

## CAPM Dumps

### Certified Associate in Project Management (PMI-100)

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**NEW QUESTION 1**

- (Topic 1)

Which cost is associated with nonconformance?

- A. Liabilities
- B. Inspections
- C. Training
- D. Equipment

**Answer:** A

**NEW QUESTION 2**

- (Topic 1)

Units of measure, level of precision, level of accuracy, control thresholds, and rules of performance measurement are examples of items that are established in the:

- A. Cost management plan.
- B. Work performance information.
- C. Quality management plan.
- D. Work breakdown structur

**Answer:** A

**NEW QUESTION 3**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 4**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 5**

- (Topic 1)

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 description

**Answer:** B

**NEW QUESTION 6**

- (Topic 1)

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

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

**Answer:** D

**NEW QUESTION 7**

- (Topic 1)

Which item is an example of personnel assessment?

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

D. Focus group

**Answer:** D

**NEW QUESTION 8**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 9**

- (Topic 1)

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 decrease

**Answer:** C

**NEW QUESTION 10**

- (Topic 1)

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

**Answer:** C

**NEW QUESTION 10**

- (Topic 1)

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

**Answer:** D

**NEW QUESTION 12**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 14**

- (Topic 1)

Which item is an input to the Define Activities process?

- A. Schedule data
- B. Activity list
- C. Risk register
- D. Scope baseline

**Answer:** D

**NEW QUESTION 18**

- (Topic 1)

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

- A. Project

- B. Plan
- C. Program
- D. Portfolio

**Answer:** A

**NEW QUESTION 21**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 23**

- (Topic 1)

An input to the Plan Cost Management process is:

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

**Answer:** C

**NEW QUESTION 28**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 30**

- (Topic 1)

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

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

**Answer:** D

**NEW QUESTION 35**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 38**

- (Topic 1)

Updates to organizational process assets such as procurement files, deliverable acceptances, and lessons learned documentation are typical outputs of which process?

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

**Answer:** D

**NEW QUESTION 42**

- (Topic 1)

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 distributio

**Answer:** B

**NEW QUESTION 46**

- (Topic 1)

In which Knowledge Area is the project charter developed?

- A. Project Cost Management
- B. Project Scope Management
- C. Project Time Management
- D. Project Integration Management

**Answer:** D

**NEW QUESTION 47**

- (Topic 1)

The ability to influence cost is greatest during which stages of the project?

- A. Early
- B. Middle
- C. Late
- D. Completion

**Answer:** A

**NEW QUESTION 51**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 54**

- (Topic 1)

Risk categorization is a tool or technique used in which process?

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

**Answer:** C

**NEW QUESTION 55**

- (Topic 1)

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

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

**Answer:** D

**NEW QUESTION 59**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 62**

- (Topic 1)

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

**Answer:** C

**NEW QUESTION 63**

- (Topic 1)

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

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

**Answer:** D

**NEW QUESTION 65**

- (Topic 1)

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 calendar

**Answer:** A

**NEW QUESTION 69**

- (Topic 1)

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 Schedul

**Answer:** B

**NEW QUESTION 72**

- (Topic 1)

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.

**Answer:** B

**NEW QUESTION 76**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 78**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 82**

- (Topic 1)

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

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

**Answer: C**

**NEW QUESTION 87**

- (Topic 1)

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 performanc

**Answer: A**

**NEW QUESTION 89**

- (Topic 1)

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

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

**Answer: D**

**NEW QUESTION 92**

- (Topic 1)

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

**Answer: B**

**NEW QUESTION 97**

- (Topic 1)

Which input to the Manage Stakeholder Engagement process provides guidance on how stakeholders can best be involved in a project?

- A. Feedback analysis
- B. Stakeholder analysis
- C. Communication management plan
- D. Stakeholder management plan

**Answer: D**

**NEW QUESTION 98**

- (Topic 1)

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

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

**Answer: B**

**NEW QUESTION 102**

- (Topic 1)

Which document describes the necessary information to determine if a project is worth the required investment?

- A. Cost baseline
- B. Service level agreement
- C. Memorandum of understanding
- D. Business case

**Answer:** D

**NEW QUESTION 104**

- (Topic 1)

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

**Answer:** D

**NEW QUESTION 109**

- (Topic 1)

Which process involves monitoring the status of the project to update the project costs and managing changes to the cost baseline?

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

**Answer:** B

**NEW QUESTION 114**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 117**

- (Topic 1)

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

**Answer:** C

**NEW QUESTION 118**

- (Topic 1)

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

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

**Answer:** D

**NEW QUESTION 123**

- (Topic 1)

An input used in developing the communications management plan is:

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

**Answer:** B

**NEW QUESTION 124**

- (Topic 1)

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

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



D. Perform Quantitative Risk Analysis

**Answer:** C

**NEW QUESTION 127**

- (Topic 1)

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

**Answer:** B

**NEW QUESTION 130**

- (Topic 1)

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

**Answer:** A

**NEW QUESTION 133**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 137**

- (Topic 1)

When does the project team determine which dependencies are discretionary?

- A. Before the Define Activities process
- B. During the Define Activities process
- C. Before the Sequence Activities process
- D. During the Sequence Activities process

**Answer:** D

**NEW QUESTION 142**

- (Topic 1)

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

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

**Answer:** C

**NEW QUESTION 146**

- (Topic 1)

A project charter is an output of which Process Group?

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

**Answer:** C

**NEW QUESTION 148**

- (Topic 2)

Progressively elaborating high-level information into detailed plans is performed by the:

- A. project management office

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

**Answer:** D

**NEW QUESTION 153**

- (Topic 2)

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- A. Business case
- B. Work breakdown structure
- C. Requirements documentation
- D. Risk register

**Answer:** C

**NEW QUESTION 158**

- (Topic 2)

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

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

**Answer:** B

**NEW QUESTION 159**

- (Topic 2)

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

**Answer:** B

**NEW QUESTION 161**

- (Topic 2)

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

**Answer:** D

**NEW QUESTION 165**

- (Topic 2)

Which Define Activities tool or technique is used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts?

- A. Decomposition
- B. Inspection
- C. Project analysis
- D. Document analysis

**Answer:** A

**NEW QUESTION 168**

- (Topic 2)

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

**Answer:** D

**NEW QUESTION 170**

- (Topic 2)

Which stakeholder approves a project's result?

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

**Answer:** A

**NEW QUESTION 171**

- (Topic 2)

Requirements documentation will typically contain at least:

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

**Answer:** D

**NEW QUESTION 175**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 176**

- (Topic 2)

Success is measured by benefits realization for a:

- A. strategic plan
- B. project
- C. portfolio
- D. program

**Answer:** C

**NEW QUESTION 179**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 183**

- (Topic 2)

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

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

**Answer:** B

**NEW QUESTION 184**

- (Topic 2)

Project management processes ensure the:

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

**Answer:** D

**NEW QUESTION 186**

- (Topic 2)

A project team attempts to produce a deliverable and finds that they have neither the expertise nor the time to complete the deliverable in a timely manner. This issue could have been avoided if they had created and followed a:

- A. risk management plan
- B. human resource management plan
- C. scope management plan
- D. procurement management plan

**Answer:** D

#### **NEW QUESTION 187**

- (Topic 2)

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

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

**Answer:** C

#### **NEW QUESTION 192**

- (Topic 2)

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

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

**Answer:** C

#### **NEW QUESTION 195**

- (Topic 2)

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

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

**Answer:** D

#### **NEW QUESTION 198**

- (Topic 2)

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

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

**Answer:** D

#### **NEW QUESTION 201**

- (Topic 2)

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

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

**Answer:** D

#### **NEW QUESTION 204**

- (Topic 2)

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

**Answer:** A

**NEW QUESTION 208**

- (Topic 2)

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

**Answer:** C

**NEW QUESTION 210**

- (Topic 2)

Project managers who lead by example and follow through on the commitments they make demonstrate the key interpersonal skill of:

- A. influencing
- B. leadership
- C. motivation
- D. coaching

**Answer:** A

**NEW QUESTION 213**

- (Topic 2)

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 lo

**Answer:** B

**NEW QUESTION 217**

- (Topic 2)

In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet the procurement documents requirements?

- A. Technical approach
- B. Technical capability
- C. Business size and type
- D. Production capacity and interest

**Answer:** A

**NEW QUESTION 222**

- (Topic 2)

In the Define Activities process, the schedule management plan is used to:

- A. Capture the lessons learned from other projects for comparison.
- B. Contain the standard activity list.
- C. Document and support the project change requests.
- D. Prescribe the level of detail needed to manage the wor

**Answer:** D

**NEW QUESTION 226**

- (Topic 2)

Perform Integrated Change Control is the process of:

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

**Answer:** A

**NEW QUESTION 231**

- (Topic 2)

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

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

**Answer:**

C

**NEW QUESTION 232**

- (Topic 2)

An example of a group decision-making technique is:

- A. nominal group technique
- B. majority
- C. affinity diagram
- D. multi-criteria decision analysis

**Answer:** B

**NEW QUESTION 236**

- (Topic 2)

Completion of the product scope is measured against the product:

- A. prototypes
- B. requirements
- C. analyses
- D. benchmarks

**Answer:** B

**NEW QUESTION 238**

- (Topic 2)

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 informatio

**Answer:** D

**NEW QUESTION 241**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 244**

- (Topic 2)

Which item is a cost of conformance?

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

**Answer:** A

**NEW QUESTION 248**

- (Topic 2)

Stakeholder communication requirements should be included as a component of:

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

**Answer:** C

**NEW QUESTION 251**

- (Topic 2)

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

- A. change control tools
- B. expert judgment
- C. meetings
- D. analytical techniques

**Answer:** B

**NEW QUESTION 252**

- (Topic 2)

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

**Answer:** D

**NEW QUESTION 257**

- (Topic 2)

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

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

**Answer:** D

**NEW QUESTION 259**

- (Topic 2)

Which of the Perform Quality Assurance tools and techniques may enhance the creation of the work breakdown structure (WBS) to give structure to the decomposition of the scope?

- A. Activity network diagrams
- B. Affinity diagrams
- C. Matrix diagrams
- D. Interrelationship digraphs

**Answer:** B

**NEW QUESTION 261**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 263**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 268**

- (Topic 2)

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

**Answer:** D

**NEW QUESTION 272**

- (Topic 2)

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

- A. Formal

- B. Informal r
- C. Horizontal
- D. Unofficial

**Answer:** B

**NEW QUESTION 276**

- (Topic 2)

A disadvantage associated with virtual teams is that they:

- A. Require communication technology that is not readily available.
- B. Create difficulties when including people with disabilities.
- C. Often cannot accommodate teams that work different hours or shifts.
- D. Create the possibility for misunderstandings to aris

**Answer:** D

**NEW QUESTION 280**

- (Topic 2)

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 en

**Answer:** A

**NEW QUESTION 281**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 285**

- (Topic 2)

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

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

**Answer:** C

**NEW QUESTION 287**

- (Topic 2)

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

**Answer:** B

**NEW QUESTION 290**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 295**

- (Topic 3)

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



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

**Answer:** A

**NEW QUESTION 296**

- (Topic 3)

The individual or group that provides resources and support for a project and is accountable for success is the:

- A. sponsor
- B. customer
- C. business partners
- D. functional managers

**Answer:** A

**NEW QUESTION 297**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 298**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 299**

- (Topic 3)

The CPI is .92, and the EV is US\$172,500. What is the actual cost of the project?

- A. US\$158,700
- B. US\$172,500
- C. US\$187,500
- D. US\$245,600

**Answer:** C

**NEW QUESTION 304**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 309**

- (Topic 3)

An input of the Control Schedule process is the:

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

**Answer:** D

**NEW QUESTION 312**

- (Topic 3)

An input required in Define Scope is an organizational:

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

**Answer:** B

**NEW QUESTION 313**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 318**

- (Topic 3)

Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

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

**Answer:** B

**NEW QUESTION 319**

- (Topic 3)

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

**Answer:** D

**NEW QUESTION 324**

- (Topic 3)

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

**Answer:** A

**NEW QUESTION 325**

- (Topic 3)

Which of the following is a narrative description of products, services, or results to be delivered by a project?

- A. Project statement of work
- B. Business case
- C. Accepted deliverable
- D. Work performance information

**Answer:** A

**NEW QUESTION 327**

- (Topic 3)

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

**Answer:** D

**NEW QUESTION 329**

- (Topic 3)

Outputs of the Control Communications process include:

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

**Answer: B**

**NEW QUESTION 333**

- (Topic 3)

Project or phase closure guidelines or requirements, historical information, and the lessons learned knowledge base are examples of which input to the Close Project or Phase process?

- A. Organizational process assets
- B. A work breakdown structure
- C. The project management plan
- D. Enterprise environmental factors

**Answer: A**

**NEW QUESTION 334**

- (Topic 3)

Which is the Define Scope technique used to generate different approaches to execute and perform the work of the project?

- A. Build v
- B. buy
- C. Expert judgment
- D. Alternatives identification
- E. Product analysis

**Answer: C**

**NEW QUESTION 339**

- (Topic 3)

Which of the following statements best describes the influence of stakeholders and the cost of changes as project time advances?

- A. The influence of the stakeholders increases, the cost of changes increases.
- B. The influence of the stakeholders decreases, the cost of changes increases.
- C. The influence of the stakeholders increases, the cost of changes decreases.
- D. The influence of the stakeholders decreases, the cost of changes decrease

**Answer: B**

**NEW QUESTION 342**

- (Topic 3)

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

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

**Answer: D**

**NEW QUESTION 343**

- (Topic 3)

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

**Answer: C**

**NEW QUESTION 344**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 349**

- (Topic 3)

Which activity is an input to the Conduct Procurements process?

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

**Answer:** A

**NEW QUESTION 352**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 357**

- (Topic 3)

When does Monitor and Control Risks occur?

- A. At project initiation
- B. During work performance analysis
- C. Throughout the life of the project
- D. At project milestones

**Answer:** C

**NEW QUESTION 361**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 366**

- (Topic 3)

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

**Answer:** A

**NEW QUESTION 371**

- (Topic 3)

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).

**Answer:** A

**NEW QUESTION 375**

- (Topic 3)

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Progressively elaborate the characteristics of the product, service, or result.
- C. Describe the project in great detail.

D. Define the process and criteria for accepting a completed product, service, or result

**Answer:** B

**NEW QUESTION 380**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 384**

- (Topic 3)

What is the definition of Direct and Manage Project Execution?

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

**Answer:** B

**NEW QUESTION 388**

- (Topic 3)

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

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

**Answer:** C

**NEW QUESTION 391**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 396**

- (Topic 3)

The stakeholder register is an output of:

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

**Answer:** A

**NEW QUESTION 398**

- (Topic 3)

What is the number of stakeholders, if the project has 28 potential communication channels?

- A. 7
- B. 8
- C. 14
- D. 16

**Answer:** B

**NEW QUESTION 399**

- (Topic 3)

Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

- A. Organizational standard processes
- B. Marketplace conditions
- C. Historical information
- D. Templates

**Answer:** B

**NEW QUESTION 402**

- (Topic 3)

The project management processes presented in the PMBOK Guide® should:

- A. always be applied uniformly.
- B. be selected as appropriate by the sponsor.
- C. be selected as appropriate by the project team.
- D. be applied based on ISO guideline

**Answer:** C

**NEW QUESTION 404**

- (Topic 3)

The procurement process that documents agreements and related documentation for future reference is known as:

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

**Answer:** C

**NEW QUESTION 409**

- (Topic 3)

Conflict should be best addressed in which manner?

- A. Early, in private, using a direct, collaborative approach
- B. Early, in public, using an indirect, collaborative approach
- C. Early, in private, using an indirect, cooperative approach
- D. As late as possible, in public, using a direct, confrontational approach

**Answer:** A

**NEW QUESTION 411**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 414**

- (Topic 3)

Projects are undertaken by an organization to support the:

- A. Product performance.
- B. Budget process.
- C. Collective capabilities.
- D. Organizational strateg

**Answer:** D

**NEW QUESTION 418**

- (Topic 3)

During which process group is the quality policy determined?

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

**Answer:** C

**NEW QUESTION 420**

- (Topic 3)

Which of the following is TRUE about most project life cycles?

- A. Staffing level is highest at the start.
- B. The stakeholders' influence is highest at the start.
- C. The level of uncertainty is lowest at the start.
- D. The cost of changes is highest at the star

**Answer:** B

**NEW QUESTION 424**

- (Topic 3)

Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

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

**Answer:** B

**NEW QUESTION 426**

- (Topic 3)

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 ris

**Answer:** D

**NEW QUESTION 428**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 429**

- (Topic 3)

Which of the following techniques is used during Control Scope?

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

**Answer:** B

**NEW QUESTION 432**

- (Topic 3)

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

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

**Answer:** D

**NEW QUESTION 435**

- (Topic 3)

Which is an example of Administer Procurements?

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

**Answer:** B

**NEW QUESTION 439**



- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 444

- (Topic 3)

An input of the Plan Procurement Management process is:

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

**Answer:** B

#### NEW QUESTION 449

- (Topic 3)

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

**Answer:** C

#### NEW QUESTION 453

- (Topic 3)

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

**Answer:** D

#### NEW QUESTION 455

- (Topic 3)

Which is a tool or technique used in Define Scope?

- A. Templates, forms, and standards
- B. Change requests
- C. Product analysis
- D. Project assumptions

**Answer:** C

#### NEW QUESTION 460

- (Topic 3)

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

**Answer:** A

#### NEW QUESTION 462

- (Topic 3)

When would resource leveling be applied to a schedule model?

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

**Answer:** C



**NEW QUESTION 466**

- (Topic 3)

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

**Answer:** B

**NEW QUESTION 470**

- (Topic 3)

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

**Answer:** B

**NEW QUESTION 471**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 473**

- (Topic 4)

Which can be used to determine whether a process is stable or has predictable performance?

- A. Matrix diagram
- B. Histogram
- C. Control chart
- D. Flowchart

**Answer:** C

**NEW QUESTION 476**

- (Topic 4)

What is the responsibility of the project manager and the functional manager respectively?

- A. Oversight for an administrative area; a facet of the core business
- B. Achieving the project objectives; providing management oversight for an administrative area
- C. A facet of the core business; achieving the project objectives
- D. Both are responsible for achieving the project objective

**Answer:** B

**NEW QUESTION 478**

- (Topic 4)

Control charts, flowcharting, histograms, Pareto charts, and scatter diagrams are tools and techniques of which process?

- A. Perform Quality Control
- B. Perform Quality Assurance
- C. Plan Quality
- D. Report Performance

**Answer:** C

**NEW QUESTION 479**

- (Topic 4)

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

**Answer:** A

**NEW QUESTION 481**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 484**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 488**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 490**

- (Topic 4)

Which is an output from Distribute Information?

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

**Answer:** C

**NEW QUESTION 491**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 496**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 499**

- (Topic 4)

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

- A. stakeholder management strategy.

- B. communications management plan,
- C. stakeholder register,
- D. performance repor

**Answer:** A

**NEW QUESTION 500**

- (Topic 4)

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. Plannin

**Answer:** C

**NEW QUESTION 503**

- (Topic 4)

Monte Carlo is which type of risk analysis technique?

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

**Answer:** B

**NEW QUESTION 505**

- (Topic 4)

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

**Answer:** D

**NEW QUESTION 508**

- (Topic 4)

Which of the following is an output from Control Scope?

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

**Answer:** A

**NEW QUESTION 512**

- (Topic 4)

What does a CPI value greater than 1.0 indicate?

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

**Answer:** B

**NEW QUESTION 517**

- (Topic 4)

Which piece of information is part of the WBS Dictionary?

- A. Responsible organization
- B. Change requests
- C. Validated deliverables
- D. Organizational process assets

**Answer:** A

**NEW QUESTION 519**

- (Topic 4)

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

- A. Enterprise environmental factors.
- B. Historical information,
- C. Organizational process assets.
- D. Corporate knowledge bas

**Answer:** C

**NEW QUESTION 522**

- (Topic 4)

When sequencing activities, what does the common acronym FF stand for?

- A. Fixed Fee
- B. Free Float
- C. Fixed Finish
- D. Finish-to-Finish

**Answer:** D

**NEW QUESTION 524**

- (Topic 4)

In a weak matrix, the project managers role is:

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

**Answer:** A

**NEW QUESTION 529**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 532**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 534**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 539**

- (Topic 4)

A project has an EV workdays, an AC workdays, and a PV 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 schedul

**Answer:** B

**NEW QUESTION 542**

- (Topic 4)

Testing falls into which of the following categories of cost of quality?

- A. Internal failure costs
- B. Prevention costs
- C. Appraisal costs
- D. External failure costs

**Answer:** C

**NEW QUESTION 544**

- (Topic 4)

Which of the following events would result in a baseline update?

- A. A project is behind schedule and the project manager wants the baseline to reflect estimated actual completion.
- B. A customer has approved a change request broadening the project scope and increasing the budget.
- C. One of the risks identified in the risk management plan occurs, resulting in a schedule delay.
- D. One of the key project team resources has left the team and no replacement is available.

**Answer:** B

**NEW QUESTION 546**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 549**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 552**

- (Topic 4)

What is the primary benefit of meeting quality requirements?

- A. Quality metrics
- B. Less rework
- C. Quality control measurements
- D. Benchmarking

**Answer:** B

**NEW QUESTION 553**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 554**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 559**

- (Topic 4)

"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 scop

**Answer:** A

#### NEW QUESTION 564

- (Topic 4)

Which of the following is an example of the simplest fixed-price contract?

- A. Purchase requisition
- B. Purchase order
- C. Verbal agreement
- D. Request for quote

**Answer:** B

#### NEW QUESTION 568

- (Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 571

- (Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 573

- (Topic 4)

A project has a current cost performance index (CPI) of 1.25. To date, US\$10,000 have been spent on performing the project work. What is the earned value of the work completed to date?

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

**Answer:** D

#### NEW QUESTION 577

- (Topic 4)

Analogous cost estimating relies on which of the following techniques?

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

**Answer:** A

#### NEW QUESTION 579

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 580**

- (Topic 4)

Which is an input to the Verify Scope process?

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

**Answer:** D

**NEW QUESTION 581**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 584**

- (Topic 4)

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

- A.  $C_e = (C_0 + 6C_m + C_p)/4$
- B.  $C_e = (6C_0 + C_m + C_p)/4$
- C.  $C_e = (C_0 + 4C_m + C_p)/6$
- D.  $C_e = (C_0 + C_{,,} + 4C_p) / 6$

**Answer:** C

**NEW QUESTION 589**

- (Topic 4)

Co-location is a tool and technique of:

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

**Answer:** C

**NEW QUESTION 592**

- (Topic 4)

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

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

**Answer:** A

**NEW QUESTION 597**

- (Topic 4)

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

**Answer:** C

**NEW QUESTION 600**

- (Topic 4)

Which process determines the risks that might affect the project?

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

**Answer:**



B

**NEW QUESTION 604**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 608**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 613**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 614**

- (Topic 5)

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

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

**Answer: D**

**NEW QUESTION 619**

- (Topic 5)

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

**Answer: D**

**NEW QUESTION 622**

- (Topic 5)

The project management processes are usually presented as discrete processes with defined interfaces, while in practice they:

- A. operate separately.
- B. move together in batches,
- C. overlap and interact.
- D. move in a sequenc

**Answer: C**

**NEW QUESTION 627**

- (Topic 5)

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

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



**Answer:** C

**NEW QUESTION 628**

- (Topic 5)

The technique of subdividing project deliverables into smaller, more manageable components until the work and deliverables are defined to the work package level is called:

- A. a control chart.
- B. baseline.
- C. Create WBS.
- D. decompositio

**Answer:** D

**NEW QUESTION 631**

- (Topic 5)

Administer Procurements is part of which Process Group?

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

**Answer:** C

**NEW QUESTION 635**

- (Topic 5)

Which technique is utilized in the Control Schedule process?

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

**Answer:** D

**NEW QUESTION 637**

- (Topic 5)

A project lifecycle is defined as:

- A. a collection of generally sequential and sometimes overlapping project phases.
- B. a process required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
- C. a recognized standard for the project management profession.
- D. the application of knowledge, skills, tools, and techniques to project activities to meet the project requirement

**Answer:** A

**NEW QUESTION 638**

- (Topic 5)

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

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

**Answer:** B

**NEW QUESTION 643**

- (Topic 5)

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

**Answer:** B

**NEW QUESTION 648**

- (Topic 5)

The completion of the project scope is measured against the:

- A. requirements documentation.
- B. project scope statement.

- C. project management plan.
- D. work performance measurement

**Answer:** C

#### NEW QUESTION 653

- (Topic 5)

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. impac

**Answer:** A

#### NEW QUESTION 657

- (Topic 5)

Plan-do-check-act is also known as:

- A. prevention over inspection.
- B. statistical sampling.
- C. management responsibility,
- D. continuous improvemen

**Answer:** D

#### NEW QUESTION 662

- (Topic 5)

One of the objectives of a quality audit is to:

- A. highlight the need for root cause analysis.
- B. share the process documentation among stakeholders.
- C. offer assistance with non-value-added activities.
- D. identify all of the gaps or shortcoming

**Answer:** D

#### NEW QUESTION 667

- (Topic 5)

An input to the Estimate Activity Resources process is:

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

**Answer:** C

#### NEW QUESTION 670

- (Topic 5)

Projects are separated into phases or subprojects; these phases include:

- A. feasibility study, concept development, design, and prototype.
- B. initiate, plan, execute, and monitor.
- C. Develop Charter, Define Activities, Manage Stakeholder Expectations, and Report Performance.
- D. Identify Stakeholders, develop concept, build, and tes

**Answer:** A

#### NEW QUESTION 671

- (Topic 5)

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)

**Answer:** C

#### NEW QUESTION 675

- (Topic 5)

Which of the following is an estimating technique that uses the values of parameters from previous similar projects for estimating the same parameter or measure

for a current project?

- A. Reserve analysis
- B. Three-point estimating
- C. Parametric estimating
- D. Analogous estimating

**Answer:** D

**NEW QUESTION 678**

- (Topic 5)

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

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

**Answer:** C

**NEW QUESTION 683**

- (Topic 5)

The three processes of Project Cost Management are:

- A. Estimate Costs, Control Schedule, and Control Costs.
- B. Estimate Costs, Determine Budget, and Estimate Activity Resources.
- C. Determine Budget, Control Schedule, and Estimate Activity Resources.
- D. Estimate Costs, Determine Budget, and Control Cost

**Answer:** D

**NEW QUESTION 686**

- (Topic 5)

Funding limit reconciliation is a tool and technique used in which process?

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

**Answer:** B

**NEW QUESTION 690**

- (Topic 5)

At the end of the project, what will be the value of SV?

- A. Positive
- B. Zero
- C. Negative
- D. Greater than one

**Answer:** B

**NEW QUESTION 693**

- (Topic 5)

Which of the following is a tool or technique used in the Acquire Project Team process?

- A. Networking
- B. Training
- C. Negotiation
- D. Issue log

**Answer:** C

**NEW QUESTION 695**

- (Topic 5)

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. registe

**Answer:** A

**NEW QUESTION 700**

- (Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 704

- (Topic 5)

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

**Answer:** A

#### NEW QUESTION 707

- (Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 712

- (Topic 5)

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

**Answer:** B

#### NEW QUESTION 715

- (Topic 5)

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

**Answer:** A

#### NEW QUESTION 717

- (Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 718

- (Topic 5)

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

**Answer:** B

**NEW QUESTION 719**

- (Topic 5)

During project selection, which factor is most important?

- A. Types of constraints
- B. Internal business needs
- C. Budget
- D. Schedule

**Answer:** B

**NEW QUESTION 721**

- (Topic 5)

Which baselines make up the performance measurement baseline?

- A. Scope baseline, cost baseline, and schedule baseline
- B. Scope baseline, project management baseline, and quality baseline
- C. Cost baseline, schedule baseline, and risk baseline
- D. Cost baseline, project management baseline, and schedule baseline

**Answer:** A

**NEW QUESTION 725**

- (Topic 5)

Risk exists the moment that a project is:

- A. planned.
- B. conceived.
- C. chartered.
- D. execute

**Answer:** B

**NEW QUESTION 730**

- (Topic 5)

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

**Answer:** A

**NEW QUESTION 735**

- (Topic 5)

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

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

**Answer:** B

**NEW QUESTION 737**

- (Topic 5)

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

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

**Answer:** C

**NEW QUESTION 740**

- (Topic 5)

The staffing management plan is part of the:

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

**Answer:**

C

**NEW QUESTION 744**

- (Topic 5)

Which of the following includes how requirements activities will be planned, tracked, and reported?

- A. Configuration management plan
- B. Scope baseline
- C. Requirements management plan
- D. Schedule baseline

**Answer: C**

**NEW QUESTION 745**

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