you should use to calculate EV is_____

A. 0/100 rule
B. Milestone method
C. Equivalent effort
D. Apportioned effort

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The milestone method is especially helpful for work packages of long duration that have interim milestones or a functional group of activities with a milestone established at specific control points. In the EV system, value is earned when the milestone is completed. In such cases, a budget is assigned to the milestone rather than to the work packages.

QUESTION 134
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Rolling wave planning provides progressive detailing of the work to be accomplished throughout the life of the project.

QUESTION 135
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 136
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 137 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 138
What cost control technique is used to compare actual project performance to planned or expected performance?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 139
Changes in the report formats and lessons learned documents process should trigger changes to the_____

A. Project management plan and performance reporting system

B. Integrated change control system and the communications management plan

C. Monitor and control project process and the project management plan

D. Organizational process assets updates

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 140
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 f ollow_____.

A. Standardized guidelines and work instructions

B. Stakeholder risk tolerances

C. Expert judgment

D. Structure of your company

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 141
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 142
The buyer has negotiated a cost-plus-incentive fee contract with the seller. The contract has a target cost of $300,000, a target fee of $40,000, a share ratio of 80/20, a maximum fee of $60,000, and a minimum fee of $10,000. If the seller has actual costs of $380,000, how much fee will the buyer pay?

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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 143
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 144 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 145
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 146
The precedence diagramming method (PDM) is also known as:

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Executing
QUESTION 147 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 148 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 149
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 150
You are managing a project to introduce a new product to the marketplace that is expected to have a very long life. In this situation, the concept of being temporary, which is part of the definition of a project,_____.

A. Does not apply because the project will have a lasting result
B. Does not apply to the product to be created
C. Recognizes that the project team will outlive the actual project
D. Does not apply because the project will not be short in duration

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
A project is completed when its objectives have been achieved or when they are recognized as being unachievable and the project is terminated. In this case, the end will occur when the product is finished. Thus, the concept of temporary applies to the project life cycle_____not the product life cycle.

QUESTION 151
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 152
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 153 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
Section: Executing

QUESTION 154 Which following item is NOT an input
to control scope?

A. Requirements traceability matrix

B. Work performance data
C. Deliverables
D. Scope management plan

Correct Answer: C
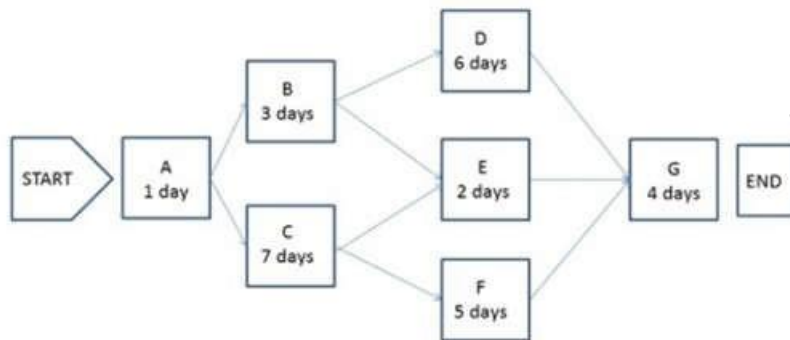**Section: (none)**
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Verified deliverables that are completed and checked for correctness are inputs to validate scope.

QUESTION 155
The following is a network diagram for a project.

The total float for the project is how many days?

A. 3
B. 5
C. 7
D. 9
Correct Answer: A
Section: (none)
Explanation

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

Explanation/Reference:

QUESTION 156
You are a contractor for a state agency. Your company recently completed a water resource management project for the state and received payment on its final invoice today. A procurement audit has been conducted. Formal notification that the contract has been closed should be provided to your company by the_____

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The person responsible for procurement administration should provide, in writing, formal notification that the contract has been completed. Requirements for formal acceptance and closeout should be defined in the contract.

QUESTION 157 An input to the Plan Procurement
Management process is:

A. Source selection criteria.
B. Market research.
C. A stakeholder register.
D. A records management system.
Section: Monitoring and Controlling

QUESTION 158
All of the following are examples of ways to generate options for mutual gain during negotiations EXCEPT_____

A. Separating inventing from deciding
B. Options broadening
C. Zero-sum game analysis

D. Multiplying options by shuttling between the specific and the general

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Achieving mutual gain during negotiations means that each party benefits by the decisions made. A zero-sum game is where one side wins at the expense of the other.

QUESTION 159 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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 160
The team is testing the work of the project and is having issues with a particular requirement showing the desired data. Which of the following can they use to isolate the problem?

A. Cost-Benefit analysis
B. Ishikawa diagram
C. Flowcharts
D. Design of Experiments

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 161 The process of identifying and documenting relationships among the project
activities is known as:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 162 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 Section: Mix Questions Explanation:
ISO 9000 provides a basic set of requirements for a quality system, without specifying the particulars for implementation.

QUESTION 163 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 164
Within your company's portfolio, your project is ranked in the top five in terms of importance of the 60 projects under way; however, the number of resources available to you is still limited. You have decided to pilot test the use of critical chain on your project. You have calculated your critical path. You want to ensure that your target finish date does not slip in the critical chain method. To do so you should_____

A. Add a project buffer
B. Put in three feeding buffers
C. Determine the drum resource
D. Manage the total float of the network paths

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
After the critical path is identified using the critical chain method, resource availability is entered and a resource-constrained schedule results. This schedule may have an altered critical path that is known as the critical chain. The critical chain method adds duration buffers that are non-work schedule activities to manage uncertainty. To protect the target finish date from slippage on the critical chain, a project buffer is placed at the end of the critical chain.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 165
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 166
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 167 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 168 What name(s) is (are) associated with the Plan-Do-
Check-Act cycle?

A. Pareto
B. Ishikawa
C. Shewhart-Deming
D. Delphi

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 169 Which of the following tools and techniques is used in the close project
or phase process?

A. Project management methodology
B. Work performance information
C. Expert judgment
D. Project management information system

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
According to the PMBOK® Guide, expert judgment is use in close project or phase to ensure closure is performed to appropriate standards.

QUESTION 170
Which schedule network analysis technique modifies the project schedule to account for limited resources?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 171
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 172
Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

A. Project Integration Management
B. Project Communications Management

C. Project Information Management System (PIMS)
D. Project Scope Management
Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 173
Project management processes are:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 174
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
QUESTION 175
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 176
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 177

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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 178
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 179 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 180 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 181 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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 182
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 183
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 184 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: (none)

Explanation

Explanation/Reference:

Section: Planning

QUESTION 185

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: (none)

Explanation

Explanation/Reference:

Section: Mix Questions

QUESTION 186

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: (none)
Explanation

Explanation/Reference:
Section: Executing
QUESTION 187
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 188 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 189 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 190
You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing. PV = $2,200 EV = $2,000 AC = $2,500 BAC = $10,000 The CV for this project is

A. 300

B. -$300

C. 500

D. -$500

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 191 Which term describes an
assessment of correctness?

A. Accuracy

B. Precision

C. Grade

D. Quality

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 192
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 193
If, when developing your project schedule, you want to define a distribution of probable results for each schedule activity and use that distribution to calculate another distribution of probable results for the total project, the most common technique to use is_____

A. PERT

B. Monte Carlo analysis

C. Linear programming

D. Concurrent engineering

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 194 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
A contract management plan is not part of a contract. It is used to identify how the contract will be administered.

QUESTION 195 The project scope statement is important in scope control
because it_____

A. Is a critical component of the scope baseline

B. Provides information on project performance

C. Alerts the project team to issues that may cause problems in the future

D. Is expected to change throughout the project

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The project scope statement, along with the WBS and WBS dictionary, is a key input to scope control.

QUESTION 196
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 197
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 198 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: (none)
Explanation

Explanation/Reference:
Section: Planning
QUESTION 199 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 200 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: (none)
Explanation

Explanation/Reference:

Section: Mix Questions

QUESTION 201
You are a personnel management specialist recently assigned to a project team working on a team-based reward and recognition system. The other team members also work in the human resources department. The project charter should be issued by_____

A. The project manager

B. The client

C. A sponsor

D. A member of the PMO who has jurisdiction over human resources

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The project charter should be issued by a project initiator or sponsor who formally authorizes the project and provides the project manager with the authority to apply organizational resources to project activities. The project charter should not be issued by the project manager, although, the project manager can assist in its development.

QUESTION 202 "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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 203
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 204 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 205
The project is using a new server that cost $25,000 US. The Project Manager is told to set up depreciation for the server over a five-year schedule, with the server
having a value of $0 at the end of five years. Standard depreciation will be used in the calculation. What is the amount per year the server will depreciate?

A. $5,000 US
B. $10,000 US
C. $2,500 US
D. Not enough information

Correct Answer: A
Section: (none)
Explanation

QUESTION 206
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 207 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 208 The scope of a project cannot be defined without some basic understanding of how to
create the specified:

A. objectives
B. schedule
C. product

D. approach

Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Section: Initiation

QUESTION 209
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 210 In which process might a project manager use risk reassessment as a
tool and technique?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 211 Which of the following is the primary output of the
Identify Risks process?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 212 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: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 213 Each one of the following statements about risk avoidance is true
EXCEPT that it_____

A. Focuses on changing the project management plan to eliminate entirely the threat

B. Isolates the project's objectives from the risk's impact

C. Accepts the consequences of the risk event should it occur

D. Changes the project objective that is in jeopardy

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 214 Which grid shows which resources are tied to
work packages?

A. Work breakdown structure (WBS)

B. Responsibility assignment matrix (RAM)

C. Project assignment chart

D. Personnel assignment matrix

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 215
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 216
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 217 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 218
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: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 219 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 220
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: (none)
Explanation
Explanation/Reference:
Section: Initiation

QUESTION 221
Which of the following will provide the basis for estimating, scheduling, executing, and monitoring and controlling project work?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 222
You are examining multiple scope change requests on a project you were asked to take over because the previous project manager decided to resign. To assess the degree to which the project scope will change, you need to compare the requests to which project document?

A. Preliminary scope statement
B. WBS
C. Change management plan
D. Scope management plan

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The WBS, along with the detailed scope statement and the WBS dictionary, defines the project's scope baseline, which provides the basis for any changes that may occur on the project.

QUESTION 223
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 224 Which process requires implementation of
approved changes?

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

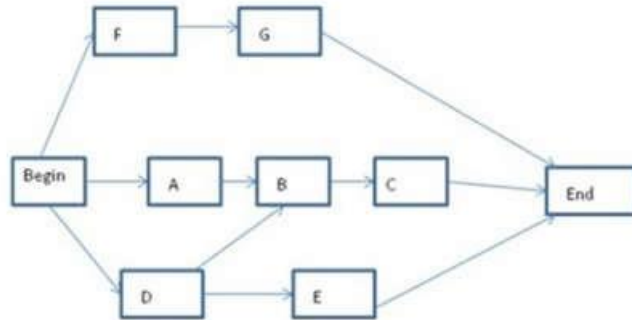**Correct Answer:** A
Section: (none)
Explanation

Explanation/Reference:

Section: Executing

QUESTION 225
Exhibit A is an example of which of the following types of Sequence Activities?

A. Activity-on-arrow diagramming
B. Precedence diagramming
C. Project schedule network diagramming
D. Mathematical analysis diagramming

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 226 Which of the following are placed at selected points in the work breakdown structure (WBS) for performance measurement?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Planning
QUESTION 227
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 228 Labor, materials, equipment, and supplies
are examples of:

A. Resource attributes.
B. Resource types.
C. Resource categories.
D. Resource breakdown structures (RBS).

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 229
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 230
You are the Project Manager of an engineering project for a cellular base station with a one-year schedule as defined by the project management plan. You need a spectrum analyzer. During the procurement process, you have decided to rent this equipment. The rental cost is $506 per month. What type of cost is this?

A. Indirect

B. Direct

C. Fixed

D. Variable

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 231
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 232 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 233 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 234
Which of the following correctly lists the configuration management activities included in the Integrated Change Control process?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 235 Inputs to the Plan Schedule
Management process include:

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 236 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling
QUESTION 237
A project manager who communicates to the project team though email is using which type of communication?

A. Formal
B. Informal
C. Horizontal
D. Unofficial

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 238
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 239 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 240
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 241
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: (none)
Explanation

Explanation/Reference:
Section: Initiation
QUESTION 242 Which term describes contract costs that are traceable to or caused by a specific
project work effort?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Direct costs are always identified with the cost objectives of a specific project and include salaries, travel and living expenses, and supplies in direct support of the
project.

QUESTION 243 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 244 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 245
Fishbone diagrams are also known as what?

A. Cause and effect diagram

B. Ishikawa diagram

C. Pareto diagram

D. Cause/Effect diagram AND Ishikawa diagram

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 246 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 247
Which Perform Quality Control tool graphically represents how various elements of a system interrelate?

A. Control chart
B. Flowchart
C. Run chart
D. Pareto chart

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 248 An automated tool, project records, performance indicators, data bases, and financials are examples of items in_____.

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The items listed are part of these systems, a tool and technique in both processes.
PMI®, PMBOK® Guide, 2013, 84, 92

QUESTION 249 All the following statements regarding critical chain method are true
EXCEPT_____

A. It modifies the schedule to account for limited resources

B. The first step is to use conservative estimates for activity durations

C. Duration buffers are added on the critical path

D. It focuses on managing buffer activity durations

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 250
In a construction project schedule, what is the logical relationship between the delivery of the concrete materials and the pouring of concrete?

A. Start-to-start (SS)

B. Start-to-finish (SF)

C. Rnish-to-finish (FF)

D. Finish-to-start (FS)

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 251 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
QUESTION 252 Using the following data, what is the Schedule Performance Index (SPI)? EV= $500 PV= $750 AC= $1000 BAC= $1200

A. 0.67
B. 1.5
C. 0.75
D. 0.5

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 253 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 254
Which of the following is the correct network diagram for the table?

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

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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 255 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 256
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 257 The major difference between the project coordinator and
project expeditor forms

A. Strong commitment to the project usually does not exist in the project expeditor form of organization

B. The project coordinator cannot personally make or enforce decisions

C. The project expeditor acts only as an intermediary between management and the project team D. The project coordinator reports to a higher-level manager in the organization

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The relative position of the project coordinator in the organization is thought to lead to an increased level of authority and responsibility.

QUESTION 258
The sponsor plays a key role in project success. Which of the following is the best description of the sponsor?

A. Senior management

B. Customer

C. Product manager

D. CIO

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 259
In Plan Risk Management, which of the management plans determines who will be available to share information on various risks and responses at different times and locations?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 260
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 261
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
In the plan communications management process the two documents that may be updated are the project schedule and the stakeholder register.

QUESTION 262
Which term is NOT a common name for a procurement document that solicits an offer from prospective sellers?

A. Contractor initial response

B. Request for information

C. Request for quotation

D. Invitation for negotiation

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 263
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: (none)
Explanation
Explanation/Reference:
Section: Closing

QUESTION 264
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 265 Outputs of the Control Communications
process include:

A. expert judgment and change requests.
B. work performance information and change requests.
C. organizational process asset updates and an issue log.
D. project management plan updates and an issue log.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 266 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 267
You were assigned recently as the project manager of a program management office project to implement a new enterprise-wide scheduling system for use throughout your company. You identify the need for a project charter to provide you with appropriate authority for applying resources, completing the project work, and formally initiating the project. Who should issue the project charter?

A. The project manager you

B. The customer

C. The person who formally authorizes the project

D. A member of the training and development department as they will own the training on the new system

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The charter is issued by the project initiator or sponsor who formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

QUESTION 268
How should a stakeholder who is classified as high power and low interest be grouped in a power/interest grid during stakeholder analysis?

A. Keep satisfied

B. Keep informed

C. Manage closely

D. Monitor

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 269
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 270
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 271
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 272 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 273
Which of the following tools will be used to produce performance reports that provide information to stakeholders about project cost, schedule progress, and performance?

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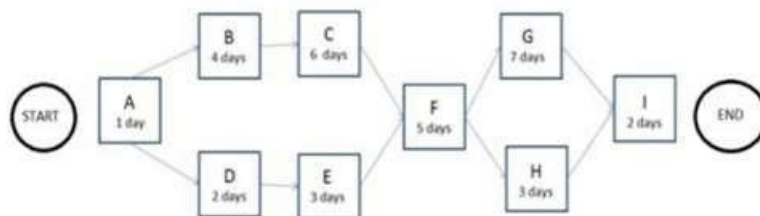D. Variance analysis

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 274
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: (none)
Explanation
Explanation/Reference:
Section: Planning

QUESTION 275 Which of the following are three inputs to
the risk register?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 276 At the start of a typical project
life cycle, costs are:

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 277 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 278 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 279
Which of the following is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen?

A. Sensitivity analysis
B. Three-point estimate
C. Modeling and simulation
D. Expected monetary value analysis

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 280
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 281
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 282

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

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 283 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Three-point estimates are used to determine the estimates that go into the schedule. [Planning and Monitoring and Controlling]

QUESTION 284 Which is the correct formula for calculating expected activity cost for three-point estimating?

A. $Ce = (CO + 6Cm + Cp)/4$
B. $Ce = (6C0 + Cm + Cp)/4$
C. $Ce = (CO + 4Cm + Cp)/6$

D. Ce = (CO + C,,, + 4Cp) / 6

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 285
As a Project Manager, you are managing a project that has fourteen deliverables from outside vendors. One vendor has been in negotiations with a partner for more financing that could cause the vendor to stop production on one of your deliverables if they don?t reach an agreement. A rumor is out that the vendor's plant will be shutting down because of this issue. What is the best course of action you should take?

A. Contact the vendor and discuss this problem
B. Start contacting other vendors as a backup plan
C. Change vendors as soon as one is found
D. Initiate the risk response plan created for this vendor

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 286
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: (none)
Explanation

Explanation/Reference:

Section: Executing

QUESTION 287
As a result of the control stakeholder expectations process, you realize even though this process is under way until the closing phase that you have identified the root cause of some issues you have faced in controlling stakeholders expectations. You should therefore_____

A. Review them with your Governance Board
B. Revise and reissue your stakeholder management plan
C. Prepare a change request
D. Update the lessons learned documentation

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
This documentation is an example of an organizational process asset to update as it includes the root cause analysis of issues faced, the reasons certain corrective actions were taken, and other types of lessons learned about stakeholder management.

QUESTION 288
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 289
An approach to provide insight into the health of the project and to identify any areas that require special attention is to_____

A. Conduct periodic status reviews
B. Prepare regular status and progress reports
C. Prepare forecasts of the project's future
D. Continuously monitor the project

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The monitor and control project work process is performed throughout the project and includes collecting, measuring, and disseminating performance information and assessing measurements and trends to effect process improvement. Continuous monitoring is important because it provides insight into the project's health, highlighting areas requiring special attention.

QUESTION 290 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 291 The primary result of effective team development is_____

A. Improved project performance
B. An effective, smoothly running team

C. An understanding by project team members that the project manager is ultimately responsible for project performance D. Enhancement of the ability of stakeholders to contribute as individuals and team members

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 292 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 293 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 294
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 295
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 296 An output of the Manage Stakeholder
Engagement process is:

A. change requests
B. enterprise environmental factors
C. the stakeholder management plan
D. the change log

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 297 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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 298 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 299
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 300
You are the project manager for a two-year project that is now beginning its second year. The mix of team members has changed, and there is confusion as to roles and responsibilities. In addition, several of the completed work packages have not received the required sign-offs, and three work packages are five weeks behind schedule. To gain control of this project, you need to

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:

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

QUESTION 301 Which Control Quality tool is also known as
an arrow diagram?

A. Matrix diagram
B. Affinity diagram
C. Tree diagram
D. Activity network diagram
Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 302 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 303 A key benefit of the Manage Communications process
is that it enables:

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

D. The best use of communication technology.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 304
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 305 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 306 Stakeholder satisfaction should be managed
as a key project:

A. Benefit
B. Initiative
C. Objective
D. Process

Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Section: Initiation

QUESTION 307 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 308 Which of the following is a component of
three-point estimates?

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

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 309 When is a
project finished?

A. After verbal acceptance of the customer or sponsor
B. After lessons learned have been documented in contract closure
C. When the project objectives have been met
D. After resources have been released

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 310 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 311 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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 312
The organizational process assets that are of particular importance to Plan Communications are:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 313 Specification of both the deliverables and the
processes is the focus of:

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 314
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 315 What is a tool to improve
team performance?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 316
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 317
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 318
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 319 In a project, total
float measures the:

A. Ability to shuffle schedule activities to lessen the duration of the project.
B. Amount of time an activity can be extended or delayed without altering the project finish date.
C. Cost expended to restore order to the project schedule after crashing the schedule.
D. Estimate of the total resources needed for the project after performing a forward pass.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 320
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 321
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 322
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 323
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 324 Which input to the Plan Risk Management process provides information
on high-level risks?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 325 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 326 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: (none)
Explanation

Explanation/Reference:
Section: Executing
QUESTION 327
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 328
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 329
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 330
You are putting together the final schedule on your security encryption project. The problem you are having is that you don't have a consistent usage of your
resources. Some are working 2 hours a day, some 16 hours a day, and there are some days when they aren't scheduled to work at all. Which of the following
below would fix this problem?

A. Resource leveling
B. PERT analysis
C. Fast tracking
D. Crashing

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 331 A supporting input for controlling
stakeholder engagement is

A. Budget
B. Project schedule
C. Historical information
D. Number of defects

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Project documents are an input to control stakeholder engagement. They originate from initiating, planning, executing, or controlling processes and include the project schedule, stakeholder register, issue log, change log, and project communications.

QUESTION 332
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 333 An input to Conduct
Procurements is:

A. Independent estimates.
B. Selected sellers.
C. Seller proposals.
D. Resource calendars.
Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 334 The salience model is one way to classify
stakeholders. In it_____

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 335 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
QUESTION 336 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 337 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 338 In a weak matrix, the project
managers role is:

A. part-time
B. full-time
C. occasional
D. unlimited

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 339 A tool and technique used during the Create
WBS process is:

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 340 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 341
What is project management?

A. A logical grouping of project management inputs, outputs, tools, and techniques

B. Applying knowledge, skills, tools, and techniques to project activities to meet the project requirements

C. Launching a process that can result in the authorization of a new project

D. A formal, approved document that defines how the project is executed, monitored, and controlled

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 342 The cost of nonconformance in a
project includes:

A. testing

B. rework

C. inspections

D. training

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 343
Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and operational definitions are used?

A. Perform Quality Control
B. Quality Metrics
C. Perform Quality Assurance
D. Plan Quality
Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 344
Crosswind Custom Homes is building a customer's dream house. However, rain has delayed the finish by two weeks. The Project Manager is evaluating options to make up the lost time. After discussing the various options with senior management, the Project Manager has decided to fast track the project. By doing so, the Project Manager could be adding what to the project?

A. Risk
B. Scope change
C. Responsibility
D. Time change

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 345 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 346
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 347
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

Explanation/Reference:
Section: Mix Questions
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 348
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 349
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

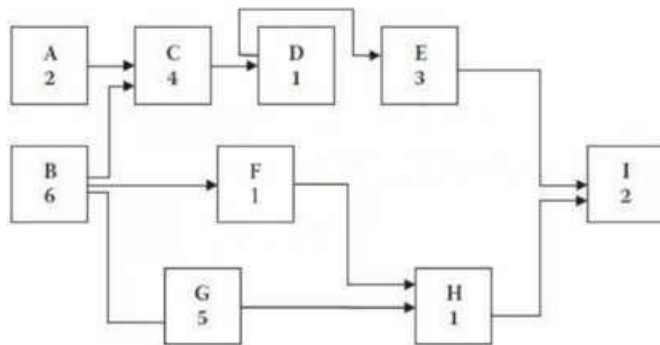**Correct Answer:** C

Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 350 Diagram:

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

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 351 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: (none)
Explanation
Explanation/Reference:
Section: Initiation

QUESTION 352 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 353
Your organization is characterized by hierarchical organizational structures with rigid rules and policies and strict supervisory controls. Individual team members are not expected to engage in problem solving or use creative approaches to plan and execute work; management does that. Your organization is characterized by which one of the following theories?

A. Ouchi's Theory

B. McGregor's Theory X

C. Maslow's self-esteem level

D. Vroom's Expectancy Theory

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 354
What's budget?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 355
You are finalizing all the contracts and ensuring that they are closed. The close procurements process involves all the following administrative actions EXCEPT_____

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 356 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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 357 In which Project Management Process Group is the project
charter developed?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 358 At the time the risk register is first prepared, it should contain all the following entries
EXCEPT_____

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

Correct Answer: C

Section: (none)
Explanation

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

QUESTION 359
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 360
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 361
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 362
The Project Management Process Group in which performance is observed and measured regularly from project initiation through completion is:

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 363 Another name for an
Ishikawa diagram is:

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 364 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 365
The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

A. Estimate Costs

B. Control Costs

C. Plan Cost Management

D. Determine Budget

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 366
Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

A. Smooth/accommodate

B. Withdraw/avoid

C. Compromise/reconcile

D. Force/direct

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 367
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 368
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 369 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 370 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

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 371
Which of the following types of a dependency determination is used to define the sequence of activities?

A. Legal

B. Discretionary

C. Internal

D. Resource

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 372
As project manager, you have assembled the team to prepare a comprehensive list of project risks. Which one of the following documents would be the most helpful in this process?

A. OBS

B. WBS

C. RBS

D. CBS

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
The risk breakdown structure (RBS) helps to provide framework for ensuring a comprehensive process of systematically identified risks. It is a hierarchically organized depiction of the identified risks by risk categories.

QUESTION 373
A number of approaches can be helpful when estimating resource requirements for activities on a project. Assume you are managing a project and you have already prepared your WBS. When you decomposed your WBS, it has 45 work packages. You then prepared an activity list. Now, you are preparing your schedule and determining your resource requirements. You found there were about 30 activities that you could not estimate with a reasonable degree of confidence, so you and your team decided to use which one of the following approaches to help with these activity resource estimates:

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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 374
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 375
Which characteristic is unique to project work and does not apply to operational work?
A. Performed by individuals
B. Limited by constraints
C. Temporary
D. Performed to achieve organizational objectives

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 376
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 377 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 378 An output of the Develop Project
Team process is:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 379
Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

A. The customer and functional managers

B. The risk owners and stakeholders

C. The sponsors and stakeholders

D. The project management team

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 380
Which of the following risk response strategies involves allocating ownership of a positive risk to a third party?

A. Mitigate

B. Transfer

C. Share

D. Avoid

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 381
The information technology system for the national power grid has been working well. Today, the main control processor crashed, disabling the west coast delivery of power to four states. Implementation of the risk response plan didn't fix the problem. Which of the following steps would they perform first?

A. Determine why the risk response plan failed

B. Fix the problem

C. Determine why the problem happened

D. Adjust the risk response plan

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 382 Plan Risk Management is the process
of defining how to:

A. Communicate identified risks to the project stakeholders.
B. Conduct risk management activities for a project.
C. Analyze the impact a specific risk may have on the project.
D. Address unexpected risks that may occur during a project.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 383
The Project Manager has scheduled weekly status meetings with the team. The meetings have been unorganized with multiple people addressing their own needs
and taking longer than planned with no discipline. Which of the following would improve the meetings?

A. Create and publish an agenda
B. Create and publish an agenda, and establish the leader of the meeting
C. Send the team to communication training
D. Determine who is in charge of the meeting

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 384 The purpose of economic value added (EVA)
is to_____.

A. Determine the opportunity costs associated with the project
B. Determine a non-time-dependent measure of profit or return

C. Assess the net operating profit after taxes

D. Evaluate the return on capital percent versus the cost of capital percent

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 385 The completion of the project scope is measured against the:

A. requirements documentation.

B. project scope statement.

C. project management plan.

D. work performance measurements.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 386 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 387
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 388
In scope control it is important to determine the cause of any unacceptable variance relative to the scope baseline. This can be done through.

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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 389 Which of the following is an output of Direct and Manage
Project Execution?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Executing
QUESTION 390 When alternative dispute resolution (ADR) is necessary, which tool or technique
should be utilized?

A. Interactive communication
B. Claims administration
C. Conflict management
D. Performance reporting

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 391
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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 392
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Sender-receiver models incorporate feedback loops to provide opportunities for interaction/participation and remove barriers to communication.

QUESTION 393
Quality is very important to your company. Each project has a quality statement that is consistent with the organization's vision and mission. Both internal and external quality assurance are provided on all projects to_____

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:

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

QUESTION 394 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: (none)
Explanation
Explanation/Reference:
Section: Executing

QUESTION 395 Which of the following is used to control schedule related items on a project?

A. Schedule Control
B. Schedule management plan
C. Work breakdown structure
D. Time management plan

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 396
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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 397 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 398
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

Explanation/Reference:
Section: Mix Questions

QUESTION 399 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: (none)
Explanation
Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 400
The project planning for the trade show is progressing on schedule. The Project Manager and the team are meeting to begin cost estimating. The sponsor has
said that estimates must be very accurate. Which of the following estimating techniques will provide the most accuracy?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 401 Which of the following is an example of fixed formula
status reporting?

A. Getting status updates from the project team
B. PV multiplied by % complete
C. The Project Manager updating the status reports quantitatively
D. 0%/100%rule

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 402 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
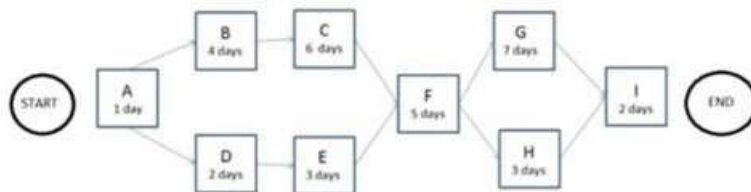**Section: (none)**
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 403
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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 404 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

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 405
You have a number of costs to track and manage because your project is technically very complex. They include direct costs and indirect (overhead) costs. You
have found that managing overhead costs is particularly difficult because they_____

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

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 406 Which type of risk diagram is useful for showing time
ordering of events?

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

Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Section: Initiation

QUESTION 407
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 408
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 409
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 410
Even though your project is vastly different from a manufacturing operation, you believe the principles of kaizen will work well. The kaizen approach to continuous improvement emphasizes

A. The greater importance of customer satisfaction over cost

B. Radical changes in operating practices

C. Incremental improvement

D. The use of quality circles to improve morale

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Imai, a Japanese engineer, coined the word kaizen to describe an approach to quality that means making small improvements every time a process is repeated.

QUESTION 411
In the initial stage of the project life cycle, the project's technical objectives are apt to be understood only in a general sense. A major component of project conflict during this stage of the project is

A. Concerns over priorities and procedures

B. Concerns about technical issues

C. Schedules

D. Confusion of establishing a project in the matrix management environment

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
During project formation, there is always an element of confusion or lack of clarity regarding the balance of power between the project manager and functional managers. If not resolved, such confusion manifests itself in conflicts regarding technical decisions, resource allocation, and scheduling later in the project.

QUESTION 412
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 413
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 414 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 415 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 416 What is the risk rating if the probability of occurrence is 0.30 and the impact if it does occur is
moderate (0.20)?

A. 0.03
B. 0.06
C. 0.10
D. 0.50
Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 417 Work performance information includes all the following
EXCEPT_____

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

Correct Answer: B

Section: (none)
Explanation

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

QUESTION 418
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 419
Which input to the Manage Stakeholder Engagement process is used to document changes that occur during the project?

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

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 420 Whose approval may be required for change requests after change control board
(CCB) approval?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 421
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 422
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 lifecycle

D. Predictive life cycle

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 423
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Configuration status accounting captures, stores, and accesses the needed configuration information to manage products and product information effectively.

QUESTION 424
Which key interpersonal skill of a project manager is defined as the strategy of sharing power and relying on interpersonal skills to convince others to cooperate toward common goals?

A. Collaboration

B. Negotiation

C. Decision making

D. Influencing

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 425 When a process is within acceptable
limits, it_____

A. Should not be adjusted

B. May not be changed to provide improvements

C. Shows differences caused by expected events or normal causes

D. Should not be inspected or reworked for any reason

Correct Answer: A
Section: (none)
Explanation
Explanation/Reference:
Section: Mix Questions
Explanation:
Processes should be changed only through established change procedures. If the process is outside acceptable limits, it should be adjusted.

QUESTION 426 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 427 Which technique is commonly used for the Quantitative Risk
Analysis activity?

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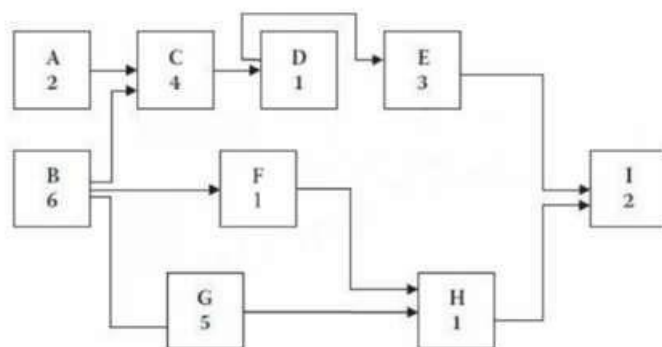D. Risk Data Quality Assessment

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 428 Diagram:

What is the float for Activity G?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 429
The Project Manager has weekly scheduled status meetings with the team. The meetings have been unorganized, chaotic, and lacking direction. Which of the
following would improve the meetings?

A. Determine who is in charge of the meeting
B. Send the team to communication training
C. Create and publish an agenda, and establish the leader of the meeting
D. Create and publish an agenda

Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Section: Mix Questions

QUESTION 430 The run chart created during the Perform Quality Control process on a project is
used to show the:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 431 The risk urgency assessment is a tool and technique
used for_____

A. Plan risk responses
B. Identify risks
C. Perform qualitative risk analysis
D. Perform quantitative risk analysis

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Risks that may happen in the near-term need urgent attention. The purpose of the risk urgency assessment is to identify those risks that have a high likelihood of happening sooner rather than later. It is combined with the risk ranking to give a final risk severity ranking.

QUESTION 432 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 433 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 434
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Wok performance data are an input in control communications. These data organize and summarize information gathered and present the results of comparative analysis to the performance measurement baseline.

QUESTION 435
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
A configuration management plan is part of a project management plan to document how configuration management will be performed on the project.

QUESTION 436
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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 437
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: (none)
Explanation

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

QUESTION 438
Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 439 Calculate the variance for the following: Pessimistic=50,
Optimistic=10, Realistic=24.

A. 44.44
B. 55.55
C. Not enough information
D. 25
Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 440
You work for a software development company that has followed the waterfall development model for more than 20 years. Lately, a number of customers have complained that your company is taking too long to complete its projects. You attended a class on agile development methods and believe that if the company used the agile approach, it could provide products to clients in a shorter time period. However, it would be a major culture change to switch from the waterfall

methodology to the agile approach and to train staff members in this new approach. You mentioned this idea to the director of the PMO, and although she liked the idea, she would need approval from the company's portfolio review board to move forward with it. She suggested that you document this idea in a.

A. Business need
B. Product scope description
C. Project charter
D. Business case

Correct Answer: D
Section: (none)
Explanation

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

QUESTION 441
Your project manager has requested that you provide him with a forecast of project costs for the next 12 months. He needs this information to determine if the budget should be increased or decreased on this major construction project. In addition to the usual information sources, which of the following should you also consider?

A. Cost estimates from similar projects
B. WBS
C. Project schedule
D. Costs that have been authorized and incurred
Correct Answer: D
Section: (none)
Explanation

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

QUESTION 442

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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 443 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: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 444 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 445
All the following are project baselines that are generally part of the project management plan EXCEPT_____.

A. Technical
B. Scope
C. Time
D. Cost

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
Scope, time, and cost are examples of project baselines to be part of the project management plan.

QUESTION 446 Which is an output of the Collect
Requirements process?

A.

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 447
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. 1000
D. 2000

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:
QUESTION 448 According to learning curve theory, when many items are
produced repetitively

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 449 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 450

A.

B.

C.

D.

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_____

Elaborate status reports

Simple status reports
Knowledge repositories
E-mails

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 451
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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 452 Which tool is used to develop technical details within the project
management plan?

A. Expert judgment

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 453
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 454 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: (none)
Explanation

A.

B.
C.
D.
Explanation/Reference:
Section: Executing

QUESTION 455 How is quality
control performed?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 456 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 457
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

A.

Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 458
You completed your stakeholder analysis. How do you want to manage those stakeholders that have a high interest in your project and high power over decisions affecting your project?

A. Manage them closely
B. Keep them satisfied
C. Keep them informed
D. Monitor them occasionally

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
Explanation:
You must manage them closely. High-power/high-interest stakeholders who do not support your project could have a devastating effect on your project.

QUESTION 459 The project team directory is an output from which of the
following processes?

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

Correct Answer: B
Section: (none)
Explanation

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

QUESTION 460
Plan Schedule Management is a process in which Knowledge Area?

A. Project Scope Management
B. Project Human Resource Management
C. Project Integration Management
D. Project Time Management

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 461 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 462

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

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

Correct Answer: C
Section: (none)
Explanation

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

QUESTION 463
Typically, the statement "no one likes to estimate, because they know their estimate will be proven incorrect" is true. However, you have been given the challenge of estimating the costs for your nuclear reactor project. A basic assumption that you need to make early in this is_____

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 464 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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 465
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: (none)
Explanation

Explanation/Reference:
Section: Closing

QUESTION 466
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling
QUESTION 467 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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 468
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 469
A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 470 Which Process Group contains those processes performed to
define a new project?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 471 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

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 472

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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 473 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 474
The Project Manager is working with the sponsor to attain formal acceptance on the infrastructure project deliverables. The customer is saying that seven of the deliverables are not meeting project goals, and are unusable in their present form. Upon reviewing documentation, the sponsor explains to the Project Manager that the requirements are not accurate, to meet the needs for which the project was planned. What part of the Planning process did this problem occur?
A. Creating the Work Breakdown Structure
B. Scope Control
C. Scope Definition
D. Scope Verification

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 475 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 476 Which of the following can be used as an input
for Define Scope?

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

Correct Answer: B
Section: (none)
Explanation
Explanation/Reference:
Section: Executing

QUESTION 477
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: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 478
Which schedule method allows the project team to place buffers on the project schedule path to account for limited resources and project uncertainties?

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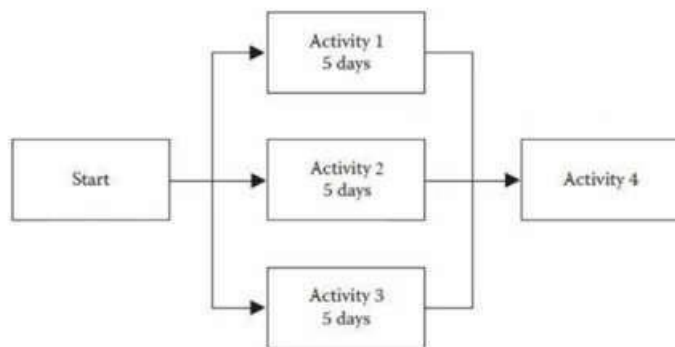C. Resource leveling
D. Schedule network analysis

Correct Answer: B

Explanation/Reference:
Section: Executing

QUESTION 479
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:
Section: (none)
Explanation

Explanation/Reference:

QUESTION 480
Your project sponsor wants to know whether process variables are within acceptable limits. To answer this question, you should.

A. Conduct a process analysis
B. Conduct a root cause analysis

C. Use a control chart

D. Use a run chart

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

Explanation:

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

QUESTION 481 Which of the following are inputs to the Plan
Procurements process?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 482
The approaches, tools, and data sources that will be used to perform risk management on a project are determined by the:

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

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 483
While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e- mail. In which part of the plan will this type of information be included?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 484 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: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 485

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: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 486 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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 487 An input required in Define Scope is
an organizational:

A. structure.
B. process asset.
C. matrix.
D. breakdown structure.

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:
Section: Initiation

QUESTION 488
You are developing radio frequency (RF) technology that will improve overnight package delivery. You ask each stakeholder to estimate the most optimistic package delivery time using the RF technology, the most pessimistic time, and the most likely time. This shows that for your next step you plan to

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

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 489
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

Explanation/Reference:
Section: Mix Questions

QUESTION 490
The project is nearing completion. The team is involved in a lot of different activities to close the project. They are in the process of grouping together various documents associated with financial records, contracts, internal project documentation, and client-related documentation. What are they in the process of creating?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Section: Mix Questions

QUESTION 491
You are project manager for a systems integration effort and need to procure the hardware components from external sources. Your subcontracts administrator has told you to prepare a product description, which is referenced in a_____.

A. Project statement of work
B. Contract scope statement
C. Request for proposal
D. Contract

Correct Answer: A
Section: (none)
Explanation

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

QUESTION 492 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: (none)
Explanation

Explanation/Reference:
Section: Executing
QUESTION 493
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 494 A Pareto chart is
a specific type of:

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Section: Executing

QUESTION 495
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: (none)
Explanation

Explanation/Reference:
Section: Planning

QUESTION 496
A risk response strategy in which the project team shifts the impact of a threat, together with ownership of the response, to a third party is called:

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Section: Monitoring and Controlling

QUESTION 497 A tool and technique used during the Collect
Requirements process is:

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

Correct Answer: A
Section: (none)
Explanation
Explanation/Reference:
Section: Initiation

QUESTION 498
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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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 499 Project contracts generally fall into which of the following three
broad categories?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Section: Initiation
QUESTION 500 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: (none)
Explanation

Explanation/Reference:
Section: Mix Questions
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