

PMP.exam.1015q

Number: PMP

Passing Score: 800

Time Limit: 120 min



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PMP

Project Management Professional v5

Sections

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

Exam A

QUESTION 1

What is an objective of the Develop Project Team process?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 2

When is a Saliency Model used?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 3

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 4

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

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



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 5

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

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 6

Which of the following statements correctly characterizes pull communication?

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

Correct Answer: B
Section: Planning
Explanation



Explanation/Reference:

QUESTION 7

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 8

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 9

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

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



Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 10

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

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

Correct Answer: A

Section: Planning
Explanation

Explanation/Reference:

QUESTION 11

During which process group is the quality policy determined?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:



QUESTION 12

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 13

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 14

Which is an example of Administer Procurements?

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



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 15

An input to the Create WBS process is a:

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 16

What is the total float of the critical path?

- A. Can be any number
- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:



QUESTION 17

Portfolio Management is management of:

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 18

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 19

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

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



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 20

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

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

D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 21

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

- A. Product
- B. Cost-benefit
- C. Stakeholder
- D. Research

Correct Answer: C

Section: Planning

Explanation



Explanation/Reference:

QUESTION 22

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 23

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 24

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 25

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 26

When can pre-assignment of project team members occur?

- A. When the project uses capital expenditures
- B. When the required staff can be acquired from outside sources
- C. When the project would be ignored due to travel expenses
- D. When the project is the result of specific people being promised as part of a competitive proposal

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:



QUESTION 27

An output of the Create WBS process is:

- A. Scope baseline.
- B. Project scope statement.
- C. Organizational process assets.
- D. Requirements traceability matrix.

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 28

Which type of chart is a graphic representation of a process showing the relationships among process steps?

- A. Control
- B. Bar
- C. Flow
- D. Pareto

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 29

Changes to formally controlled documentation, plans, etc. to reflect modified or additional ideas or content are known as:

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- A. updates.
- B. defect repairs.
- C. preventive actions.
- D. corrective actions.



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 30

Which provides the basic framework for managing a project?

- A. Project life cycle
- B. Work breakdown structure (WBS)
- C. Enterprise environmental factors
- D. Project initiation

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 31

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

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:



QUESTION 32

Quality metrics are an output of which process?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 33

Which piece of information is part of the WBS Dictionary?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 34

Tools and techniques used for Plan Communications include the communication:

- A. requirements analysis, communication technology, communication models, and communication methods.
- B. methods, stakeholder register, communication technology, and communication models.
- C. requirements, communication technology, communication requirements analysis, and communication methods.
- D. management plan, communication technology, communication models, and communication requirements analysis.

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 35

Which of the following are outputs of Develop Project Team?

- A. Human resources plan changes and project staff assignment updates
- B. Project management plan updates and enterprise environmental factor updates
- C. Resource calendars and project management plan updates
- D. Team performance assessments and enterprise environmental factor updates

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 36

Which tool or technique is used in Manage Stakeholder Expectations?

- A. Stakeholder management strategy
- B. Communication methods
- C. Issue log
- D. Change requests

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 37

The progressive detailing of the project management plan is called:

- A. expert judgment.
- B. rolling wave planning.
- C. work performance information.
- D. specification.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 38

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

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

D. Both are responsible for achieving the project objectives.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 39

Which is used to solicit proposals from prospective sellers?

- A. Procurement statement of work
- B. Resource calendars
- C. Procurement document
- D. Independent estimates

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:



QUESTION 40

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 41

Which of the following is an input to Control Scope?

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- A. Project schedule
- B. Organizational process assets updates
- C. Project document updates
- D. Work performance information

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 42

Co-location is a tool and technique of:

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 43

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

- A. Start-to-start (SS)
- B. Start-to-finish (SF)
- C. Finish-to-finish (FF)

D. Finish-to-start (FS)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 44

A required input for Create WBS is a project:

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 45

Which of the following is an input to Develop Human Resource Plan?

- A. Team performance assessment
- B. Roles and responsibilities
- C. Staffing management plan
- D. Enterprise environmental factors

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 46



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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 47

"Tailoring" is defined as the:

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 48

Which is an input to the Verify Scope process?

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 49

Which is an output from Distribute Information?

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 50

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

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

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 51

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

- A. Create WBS.
- B. complete project work.
- C. calculate costs.

D. Develop Project Management Plan.

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 52

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 53

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 54

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 55

During project selection, which factor is most important?

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



Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 56

The staffing management plan is part of the:

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 57

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:



QUESTION 58

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

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:

QUESTION 59

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 60

An input of the Create WBS process is:

- A. requirements documentation.
- B. scope baseline.
- C. project charter.
- D. validated deliverables.



Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 61

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

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

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 62

Inputs to the Plan Risk Management process include the:

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:



QUESTION 63

Which of the following is an output of Define Scope?

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 64

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 65

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

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



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 66

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

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

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 67

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

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:



QUESTION 68

During what process is the quality policy determined?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 69

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 70

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

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



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 71

Which type of analysis is used to develop the communications management plan?

- A. Product
- B. Cost benefit
- C. Stakeholder
- D. Research

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 72

Which of the following is a tool and technique for activity duration estimating?

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

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:



QUESTION 73

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

- A. Procurement management plan
- B. Evaluation criteria
- C. Work Breakdown Structure (WBS)
- D. Contract Statement of Work (SOW)

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 74

Which of the following are inputs to Activity Definition?

- A. Project Scope Statement and Work Breakdown Structure
- B. Activity list and Arrow Diagram
- C. Change Requests Lists and Organizational Process Assets
- D. Project Management Plan and Resource Availability

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 75

Which tools or techniques will the project manager use for developing the project team?

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



Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 76

Which of the following lists contain processes that are included within Project Procurement Management?

- A. Plan purchases and acquisitions, plan contracting, request seller responses, select sellers
- B. Plan purchases and acquisitions, request seller responses, select sellers, schedule control
- C. Plan purchases and acquisitions, acquire project team, request seller responses, select sellers
- D. Plan purchases and acquisitions, acquire project team, contract approval, select sellers

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 77

Which of the following is an output of the Information Distribution Process?

- A. Project calendar
- B. Communication management plan
- C. Requested changes
- D. Communication requirement plan

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 78

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

- A. Organizational Breakdown Structure (OBS)
- B. Work Performance Information
- C. Work Package
- D. Work Breakdown Structure (WBS)

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 79

Which quality planning tools and techniques are used to visually identify logical groupings based on natural relationships?

- A. Force field diagrams

- B. Cause-and-effect diagrams
- C. Affinity diagrams
- D. Nominal group techniques

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 80

Which tool and technique of quality planning involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

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

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 81

What component of the project scope definition defines project exclusions?

- A. Project boundaries
- B. Project constraints
- C. Project assumptions
- D. Project objectives

Correct Answer: A
Section: Planning
Explanation



Explanation/Reference:

QUESTION 82

A contract management plan is a subsidiary of what other type of plan?

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 83

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 84

An input to the Identify Risks process is the:

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- A. Risk register.
- B. Risk probability and impact assessment.
- C. Communications management plan.
- D. Risk management plan.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 85

Which of the following inputs is required for the WBS creation?

- A. Project Quality Plan
- B. Project Schedule Network
- C. Project Management Software
- D. Project Scope Management Plan



Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 86

Organizations manage portfolios based on which of the following types of plans?

- A. Strategic
- B. Project
- C. Program
- D. Operational

Correct Answer: A
Section: Planning
Explanation

Explanation/Reference:

QUESTION 87

Create WBS is part of which of the following Knowledge Areas?

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

Correct Answer: B
Section: Planning
Explanation

Explanation/Reference:



QUESTION 88

Which of the following is used to illustrate the connections between work packages or activities and project team members?

- A. Hierarchical-type charts (HTC)
- B. Organizational breakdown structure (OBS)
- C. Work breakdown structure (WBS)
- D. Responsibility assignment matrix (RAM)

Correct Answer: D
Section: Planning
Explanation

Explanation/Reference:

QUESTION 89

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 90

For a project to be successful, the project team must do which of the following?

- A. Complete the project in sequential phases.
- B. Overlook minor stakeholders.
- C. Produce ongoing repetitive products, services, or results.
- D. Select the appropriate processes required to meet the project objective.

Correct Answer: D

Section: Planning

Explanation

Explanation/Reference:

QUESTION 91

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

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

Correct Answer: B

Section: Planning

Explanation

Explanation/Reference:

QUESTION 92

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

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

Correct Answer: A

Section: Planning

Explanation

Explanation/Reference:

QUESTION 93

The specific technique for identifying a problem, discovering the causes that lead to it, and developing preventive actions is:

- A. Inspection
- B. Use of quality checklists
- C. Root cause analysis
- D. Use of matrix diagrams

Correct Answer: C

Section: Planning

Explanation

Explanation/Reference:

QUESTION 94

At which stage of the project should certain factors such as the unavailability of human resources due to constraint be considered?

- A. Initiation

- B. Execution
- C. Planning
- D. Monitoring and Controlling

Correct Answer: C
Section: Planning
Explanation

Explanation/Reference:

QUESTION 95

Which changes occur in risk and uncertainty as well as the cost of changes as the life cycle of a typical project progresses?

- A. Risk and uncertainty increase; the cost of changes increases.
- B. Risk and uncertainty increase; the cost of changes decreases.
- C. Risk and uncertainty decrease; the cost of changes increases.
- D. Risk and uncertainty decrease; the cost of changes decreases.

Correct Answer: C
Section: Executing
Explanation



Explanation/Reference:

QUESTION 96

Regression analysis, failure mode and effect analysis (FMEA), fault tree analysis (FTA), and trend analysis are examples of which tool or technique?

- A. Expert judgment
- B. Forecasting methods
- C. Earned value management
- D. Analytical techniques

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 97

The Perform Quality Assurance process occurs in which Process Group?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 98

An input to the Manage Project Team process is:

- A. Work performance reports.
- B. Change requests.
- C. Activity resource requirements.
- D. Enterprise environmental factors.



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 99

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 100

A large portion of a projects budget is typically expended on the processes in which Process Group?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 101

A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

- A. Efficient
- B. Effective
- C. Push
- D. Pull

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 102

A project charter is an output of which Process Group?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 103

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 104

The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

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

D. Develop Project Team.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 105

An input to Conduct Procurements is:

- A. Independent estimates.
- B. Selected sellers.
- C. Seller proposals.
- D. Resource calendars.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 106

What are the Project Procurement Management processes?

- A. Conduct Procurements, Control Procurements, Integrate Procurements, and Close Procurements
- B. Estimate Procurements, Integrate Procurements, Control Procurements, and Validate Procurements
- C. Plan Procurement Management, Conduct Procurements, Control Procurements, and Close Procurements
- D. Plan Procurement Management, Perform Procurements, Control Procurements, and Validate Procurements

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 107

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 108

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 109

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

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 110

Typical outcomes of a project include:

- A. Products, services, and improvements.
- B. Products, programs, and services.
- C. Improvements, portfolios, and services.
- D. Improvements, processes, and products.

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:



QUESTION 111

Which grid shows which resources are tied to work packages?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Project assignment chart
- D. Personnel assignment matrix

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 112

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

- A. Continuous improvement.
- B. Predictive planning.
- C. Progressive elaboration.
- D. Quality assurance.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 113

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 114

Which item is an output of Plan Quality Management and an input to Perform Quality Assurance?

- A. Organizational process updates
- B. Quality metrics
- C. Change requests
- D. Quality control measurements

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 115

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 116

The number of potential communication channels for a project with 5 stakeholders is:

- A. 10.
- B. 12.
- C. 20.
- D. 24.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 117

Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

- A. Historical relationships
- B. Dependency determination

- C. Bottom-up estimating
- D. Rolling wave planning

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 118

An output of the Create WBS process is:

- A. Scope baseline.
- B. Change requests.
- C. Accepted deliverables.
- D. Variance analysis.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 119

A tool or technique used in the Control Procurements process is:

- A. Expert judgment.
- B. Performance reporting.
- C. Bidder conferences.
- D. Reserve analysis.

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 120

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 121

Which Define Activities output extends the description of the activity by identifying the multiple components associated with each activity?

- A. Project document updates
- B. Activity list
- C. Activity attributes
- D. Project calendars

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 122

An input to the Identify Stakeholders process is:

- A. The project management plan.
- B. The stakeholder register.

- C. Procurement documents.
- D. Stakeholder analysis.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 123

What is the estimate at completion (EAC) if the budget at completion (BAC) is \$100, the actual cost (AC) is \$50, and the earned value (EV) is \$25?

- A. \$50
- B. \$100C. \$125
- D. \$200

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

Explanation:

$EAC = BAC / CPI$ and $CPI = EV / AC$

$CPI = EV / AC = 25 / 50 = 0.5$

$EAC = BAC / CPI = 100 / 0.5 = \200

QUESTION 124

Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

- A. Influencing
- B. Motivation
- C. Negotiation
- D. Trust building

Correct Answer: B

Section: Executing

Explanation



Explanation/Reference:

QUESTION 125

A project manager should communicate to stakeholders about resolved project issues by updating the:

- A. project records
- B. project reports
- C. stakeholder notifications
- D. stakeholder register

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 126

A disadvantage associated with virtual teams is that they:

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 127

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

- A. Performing
- B. Storming

- C. Norming
- D. Forming

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 128

The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 129

For a stakeholder with low interest and high power, the project manager should:

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 130

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 131

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 132

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

- A. project documents updates.
- B. project management plan updates.
- C. change requests.
- D. work performance information.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 133

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 134

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 135

An intentional activity to modify a nonconforming product or product component is called:

- A. defect repair
- B. work repair
- C. corrective action
- D. preventive action

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 136

Which quality tool incorporates the upper and lower specification limits allowed within an agreement?

- A. Control chart
- B. Flowchart
- C. Checksheet
- D. Pareto diagram



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 137

Analytical techniques are a tool and technique of which process in Project Procurement Management?

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 138

The process of obtaining seller responses, selecting a seller, and awarding a contract is called:

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

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:



QUESTION 139

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

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 140

Which Process Group includes the Manage Stakeholder Engagement process?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

Reason: Control Stakeholder Engagement is in the Monitoring and Control Process.

QUESTION 141

In complex projects/ initiating processes should be completed:

- A. Within a work package.
- B. In each phase of the project.
- C. To estimate schedule constraints.
- D. To estimate resource allocations.



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 142

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 143

Tools and techniques used in Direct and Manage Project Work include:

- A. Process analysis and expert judgment
- B. Analytical techniques and a project management information system
- C. Performance reviews and meetings
- D. Expert judgment and meetings

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 144

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

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 145

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 146

An input to the Perform Integrated Change Control process is:

- A. expert judgment
- B. seller proposals
- C. the project charter
- D. the project management plan



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 147

Managing ongoing production of goods and services to ensure business continues efficiently describes which type of management?

- A. Portfolio
- B. Project
- C. Program
- D. Operations

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 148

Which type of manager is assigned by the performing organization to lead the team that is responsible for achieving the project objectives?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 149

Which of the seven basic quality tools is especially useful for gathering attributes data while performing inspections to identify defects?

- A. Histograms
- B. Scatter diagrams
- C. Flowcharts
- D. Checksheets

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 150

The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:

- A. start-to-start (SS)
- B. start-to-finish (SF)
- C. finish-to-start (FS)

D. finish-to-finish (FF)

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 151

Which technique is used in Perform Quantitative Risk Analysis?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 152

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 153

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 154

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

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 155

When would resource leveling be applied to a schedule model?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 156

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 157

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 158

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 159

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

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 160

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

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

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 161

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 162

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 163

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 164

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 165

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 166

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 167

To which process is work performance information an input?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 168

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

- A. Procurement management plan
- B. Evaluation criteria



- C. Work breakdown structure
- D. Procurement statement of work

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 169

The Human Resource Management processes are:

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 170

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 171

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 172

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 173

Which of the following techniques is used during Control Scope?

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 174

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 175

Which tool and technique is used in Conduct Procurements?

- A. Teaming agreements
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 176

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

- A. Organizational chart
- B. Organizational theory

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- C. Organizational structure
- D. Organizational behavior

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 177

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

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 178

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 179

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 180

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 181

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 182

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

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 183

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 184

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 185

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 186

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

- A. Develop Schedule

- B. Sequence Activities
- C. Create WBS
- D. Applying leads and lags

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 187

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 188

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 189

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 190

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

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 191

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

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

Correct Answer: B

Section: Executing

Explanation**Explanation/Reference:****QUESTION 192**

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 193

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 194

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 195

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 196

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

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 197

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 198

Change request status updates are an output of which process?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 199

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 200

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

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 201

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 202

The definition of operations is a/an:

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 203

How many Project Management Process Groups are there?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 204

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



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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 205

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 206

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

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

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 207

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 208

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 209

Which of the following is an output of the Perform Integrated Change Control process?

- A. Project document updates
- B. Organizational process assets updates

- C. Change requests
- D. Deliverables

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 210

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 211

Which of the following is an example of schedule compression?

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 212

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 213

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

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



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 214

What is a tool to improve team performance?

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

Correct Answer: D

Section: Executing
Explanation

Explanation/Reference:

QUESTION 215

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 216

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 217

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 218

Which tool or technique is used in Close Procurements?

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



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 219

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 220

Another name for an Ishikawa diagram is:

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 221

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 222

Which characteristic do projects and operational work share in common?

- A. Performed by systems

- B. Constrained by limited resources
- C. Repetitiveness
- D. Uniqueness

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 223

What does a CPI value greater than 1.0 indicate?

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

Correct Answer: B
Section: Executing
Explanation



Explanation/Reference:

QUESTION 224

Which of the following is an output from Control Scope?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 225

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 226

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 227

An input to the Estimate Activity Resources process is:

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 228

Which process requires implementation of approved changes?

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 229

Resource calendars are included in the:

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 230

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 231

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 232

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

- A. Project manager
- B. External stakeholders
- C. Internal stakeholders
- D. Project team

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 233

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 234

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 235

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

- A. Initiating

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 236

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

- A. Slack
- B. FloatC. Lag
- D. Lead

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:



QUESTION 237

Which of the following change requests can bring expected future performance of the project work in line with the project management plan?

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- A. Corrective action
- B. Defect repair
- C. Preventative action
- D. Probable action

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 238

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

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

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 239

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

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

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 240

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

- A. Share

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 241

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

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

Correct Answer: B

Section: Executing

Explanation



Explanation/Reference:

QUESTION 242

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 243

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 244

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

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 245

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

- A. Product analysis
- B. Project charter

- C. Scope baseline
- D. Project scope statement

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 246

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:



QUESTION 247

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 248

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 249

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



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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 250

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 251

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

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 252

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 253

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

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:



QUESTION 254

What are assigned risk ratings based upon?

- A. Root cause analysis
- B. Assessed probability and impact
- C. Expert judgment
- D. Risk Identification

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 255

Which of following could be organizational process assets?

- A. Historical information
- B. Industry standards
- C. Organization infrastructure
- D. Marketplace conditions

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 256

In which process might you use risk reassessment as a tool and technique?

- A. Qualitative risk analysis
- B. Risk monitoring and control
- C. Monitor and control project work
- D. Risk response planning



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 257

A weighting system is a tool for which area of procurement?

- A. Plan contracting
- B. Request seller responses
- C. Select sellers
- D. Plan purchase and acquisition

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 258

What's budget?

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:



QUESTION 259

When managing a project team, what helps to reduce the amount of conflict?

- A. Clear role definition
- B. Negotiation
- C. Risk response planning
- D. Team member replacement

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 260

Which of the following processes is necessary to ensure that the project employs all processes needed to meet its requirements?

- A. Perform Quality Control
- B. Quality Policy
- C. Perform Quality Assurance
- D. Quality Planning

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 261

Which schedule development tool and technique produces a theoretical early start date and late start date?

- A. Critical path method
- B. Variance analysis
- C. Schedule compression
- D. Schedule comparison bar charts



Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 262

Which of the following processes are within the Initiating Process Group?

- A. Develop Project Management Plan and Identify Stakeholders
- B. Develop Project Management Plan and Plan Communications
- C. Develop Project Charter and Identify Stakeholders
- D. Develop Project Charter and Develop Project Scope Statement

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 263

How is scheduled variance calculated using the earned value technique?

- A. EV less AC
- B. AC less PV
- C. EV less PVD. AC less EV

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 264

What is one of the MAJOR outputs of activity sequencing?

- A. Responsibility assignment matrix
- B. Work breakdown structure update
- C. Project network diagram
- D. Mandatory dependencies list



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 265

What scope definition technique is used to generate different approaches to execute and perform the work of the project?

- A. Build vs. buy
- B. Expert judgment
- C. Alternatives identification

D. Product analysis

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 266

Which of the following correctly describes when organizations and stakeholders are willing to accept varying degrees of risk?

- A. Risk analysis
- B. Risk tolerance
- C. Risk management
- D. Risk attitude

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 267

Quality and credibility of the qualitative risk analysis process requires that different levels of the risk's probabilities and impacts be defined is the definition of what?

- A. Risk breakdown structure (RBS)
- B. Risk probability and impact
- C. Qualitative risk analysis
- D. Risk response planning

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 268

The traditional organization chart structure that can be used to show positions and relationships in a graphic top-down format is called a:

- A. Responsible, accountable, consult, and inform (RACI) chart.
- B. Matrix-based chart.
- C. Human resource chart.
- D. Hierarchical-type chart.

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 269

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

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 270

Inputs to the Define Activities process include:

- A. Project scope statement, resource calendars, and work performance information.
- B. Scope baseline, enterprise environmental factors, and organizational process assets.
- C. Project scope statement, approved change requests, and WBS dictionary.
- D. Scope baseline, enterprise environmental factors, and activity duration estimates.

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 271

Organizational process assets can be divided into which of the following two categories?

- A. Project files and corporate knowledge base
- B. Templates, and processes and procedures
- C. Standards, and processes and procedures
- D. Corporate knowledge base and processes and procedures

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 272

A car company authorized a project to build more fuel-efficient cars in response to gasoline shortages. With which of the following strategic considerations was this project mainly concerned?

- A. Market demand
- B. Legal requirements
- C. Strategic Opportunity
- D. Technological advance

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 273

A Pareto chart is a specific type of:

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 274

What is a tool and technique used in the Develop Project Management Plan process?

- A. Project management information system (PMIS)
- B. Project charter
- C. Quality assurance
- D. Expert judgment



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 275

The Plan Procurements process includes documenting project purchasing decisions and what other steps?

- A. Specifying the approach and identifying potential sellers
- B. Specifying the approach and selecting a seller
- C. Identifying potential sellers and obtaining seller responses
- D. Specifying the approach and managing procurement relationships

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 276

An imposed date for completion of the project by the customer is an example of a project:

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- A. deliverable
- B. assumption
- C. constraint
- D. exclusion

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:



QUESTION 277

Information distribution involves making needed information available to project stakeholders in a timely manner. What is an output from information distribution?

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

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 278

Who is responsible for reviewing change requests and approving or rejecting the change requests?

- A. Change control board
- B. Project manager
- C. Project management office
- D. Project sponsor

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 279

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

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 280

Which stakeholder communicates with higher levels of management to gather organizational support and promote project benefits?

- A. Portfolio manager
- B. Project sponsor
- C. Project manager
- D. Project management office

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 281

Activities on the critical path have which type of float?

- A. Zero free float
- B. Zero or negative float
- C. Negative and positive float
- D. Zero or positive float

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:



QUESTION 282

Your project has an EV of 100 work-days, an AC of 120 work-days, and a PV of 80 work days. What should be your concern?

- A. There is a cost under run.
- B. There is a cost overrun.
- C. May not meet deadline.
- D. The project is 20 days behind schedule.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 283

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 284

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

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



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 285

A process is defined as:

- A. A set of interrelated actions and activities performed to achieve a certain objective.
- B. A set of guidelines that explains how to carry out a particular task.
- C. The inputs for a task and the tools and techniques required to carry out the task.
- D. A collection of logically related project activities, usually culminating in the completion of a major deliverable.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 286

Which of the following is an output of the Plan Quality process?

- A. Project document update
- B. Control chart
- C. Cost performance baseline
- D. Organizational process asset update

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 287

Which of the following methods of performance review examines project performance over time to determine if performance is improving or deteriorating?

- A. Earned value performance
- B. Trend analysis
- C. Cost-benefit analysis
- D. Variance analysis

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 288

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

- A. Communications methods

- B. Reporting systems
- C. Forecasting methods
- D. Variance analysis

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 289

Which process group contains the processes performed to finalize all activities?

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

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:

QUESTION 290

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

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

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 291

The process of developing a detailed description of the project and product is known as:

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

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 292

Which of the following is a tool or technique for the Plan Procurements process?

- A. Bidder conferences
- B. Proposal evaluation techniques
- C. Contract types
- D. Contract change control systems



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 293

In which of the following types of organizations is resource availability moderate to high?

- A. Weak matrix
- B. Balanced matrix
- C. Strong matrix
- D. Projectized

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 294

Which of the following makes changes to formally control documentation to reflect modified or additional ideas or content?

- A. Defect repair
- B. Updates
- C. Corrective action
- D. Performance reports

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:



QUESTION 295

Which of the following are documented directions to perform an activity that can reduce the probability of negative consequences associated with project risks?

- A. Recommended corrective actions
- B. Recommended preventive actions
- C. Risk audits
- D. Risk reassessments

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 296

Which type of team can be defined as a group of people with a shared goal who fulfill their roles although spending little or no time meeting face to face?

- A. Co-location team
- B. Virtual team
- C. Departmental team
- D. Consultant team

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 297

Design of experiments (DOE) should be used during which of the following processes?

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- A. Perform Quality Assurance
- B. Total Quality Management
- C. Perform Quality Control
- D. Plan Quality



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 298

Overlooking negative stakeholders can result in a/an:

- A. decreased likelihood of conflicting interests between stakeholders.
- B. decreased likelihood of the projects progress being impeded.
- C. increased likelihood of project failure.

D. increased likelihood of project success.

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 299

Outputs from constituent processes might be used as:

- A. Inputs to other processes.
- B. Proof of process completion.
- C. Identification of project tasks.
- D. Indicators to eliminate project redundancies.

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 300

Which document describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results?

- A. Procurement management plan
- B. Procurement statement of work
- C. Request for proposal
- D. Request for quote

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:



QUESTION 301

A project manager needs to deliver the project 2 weeks before the planned date without changing the scope. Which of the following techniques may be applied to reevaluate the schedule?

- A. What-if scenario analysis
- B. Critical chain method
- C. Schedule crashing
- D. Resource leveling

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 302

Which of the following is an example of push communication?

- A. Intranet sites
- B. Video conferencing
- C. Knowledge repositories
- D. Press releases

Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 303

Which of the following is a tool and technique used in all processes within Project Integration Management?

- A. Records management system
- B. Expert judgment
- C. Project management software
- D. Issue log

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 304

The three types of estimates that PERT uses to define an approximate range for an activity's cost are:

- A. Parametric, most likely, and analogous.
- B. Least likely, analogous, and realistic.
- C. Parametric, optimistic, and pessimistic.
- D. Most likely, optimistic, and pessimistic.

Correct Answer: D
Section: Executing
Explanation

Explanation/Reference:



QUESTION 305

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

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

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 306

The Process Group that involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan is known as:

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 307

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

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 308

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

- A. When there is an operations shutdown (i.e. a strike).
- B. When developing new products, upgrading products, or expanding outputs.
- C. When a project transitions from a temporary to a permanent status.
- D. When the project manager is promoted to operations manager.

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 309

What is the lowest level in the Work Breakdown Structure called?

- A. Work Packages
- B. Activities
- C. Schedules
- D. Tasks

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:



QUESTION 310

Who is responsible for developing the project management plan and all related component plans?

- A. Project team
- B. Portfolio manager
- C. Project manager
- D. Project management office

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 311

The cost of nonconformance in a project includes:

- A. testing
- B. rework
- C. inspections
- D. training

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 312

The project manager has requested all expert team members to complete an anonymous questionnaire to identify possible risks. This is an example of a technique known as the:

- A. interview technique
- B. information gathering technique
- C. Delphi technique
- D. feedback technique



Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 313

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

- A. Scope baseline
- B. Milestone list
- C. Resource calendars
- D. Activity list

Correct Answer: A

Section: Executing
Explanation

Explanation/Reference:

QUESTION 314

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

- A. Develop Human Resource Plan
- B. Perform Quality Control
- C. Develop Project Team
- D. Manage Project Team

Correct Answer: C

Section: Executing
Explanation

Explanation/Reference:

QUESTION 315

Project management processes are:

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

Correct Answer: B

Section: Executing
Explanation

Explanation/Reference:

QUESTION 316



Issue change requests and adapt approved changes into the project's scope, plans, and environment is an activity included in which of the following project management processes?

- A. Direct and Manage Project Execution
- B. Monitor and Control Project Work
- C. Perform Integrated Change Control
- D. Monitor and Control Risks

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 317

The Process Group in which the internal and external stakeholders interact and influence the overall outcome of the project is the:

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



Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 318

Which of the following is a schematic display of the project's schedule activities and the logical relationships among them?

- A. Gantt chart
- B. Project schedule network diagram
- C. Project milestone list
- D. Activity list

Correct Answer: B
Section: Executing
Explanation

Explanation/Reference:

QUESTION 319

Which of the following procurement processes results in the awarding of a procurement contract?

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

Correct Answer: C
Section: Executing
Explanation

Explanation/Reference:

QUESTION 320

To which process is work performance information an input?

- A. Contract administration
- B. Direction and management of project execution
- C. Create WBS
- D. Qualitative risk analysis

Correct Answer: A
Section: Executing
Explanation

Explanation/Reference:

QUESTION 321

Decomposition, rolling wave planning, and templates are all tools and techniques for which of the following?

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

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 322

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

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

Correct Answer: B

Section: Executing

Explanation

Explanation/Reference:

QUESTION 323

An output of the Manage Project Team process is:

- A. project management plan updates
- B. project staff assignments updates
- C. team performance assessments
- D. resource calendar updates

Correct Answer: A

Section: Executing

Explanation



Explanation/Reference:

QUESTION 324

Within project integration management, the statement of work (SOW) references which aspects of the project?

- A. Strategic plan, business need, and product scope description
- B. Contract, enterprise environmental factors, and organizational process assets
- C. Business plan, project management plan, and project schedule
- D. Product lifecycle, business objective, and management strategy

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 325

Which of the following are examples of interactive communication?

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

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 326

Which of the following are inputs into the Administer Procurements process?

- A. Payment systems, organizational process assets update, and claims administration
- B. Inspections and audits, contract change control system, and project management plan updates

- C. Procurement documents, performance reports, and approved change requests
- D. Project documents, seller proposals, and payment systems

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 327

Which characteristic is unique to project work and does not apply to operational work?

- A. Performed by individuals
- B. Limited by constraints
- C. Temporary
- D. Performed to achieve organizational objectives

Correct Answer: C

Section: Executing

Explanation



Explanation/Reference:

QUESTION 328

Which of the following is an input to the Plan Risk Responses process?

- A. Risk urgency assessment
- B. Organizational process assets
- C. Risk register
- D. Schedule management plan

Correct Answer: C

Section: Executing

Explanation

Explanation/Reference:

QUESTION 329

Project Management Process Groups are linked by:

- A. the outputs they produce
- B. discrete or one-time events
- C. the project management plan
- D. common tools and techniques

Correct Answer: A

Section: Executing

Explanation

Explanation/Reference:

QUESTION 330

Which of the following is a means of reaching a group decision in which everyone agrees on a single course of action?

- A. Dictatorship
- B. Majority
- C. Plurality
- D. Unanimity



Correct Answer: D

Section: Executing

Explanation

Explanation/Reference:

QUESTION 331

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: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 332

A technique used to determine the cause and degree of difference between baseline and actual performance is:

- A. Product analysis.
- B. Variance analysis.
- C. Document analysis,
- D. Decomposition.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 333

Scope, schedule, and cost parameters are integrated in the:

- A. Performance measurement baseline.
- B. Analysis of project forecasts,
- C. Summary of changes approved in a period,
- D. Analysis of past performance.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 334

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 335

Which item is an input to the Define Activities process?

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



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 336

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 337

Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

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- A. Project team
- B. Focus group
- C. Change control board
- D. Project stakeholders

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 338

Plan Schedule Management is a process in which Knowledge Area?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 339

An output of the Validate Scope process is:

- A. A requirements traceability matrix.
- B. The scope management plan.
- C. Work performance reports.
- D. Change requests.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 340

The Perform Integrated Change Control process occurs in which Process Group?

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 341

Which input may influence quality assurance work and should be monitored within the context of a system for configuration management?

- A. Work performance data
- B. Project documents
- C. Scope baseline
- D. Requirements documentation

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 342

Change requests are processed for review and disposition according to which process?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 343

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

- A. Work performance information.
- B. Inspections and audits.
- C. Payment systems.
- D. Procurement performance reviews.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 344

The iterative and interactive nature of the Process Groups creates the need for the processes in which Knowledge Area?

- A. Project Communications Management
- B. Project Integration Management

- C. Project Risk Management
- D. Project Scope Management

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 345

Market conditions and published commercial information are examples of which input to the Estimate Costs process?

- A. Scope baseline
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk register

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 346

An output of the Develop Project Team process is:

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 347

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 348

An output of the Plan Quality Management process is:

- A. A process improvement plan, B. Quality control measurements.
- C. Work performance information,
- D. The project management plan.



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 349

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

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

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 350

Which process in Project Time Management includes reserve analysis as a tool or technique?

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

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 351

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

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

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 352

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 353

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

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



Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 354

The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

- A. Human resource management plan.
- B. Activity resource requirements.
- C. Personnel assessment tools,
- D. Multi-criteria decision analysis.

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 355

An input to the Plan Procurement Management process is:

- A. Source selection criteria.
- B. Market research.
- C. A stakeholder register.
- D. A records management system.

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 356

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

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

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 357

Which type of dependency is established based on knowledge of best practices within a particular application area or some unusual aspect of the project in which a specific sequence is desired, even though there may be other acceptable sequences?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 358

The Monitoring and Controlling Process Group includes processes that:

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- A. Establish the scope, objectives, and course of action of a project,
- B. Define a new project or a new phase of an existing project.
- C. Track, review, and regulate the progress and performance of a project.
- D. Complete the work defined in the project management plan.



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 359

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

- A. Matrix diagram
- B. Affinity diagram
- C. Tree diagram
- D. Activity network diagram

Correct Answer: D

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 360

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

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

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 361

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

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

Correct Answer: C

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 362

Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

- A. Perform Quality Assurance
- B. Direct and Manage Project Work
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 363

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

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 364

Which tool or technique is used in the Perform Integrated Change Control process?

- A. Decomposition
- B. Modeling techniques
- C. Resource optimization
- D. Meetings

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 365

A logical relationship in which a successor activity cannot start until a predecessor activity has finished is known as:

- A. Start-to-start (SS).
- B. Start-to-finish (SF).
- C. Finish-to-start (FS).
- D. Finish-to-finish (FF).

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 366

Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 367

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

- A. Analysis

- B. Appetite
- C. ToleranceD. Response

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 368

An output of the Perform Integrated Change Control process is:

- A. Deliverables.
- B. Validated changes.
- C. The change log.
- D. The requirements traceability matrix.

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 369

During which process does the project team receive bids and proposals?

- A. Conduct Procurements
- B. Plan Procurements
- C. Estimate Costs
- D. Control Budget

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 370

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 371

Which output is the approved version of the time-phased project budget?

- A. Resource calendar
- B. Scope baseline
- C. Trend analysis
- D. Cost baseline



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 372

The purpose of the Project Communications Management Knowledge Area is to:

- A. Monitor and control communications throughout the entire project life cycle.
- B. Maintain an optimal flow of information among all project participants.
- C. Develop an appropriate approach for project communications.
- D. Ensure timely and appropriate collection of project information.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 373

Processes in the Initiating Process Group may be completed at the organizational level and be outside of the project's:

- A. Level of control.
- B. Communication channels.
- C. Scope.
- D. Strategic alignment.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 374

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 375

Which output of Project Cost Management consists of quantitative assessments of the probable costs required to complete project work?

- A. Activity cost estimates
- B. Earned value management
- C. Cost management plan
- D. Cost baseline

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 376

While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

- A. ends.
- B. begins.
- C. delays.
- D. deviates.



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 377

Which item is a cost of conformance?

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 378

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

- A. Collaboration
- B. Negotiation
- C. Decision making
- D. Influencing

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 379

Activity cost estimates and the project schedule are inputs to which Project Cost Management process?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 380

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 381

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

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



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 382

Perform Integrated Change Control is the process of:

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 383

When painting a bedroom, preparing the walls can be done while the paint is being chosen. This is an example of a:

- A. lead
- B. lag
- C. mandatory dependency
- D. internal dependency

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 384

Which action is included in the Control Costs process?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 385

An element of the modern quality management approach used to achieve compatibility with the International Organization for Standardization (ISO) is known as:

- A. Forecasting.
- B. Brainstorming.
- C. Historical databases.
- D. Cost of quality.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 386

An input to the Control Quality process is:

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 387

The chart below is an example of a:



ID	Requirements Description	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001						
002						
003						

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS)
- C. RACI chart
- D. Requirements traceability matrix

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 388

Which Perform Quality Assurance tool or technique is used to identify a problem, discover the underlying causes that lead to it, and develop preventative actions?

- A. Inspection
- B. Quality audits
- C. Design of experiments
- D. Root cause analysis

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 389

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

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000



Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 390

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

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000



Based on the chart, what is the schedule variance (SV) for Task 8?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 391

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

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000



Based on the chart, what is the cost variance (CV) for Task 6?

- A. -2,000
- B. 0
- C. 1,000
- D. 2,000

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 392

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

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000



Based on the chart, what is the schedule performance index (SPI) for Task 4?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 393

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 394

Which items are an output of the Perform Integrated Change Control process?

- A. Work performance reports
- B. Accepted deliverables
- C. Project management plan updates
- D. Organizational process assets



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 395

Which term describes an assessment of correctness?

- A. Accuracy
- B. Precision
- C. Grade
- D. Quality

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 396

The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 397

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 398

Success is measured by benefits realization for a:

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

D. program

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 399

Organizational process assets, a lessons-learned database, and historical information are all inputs to which process?

- A. Plan Cost Management
- B. Plan Scope Management
- C. Plan Stakeholder Management
- D. Plan Schedule Management

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 400

A project team member agrees to change a project deliverable after a conversation with an external stakeholder. It is later discovered that the change has had an adverse effect on another deliverable. This could have been avoided if the project team had implemented:

- A. Quality assurance.
- B. A stakeholder management plan.
- C. Project team building.
- D. Integrated change control.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 401

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 402

A project requires a component with well-understood specifications. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. The most appropriate agreement with the supplier is:

- A. Cost Plus Incentive Fee (CPIF).
- B. Fixed Price Incentive Fee (FPIF).
- C. Cost Plus Award Fee (CPAF).
- D. Fixed Price with Economic Price Adjustment (FP-EPA).

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 403

Which enterprise environmental factors may influence Plan Schedule Management?

- A. Cultural views regarding time schedules and professional and ethical behaviors
- B. Historical information and change control procedures
- C. Risk control procedures and the probability and impact matrix
- D. Resource availability and organizational culture and structure

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 404

Which type of dependency used in the Sequence Activities process is sometimes referred to as preferred logic, preferential logic, or soft logic?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 405

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 406

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 407

An input of the Plan Procurement Management process is:

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



Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 408

Outputs of the Control Communications process include:

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 409

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 410

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 411

Which Process Group's purpose is to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes?

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 412

Work performance information and cost forecasts are outputs of which Project Cost Management process?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 413

An output of Control Schedule is:

- A. A project schedule network diagram
- B. A schedule management plan
- C. Schedule data
- D. Schedule forecasts

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 414

What is the name of the statistical method that helps identify which factors may influence specific variables of a product or process under development or in production?

- A. Failure modes and effects analysis
- B. Design of experiments
- C. Quality checklist
- D. Risk analysis

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 415

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 416

What is the term assigned to products or services having the same functional use but different technical characteristics?

- A. Scope
- B. Quality
- C. Specification
- D. Grade

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 417

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

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 418

Which of the following is an output of the Monitor and Control Project Work process?

- A. Change requests
- B. Performance reports
- C. Organizational process assets
- D. Project management plan

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 419

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

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

Correct Answer: A

Section: Monitoring and Controlling
Explanation

Explanation/Reference:



QUESTION 420

What is the difference between the critical path and the critical chain?

- A. Scope changes
- B. Resource limitations
- C. Risk analysis
- D. Quality audits

Correct Answer: B

Section: Monitoring and Controlling
Explanation

Explanation/Reference:

QUESTION 421

Which enterprise environmental factors are considered during Estimate Costs?

- A. Market conditions and published commercial information
- B. Company structure and market conditions
- C. Commercial information and company structure
- D. Existing human resources and market conditions

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 422

An input of the Control Schedule process is the:

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



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 423

Which Develop Schedule tool and technique produces a theoretical early start date and late start date?

- A. Critical path method
- B. Variance analysis
- C. Schedule compression
- D. Schedule comparison bar charts

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 424

Perform Quality Control is accomplished by:

- A. Identifying quality standards that are relevant to the project and determining how to satisfy them.
- B. Monitoring and recording the results of executing the quality activities to assess performance and recommend necessary changes.
- C. Ensuring that the entire project team has been adequately trained in quality assurance processes.
- D. Applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards.

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 425

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 426

Cost baseline is an output of which of the following processes?

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

D. Estimate Activity Resources

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 427

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 428

Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 429

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 430

Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

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- A. Control chart
- B. Earned value
- C. Variance
- D. Trend

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 431

Which is one of the major outputs of Sequence Activities?

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS) update
- C. Project schedule network diagram

D. Mandatory dependencies list

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 432

When does Monitor and Control Risks occur?

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 433

Which process occurs within the Monitoring and Controlling Process Group?

- A. Control Costs
- B. Plan Quality
- C. Perform Quantitative Risk Analysis
- D. Determine Budget

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 434

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

- A. Perform Quality Control
- B. Quality Metrics
- C. Perform Quality Assurance
- D. Plan Quality

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 435

How is the schedule variance calculated using the earned value technique?

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



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 436

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 437

Which is a communication method used in the Report Performance process?

- A. Expert judgment
- B. Project management methodology
- C. Stakeholder analysis
- D. Status review meetings

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 438

Which technique helps to determine the risks that have the most potential impact on a project?

- A. Cost risk simulation analysis
- B. Expected monetary value analysis
- C. Modeling and simulation
- D. Sensitivity analysis

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 439

Labor, materials, equipment, and supplies are examples of:

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 440

Analogous cost estimating relies on which of the following techniques?

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



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 441

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 442

In the Estimate Activity Durations process, productivity metrics and published commercial information inputs are part of the:

- A. enterprise environmental factors.
- B. organizational process assets.
- C. project management plan, D. project funding requirements.

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 443

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 444

An input to the Perform Quantitative Risk Analysis process is the:

- A. quality management plan.
- B. project management plan.
- C. communications management plan.

D. schedule management plan.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 445

In Project Cost Management, which input is exclusive to the Determine Budget process?

- A. Scope baseline
- B. Organizational process assets
- C. Project schedule
- D. Resource calendars

Correct Answer: D

Section: Monitoring and Controlling

Explanation



Explanation/Reference:

QUESTION 446

The key benefit of the Monitoring and Controlling Process Group is the ability to:

- A. establish and manage project communication channels, both external and internal to the project team.
- B. influence the stakeholders that want to circumvent integrated change control so that their changes are implemented.
- C. monitor the ongoing project team against the team performance assessments and the project performance baseline.
- D. observe and measure project performance regularly and consistently to identify variances from the project management plan.

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 447

Which written document helps monitor who is responsible for resolving specific problems and concerns by a target date?

- A. Project Plan
- B. Responsibility Matrix
- C. Issue Log
- D. Scope Document

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 448

Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

- A. Project sponsor
- B. Project manager
- C. Person responsible for project scheduling
- D. Person who is most familiar with the task



Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 449

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

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

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 450

A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario, the schedule activity is estimated to last 12 weeks. Given these three estimates, what is the expected duration of the activity?

- A. Three weeks
- B. Four weeks
- C. Five weeks
- D. Six weeks

Correct Answer: C

Section: Monitoring and Controlling



QUESTION 451

What is the primary benefit of meeting quality requirements?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 452

Which of the following outputs from the Control Schedule process aids in the communication of schedule variance (SV), schedule performance index (SPI), or any performance status to stakeholders?

- A. Performance organizations
- B. Schedule baselines
- C. Work performance measurements
- D. Change requests



Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 453

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

Explanation

Explanation/Reference:

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 454

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 455

Which of the following schedule network analysis techniques is applied when a critical path method calculation has been completed and resources availability is critical?

- A. Applying calendars
- B. Resource leveling
- C. Resource planning
- D. Resource conflict management

Correct Answer: B

Section: Monitoring and Controlling

QUESTION 456

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected:

Actual cost = \$50,000, Plan cost = \$45,000, Earned value = \$40,000. What is the cost performance index?

- A. 0.8

- B. 0.89C. 1.13
- D. 1.25

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 457

Which technique is utilized in the Control Schedule process?

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 458

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 459

Which quality control technique illustrates the 80/20 principle?

Explanation**Explanation/Reference:**

- A. Ishikawa diagram
- B. Control chart
- C. Run chart
- D. Pareto chart

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:**QUESTION 460**

Administer Procurements is part of which Process Group?

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

Correct Answer: C

Section: Monitoring and Controlling

QUESTION 461

The process to ensure that appropriate quality standards and operational definitions are used is:

- A. Plan Quality.
- B. Perform Quality Assurance.
- C. Perform Quality Control.
- D. Total Quality Management.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:**QUESTION 462**

Which process is responsible for monitoring the status of the project and product scope and managing changes to the scope baseline?

- A. Variance Analysis
- B. Define Scope
- C. Verify Scope
- D. Control Scope

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 463

The total of the planned value (PV) is also known as: A. work breakdown structure (WBS).

- B. schedule target.
- C. performance measurement baseline (PMB).
- D. earned value baseline.



Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 464

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

Explanation

Explanation/Reference:

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 465

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

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 466

Which of the following is a tool or technique used in the Determine Budget process?

- A. Variance analysis
- B. Three-point estimating
- C. Bottom-up estimating
- D. Historical relationships

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 467

Under which type of contract does the seller receive reimbursement for all allowable costs for performing contract work, as well as a fixed-fee payment calculated as a percentage of the initial estimated project costs?

- A. Cost Plus Fixed Fee Contract (CPFF)
- B. Cost Plus Incentive Fee Contract (CPIF)
- C. Firm Fixed Price Contract (FFP)
- D. Fixed Price with Economic Price Adjustment Contract (FP-EPA)



Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 468

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

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 469

The three processes of Project Cost Management are:

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:



QUESTION 470

Which baselines make up the performance measurement baseline?

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 471

Which index is the calculated projection of cost performance that must be achieved on the remaining work to meet a specified management goal?

- A. Estimate at completion
- B. Cost performance
- C. Schedule performance

D. To-complete performance

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 472

The contract in which the seller is reimbursed for all allowable costs for performing the contract work and then receives a fee based upon achieving certain performance objectives is called a:

- A. Cost Plus Incentive Fee Contract (CPIF).
- B. Cost Plus Fixed Fee Contract (CPFF).
- C. Fixed Price Incentive Fee Contract (FPIF).
- D. Time and Material Contract (T&M).

Correct Answer: A

Section: Monitoring and Controlling
Explanation



Explanation/Reference:

QUESTION 473

The process improvement plan details the steps for analyzing processes to identify activities which enhance their:

- A. quality.
- B. value.
- C. technical performance.
- D. status.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 474

When cost variance is negative and schedule variance is positive, the project is:

- A. under budget and behind schedule.
- B. over budget and ahead of schedule.
- C. on schedule.
- D. complete; all planned values have been earned.

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 475

Which of the following is a tool and technique used to monitor risk?

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- A. Technical performance measurement
- B. Cost performance baseline
- C. Benchmarking
- D. Cost of quality



Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 476

How is quality control performed?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 477

Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

- A. Cost baseline
- B. Cost forecasting
- C. Cost variance
- D. Cost budgeting

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 478

Ensuring that projects and programs are reviewed to prioritize resource allocation is a focus of which of the following?

- A. Project management
- B. Program management
- C. Portfolio management
- D. Relationship management

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 479

On what is project baseline development established?

- A. Approved product requirements

- B. Estimated project cost and schedule
- C. Actual project cost and schedule
- D. Revised project cost and schedule

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 480

Which knowledge area employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

- A. Project Risk Management
- B. Project Integration Management
- C. Project Communications Management
- D. Project Quality Management

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 481

What quality control tool graphically represents how various elements of a system interrelate?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 482



Using the following data, what is the Schedule Performance Index (SPI)?

EV= \$500 PV= \$750 AC= \$1000 BAC= \$1200

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 483

What is the minimum a project schedule must include?

- A. Variance analysis
- B. A planned start date and a planned finish date for each schedule activity
- C. A critical path diagram
- D. Critical chain analysis

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 484

When does risk monitoring and control occur?

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 485

What is an objective of the Developing Project Team Process?

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 486

Cost aggregation is typically performed by aggregating work packages in accordance with the:

- A. Program evaluation and review technique (PERT).
- B. Cost of quality (COQ).
- C. Rough order of magnitude (ROM).
- D. Work breakdown structure (WBS).



Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 487

Which process occurs within the Monitoring and Controlling Process Group?

- A. Cost Control
- B. Quality Planning
- C. Quantitative Risk Analysis
- D. Cost Budgeting

Correct Answer: A

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 488

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

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 489

Which schedule development technique modifies the project schedule to account for limited resources?

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 490

Which is a tool used in monitoring and controlling project work?

- A. Work performance information
- B. Project management information system (PMIS)
- C. Activity duration estimates

D. Scheduled network analysis

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 491

As part of a mid-project evaluation, your project sponsor has asked you to provide a forecast of total project cost. You should calculate the forecast using which of the following methods?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 492

Forecasts, requested changes, recommended corrective actions, and organizational process asset updates are all outputs of which process?

- A. Risk response planning
- B. Risk monitoring and control
- C. Performance reporting
- D. Manage stakeholders

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 493

Cost baseline is an output of which of the following processes?

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 494

The cost performance baseline is typically displayed in the form of:

- A. An S-curve.
- B. A normal curve.
- C. A U-curve.
- D. A positive slope line.



Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 495

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 496

Which of the following outputs from the Schedule Control process aids in the communication of SV, SPI or any performance status to stakeholders?

- A. Performance organizations
- B. Schedule baselines
- C. Performance measurements
- D. Change requests

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 497

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

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



Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 498

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

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation**Explanation/Reference:****QUESTION 499**

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

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:**QUESTION 500**

Which type of control tool identifies whether or not a process has a predictable performance?

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:**QUESTION 501**

Which technique is utilized in the Schedule Control process?

- A. Performance Measure
- B. Baseline Schedule

- C. Schedule Comparison
- D. Variance Analysis

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 502

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 503

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

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

Correct Answer: D

**Section: Monitoring and Controlling
Explanation**

Explanation/Reference:

QUESTION 504

A tool or technique used during the Administer Procurements process is:

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

Correct Answer: D

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 505

What is the critical chain method?

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

Correct Answer: B

Section: Monitoring and Controlling

Explanation/Reference:

QUESTION 506

Schedule milestones and a predefined budget are examples of:

- A. Project constraints.
- B. Requirements documentation.
- C. Organizational process assets.
- D. Activity cost estimates.

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 507

Cost variance (CV) is equal to earned value:

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

Correct Answer: A

**Section: Monitoring and Controlling
Explanation**

Explanation/Reference:

QUESTION 508

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 509

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

- A. Estimate Activity Durations
- B. ControlSchedule
- C. Sequence Activities



D. Develop Schedule

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 510

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:



QUESTION 511

Projects are authorized by which of the following individuals?

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 512

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

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

Correct Answer: B

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 513

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

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

Correct Answer: C

Section: Monitoring and Controlling

Explanation

Explanation/Reference:

QUESTION 514

Which standard examines an enterprise's project management process capabilities?

- A. PMBOK Guide
- B. The Standard for Program Management
- C. Organizational Project Management Maturity Model "OPMJ"
- D. The Standard for Portfolio Management

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 515

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

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 516

What are the key components of the communication model?

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 517

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

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

Correct Answer: A

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 518

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

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

Correct Answer: D

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 519

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

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

Correct Answer: C

Section: Monitoring and Controlling Explanation

Explanation/Reference:

QUESTION 520

Which type of dependency is legally or contractually required or inherent in the nature of work and often involves physical limitations?

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

Correct Answer: A Section:
Closing Explanation

Explanation/Reference:

QUESTION 521

During which process does a project manager review all prior information to ensure that all project work is completed and that the project has met its objectives?

- A. Monitor and Control Project Work
- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

Correct Answer: C
Section: Closing Explanation

Explanation/Reference:

QUESTION 522

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: Closing
Explanation

Explanation/Reference:

QUESTION 523

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

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

Correct Answer: C

Section: Closing Explanation

Explanation/Reference:

QUESTION 524

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project statement of work

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

QUESTION 525

Because your project is slated to last five years, you believe rolling wave planning is appropriate. It provides information about the work to be done_____.

- A. Throughout all project phases
- B. For successful completion of the current project phase
- C. For successful completion of the current and subsequent project phases
- D. In the next project phase

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Rolling wave planning provides progressive detailing of the work to be accomplished throughout the life of the project, indicating that planning and documentation are iterative and ongoing processes.

QUESTION 526

You want to minimize the impact of changes on your project, yet you want to ensure that change is managed when and if it occurs. This can be done through each of the following ways EXCEPT_____.

- A. Rejecting requested changes
- B. Approving changes and incorporating them into a revised baseline
- C. Documenting the complete impact of requested changes
- D. Ensuring that project scope changes are reflected in changes to product scope

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Integrated change control requires maintaining the integrity of baselines by releasing only approved changes into project products, services, or results. It also ensures that changes to product scope are reflected in the project scope definition. This is done by coordinating changes across the entire project.

QUESTION 527

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: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A project is completed when its objectives have been achieved or when they are recognized as being unachievable and the project is terminated. In this case, the end will occur when the product is finished. Thus, the concept of temporary applies to the project life cycle _____ not the product life cycle.

QUESTION 528

When closing a project, it is a best practice to _____.

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- A. Update the project documents
- B. Prepare a sustainment plan for the project's benefits
- C. Measure product scope against the project management plan
- D. Review the scope baseline

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In closing the project, it is necessary to ensure that the project work is completed, and the project has met its objectives. Since project scope is measured against the project management plan, the project manager then reviews the scope baseline to ensure completion. PMI®, PMBOK® Guide, 2013, 101

QUESTION 529

All the following are project baselines that are generally part of the project management plan EXCEPT _____.

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Scope, time, and cost are examples of project baselines to be part of the project management plan.

QUESTION 530

You are responsible for a project management training curriculum that is offered throughout the organization. In this situation, your intangible deliverables are_____.

- A. Employees who can apply the training effectively
- B. Training materials for each course
- C. Certificates of completion for everyone who completes the program
- D. The training curriculum as advertised in your catalog

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Most deliverables are tangible, such as buildings or roads, but intangible deliverables also can be provided. Work performance data are collected during direct and manage project work and is passed on to the controlling processes of each process area for further analysis.

QUESTION 531

Working on your project management training curricula project, you decided it would be beneficial to you to become an active member of the Project Management Institute as part of the objectives of your project is to ensure it is aligned with PMI®'s best practices. To complement PMI®'s Work Breakdown Structure Practice Standard, you learned PMI® was requesting volunteers to participate in development of a similar standard on the Scope Statement. You volunteered, and now the Standard is issued. This is an example of:

- A. Improving your own competency as a project manager
- B. Corrective action
- C. Preventive action
- D. A requirement for you to immediately update your project management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When you volunteered, you signed a confidentiality statement so you could not disclose what was under way on this activity. Now the Standard has been issued, and to stay in alignment with PMI®'s best practices, you need to issue a change request based on corrective action to realign the performance of the work of your project with your project management plan.

QUESTION 532

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 533

Closing a project phase should not be delayed until project completion because_____.

- A. Useful information may be lost
- B. The project manager may be reassigned
- C. Project team members may be reassigned by that time
- D. Sellers are anxious for payments

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Closure includes collecting project records, ensuring that the records accurately reflect final specifications, analyzing project or phase success and effectiveness, and archiving such information for future use. Each phase of the project should be properly closed while important project information is still available.

QUESTION 534

As you are working on your telecommunications project, even though you are using agile methods, you realize you are preparing an extensive amount of data and information. You regularly share data with your project team. Your last team meeting focused on the number of change requests and also the start and finish dates of activities in your schedule. They are examples of_____.

- A. Key performance indicators
- B. Work performance reports
- C. Work performance data
- D. Work performance information

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data are the raw observations and measurements identified during activities performed to carry out the work of the project. Other examples are the reported percent of work physically completed, quality and technical performance measures, number of defects, actual costs, and actual durations.

QUESTION 535

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 536

The close project or phase process addresses actions and activities concerning all of the following EXCEPT_____.

- A. Completion or exit criteria for the project or phase have been met
- B. Stakeholder approval that the project has meet their requirements
- C. Review of the project and/or phase information for potential future use
- D. Documentation that completed deliverables have been accepted

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Documentation that the completed deliverables have been accepted is prepared as an output of validate scope. The close project or phase procedures provides a listing of necessary activities, including: confirmation that the project has met sponsor, customer, and other stakeholder requirements; satisfaction and validation that the completion and exit criteria have been met; the transfer of deliverables to the next phase or to production/operations has been accomplished; and activities to collect, audit, and archive project information and gather lessons learned have been addressed.

QUESTION 537

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

- A. The project manager
- B. The client
- C. A sponsor
- D. A member of the PMO who has jurisdiction over human resources

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 538

Your project is proceeding according to schedule. You have just learned that a new regulatory requirement will cause a change in one of the project's performance specifications. To ensure that this change is incorporated into the project management plan, you should_____.

- A. Call a meeting of the change control board
- B. Change the WBS, project schedule, and project plan to reflect the new requirement
- C. Prepare a change request
- D. Immediately inform all affected stakeholders of the new approach to take on the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The change request should detail the nature of the change and its effect on the project. Documentation is critical to provide a record of the change and who approved it, in case differences of opinion arise later. A change request is an output from the direct and manage project work process and an input to the perform integrated change control process.

QUESTION 539

Different types of project phases are used on projects, and each phase culminates in the completion of at least one deliverable. The high-level nature of these phases means they are an element of the project life cycle. Some phases start before others complete. If this approach is followed, it may result in_____.

- A. An increase in the number of issues
- B. Increasing the schedule
- C. The need for a CCB
- D. More rework

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The question is an example of an overlapping relationship between phases. It is used to compress the schedule through fast tracking as an example. By overlapping phases more resources may be needed, risks may increase, and more rework may result if a significant phase progresses before accurate information is available from the previous phase.

QUESTION 540

Assume your company is a leader in the market in production of cereal products. It has been in this market for over 50 years. You are the project manager for a new product that is a derivative from the company's core product. As you determine a life cycle for this project, you believe you should follow one that is_____.

- A. Incremental
- B. Predictive
- C. Iterative
- D. Adaptive

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

If the product to be delivered is well understood, a predictive life cycle or one that is fully plan driven is recommended. The project's scope, time, and cost to deliver it are determined in the project life cycle as early as possible.

QUESTION 541

Oftentimes when a project is terminated, senior managers will replace the project manager with an individual who is skilled in closing out projects. If this is done, the first step for the termination manager should be to_____.

- A. Notify all relevant stakeholders of the termination
- B. Complete the lessons learned report
- C. Conduct an immediate review of the work packages
- D. Review the status of all contracts

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A thorough review of the work packages will provide a complete accounting of the physical progress achieved on the project. This is the first step in attempting to improve performance.

QUESTION 542

On your project you want to avoid bureaucracy, so you adopt an informal approach to change control. The main problem with this approach is_____.

- A. There is no "paper trail" of change activity
- B. Regular disagreements between the project manager and the functional manager will occur
- C. There are misunderstandings regarding what was agreed upon by stakeholders
- D. There is a lack of sound cost estimating to assess the change's impact

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Using a formal, documented approach to change management reduces the level of misunderstanding or uncertainty regarding the nature of the change and its impact on cost and schedule. For large projects, change control boards are recommended.

QUESTION 543

Projects are supposed to succeed, not fail. However, termination is an option to consider when all but which one of the following conditions exist?

- A. The customer's strategy has changed.
- B. There are new stakeholders.
- C. Competition may make the project results obsolete.
- D. The original purposes for the project have changed.



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As long as the new stakeholders agree with the project's business case, the work should continue. However, if any of the other events occur, termination should be considered. Cleland and Ireland 2007, 365-375

QUESTION 544

All projects involve some extent of change, because they involve work that is unique in some fashion. Therefore, it is important that a project management plan includes a_____.

- A. Description of the change request process
- B. Configuration management plan
- C. Methodology for preventive action to avoid the need for excessive changes

D. A work authorization system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A configuration management plan is part of a project management plan to document how configuration management will be performed on the project. **QUESTION**

545

Progressive elaboration of product characteristics on your project must be coordinated carefully with the_____

- A. Proper project scope definition
- B. Project stakeholders
- C. Scope change control system
- D. Customer's strategic plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Progressive elaboration of a project's specification must be coordinated carefully with proper scope definition, particularly when the project is performed under contract. When properly defined, the project scope the work to be done should remain constant even when the product characteristics are elaborated progressively.

QUESTION 546

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The WBS, along with the detailed scope statement and the WBS dictionary, defines the project's scope baseline, which provides the basis for any changes that may occur on the project.

QUESTION 547

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_____

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- A. Clearly distinguish between project scope and product scope
- B. Prepare a scope management plan
- C. Define and document your stakeholders' needs to meet the project's objectives
- D. Capture and manage both project and product requirements

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The work involved in the six Project Scope Management processes begins by preparing a scope management plan, which is a subsidiary plan for the project management plan. It describes the Project Scope Management processes from definition to control.

QUESTION 548

An example of an organizational process asset that could affect how project scope is to be managed is_____

- A. Personnel administration
- B. Marketplace conditions
- C. Historical information
- D. Organizational culture

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizational process assets that can influence plan scope management include formal and informal policies, procedures, and guidelines impacting project scope management. Historical information and the lessons learned knowledge base are other examples.

QUESTION 549

You are managing a complex project for a new method of heating and air conditioning in vehicles. You will use both solar and wind technologies in this project to reduce energy costs. Therefore, you must ensure that the work of your project will result in delivering the project's specified scope, which means that you should measure completion of the product scope against the_____

- A. Scope management plan
- B. Project management plan
- C. Product requirements
- D. Requirements management plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Completion of the project scope is measured against the project management plan, and completion of the product scope is measured against the requirements. In the project context, product scope consists of features and functions that characterize the product, service, or result. Project scope is the work that must be done to deliver the product, service, or result with specified features and functions.

QUESTION 550

A key tool and technique used in define scope is_____

- A. Templates, forms, and standards
- B. Decomposition
- C. Expert judgment
- D. Project management methodology

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation: Expert judgment is used to analyze the information needed to develop a project scope statement. It is applied to any technical details.

QUESTION 551

Alternatives generation often is useful in defining project scope. An example of a technique that can be used is_____

- A. Sensitivity analysis
- B. Decision trees
- C. Mathematical model
- D. Lateral thinking

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lateral thinking, brainstorming, and analysis of alternatives are examples of alternatives generation that can be used to develop as many potential options as possible to execute and perform the project's work.

QUESTION 552

Product analysis techniques include all the following EXCEPT_____

- A. Value engineering
- B. Value analysis
- C. Systems analysis
- D. Bill of materials

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Product analysis techniques vary by application area, and each application area generally has accepted methods to translate project objectives into tangible deliverables and requirements. Other product analysis techniques include product breakdown, requirements analysis, and systems engineering.

QUESTION 553

The baseline for evaluating whether requests for changes or additional work are contained within or outside the project's exclusion is provided by the_____

- A. Project management plan
- B. Project scope statement
- C. Project scope management plan
- D. WBS dictionary

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project exclusion identifies generally what is included within the project, and state explicitly what is excluded from the project, if a stakeholder might assume that a particular product, service, or result could be a project component. Project boundaries are described as part of the detailed project scope statement.

QUESTION 554

Rather than use a WBS, your team developed a bill of materials to define the project's work components. A customer review of this document uncovered that a scope change was needed, because a deliverable had not been defined, and a change request was written subsequently. This is an example of a change request that was the result of_____

- A. An external event
- B. An error or omission in defining the scope of the product
- C. A value-adding change
- D. An error or omission in defining the scope of the project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The bill of materials provides a hierarchical view of the physical assemblies, subassemblies, and components needed to build a manufactured product, whereas the WBS is a deliverable-oriented grouping of project components used to define the total scope of the project, providing a structured vision of what has to be delivered. Using a bill of materials where a WBS would be more appropriate may result in an ill-defined scope and subsequent change requests.

QUESTION 555

Collecting requirements is critical in project scope management as it becomes the foundation for the project's _____

- A. Scope management plan
- B. WBS
- C. Schedule
- D. Scope change control system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collecting requirements provides the basis for defining project scope and product scope. It also involves determining, documenting, and managing stakeholder needs to meet project objectives. The requirements become the foundation for the WBS; moreover, cost, schedule, and quality planning are built upon the requirements.

QUESTION 556

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

- A. Project exclusions
- B. The relationship between the deliverables and the business need
- C. Product scope description
- D. Project management methodology (PMM)

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 557

The first step in collecting requirements on any project, large or small, is to_____

- A. Talk with the project stakeholders through interviews
- B. Review the scope management plan
- C. Conduct facilitated workshops with stakeholders
- D. Prepare a requirements document template that you and your team can use throughout the collect requirements process

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The scope management plan is reviewed first as it provides clarity as to how the project team will determine which requirements need to be collected on the project.

QUESTION 558

You want to structure your project so that each project team member has a discrete work package to perform. The work package is a_____

- A. Deliverable at the lowest level of the WBS
- B. Task with a unique identifier
- C. Required level of reporting
- D. Task that can be assigned to more than one organizational unit

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A work package is the lowest or smallest unit of work division in a project or WBS. The work package can be scheduled, cost estimated, monitored, and controlled.

QUESTION 559

Quality function deployment is one approach for collecting requirements. Assume that you have studied the work of numerous quality experts, such as Deming, Juran, and Crosby, and your organization has a policy that states the importance of quality as the key constraint of all project constraints. You and your team have decided to use quality function deployment on your new project to manufacture turbines that use alternative fuels. The first step you should use is to_____

- A. Determine the voice of the customer
- B. Build the house of quality
- C. Address the functional requirements and how best to meet them
- D. Hold a focus group of prequalified stakeholders

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality function deployment is an example of a facilitated workshop used in the manufacturing industry as a tool and technique to collect requirements. It helps to determine the critical characteristics for new product development and starts by collecting customer needs, known as the voice of the customer.

QUESTION 560

On the WBS, the first level of decomposition may be displayed by using all the following EXCEPT_____

- A. Phases of the project life cycle
- B. Subcomponents
- C. Major deliverables
- D. Project organizational units



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The WBS includes all work needed to be done to complete the project. The organizational breakdown structure (OBS) includes the organizational units responsible for completing the work.

QUESTION 561

Change is inevitable on projects. Uncontrolled changes are often referred to as_____

- A. Rework
- B. Scope creep

- C. Configuration items
- D. Emergency changes

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project scope creep is typically the result of uncontrolled changes. Scope control works to control the impact of any project scope changes.

QUESTION 562

Each WBS component should be assigned a unique identifier from a code of accounts to_____

- A. Link the WBS to the bill of materials
- B. Enable the WBS to follow a similar numbering system to that of the organization's units as part of the organizational breakdown structure
- C. Sum costs, schedule, and resource information
- D. Link the WBS to the project management plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 563

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

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

Correct Answer: D

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

Explanation:

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

QUESTION 564

To assist your software development team in collecting requirements from potential users and to ensure that agreement about the stakeholders' needs exists early in the project, you decide to use a group creativity technique. Numerous techniques are available, but you and your team choose a voting process to rank the most useful ideas for further prioritization. This approach is known as_____

- A. Brainstorming
- B. Nominal group technique
- C. Delphi technique
- D. Affinity diagram

Correct Answer: B

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

Explanation:

The nominal group technique enhances brainstorming with a voting process, which is used to rank the most useful ideas for further brainstorming or for prioritization.

QUESTION 565

You have been appointed project manager for a new project in your organization and must prepare a project management plan. You decide to prepare a WBS to show the magnitude and complexity of the work involved. No WBS templates are available to help you. To prepare the WBS, your first step should be to_____

- A. Determine the cost and duration estimates for each project deliverable
- B. Identify and analyze the deliverables and related work
- C. Identify the components of each project deliverable
- D. Determine the key tasks to be performed

Correct Answer: B

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

Explanation:

Identifying and analyzing the deliverables and related work is the first step in the decomposition of a project. The deliverables should be defined in terms of how the project will be organized. For example, the major project deliverables may be used as the second level.

QUESTION 566

Assume that you are a major subcontractor doing work for a prime contractor on a major project. Your change control system should_____

- A. Be identical to that of the prime contractor
- B. Follow the rigor of international configuration management standards
- C. Comply with relevant contractual provisions
- D. Only consider approved change requests

Correct Answer: C

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

Explanation:

In addition to complying with any relevant contractual provisions, scope change control must be integrated with the project's overall change control system and with any systems in place to control project and product scope.

QUESTION 567

You are leading a project team to identify potential new products for your organization. One idea was rejected by management because it would not fit with the organization's core competencies. You need to recommend other products using management's guideline as_____

- A. An assumption
- B. A risk
- C. A specification
- D. A technical requirement

Correct Answer: A

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration. They are listed in the project scope statement.

QUESTION 568

Validate scope_____

- A. Improves cost and schedule accuracy, particularly on projects using innovative techniques or technology
- B. Is the last activity performed on a project before handoff to the customer
- C. Documents the characteristics of the product or service that the project was undertaken to create
- D. Differs from perform quality control in that validate scope is concerned with the acceptance-not the correctness-of the work results

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Documentation that the customer has accepted completed deliverables is an output of validate scope.

QUESTION 569

Any step recommended to bring expected future performance in line with the project management plan is called_____

- A. Performance evaluation
- B. Corrective action
- C. Preventive action
- D. Defect repair

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Recommended corrective action is an output from control scope. In addition to bringing expected future performance in line with the project management plan, it also serves to bring expected future performance in line with the project scope statement.

QUESTION 570

Written change requests should be required on_____

- A. All projects, large and small
- B. Only large projects
- C. Projects with a formal configuration management system in place
- D. Projects for which the cost of a change control system can be justified

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A system is needed for careful monitoring of changes made to the requirements. Use of written change requests encourages the individuals asking for changes to take responsibility for their requests and reduces frivolous requests that may adversely affect the project. PMI®, PMBOK® Guide, 2013, 94-97 140

QUESTION 571

Updates of organizational process assets that are an output of control scope include all the following EXCEPT_____

- A. Causes of variations
- B. Lessons learned
- C. Work authorization system

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- D. Reasons certain corrective actions were chosen

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The work authorization system is not used in control scope. The others are examples of organizational process assets that may require update as a result of scope control.

QUESTION 572

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: Mix Questions

Explanation

Explanation/Reference:

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 573

Your project is now under way, and you are working with your team to prepare your requirements management plan. Which of the following strongly influences how requirements are managed?

- A. The phase-to-phase relationship
- B. A set of procedures by which project scope and product scope may be changed
- C. Requirements traceability matrix
- D. Requirements documentation

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The requirements management plan defines how requirements will be analyzed, documented, and managed. It is strongly influenced by the phase-to-phase relationship. The project manager selects the most effective relationship for the project and documents it in the plan.

QUESTION 574

You are project manager on a systems engineering project designed to last six years and to develop the next-generation corvette for use in military operations. You and your team recognize that requirements may change as new technologies, especially in sonar systems, are developed. You are concerned that these new technologies may lead to changes in the scope of your product, which then will affect the scope of your project. Therefore your requirements traceability matrix should include tracing requirements to all the following project elements EXCEPT _____

- A. Business needs
- B. Product design
- C. Product development
- D. Project verification

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The requirements traceability matrix is an output of the collect requirements process. It includes tracing requirements to business needs, opportunities, and objectives; project objectives; project scope: WBS deliverables; product design; product development; test strategy and scenarios; as well as high-level requirements to more detailed requirements.

QUESTION 575

Your customer signed off on the requirements document and scope statement of your video game project last month. Today she stated she would like to make it an interactive game that can be played on a television and on a computer. This represents a requested scope change that, at a minimum _____

- A. Should be reviewed according to the perform integrated change control process
- B. Results in a change to all project baselines
- C. Requires adjustments to cost, time, quality, and other objectives
- D. Results in a lesson learned

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A requested change is an output from the control scope process. Such a change should be handled according to the integrated change control process and may result in an update to the scope baseline or other components of the project management plan.

QUESTION 576

The key inputs to the validate scope process include all the below items EXCEPT _____

- A. The project management plan (scope management plan and scope baseline)
- B. Change requests

- C. Validated deliverables
- D. Requirements traceability matrix

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The change requests are not an input of the validate scope process but are an output. The other items are all inputs to help the project manager validate the scope of the project.

QUESTION 577

Modifications may be needed to the WBS and WBS dictionary because of approved change requests, which shows that_____

- A. Replanning is an output of control scope
- B. Scope creep is common on projects
- C. Rebaselining will be necessary
- D. Variance is relative to the scope baseline

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Approved change requests will most likely impact and cause updates to the WBS, WBS dictionary, and project scope statement. In other words, they will cause variance to the scope baseline.

QUESTION 578

You and your team are documenting requirements on you project to control fatigue as people need to work more hours to keep up with the competition. You decided to set up components for the requirements on your project. Acceptance criteria are an example of_____

- A. Stakeholder requirements
- B. Transition requirements
- C. Project requirements
- D. Business requirements

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Various components of requirements documentation can be used. Examples are: business requirements, stakeholder requirements, solution requirements, project requirements, and requirements assumptions, dependencies, and constraints. Project requirements consist of acceptance criteria and levels of service performance, safety, and compliance.

QUESTION 579

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: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Verified deliverables that are completed and checked for correctness are inputs to validate scope.

QUESTION 580

You are the project manager for a subcontractor on a major contract. The prime contractor has asked that you manage your work in a detailed manner. Your first step is to_____

- A. Follow the WBS that the prime contractor developed for the project and use the work packages you identified during the proposal
- B. Develop a subproject WBS for the work package that is your company's responsibility
- C. Establish a similar coding structure to the prime contractor's to facilitate use of a common project management information system
- D. Develop a WBS dictionary to show specific staff assignments

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work packages are items at the lowest level of the WBS. A subproject is a smaller portion of the original project when a project is subdivided into more manageable components or pieces. A subproject WBS then breaks down work packages into greater detail. A subproject WBS generally is used when the project manager assigns a scope of work to another organization, and the project manager at that organization must plan and manage the scope of work in greater detail.

QUESTION 581

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: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project scope statement, along with the WBS and WBS dictionary, is a key input to scope control.

QUESTION 582

The product scope description is documented as part of the project's scope statement. It is important to include it because it_____

- A. Facilitates the project acceptance process
- B. Describes specific constraints associated with the project
- C. Progressively elaborates characteristics
- D. Shows various alternatives considered

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project scope statement describes the deliverables and the work required to create them. It also provides a common understanding of the scope among stakeholders. The product scope statement is a key component as it progressively elaborates the characteristics of the product, service, or result in the project charter and requirements documentation.

QUESTION 583

How is a context diagram used?

- A. To depict product scope
- B. To trace requirements as part of the traceability matrix
- C. To develop the scope management plan
- D. To develop the requirements management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

It is a tool and technique in collect requirements and is an example of a scope model. The context diagram visually depicts the product scope as it shows a business system (process, equipment, or computer, etc.) and how people and other systems (actors) interact with it. The diagram shows inputs to the business system, the actor(s) providing the input, outputs from the business system, and actor(s) receiving the output.

QUESTION 584

You are establishing a PMO that will have a project management information system that will be an online repository of all program data. You will collect descriptions of all work components for each project under the PMO's jurisdiction. This information will form an integral part of the_____

- A. Chart of accounts
- B. WBS dictionary
- C. WBS structure template
- D. Earned value management reports

Correct Answer: B

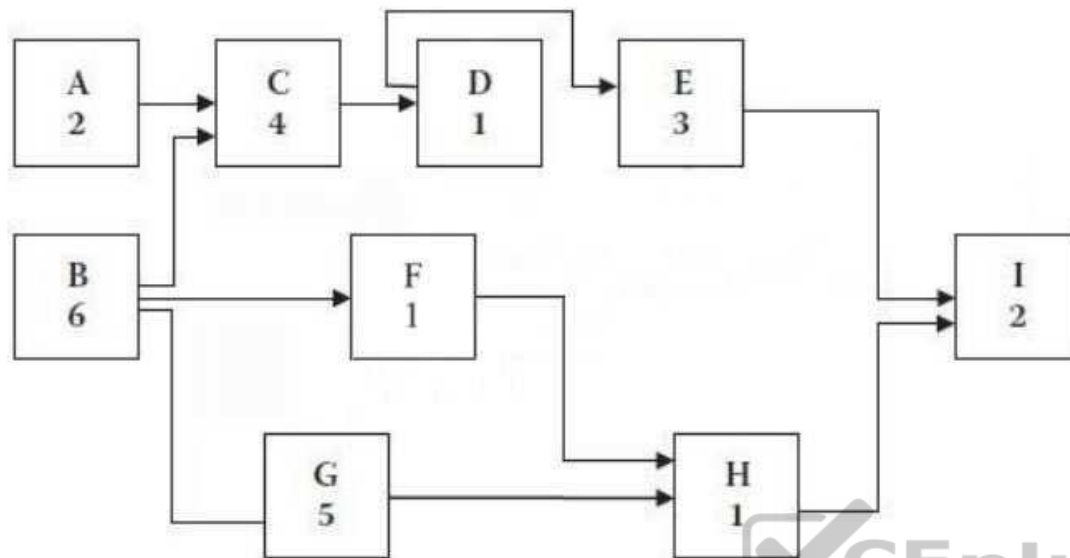
Section: Mix Questions **Explanation**

Explanation/Reference:

Explanation:

The WBS dictionary typically includes a code of accounts identifier, a statement of work, responsible organization, a list of schedule milestones, associated schedule activities, required resources, cost estimates, quality requirements, acceptance criteria, technical references, and agreement information.

QUESTION 585 Diagram:



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

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

Correct Answer: D

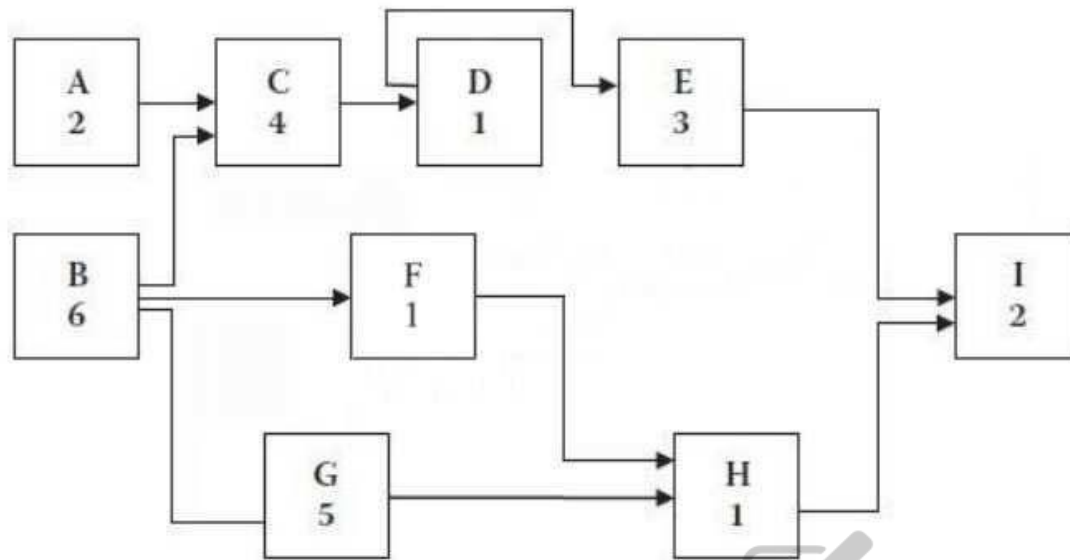
Section: Mix Questions **Explanation**

Explanation/Reference:

Explanation:

The total duration for the path B-C-D-E-I is 15. The duration of any other path in the network is less than 15.

QUESTION 586 Diagram:



What is the float for Activity G?

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

Correct Answer: C

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

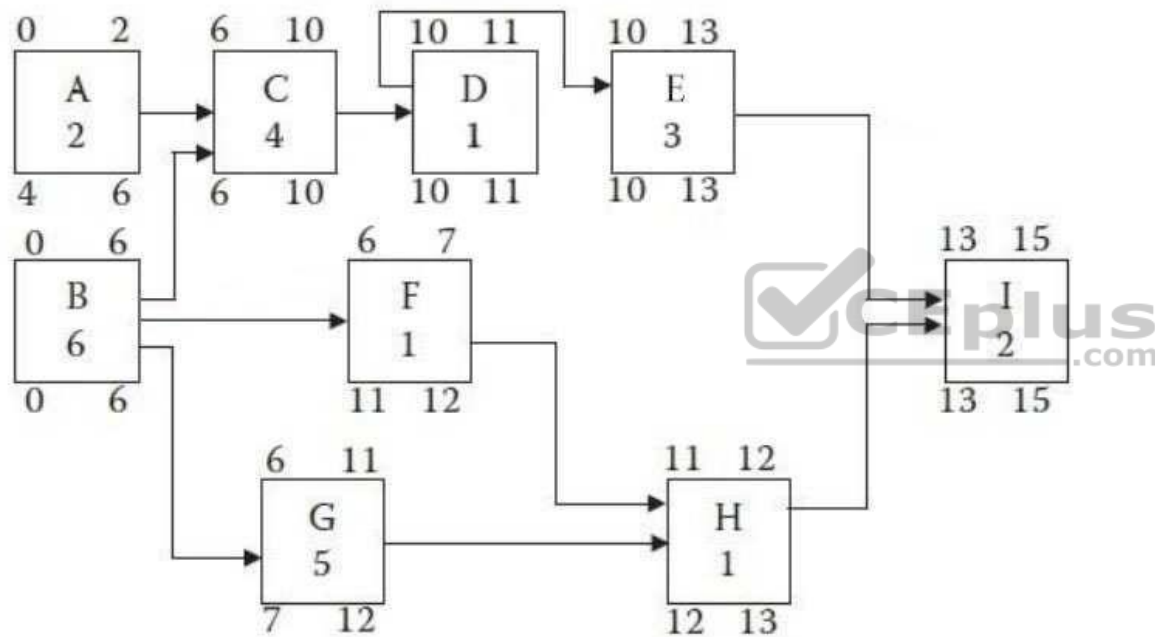
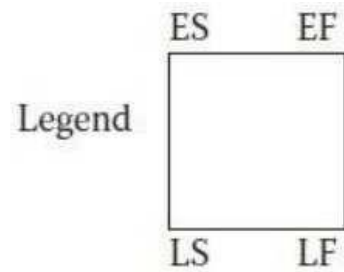
Float = (late finish - early finish) or
(Late start - early start)

Activity G LF = 12 (12 - 11) = (1)

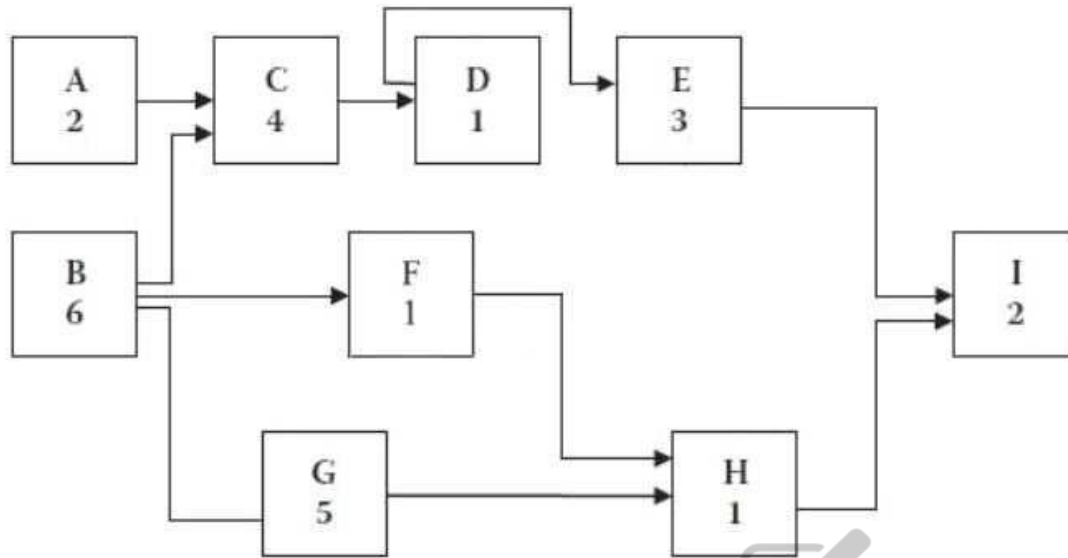
EF = 11

LS = 7 (7 - 6) = (1)

ES = 6



QUESTION 587 Diagram:



If a project planner imposes a finish time of 14 on the project with no change in the start date or activity durations, what is the total float of Activity E?

- A. -1
- B. 0
- C. 2
- D. Cannot be determined

Correct Answer: A

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

The imposed finish date becomes the late finish for Activity I. The late dates for each activity need to be recalculated. The dates for Activity E become _____

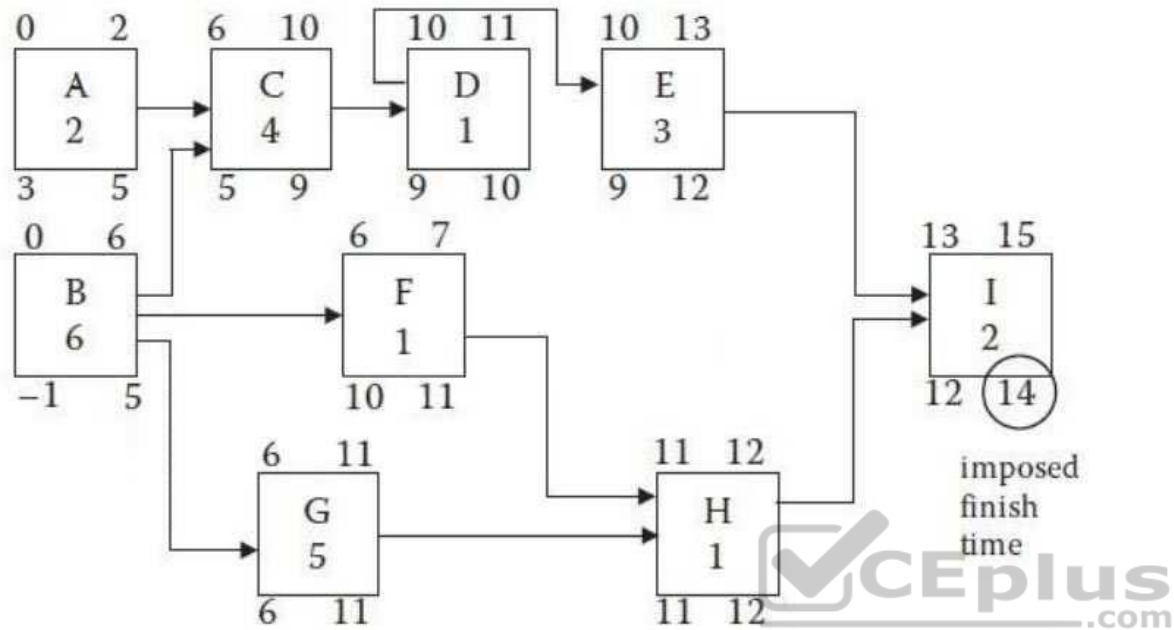
ES = 10

EF = 13

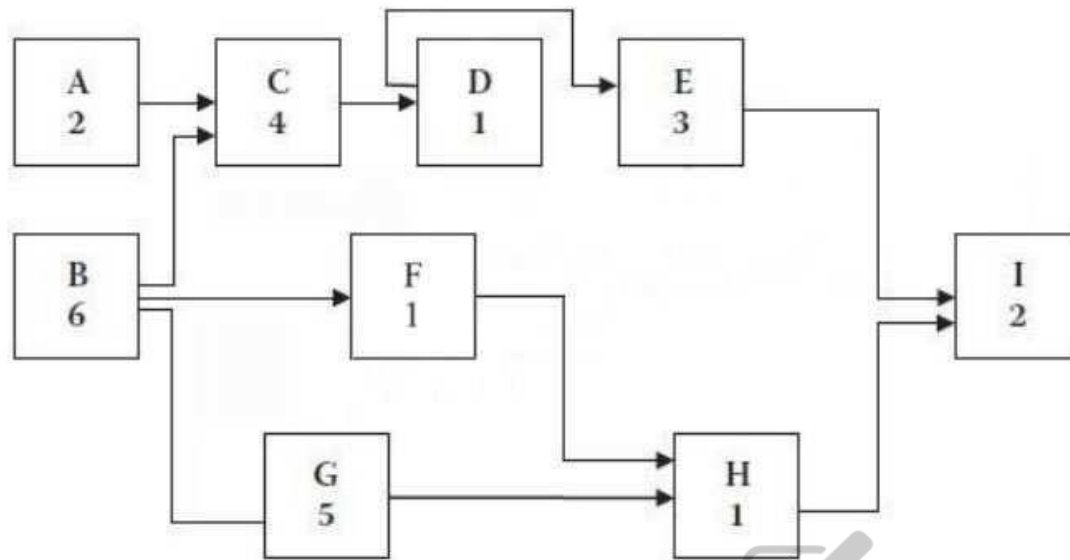
LS = 9 LF = 12

Total float = LS - ES or 9 - 10 = (-1) or

LS - EF or $12 - 13 = (-1)$



QUESTION 588 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

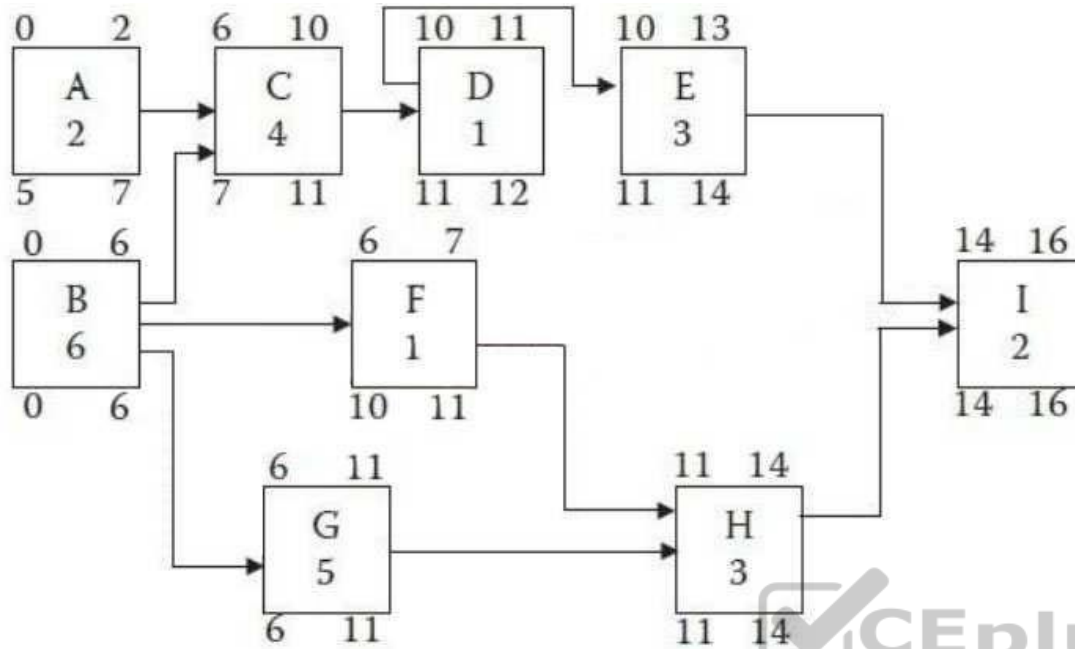
Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

The late dates for all activities need to be recalculated given the changed duration. Activity G's revised late dates are _____ LF = 11
LS = 6



QUESTION 589

Your company, which operates one of the region's largest chemical processing plants, has been convicted of illegally dumping toxic substances into the local river. The court has mandated that the required cleanup activities be completed by February 15. This date is an example of _____

- A. A key event
- B. A milestone
- C. A discretionary dependency
- D. An external dependency

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A milestone is a significant point or event in the project. Milestones may be required by the project sponsor, customer, or other external factors for the completion of certain deliverables. They are similar to schedule activities, with the same structure and objectives, but they have zero duration as they represent a moment in time.

PMI®, PMBOK® Guide, 2013, 153

QUESTION 590

You are managing a construction project for a new city water system. The contract requires you to use special titanium piping equipment that is guaranteed not to corrode. The titanium pipe must be resting in the ground a total of 10 days before connectors can be installed. In this example, the 10- day period is defined as_____

- A. Lag
- B. Lead
- C. Float
- D. Slack

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

For example, in a finish-to-start dependency with a 20-day lag, the successor activity cannot start until 20 days after the predecessor has finished.

QUESTION 591

Of the following tools and techniques, which one is NOT used for schedule control?

- A. Fast tracking
- B. What-if scenario analysis
- C. Three-point estimates
- D. Adjusting leads and lags

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Three-point estimates are used to determine the estimates that go into the schedule. [Planning and Monitoring and Controlling]

QUESTION 592

You are planning to conduct the team-building portion of your new project management training curriculum out-of-doors in the local park. You are limited to scheduling the course at certain times of the year, and the best time for the course to begin is mid-July. One of the more common date constraints to use as you develop the project schedule is _____

- A. "Start no earlier than"
- B. "Finish no earlier than"
- C. "Fixed late start"
- D. "Fixed early finish"

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Imposed dates on schedule activity starts or finishes can be used to restrict the start or finish to occur either no earlier than a specified date or no later than a specified date. Although all four date constraints typically are available in project management software, "start no earlier than" and "finish no later than" constraints are more commonly used.

QUESTION 593

Project schedule development is an iterative process. If the start and finish dates are not realistic, the project probably will not finish as planned. You are working with your team to define how to manage schedule changes. You documented your decisions in which of the following?

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- A. Schedule change control procedures
- B. Schedule management plan
- C. Schedule risk plan
- D. Service-level agreement

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The schedule management plan is part of the overall project management plan and defines, among other things, how schedule changes will be managed. Whether it is formal or informal, highly detailed or broadly framed, it generally is based on specific project needs.

QUESTION 594

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: Mix Questions

Explanation

Explanation/Reference:

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 595

Your lead engineer estimates that a work package will most likely require 50 weeks to complete. It could be completed in 40 weeks if all goes well, but it could take 180 weeks in the worst case.

What is the PERT estimate for the expected duration of the work package?

- A. 45 weeks B. 70 weeks
- C. 90 weeks
- D. 140 weeks

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$$E(t) = \frac{\text{Optimistic} + (4 \times \text{Most likely}) + \text{Pessimistic}}{6}$$
$$= \frac{40 + 200 + 180}{6} = \frac{420}{6} = 70 \text{ weeks}$$

QUESTION 596

Your customer wants the project to be completed six months earlier than planned. You believe you can meet this target by overlapping project activities. The approach you plan to use is known as _____

- A. Critical chain
- B. Fast tracking
- C. Leveling
- D. Crashing

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Fast tracking is a way to accelerate the project schedule.

QUESTION 597

Activity A has a duration of three days and begins on the morning of Monday the 4th. The successor activity, B, has a finish-to-start relationship with A. The finish-to-start relationship has three days of lag, and activity B has a duration of four days. Sunday is a non workday. Such data can help to determine _____

- A. The total duration of both activities is 8 days
- B. Calendar time between the start of A to the finish of B is 11 days
- C. The finish date of B is Wednesday the 13th
- D. Calendar time between the start of A to the finish of B is 14 days

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

The duration of A, which is three, is added to the duration of B, which is four, for a total of seven. The three days between the activities is lag and not duration. The lag is a constraint and must be taken into account as part of the network calculations, but it does not consume resources. The total time by the calendar is 11 days as counted from the morning of Monday the 4th. The lag occurs over Thursday, Friday, and Saturday. Sunday is a non workday, so activity B does not start until Monday the 11th. Therefore, the calendar time is 11 days, and activity B ends on Thursday the 14th.

QUESTION 598

You can use various estimating approaches to determine activity durations. When you have a limited amount of information available about your project, especially when in the early phases, the best approach to use is_____

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

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Although limitations exist with all estimating approach, analogous estimating is often used when there is a limited amount of information for the project. It uses historical information and expert judgment.

QUESTION 599

"I cannot test the software until I code the software." This expression describes which of the following dependencies?

- A. Discretionary
- B. Rational
- C. Preferential
- D. Mandatory or hard

Correct Answer: D

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

Mandatory dependencies may be required contractually or be inherent in the nature of the project work. They describe a relationship in which the successor activity cannot be started because of physical constraints until the predecessor activity has been finished. For example, software cannot be tested until it has been developed (or coded). They should not be confused with assigning schedule constraints in the scheduling tool.

QUESTION 600

Working with your team to provide the basis for measuring and reporting schedule progress, you agree to use the_____

- A. Schedule management plan
- B. Network diagram
- C. Project schedule
- D. Technical baseline

Correct Answer: C

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

The approved project schedule is a key input to schedule control. It is the schedule baseline, as it is the approved version of a schedule model, and it provides the basis for measuring and reporting schedule performance.

QUESTION 601

Your approved project schedule was based on resource leveling because of a scarcity of resources. Management has now mandated that the project be completed as soon as possible. Which of the following methods will you use to recalculate the schedule?

- A. Resource manipulation
- B. Reverse resource allocation
- C. Critical chain scheduling
- D. Resource reallocation

Correct Answer: D

Section: Mix Questions

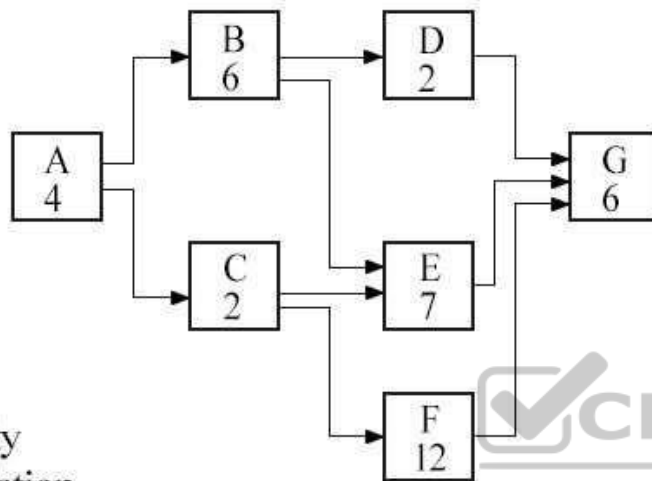
Explanation**Explanation/Reference:**

Explanation:

While resource leveling will often result in a project duration that is longer than the preliminary schedule as the original critical path probably will change and increase, it can also be used to get a schedule back on track by reassigning activities from noncritical to critical path activities.

QUESTION 602

Review the following network diagram and table.



Letter = Activity

Number = Duration

Activity	Time Required, Weeks		Cost \$		Crashing Cost Per Weeks, \$
	Normal	Crash	Normal	Crash	
A	4	2	10,000	14,000	2,000
B	6	5	30,000	42,500	12,500
C	2	1	8,000	9,500	1,500
D	2	1	12,000	18,000	6,000
E	7	5	40,000	52,000	6,000
F	12	3	20,000	29,000	3,000
G	6	2	5,000	30,000	6,000

Of the various activities, which ones would you crash and in what order?

- A. A, C, E, and F
- B. A, B, D, and F
- C. A, B, E, and F
- D. C, A, F, and G

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

First, it is necessary to determine the critical path, which is A, C, F, and G. To determine the lowest weekly crashing cost, start with C at \$1,500 per week. The next activity is A, followed by F and G.

QUESTION 603

You are remodeling your kitchen and decide to prepare a network diagram for this project. Your appliances must be purchased and available for installation by the time the cabinets are completed. In this example, these relationships are _____

- A. Start-to-finish
- B. Finish-to-start
- C. Start-to-start
- D. Finish-to-finish

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The completion of the work of the successor activity depends upon the completion of the work of the predecessor activity.

QUESTION 604

Decomposition is a technique used for both WBS development and activity definition. Which following statement best describes the role decomposition plays in activity definition as compared to creating the WBS?

- A. Final output is described in terms of work packages in the WBS.

- B. Final output is described as deliverables or tangible items.
- C. Final output is described as schedule activities.
- D. Decomposition is used the same way in scope definition and activity definition.

Correct Answer: C

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

Final output is described as schedule activities.

In the create WBS process, final output is described as deliverables or tangible items. In the define activities process, final output is described as activities.

QUESTION 605

When sequencing project activities in the schedule, all the following are true EXCEPT _____

- A. There may be scheduled dates for specific milestones
- B. Every activity is connected to at least one predecessor and at least one successor
- C. Lead or lag time may be required
- D. Necessary sequencing of events may be described by the activity attributes

Correct Answer: B

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

The sequence activity process involves identifying and documenting relationships among the project activities. However, the last activity or milestone are not connected to at least one successor.

QUESTION 606

A schedule performance index of less than 1.0 indicates that the _____

- A. Project is running behind the monetary value of the work it planned to accomplish
- B. Earned value physically accomplished thus far is 100%
- C. Project has experienced a permanent loss of time
- D. Project may not be on schedule, but the project manager need not be concerned

Correct Answer: A

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

Explanation:

The SPI represents how much of the originally scheduled work has been accomplished at a given period in time, thus providing the project team with insight as to whether the project is on schedule.

QUESTION 607

Various tools and techniques are available to sequence activities, and several factors can help to determine which tool or technique to select. When a project manager decides to include sub-networks or a fragment network as part of his or her scheduling technique, what does this decision say about the project?

- A. The work is unique requiring special network diagrams at various stages.
- B. Software that manages resources is available over an existing electronic network.
- C. Several identical or nearly identical series of activities are repeated throughout the project.
- D. Multiple critical paths exist in the project.

Correct Answer: C

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

Explanation:

When identical network descriptions are repeated throughout a project, templates of those activities can be developed. If those series of tasks are repeated several times, the template can be updated several times. Software can be used with the templates to facilitate documenting and adapting them for future use. The subnetwork or fragment tends to represent a sub-project or a work package and is often used to illustrate or study some potential or proposed schedule condition, such as a change in preferential schedule logic or the scope of the project.

QUESTION 608

To meet regulatory requirements, you need to crash your project schedule. Your first step is to compute_____

- A. The cost and time slope for each critical activity that can be expedited
- B. The cost of additional resources to be added to the project's critical path
- C. The time saved in the overall schedule when tasks are expedited on the critical path
- D. Three probabilistic time estimates of PERT for each critical path activity

Correct Answer: A

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

Explanation:

$\text{Slope} = (\text{Crash cost} - \text{Normal cost}) / (\text{Crash time} - \text{Normal time})$. This calculation shows the cost per day of crashing the project. The slope is negative to indicate that as the time required for a project or task decreases, the cost increases. If the costs and times are the same regardless of whether they are crashed or normal, the activity cannot be expedited.

QUESTION 609

Which one of the following is a key input to the define activities process?

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

Correct Answer: C

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

The scope baseline made up of the scope statement, WBS, and WBS dictionary is a key input to the define activities process and are used to develop the activity list that subsequently will help to create the schedule.

QUESTION 610

Unlike bar charts, milestone charts show_____

- A. Scheduled start or completion of major deliverables and key external interfaces
- B. Activity start and end dates of critical tasks
- C. Expected durations of the critical path
- D. Dependencies between complementary projects

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Scheduled start or completion of major deliverables and key external interfaces Milestones are singular points in time, such as the start or completion of a significant activity or group of activities.

QUESTION 611

Project managers should pay attention to critical and subcritical activities when evaluating project time performance. One way to do this is to analyze 10 sub critical paths in order of ascending float. This approach is part of _____

- A. Variance analysis
- B. Simulation
- C. Earned value management
- D. Trend analysis

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Performance of variance analysis during the schedule monitoring process is a key element of time control. Float variance is an essential planning component for evaluating project time performance.

QUESTION 612

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 613

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 614

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 615

The purpose of using what-if analysis in schedule control is to _____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A corrective action is anything that is done to bring expected future schedule performance in line with the schedule baseline. Regarding the project schedule, it usually means taking action to speed up the project. One way to determine why the schedule performance is not in line with the plan is what-if analysis, which may address schedule activities and other scenarios other than the activity that is actually causing the variance. It evaluates scenarios in order to predict their effect on the project's outcomes, either positive or negative.

QUESTION 616

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 617

All the following statements regarding critical chain method are true EXCEPT _____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 618

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 619

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

- A. Define activities
- B. Sequence activities
- C. Estimate activity resources

D. Control schedule

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 620

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

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



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 621

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

First, compute the standard deviation:

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

Next, compute PERT expected time:

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

Finally, determine range of outcomes using 1:

21-5 = 16 days, and 21+5 = 26 days

Simply defined, 1 is the amount on either side of the mean of a normal distribution that will contain approximately 68.26 percent of the population. Meredith and Mantel 2012, 348-350

QUESTION 622

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

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

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 623

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

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- A. Fixed number of work periods
- B. Percent of the estimated activity duration
- C. Buffers
- D. Productivity metrics

Correct Answer: D

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

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

QUESTION 624

The reason that the schedule performance index (SPI) is shown as a ratio is to _____

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

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Because schedule performance index (SPI) and cost performance index (CPI) are expressed as ratios, they can be used to show performance for a specific time period or trends over a long-time horizon.

QUESTION 625

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

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

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 626

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

PV = \$2,200
EV = \$2,000

AC = \$2,500
BAC = \$10,000

What is the CPI for this project, and what does it tell us about cost performance thus far?

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 627

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. -\$300C. 500
- D. -\$500

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 628

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

$PV = \$2,200$

$EV = \$2,000$

$AC = \$2,500$

$BAC = \$10,000$

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 629

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

- A. Supports top-down estimating

- B. Is a form of expert judgment
- C. Has an accuracy rate of $\pm 10\%$ of actual costs
- D. Involves using the cost of a previous, similar project as the basis for estimating current project cost

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 630

All the following are outputs of the estimate cost process EXCEPT _____

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



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cost baseline is an output from the determine budget process.

QUESTION 631

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 632

If the cost variance is the same as the schedule variance and both numbers are greater than zero, then _____

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

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 633

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 634

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 635

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 636

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 637

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

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 638

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 639

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 640

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 641

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 642

Your approved cost baseline has changed because of a major scope change on your project. Your next step should be to _____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Before a revised cost baseline leading to a budget update can be prepared, it is necessary to issue a change request, which may include preventive or corrective action. These change requests then are reviewed and processed through the Perform Integrated Change Control process. **QUESTION 643**

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

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



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 644

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 645

The undistributed budget is part of the _____

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

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 646

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

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

Correct Answer: B

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

Explanation:

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

QUESTION 647

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

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

Correct Answer: D

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

Explanation:

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

QUESTION 648

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

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

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 649

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 650

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 _____

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

Correct Answer: A

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

Explanation:

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

QUESTION 651

By reviewing cumulative cost curves, the project manager can monitor_____

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

Correct Answer: C

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

Explanation:

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

QUESTION 652

Control accounts_____

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

Correct Answer: D

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

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

QUESTION 653

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 654

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 655

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 656

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 657

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 658

A revised cost baseline may be required in cost control when_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 659

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

- A. Updated the budget
- B. Prepared a revised cost estimate

- C. Adjusted the project plan
- D. Documented lessons learned

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 660

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 661

The cumulative cost curve for planned and actual expenditures_____

- A. Helps to monitor project performance at a glance

- B. Is used for calculating the CPI
- C. Is also known as a histogram
- D. Forecasts total project expenditures

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 662

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 663

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

- A. At +\$200, the situation is favorable as physical progress is being accomplished ahead of your plan.
- B. At -\$200, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.
- C. At +\$400, the situation is favorable as physical progress is being accomplished at a lower cost than was forecasted.

D. At -\$200, you have a behind-schedule condition, and your critical path has slipped

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Schedule variance is calculated: $EV - PV$ or $\$1,000 - \$1,200 = -\$200$. Because the SV is negative, physical progress is being accomplished at a slower rate than planned.

QUESTION 664

The CPI on your project is 0.84. This means that you should_____

- A. Place emphasis on improving the timeliness of the physical progress
- B. Reassess the life-cycle costs of your product, including the length of the life-cycle phase
- C. Recognize that your original estimates were fundamentally flawed, and your project is in an atypical situation
- D. Place emphasis on improving the productivity by which work was being performed

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 665

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

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

Correct Answer: A

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

Explanation:

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

QUESTION 666

Benchmarking is a technique used in_____

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

Correct Answer: C

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

Explanation:

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

QUESTION 667

In quality management, the practice "rework" is_____

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

Correct Answer: C

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

Explanation:



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

QUESTION 668

The quality function deployment process is used to _____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 669

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

- A. 100% quality is unattainable
- B. 100% inspection is not cost effective
- C. Beyond a certain point, additional investment in quality has a negative ROI
- D. Providing quality products will stop, or at least diminish, the number of returned items

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 670

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 671

The purpose of the Taguchi method is to_____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 672

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 673

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 674

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 675

When a process is within acceptable limits, it _____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 676

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

- A. Sampling and probability

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 677

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 678

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

- A. Quality is designed into the product or service, not inspected into it.
- B. Quality is the concern of the quality assurance staff.
- C. Customers require a documented and, in some cases, registered quality assurance system.

D. National and international standards and guidelines for quality assurance systems are available.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 679

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

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



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 680

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

Your next step should be to_____

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 681

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

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

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 682

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

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

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

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

QUESTION 683

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

- A. The project manager
- B. Top management
- C. Employees participating in quality circles
- D. Stakeholders

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 684

Quality inspections also may be called_____

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 685

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 686

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 687

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 688

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 689

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 690

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

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

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 691

Results of quality control measurements are used_____

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 692

The control chart is a tool used primarily to help_____

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 693

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

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

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Quality assurance is the management section of quality management. It is the collective term for the formal activities and managerial processes that attempt to ensure that products and services meet the required quality level. The project manager should establish administrative processes and procedures necessary to ensure and often prove that the scope statement conforms to the customer's actual requirements, to determine which processes will be used to ensure that stakeholders have confidence that the quality activities will be properly performed, and to ensure that all legal and regulatory requirements will be met.

QUESTION 694

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 695

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

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

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 696

The ISO 9000 standards provide_____

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



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 697

All of the following are objectives of a quality audit_____

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 698

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

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

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

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

QUESTION 699

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

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

Correct Answer: D

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

Explanation:

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

QUESTION 700

Quality objectives of the project are recorded in _____

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

Correct Answer: B

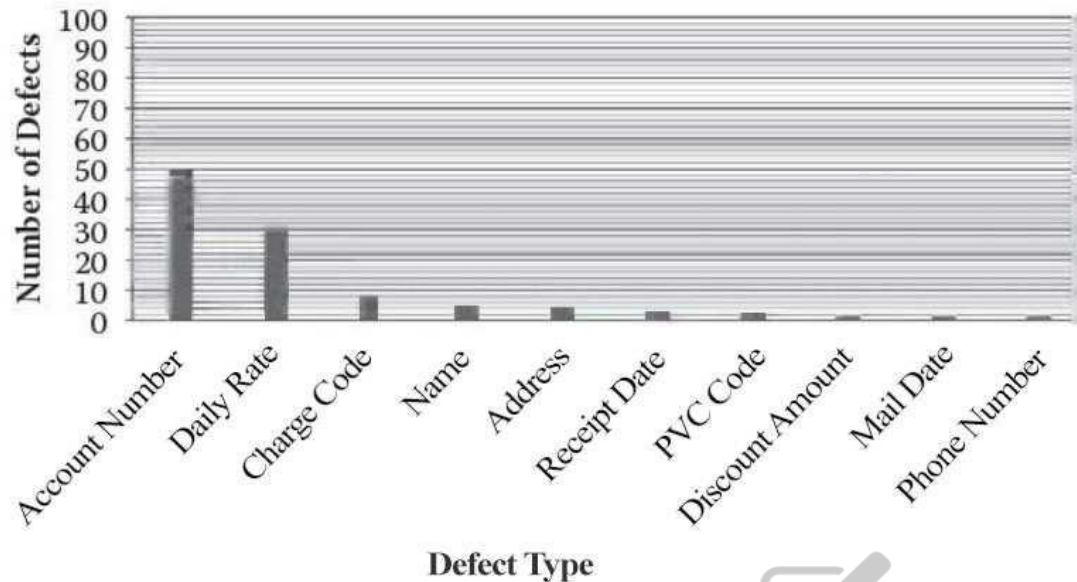
Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

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

QUESTION 701

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



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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 702

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

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

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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

QUESTION 703

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

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

- A. Variables chart
- B. Attribute chart
- C. Trend chart
- D. Run chart

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

There are two types of control charts: variable charts, which are used with continuous data, and attribute charts, for use with discrete data. Attribute data have only two values (conforming/nonconforming, pass/fail, go/no-go, or present/absent). In this situation, you are looking for the presence of the required food label.

QUESTION 704

The quality management plan describes all the following EXCEPT the_____

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- A. Method for implementing the quality policy
- B. Methods the team will use to meet the project's quality requirements
- C. Efforts at the front end of a project to ensure that decisions are based on accurate information
- D. Procedures used to conduct trade-off analyses among cost, schedule, and quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A part of the overall project management plan, the quality management plan should address all aspects of how quality management will be implemented on the project and how the project team will implement the quality policy. Trade-off analyses are business judgments and, as such, are not procedural steps to be included in the quality management plan.

QUESTION 705

You have been assigned as project manager on what could be a "bet the company" project. You realize that to be successful you need to exercise maximum control over project resources. Which form of project organization should you establish for this project?

- A. Strong matrix
- B. Projectized
- C. Project coordinator
- D. Weak matrix

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a projectized organizational structure, all project team members report directly and solely to the project manager. He or she has complete control over these resources and, therefore, exercises more authority over them than when in any other project organizational structure.

QUESTION 706

Which of the following is a ground rule for project team building?

- A. Perform frequent performance appraisals
- B. Ensure that each team member reports to his or her functional manager in addition to the project manager
- C. Start early
- D. Try to solve team political problems

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Starting the team-building process early in the project is crucial for setting the right tone and preventing bad habits and patterns from developing.

QUESTION 707

Project A is being administered using a matrix form of organization. The project manager reports to a senior vice president who provides visible support to the project. In this scenario, which of the following statements best describes the relative power of the project manager?

- A. The project manager will probably not be challenged by project stakeholders.
- B. In this strong matrix, the balance of power is shifted to the functional line managers.
- C. In this tight matrix, the balance of power is shifted to the project manager.
- D. In this strong matrix, the balance of power is shifted to the project manager.

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project manager's ability to influence project decisions increases the higher up he or she _____ and the person to whom he or she reports _____ is placed in the organization. In the strong matrix, the project manager's authority ranges from moderate to high.

QUESTION 708

You are leading a team to recommend an equitable reward and recognition system for project managers. Before finalizing the plan, you want to ensure that executives understand the basic objective of reward systems. This objective is to _____

- A. Be comparable with the award system established for functional managers to indicate parity and to show the importance of project management to the company
- B. Make the link between project performance and reward clear, explicit, and achievable
- C. Motivate project managers to work toward common objectives and goals as defined by the company

D. Attract people to join the organization's project management career path

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Reward and recognition systems are formal management actions that provide an incentive to behave in a particular way, usually with respect to achieving certain goals. Such systems are described in the staffing management plan. A best practice is to give the team recognition throughout the life cycle.

QUESTION 709

Which of the following factors contributes the most to team communication?

- A. External feedback
- B. Performance appraisals
- C. Smoothing over of team conflicts by the project manager
- D. Collocation

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Collocation is the placement of team members in the same physical location to enhance their ability to perform as a team, primarily through increased communication as well as improved working relationships and productivity.

QUESTION 710

You are managing a virtual team. The project has been under way for several months, and you believe your team members do not view themselves as a team or a unified group. To help rectify this situation, you should_____

- A. Ensure that every member of the project team uses e-mail as a form of communication
- B. Mandate that the team follow the vision and mission statement of his or her organization
- C. Enhance communications planning
- D. Provide team members with the latest in communications technology and mandate its use

Correct Answer: C

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

Because the dispersed project team does not share the same physical space each day, the possibility for misunderstandings, isolationism, difficulty in sharing information, and the cost of technology can be key issues. The project manager must enhance communications planning in the virtual team as it requires even more communication than collocated teams. Additional time also may be needed to set expectations, determine how best to resolve conflicts, involve people in making decisions, understand cultural differences, and share credit for success.[Executing]

QUESTION 711

Major difficulties arise when multiple projects need to be managed in the functional organizational structure because of_____

- A. The level of authority of the project manager
- B. Conflicts over the relative priorities of different projects in competition for limited resources
- C. Project team members who are focused on their functional specialty rather than on the project
- D. The need for the project manager to use interpersonal skills to resolve conflicts informally

Correct Answer: B

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

When a finite group of resources must be distributed across multiple projects, conflicts in work assignments will occur.

QUESTION 712

The team you have organized for your new project consists of three people who will work full-time and five people who will support the project on a part-time basis. All team members know one another and have worked together in the past. To ensure a successful project start-up, your first step should be to_____

- A. Meet with each team member individually to discuss assignments
- B. Prepare a responsibility assignment matrix and distribute it to each team member
- C. Distribute the project plan and WBS to the team
- D. Hold a project kickoff meeting

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An indispensable tool in project management, the kickoff or launch meeting is held at the outset of the project and is designed to get the project rolling. The meeting provides the opportunity not only to present the project charter and discuss the project's goals and objectives but also to establish rapport among team members.

QUESTION 713

Your organization is characterized by hierarchical organizational structures with rigid rules and policies and strict supervisory controls. Individual team members are not expected to engage in problem solving or use creative approaches to plan and execute work; management does that. Your organization is characterized by which one of the following theories?

- A. Ouchi's Theory
- B. McGregor's Theory X
- C. Maslow's self-esteem level
- D. Vroom's Expectancy Theory

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

McGregor observed two types of managers and classified them by their perceptions of workers. Theory X managers thought that workers were lazy, needed to be watched and supervised closely, and were irresponsible. Theory Y managers thought that, given the correct conditions, workers could be trusted to seek responsibility and work hard at their jobs.

QUESTION 714

As you prepare your human resource plan, you need to determine the skill and capacity required to complete the activities in the project. This should be documented in the_____

- A. Roles and responsibilities section
- B. Staffing management plan
- C. Staff acquisition section
- D. Compliance section

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Roles and responsibilities are listed in the human resource plan. This section describes roles and authority, responsibility, and competency or the skill and capacity required to complete project activities. When team members do not have the required competencies, project performance may be jeopardized and the project manager must have proactive responses to handle these situations.

QUESTION 715

The primary result of effective team development is_____

- A. Improved project performance
- B. An effective, smoothly running team
- C. An understanding by project team members that the project manager is ultimately responsible for project performance
- D. Enhancement of the ability of stakeholders to contribute as individuals and team members

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

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 716

The team members on your project have been complaining that they do not have any sense of identity as a team because they are located in different areas of the building. To remedy this situation, you developed a project logo and had it printed on T-shirts to promote the project, but this action has not worked. Your next step is to_____

- A. Initiate a newsletter
- B. Create an air of mystery about the project
- C. Establish a "team meeting room"
- D. Issue guidelines on how team members should interact with other stakeholders

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collocating team members, even on a temporary basis, enhances communications, thereby contributing to improved project performance. In addition, the "team meeting room" (often called a `war room") provides a sense of identity to the project team and raises the visibility of the project within the organization. Creating a newsletter is simply applying another organizational process asset, which typically has proven ineffective.

QUESTION 717

The project team directory is an output from which of the following processes?

- A. Develop project team
- B. Acquire project team
- C. Develop human resource management plan
- D. Manage project team

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project team directory is part of project staff assignments, an output from the acquire project team process. Other outputs are resource calendars and updates to the project management plan.

QUESTION 718

You realize that leadership without management or management without leadership probably will produce poor project results. Which one of the following key responsibilities best represents project leadership?

- A. Developing a vision and strategy, and motivating people to achieve them
- B. Getting things done through other people
- C. Using charismatic power to motivate others even if they do not like the work
- D. Using all types of power, as appropriate, as motivational tools

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Leadership involves developing a vision of the future and strategies to achieve that vision, positioning people to carry out the vision, and helping people energize themselves to overcome any barriers to change.

QUESTION 719

Given that you are neighbors, you and the CEO of your company have established a friendly personal relationship. Recently your company appointed you project manager for a new project that is crucial to achieving next year's financial targets. Which type of power available to project managers might you be able to rely upon?

- A. Referent
- B. Reward
- C. Formal
- D. Expert

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Referent power is based on a less powerful person's identification with a more powerful person. This type of power is useful in terms of persuasion and helps the project manager exert influence over individuals from whom he or she needs support.

QUESTION 720

You have been a project manager for seven years. You now are managing the construction of a new facility that must comply with the government's newly issued environmental standards. You want to ensure that your team members are able to select methods to complete various activities on the project without needing to involve you in each situation. As you prepare your human resource management plan, you should document this information in which of the following_____

- A. Roles and responsibilities section
- B. Resource assignment matrix
- C. Resource breakdown structure
- D. Staffing management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Authority refers to the right to apply project resources, make decisions, and sign approvals. Examples include selecting methods to complete activities, quality acceptance, and responding to variances in the project. The individual authority of each team member should match their individual responsibilities. This is documented in the roles and responsibilities section in the human resource management plan.

QUESTION 721

It is important on all projects to determine when and how human resources will be met. Assume that you are managing a project to assess methods for streamlining the regulatory approval process for new medical devices in your government agency. Because the agency has undergone downsizing during the past three years, subject matter experts are in short supply. You must determine whether the needed subject matter experts can be acquired from inside the agency or whether you must use contractors. This information should be documented in the_____



- A. Make-or-buy decisions in the procurement management plan
- B. Contracts management plan C. Staffing management plan
- D. Resource management plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The staffing management plan is part of the human resource management plan. One section of it involves staff acquisition. Among other things, this section includes whether the human resources will come from within the organization or from external, contracted sources. These data then help to plan the acquisition of project team members.

QUESTION 722

In both the weak and strong matrix organizational structures, the primary condition leading to conflict is _____

- A. Communication barriers
- B. Conflicting interests
- C. Need for consensus
- D. Ambiguous jurisdictions

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Ambiguous jurisdictions exist when two or more parties have related responsibilities, but their work boundaries and role definitions are unclear. This situation is found frequently in weak and strong matrix organizations because of the "two-boss" concept.

QUESTION 723

As project manager, you are primarily responsible for implementing the project management plan by authorizing the execution of project activities. Because you do not work in a projectized organization, you do not have direct access to human resource administrative activities. Therefore you need to _____

- B.
- A. Outsource these functions
- Prepare a project team charter that is signed off by a member of the human resources department to delineate responsibilities
- C. Ensure that your team is sufficiently aware of administrative requirements to ensure compliance
- D. Ask the head of human resources to approve your project human resource plan personally

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A projectized work environment is unusual because project managers rarely have every function under their control. But compliance with administrative requirements, government regulations, union contract provisions, and other constraints is a consideration in human resource management.

QUESTION 724

Constant bickering, absenteeism, and substandard performance have characterized the behavior of certain members of your team. You have planned an off-site retreat for the team to engage in a variety of activities. Your primary objective for investing time and money in this event is to improve_____

- A. Team performance
- B. Morale
- C. Quality
- D. Individual performance

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Team development leads to improved team performance, which ultimately results in improved project performance. Improvements in team performance can come from many sources and can affect many areas of project performance. For example, improved individual skill levels such as enhanced technical competence may enable team members to perform their assigned activities more effectively. Team development efforts have greater benefit when conducted early but should take place throughout the project life cycle.

QUESTION 725

C.

Two team members on your project often disagree. You need a conflict resolution method that provides a long-term resolution. You decide to use which one of the following approaches?

- A. Confronting
- B. Problem solving
Collaborating
- D. Smoothing

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Collaborating or problem solving is an effective technique for managing conflict when a project is too important to be compromised. It involves incorporating multiple ideas and viewpoints from people with different perspectives and offers a good opportunity to learn from others. It provides a long-term resolution.

QUESTION 726

Which of the following is an enterprise environmental factor that may influence the development of the human resource management plan?

- A. The organizational structure of the performing organization
- B. Poor communication among team members
- C. Ambiguous staffing requirements
- D. Team morale

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Enterprise environmental factors can influence the develop human resource management plan process. The organizational structure of the performing organization determines whether the project manager's role is a strong one (as in a strong matrix) or a weak one (as in a weak matrix). Other examples of enterprise environmental factors are the organization's culture, geographic dispersion of team members, existing human resources, personnel administration functions, and marketplace conditions.

D.

QUESTION 727

As a project manager, you believe in using a "personal touch" to further team development. One approach that has proven effective toward this goal is_____

- A. Creating a team name
- B. Providing flexible work time
- C. Issuing a project charter
- D. Celebrating special occasions



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project managers can show interest in their team members by celebrating occasions such as birthdays, anniversaries with the organization, and special achievements. Other approaches include being supportive, being clear, learning some information about each team member, and being accessible. Through observation and conversation, the project management team monitors indicators such as progress toward project deliverables, accomplishments that are a source of pride for team members, and interpersonal issues.

QUESTION 728

Your project has been under way for some time, but indicators show that it is in trouble. You have observed all the following symptoms of poor teamwork in your project team EXCEPT _____

- A. Frustration
- B. Excessive meetings
- C. Lack of trust or confidence in the project manager
- D. Unproductive meetings



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The problem is not too many meetings, but unproductive ones. The purpose of project meetings is to focus the skills and resources of the project team on project performance. Meetings that are considered "gripe sessions" or a time for the project manager to "lay down the law" are demoralizing to the team.

QUESTION 729

You are the project manager for a two-year project that is now beginning its second year. The mix of team members has changed, and there is confusion as to roles and responsibilities. In addition, several of the completed work packages have not received the required sign-offs, and three work packages are five weeks behind schedule. To gain control of this project, you need to _____

- A. Rebase line your original human resource plan with current resource requirements
- B. Change to a projectized organizational structure for maximum control over resource assignments
- C. Work with your team to prepare a responsibility assignment matrix
- D. Create a new division of labor by assigning technical leads to the most critical activities

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The responsibility assignment matrix defines project roles and responsibilities in terms of work packages and activities. It can be used to show who is a participant, who is accountable, who handles review, who provides input, and who must sign off on specific work packages or project phases.

QUESTION 730

You are part of a team that is working to develop a new medical implant device. Your project manager is an expert in medical implantation devices, yet he continually seeks opinions from the team about a wide variety of project and product issues. Team members often run project meetings while he sits silently at the head of the table. Which one of the following best characterizes his leadership style?

- A. Laissez-faire
- B. Team directed
- C. Collaborative
- D. Shared leadership

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Shared leadership is more than participatory management or collaboration; it involves letting the project team take over as much of the leadership role as it will accept.

QUESTION 731

The major difference between the project coordinator and project expeditor forms

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- A. Strong commitment to the project usually does not exist in the project expeditor form of organization
- B. The project coordinator cannot personally make or enforce decisions
- C. The project expeditor acts only as an intermediary between management and the project team
- D. The project coordinator reports to a higher-level manager in the organization

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The relative position of the project coordinator in the organization is thought to lead to an increased level of authority and responsibility.

QUESTION 732

Which one of the following represents a constraint on the acquire project team process?

- A. Pre assignment of staff to the project
- B. Recruitment practices of the organizations involved
- C. Use of outsourcing
- D. Team member training requirements

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Staff assignments in organizations are governed by the policies, procedures, or guidelines of individual components. These policies will constrain the project manager's actions in acquiring a project team. The more familiar the project manager is with such policies, the easier it will be for him/her to assemble a team. Such recruitment practices are examples of personnel administration policies; an enterprise environmental factor, which is an input to acquire project team.

QUESTION 733

According to Herzberg's Motivator-Hygiene Theory, when achievement, recognition, responsibility, and advancement, or promotion, are not present, employees will _____

- A. Become alienated with the organization and leave
- B. Lack motivation but will not be dissatisfied with their work
- C. Lack motivation and become dissatisfied with their work
- D. Become dissatisfied only if they do not receive salary increases

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Herzberg advanced the theory that hygiene factors, such as the poor attitude of a supervisor, lead to dissatisfaction but not usually to decreased motivation. When motivators, such as responsibility and recognition, are lacking, they lead to job dissatisfaction, but when such motivators are present, they tend to motivate a person in the performance of his or her work.

QUESTION 734

Objectives for conducting performance appraisals during the course of a project can include all the following EXCEPT_____

- A. Initial establishment of roles and responsibilities
- B. Discovery of unknown and unresolved issues
- C. Development of individual training plans
- D. Establishment of goals for future time periods

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project performance appraisals are a tool and technique for the manage project team process and are used, among other objectives, to reclarify roles and responsibilities. It is critical that team members receive positive feedback in what might otherwise be a hectic environment.

QUESTION 735

Your organization is adopting a project-based approach to business, which has been difficult. Although project teams have been created, they are little more than a collection of functional and technical experts who focus on their specialties. You are managing the company's most important project. As you begin this project, you must place a high priority on_____

- A. Creating an effective team
- B. Identifying the resources needed to finish the project on time
- C. The best way to communicate status to the CEO
- D. Establishing firm project requirements

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An effective team is critical to project success, but such a team is not born spontaneously. In early project phases, it is vitally important for the project manager to place a high priority on initiating and implementing the team-building process.

QUESTION 736

In organizing a project, a project manager must deal with conflict. Which statement is TRUE regarding conflict in projects?

- A. A matrix form of organization can produce a lack of clear role definitions and lead to ambiguous jurisdictions between and among functional leaders and project managers
- B. Sources of conflict include project priorities, PERT/CPM schedules, contract administrative procedures, and type of contract C. Conflict is to be avoided whenever possible
- D. Strong matrix project managers have few human resource conflicts, because they can dictate their needs to functional managers

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Matrix management is useful but complex, involving difficult communication because of the use of borrowed and often part-time resources who are spread throughout the organization.

QUESTION 737

The chances for successful completion of a multidisciplinary project are increased if project team members are _____

- A. Problem oriented
- B. Politically sensitive to top management's needs
- C. Focused on individual project activities
- D. Focused on customer demands

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Problem-oriented people tend to learn and use whatever problem-solving techniques appear helpful. Although the project manager must be politically sensitive, team members need not have developed this skill to the extent required of the project manager; and rather than focusing on individual activities, team members should take a systems approach focusing on the entire project.

QUESTION 738

The terms strong matrix, balanced matrix, and weak matrix when applied to the matrix structure in project organization refer to the_____

- A. Ability of the organization to achieve its goals
- B. Physical proximity of project team members to one another and to the project manager
- C. Degree of the project manager's authority
- D. Degree to which team members bond together

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a strong matrix organization, the balance of power shifts toward the project manager. In a weak matrix organization, the balance of power shifts toward the functional or line manager.

QUESTION 739

The key way for a project manager to promote optimum team performance in project teams whose members are not collocated is to_____

- A. Build trust
- B. Establish a reward and recognition system
- C. Obtain the support of the functional managers in the other locations
- D. Exercise his or her right to control all aspects of the project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Team members who are physically separate from one another tend not to know each other well. They have few opportunities to develop trust in the traditional way, and they tend to communicate poorly with one another. Trust then must become the foundation upon which all team-building activities are built.

QUESTION 740

Hierarchical-type charts are a tool and technique for use in human resource planning. Which one of the following is helpful in tracking project costs and can be aligned with the organization's accounting system?

- A. RACI

- B. RAM
- C. RBS
- D. OBS

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The resource breakdown structure (RBS) is a variation of the organizational breakdown structure (OBS) and is used to show which work elements are assigned to individuals and other resource categories. As an example, it can show all crane operators and cranes even though they may be scattered throughout the OBS and WBS, which can help to track project costs.

QUESTION 741

When choosing the most appropriate form of project organization, the first step is to _____

- A. Create the WBS and let it determine the project organizational structure
- B. Produce a project management plan and determine the functional areas responsible for each task
- C. Refer to the project charter developed by top management
- D. Develop a project schedule, including a top-down flowchart, and identify the functional areas to perform each task

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All effort on a project starts from the project management plan, which details the work that must be accomplished. It is a key input as the human resource management plan is developed.

QUESTION 742

Conflicts in which following three areas represent the majority of all project conflicts?

- A. Personalities, cost objectives, and schedules
- B. Cost objectives, administrative procedures, and scarce resources
- C. Scarce resources, scheduling priorities, and personal work styles

D. Personal work styles, project priorities, and cost objectives

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although all areas listed contain potential conflicts, the majority of all conflict in a project environment is caused by scarce resources, scheduling priorities, and personal work styles.

QUESTION 743

Which of the following qualifications is the most important for a project manager?

- A. Supervisory experience
- B. Negotiation skill
- C. Education in a technical field
- D. Ability to work well with others

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Project management requires getting things done through people who generally do not report directly to the project manager. The ability to influence project team members, as well as other key stakeholders, is crucial for success.

QUESTION 744

Determining the method and the timing of releasing team members should be included in the_____

- A. Staff acquisition plan
- B. Human resource plan
- C. Staffing management plan
- D. Project training plan

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The staffing management plan is a document that describes when and how human resources will become part of the project team and when they will return to their organizational units. It addresses how staff members will be acquired, how long they will remain on the project, how and when they will be released, training needs, and other important aspects of forming and disbanding the team.

QUESTION 745

As project manager, you plan to conduct a "kickoff" meeting at which you will discuss all the following EXCEPT_____

- A. Establishing working relationships and standard formats for global communication
- B. Reviewing project plans
- C. Establishing individual and group responsibilities and accountabilities
- D. Discussing specific legal issues regarding the contract

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Conducted after contract award or approval of the project, the kickoff meeting provides an opportunity for project participants to get to know each other and review information about the project. It is not a forum to discuss detailed project issues.

QUESTION 746

One purpose of the communications management plan is to provide information about the_____

- A. Methods that will be used to convey information
- B. Methods that will be used for releasing team members from the project when they are no longer needed
- C. Project organization and stakeholder responsibility relationships
- D. Experience and skill levels of each team member

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

These methods or technologies can include memos, e-mails, and/or press conferences.

They are one of several items to include in this plan.

QUESTION 747

Project managers for international projects should recognize key issues in cross-cultural settings and place special emphasis on_____

- A. Establishing a performance reporting system
- B. Using good communication planning
- C. Establishing and following a production schedule for information distribution to avoid responding to requests for information between scheduled communications
- D. Using translation services for formal, written project reports

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

An effective way to manage cultural diversity on projects is for the project manager to get to know the team members and to use good communication planning. It is necessary to consider time zones and language barriers as well as cultural differences and to include a glossary of common terminology in the communications management plan.

QUESTION 748

You are managing a project with team members located at customer sites on three different continents. As you plan communications with your stakeholders, you should review_____

- A. Stakeholder management plan
- B. Stakeholder register
- C. Communications model
- D. Communications channels

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder register is an input to the plan communications management process. It contains the identified stakeholders including their name, position, location, and role; their main requirements, expectations, and potential influence; and whether or not they are supporters, neutral, or resisters of the project.

QUESTION 749

Having worked previously on projects as a team member, you are pleased to now be the project manager to develop a new process to ensure that software projects in your IT Department are considered a success and are not late or over budget. However, many of your team members are new to the organization. As you work to establish a high-performing team, you realize the importance of _____

- A. Mentoring
- B. Coaching
- C. Moving quickly through the forming and storming stages
- D. Safeguarding information

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Many communications skills are common to both general management and project management. Coaching is one example. It is especially useful to develop the team to higher levels of competency and performance and helping people recognize their potential through empowerment and development. It is used to aid team members to develop or enhance their skills required to achieve project success.

QUESTION 750

As a project manager, you try to use empathic listening skills to help understand another person's frame of reference. In following this approach, you should _____

- A. Mimic the content of the message
- B. Probe, then evaluate the content
- C. Evaluate the content, then advise
- D. Rephrase the content and reflect the feeling

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Empathic listening requires seeing the world the way the other person sees it, with the goal of understanding that person's views and feelings. Unlike sympathetic listening, empathic listening contains no element of value judgment. It is essential to listen actively and effectively and to question and probe ideas to help ensure better understanding.

QUESTION 751

Statements of organizational policies and philosophies, position descriptions, and constraints are examples of _____

- A. Formal communication
- B. Lateral communication
- C. External communication
- D. Horizontal communication

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Formal communication provides direction and control for project team members and other employees. They also contain reports, minutes, and briefings and are examples of organizational process assets used in manage communications and in control communications.

QUESTION 752

You have decided to organize a study group of other project managers in your organization to help prepare for the PMP exam. What type of communication activity are you employing in your efforts to organize this group?

- A. Horizontal
- B. Vertical
- C. Official
- D. External

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communication activities have many potential dimensions to consider in exchanging information between the sender and the receiver. Horizontal communication occurs between or among peers, that is, across, rather than up and down, the organization.

QUESTION 753

Your company CEO just sent you an e-mail asking you to make a presentation on your project, which has been in progress for 18 months, to over 50 identified internal and external stakeholders. You have been conducting such presentations and holding meetings regularly on this important project. You should begin by_____

- A. Defining the audience
- B. Determining the objective
- C. Deciding on the general form of the presentation
- D. Circulating issues to be discussed

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Meetings are held regularly on projects to update and communicate project information and to respond to requests from stakeholders for the information. Most meetings consist of stakeholders coming together to resolve problems or make decisions. Typical meetings begin with a defined list of issues to be discussed, which are distributed in advance with minutes and other key information relative to the meeting.

QUESTION 754

You are responsible for a project in your organization that has multiple internal customers. Because many people in your organization are interested in this project, you realize the importance of_____

- A. Conducting a stakeholder analysis to assess information needs
- B. Performing communications planning early
- C. Determining the communications requirements of the customers
- D. Having an expert on communications management and customer relationship management on your team

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

On most projects, communications planning should be performed very early such as when the project management plan is prepared. This approach then allows appropriate resources, such as time and budget, to be allocated to communications activities.

QUESTION 755

Project managers spend a great deal of time communicating with the team, the stakeholders, the client, and the sponsor. One can easily see the challenges involved, especially if one team member must communicate a technical concept to another team member in a different country. The first step in this process is to _____

- A. Encode the message
- B. Decode the message
- C. Determine the feedback loops
- D. Determine the medium

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As the first step in the basic communication model, it is essential to translate thoughts or ideas into a language that is understood by others. Then, the message is sent using various technologies, and the receiver decodes it or translates it back into meaningful thoughts or ideas.

QUESTION 756

On your project, scope changes, constraints, assumptions, integration and interface requirements, and overlapping roles and responsibilities pose communications challenges. The presence of communication barriers is most likely to lead to _____

- A. Reduced productivity
- B. Increased hostility
- C. Low morale
- D. Increased conflict

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Barriers to communication lead to a poor flow of information. Accordingly, messages are misinterpreted by recipients, thereby creating different perceptions, understanding, and frames of reference. Left unchecked, poor communication increases conflict among project stakeholders, which causes the other problems listed to arise. Then, the project manager must work actively to resolve conflicts so disruptive impacts are prevented.

QUESTION 757

The most common communication problem that occurs during negotiation is that _____.

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- A. Each side may misinterpret what the other side has said
- B. Each side may give up on the other side
- C. One side may try to confuse the other side
- D. One side may be too busy thinking about what to say next to hear what is being said

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Effective communication is the key to successful negotiation. Misunderstanding is the most common communication problem. A project manager should listen actively, acknowledge what is being said, and speak for a purpose. It is essential to listen attentively and communicate articulately.

QUESTION 758

You finally have been appointed project manager for a major company project. One of your first activities as project manager will be to create the communications management plan. As you match the stakeholder with the appropriate communication methods for that stakeholder, you could use any one of the following methods EXCEPT _____

- A. Interactive communications
- B. Passive communications
- C. Pull communications
- D. Push communications

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

You can use several different methods to share information. Interactive communications are multidirectional in nature, such as conferences and meetings. Pull communications are those methods where the recipient finds the information at their leisure and gets the information that they want at their discretion. Push communications is targeted information sent to a select group but does not certify that the recipient actually has received the information, such as e-mail. Passive communications is more of a style of delivering the content or receiving the content.

QUESTION 759

As an output of plan communications, it may be necessary to update the project documents, which include the_____

- A. Stakeholder register
- B. Corporate policies, procedures, and processes
- C. Knowledge management system
- D. Stakeholder management plan

Correct Answer: A

Section: Mix Questions **Explanation**

Explanation/Reference:

Explanation:

In the plan communications management process the two documents that may be updated are the project schedule and the stakeholder register.

QUESTION 760

Sample attributes of a communications management plan include which one of the following?

- A. Roles
- B. Responsibilities
- C. Ethics
- D. Authority



Correct Answer: B

Section: Mix Questions **Explanation**

Explanation/Reference:

Explanation:

The communications management plan should identify the person responsible for communicating the information and the person responsible for authorizing release of any confidential information.

QUESTION 761

The process of conferring with others to come to terms or reach an agreement is called_____

- A. Win-win
- B. Negotiation
- C. Getting to "yes"

D. Confrontation

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Negotiation if done well increases the probability of project success and involves conferring with others of shared or opposed interests with a view toward compromise. Negotiating is required to achieve mutually acceptable agreements between parties.

QUESTION 762

The key benefit of the control communications process is to_____

- A. Sharing best practices with other project teams in the organization with lessons learned
- B. Ensuring the information needs of stakeholders are met
- C. Ensuring an optimal information flow among communication participants
- D. Providing stakeholders with information about resolved issues, approved status, and project status

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While control communications as a process monitors and controls communications throughout the project to ensure the communication needs of project stakeholders are met, the key benefit is to ensure an optimal information flow among all communication participants at any moment in time.

QUESTION 763

The issue log is useful in control communications because it_____

- A. Provides what has happened and is a platform for subsequent communications
- B. Includes the project's risk register
- C. Organizes and summarizes information gathered
- D. Serves as an information management system for communications management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The issue log is an input to control communications and is used to document and monitor issue resolution. It can facilitate communications and ensure a common understanding of issues. In this process its information provides a repository of what already has happened in the project and serves as a platform for subsequent communications to be delivered. PMI®, PMBOK® Guide, 2013, 305

QUESTION 764

As head of the PMO, you will receive performance reports for all major projects. You decided to set a guideline for project managers as performance reporting should_____

- A. Collect work performance information on the status of deliverables
- B. Provide earned value data for project forecasting
- C. Provide information at an appropriate level for each audience
- D. Focus on cost and schedule variances rather than scope, resources, quality, and risks

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Performance reporting is a tool and technique in manage communications. Performance reports range from simple status reports to more elaborate reports. The emphasis is to ensure performance reporting provides the needed information for each audience level.

QUESTION 765

A simple performance report provides information on_____

- A. Percent complete
- B. Customer satisfaction
- C. Unacceptable variances
- D. Scope creep

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A simple status report may show performance information such as percent complete or status information for each area (scope, schedule, cost, and quality).

QUESTION 766

Communication is important when setting and managing expectations with the stakeholders.

Which one of the following statements is NOT true regarding the importance of communications within a project?

- A. Communications is one of the single biggest contributors to project success or failure.
- B. Project resources should be spent primarily on communicating information that leads to project success.
- C. Effective communications includes awareness of communication styles, cultural issues, relationships, personalities, and the context of the situation
- D. Listening is part of communicating and is a way to gain insight into problem areas, managing conflicts, and making decisions.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communications is considered one of the single most powerful indicators of project success or failure. Effective communications includes an awareness of all types of filters that may be impeding or straining communications. Listening is vital to good communications. Resources also should be spent on determining where a lack of communications can lead to failure.

QUESTION 767

In person-to-person communication, messages are sent on verbal levels and nonverbal levels simultaneously. As a general rule, what percentage of the message actually is sent through nonverbal cues?

- A. 5 percent to 15 percent
- B. 20 percent to 30 percent
- C. 40 percent to 50 percent
- D. Greater than 50 percent

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Nonverbal cues can be divided into four categories: physical, aesthetic, signs, and symbols. Many studies have demonstrated that most messages are conveyed through such nonverbal cues as facial expression, touch, and body motion, rather than through the words spoken.

QUESTION 768

As an output from control communications, it may be necessary to update the_____

- A. Project schedule
- B. Forecasts
- C. Corporate policies, procedures, and processes
- D. Knowledge management system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Communications control often entails the need to update project documents, including forecasts, performance reports, and the issue log.

QUESTION 769

In project communications, the first step in a written communication is to_____

- A. Analyze the facts and assumptions that have a bearing on the purpose of the message
- B. Gather thoughts or ideas
- C. Develop a logical sequence of the topics to be addressed
- D. Establish the basic purpose of the message

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

For any type of communication, the first step in the basic communication model is to encode, which means the sender translates thoughts or ideas into language.

QUESTION 770

A communications management plan includes which one of the following sample contents?

- A. Issues
- B. Escalation processes, including time frames and the management chains

- C. Dimensions
- D. Project assumptions and constraints

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Numerous items, including escalation processes, are part of the communications management plan. Business issues may arise that cannot be resolved at a lower staff level. During such a time, an escalation process is required to show time frames and the names of people in the management chain who will work to resolve these issues.

QUESTION 771

Your organization has decided to use project management for all of its endeavors. It has established a Center of Excellence for Project Management to support the movement into management by projects and has appointed you as its director. Since you work in a matrix environment, which of the following types of communications is the most essential for success?

- A. Upward
- B. Horizontal
- C. Downward
- D. Diagonal



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Horizontal communication is between the project manager and his or her peers and will be where most of the communications will occur. Accordingly, it is essential for success in a highly competitive environment and requires diplomacy, experience, and mutual respect.

QUESTION 772

You have heard recently that the client calls your progress reports the "Code of Hammurabi" because they seem to be written in hieroglyphics and are completely indecipherable to all but an antiquities scholar. This situation could have been avoided by_____

- A. Informing the client at the start of the project about the types of reports they will receive
- B. Using risk management techniques to identify client issues

- C. Hiring an expert report writer to prepare standard reports
- D. Engaging in communications planning

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The communications management plan is prepared during plan communications management.

The plan should include a description of the information to be distributed such as format, content, level of detail, as well as conventions and definitions to be used.

QUESTION 773

Assume on your project you have identified 250 stakeholders located in three continents and of these 250, you have determined that 200 of them will be actively involved and interested in your project. Therefore, as you determine an appropriate communication method, your best approach is_____

- A. Elaborate status reports
- B. Simple status reports
- C. Knowledge repositories
- D. E-mails



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Knowledge repositories along with Intranet sites, e-learning, and lessons learned data bases are examples of methods of pull communications. They are used for large volumes of information or for large audiences and require recipients to access communication content at their own discretion.

QUESTION 774

You want to ensure that the information you collect showing project progress and status is meaningful to stakeholders. You want to combine the type and format of the stakeholder's information needs with an analysis of the value of the information. You will document this information in the_____

- A. Communications register
- B. Stakeholder register
- C. Stakeholder management plan

D. Communications management plan

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project team must conduct an analysis of stakeholder communications requirements to ensure that stakeholders are receiving the information required to participate in the project. For example, stakeholders typically require performance reports for information purposes. Such information requirements should be included in the communications management plan.

QUESTION 775

Work performance information is an output of which process?

- A. Manage risks
- B. Manage communications
- C. Control communications
- D. Report performance



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance information, an output of control communications, organizes and summarizes performance data such as status and progress information on the project at the level required by stakeholders. This information next is communicated to the appropriate stakeholders.

QUESTION 776

Assume you want to optimize the work performance reports you will use to manage communications. You should do so by_____

- A. Determining the most appropriate choice of communications media
- B. Setting different communications techniques for different stakeholder groups
- C. Ensuring the information is consistent with regulations and standards
- D. Ensuring comprehensiveness, accuracy, and availability

Correct Answer: D

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

Work performance reports are an input to manage communications. They are a collection of project performance and status information used to facilitate discussion and create communications. They should be comprehensive, accurate, and available in a timely way.

QUESTION 777

Information received from stakeholders concerning project operations can be distributed and used to modify or improve future performance of the project. This modification or improvement is done as an update to organizational process assets during which following process?

- A. Plan communications management
- B. Distribute information
- C. Manage communications
- D. Report performance

Correct Answer: C

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

Feedback from stakeholders is an example of an organizational process asset to update as a result of the manage communications process.

QUESTION 778

General management skills relevant to the manage communications process include_____

- A. Operational planning
- B. Organizational behavior
- C. Setting and managing expectations
- D. Influencing the organization

Correct Answer: C

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

Communications skills are part of general management skills, and setting and managing expectations are an example in manage communications. This helps create, collect, distribute, store, retrieve, and ultimately dispose of project information according to the communications management plan.

QUESTION 779

Changes in the report formats and lessons learned documents process should trigger changes to the_____

- A. Project management plan and performance reporting system
- B. Integrated change control system and the communications management plan
- C. Monitor and control project process and the project management plan
- D. Organizational process assets updates

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Any changes in report formats or lessons learned documentation are organizational process asset updates as an output of control communications. The documentation may become part of the historical data base for both the project and the organization.

QUESTION 780

One way to determine how to best update and communicate project performance and respond to stakeholder information requests is to_____

- A. Review the effectiveness of the communications management plan
- B. Set up a portal
- C. Hold meetings
- D. Distribute performance reports

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Meetings are a tool and technique in control communications. They can be face to face or online and in different locations and may include not only the project team but also suppliers, vendors, and other stakeholders.

QUESTION 781

The purpose of work performance data in control communications is to present results of comparative analysis to the_____

- A. Performance measurement baseline
- B. Communications management plan
- C. Stakeholder management plan
- D. Deliverable status

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data are an input in control communications. These data organize and summarize information gathered and present the results of comparative analysis to the performance measurement baseline.

QUESTION 782

Because communications planning often is linked tightly with enterprise environmental factors, which one of the following statements is true?

- A. The project's organizational structure has a major effect on the project's communications requirements.
- B. Standardized guidelines, work instructions, and performance measurement criteria are key items to consider.
- C. Procedures for approving and issuing work authorizations should be taken into consideration.
- D. Criteria and guidelines to tailor standard processes to the specific needs of the project should be stated explicitly.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Enterprise environmental factors undoubtedly will influence the project's success and must be considered because communication must be adapted to the project environment.

QUESTION 783

You are working on a project with 15 stakeholders. The number of communication channels on this project is_____

- A. 15
- B. 105
- C. 210

D. 225

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The formula for determining the number of communication channels is $n(n - 1)/2$, where n = the number of stakeholders: $15(15 - 1)/2 = (15)(14)/2 = 105$. It is important to note that project managers must plan the project's communications requirements carefully, limiting who will communicate with whom given the potential for confusion when multiple communications channels can exist.

QUESTION 784

Which of the following formulas calculates the number of communication channels in a project?

a. $\frac{n(n - 1)}{2}$

b. $\frac{n^2 - 1}{2}$

c. $\frac{n^2 - 1}{n}$

d. $\frac{2^n - 2}{1^n}$



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- A. Option a
- B. Option b
- C. Option cD. Option d

Correct Answer: A

Section: Mix Questions **Explanation**

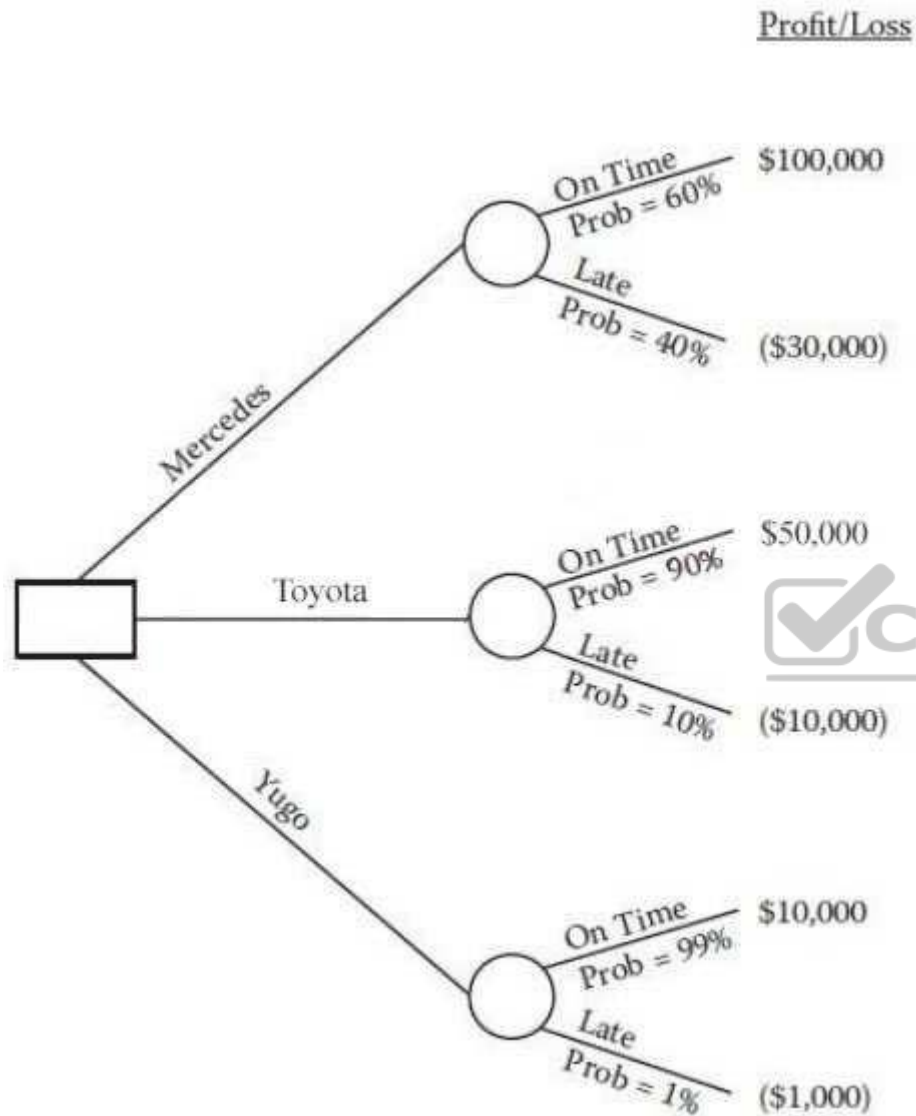
Explanation/Reference:

Explanation:

Where n = the number of stakeholders.

QUESTION 785

As the project manager, you have the option of proposing one of three systems to a client: a full-feature system that not only satisfies the minimum requirements but also offers numerous special functions (the "Mercedes"); a system that meets the client's minimum requirements (the "Yugo"); and a system that satisfies the minimum requirements plus has a few extra features (the "Toyota"). The on-time records and associated profits and losses are depicted on the below decision tree. What is the expected monetary value of the "Toyota" system?



- A. \$9,900
- B. \$44,000

- C. \$45,000
- D. \$48,000

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$$\begin{aligned}\text{EMV VToyota} &= (\$50,000 \times 90\%) + (\$10,000 \times 0\%) \\ &= \$45,000 + (-\$1,000) = \\ &= \$44,000\end{aligned}$$

QUESTION 786

A risk response strategy that can be used for both threats and opportunities is _____

- A. Share
- B. Avoid
- C. Accept
- D. Transfer



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risk exists on every project, and it is unrealistic to think it can be eliminated completely. There are certain risks that simply must be accepted because we cannot control whether or not they will occur (for example, an earthquake). Acceptance is a strategy for dealing with risk that can be used for both threats and opportunities.

QUESTION 787

The risk urgency assessment is a tool and technique used for _____

- A. Plan risk responses
- B. Identify risks
- C. Perform qualitative risk analysis
- D. Perform quantitative risk analysis

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risks that may happen in the near-term need urgent attention. The purpose of the risk urgency assessment is to identify those risks that have a high likelihood of happening sooner rather than later. It is combined with the risk ranking to give a final risk severity ranking.

QUESTION 788

Projects are particularly susceptible to risk because_____

- A. Murphy's law states that "if something can go wrong, it will"
- B. There is uncertainty in all projects
- C. Project management tools are generally unavailable at the project team level
- D. There are never enough resources to do the job

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Every project has uncertainty associated with it because a project by its definition is a temporary endeavor undertaken to create a unique product, service, or result. Risks may be known or unknown.

QUESTION 789

As project manager, you have assembled the team to prepare a comprehensive list of project risks. Which one of the following documents would be the most helpful in this process?

- A. OBS
- B. WBS
- C. RBS
- D. CBS

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The risk breakdown structure (RBS) helps to provide framework for ensuring a comprehensive process of systematically identified risks. It is a hierarchically organized depiction of the identified risks by risk categories.

QUESTION 790

You are working on identifying possible risks to your project to develop a nutritional supplement. You want to develop a comprehensive list of risks that can be addressed later through qualitative and quantitative risk analysis. An information gathering technique used to identify risks is_____

- A. Documentation reviews
- B. Probability and impact analysis
- C. Checklist analysis
- D. Brainstorming

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Brainstorming is a frequently used information-gathering technique for identifying risk, because it enables the project team to develop a list of potential risks relatively quickly. Project team members, or invited experts, participate in the session. Risks are easily categorized for follow-on analysis.

QUESTION 791

The Delphi technique is a particularly useful method for identifying risks to_____

- A. Present a sequence of decision choices graphically to decision makers
- B. Define the probability of occurrence of specific variables
- C. Reduce bias in the analysis and keep any one person from having undue influence on the outcome
- D. Help take into account the attitude of the decision maker toward risk

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The Delphi technique provides a means for arriving at a consensus using a panel of experts to determine a solution to a specific problem. Project risk experts are identified but participate anonymously. Each panelist answers a questionnaire. Then the responses, along with opinions and justifications, are evaluated, and statistical feedback is given to each panel member. The process continues until group responses converge toward a solution.

QUESTION 792

A workaround is _____

- A. An unplanned response to a negative risk event
- B. A plan of action to follow when something unexpected occurs
- C. A specific response to certain types of risk as described in the risk management plan
- D. A proactive, planned method of responding to risks

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Used in control risks, a workaround is a response to a threat that has occurred for which a prior response had not been planned or was not effective.

QUESTION 793

Most statistical simulations of budgets, schedules, and resource allocations use which one of the following approaches?

- A. PERT
- B. Decision-tree analysis
- C. Present value analysis
- D. Monte Carlo analysis

Correct Answer: D

Section: Mix Questions

Explanation

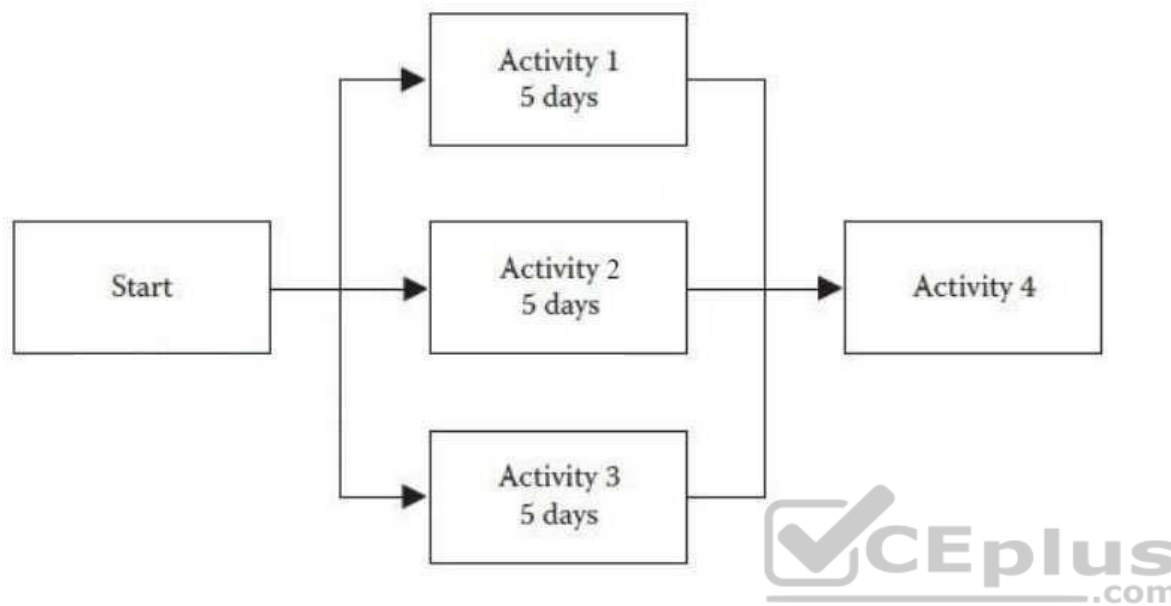
Explanation/Reference:

Explanation:

Simulations are typically performed using Monte Carlo in which a project model is computed many times with the input values chosen at random for each iteration from the probability distribution of these variables. Monte Carlo analysis supports various statistical distributions (normal, triangular, beta, uniform, etc.) used in estimating budgets, schedules, and resource allocations.

QUESTION 794

In the below path convergence example, if the odds of completing activities 1, 2, and 3 on time are 50 percent, 50 percent, and 50 percent, what are the chances of starting activity 4 on day 6?



- A. 10 percent
- B. 13 percent
- C. 40 percent
- D. 50 percent

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Probability (starting activity 4 on day 6) = $(0.5)^3$
= 0.125 or 13%

QUESTION 795

A project health check identified a risk that your project would not be completed on time. As a result, you are quantifying the project's risk exposure and determining what cost and schedule contingency reserves might be needed. You performed a schedule risk analysis using Monte Carlo analysis. The basis for your schedule risk analysis is the_____

- A. WBS
- B. Gantt chart
- C. Schedule network diagram and duration estimates
- D. Probability/impact risk rating matrix

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When determining the likelihood of meeting the project's schedule end date through Monte Carlo, the schedule network diagram and duration estimate are used as inputs to the simulation program. Cost risk, on the other hand, uses cost estimates from the WBS.

QUESTION 796

You are developing radio frequency (RF) technology that will improve overnight package delivery. You ask each stakeholder to estimate the most optimistic package delivery time using the RF technology, the most pessimistic time, and the most likely time. This shows that for your next step you plan to_____

- A. Use a beta or triangular probability distribution
- B. Conduct a sensitivity analysis
- C. Structure a decision analysis as a decision tree
- D. Determine the strategy for risk response

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Interviews often are used to help quantify the probability and consequences of risks on project objectives. The type of information collected during the interview depends on the type of probability distribution that is used. A beta or triangular distribution is used widely when information is gathered on the optimistic (low), pessimistic (high), and most likely scenarios.

QUESTION 797

Each one of the following statements about risk avoidance is true EXCEPT that it_____

- A. Focuses on changing the project management plan to eliminate entirely the threat
- B. Isolates the project's objectives from the risk's impact
- C. Accepts the consequences of the risk event should it occur
- D. Changes the project objective that is in jeopardy

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Accepting the consequences of the risk event is categorized as risk acceptance. With this risk response approach, the project team takes no action to reduce the probability of the risk's occurring.

QUESTION 798

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 percentC. 24 percent
- D. 56 percent



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The likelihood is determined by multiplying the probability of event 1 by the probability of event 2.

QUESTION 799

The project scope statement should be used in the identify risk process because it_____

- A. Identifies project assumptions
- B. Identifies all the work that must be done and, therefore, includes all the risks on the project
- C. Helps to organize all the work that must be done on the project
- D. Contains information on risks from prior projects

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project assumptions, which should be enumerated in the project scope statement, are areas of uncertainty, and as such are potential causes of project risk. The scope statement and the WBS are part of the scope baseline, an input to identify risks.

QUESTION 800

Your project team has identified all the risks on the project and has categorized them as high, medium, and low. The "low" risks are placed on which one of the following for monitoring?

- A. Threat list
- B. Low risk list
- C. Watch list
- D. Low impact list

Correct Answer: C

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Even low-priority risks must be monitored. A watch list is used to ensure such risks are tracked for continued monitoring.

QUESTION 801

A general contingency is used for_____

- A. Risks that are identified at the outset of the project
- B. Risks that are not identified at the outset of the project but are known before they occur
- C. Risks that cannot be known before they occur because they are external risks
- D. Any risks that cannot be known before they occur

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

There is a category of risks that is sometimes called unknown-unknowns, meaning that the risk is not knowable and, therefore, the probability of the risk is also not knowable. Your lead technical advisor becoming seriously ill, your offices being ransacked by persons engaged in industrial espionage, or one of your subcontractors winning the lottery and running off to the Cayman Islands are all examples of risks that are not known before they occur. However, such risks must be expected and a general contingency can be set aside to address the impact they leave in their wake.

QUESTION 802

The simplest form of quantitative risk analysis and modeling techniques is _____

- A. Probability analysis
- B. Sensitivity analysis
- C. Delphi technique
- D. Utility theory

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Sensitivity analysis, as a quantitative risk analysis and modeling technique, helps to determine the risks that have the most potential impact on the project. It examines the extent to which the uncertainty of each project element affects the objective being examined when all other uncertain elements are held at their baseline values.

QUESTION 803

If a business venture has a 60-percent chance to earn \$2 million and a 20-percent chance to lose \$1.5 million, what is the expected monetary value of the venture?

- A. -\$50,000
- B. \$300,000C. \$500,000
- D. \$900,000

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$EMV = (\$2M \times 60\%) + (-\$1.5M \times 20\%) =$

$(\$1.2M) + (-\$300,000) = \$900,000$

QUESTION 804

You are managing the construction of a highly sophisticated data center in Port Moresby, Papua, New Guinea. Although this location offers significant economic advantages, the threat of typhoons has caused you to create a backup plan to operate in Manila in case the center is flooded. This plan is an example of what type of risk response?

- A. Passive avoidance
- B. Mitigation
- C. Active acceptance
- D. Deflection

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Active acceptance means not only accepting the consequences of a risk, but also establishing a plan for dealing with the risk, should it occur. Organizations typically establish a contingency plan funded by a contingency reserve (of time, money, or resources) to handle known, or even sometimes potential unknown, threats or opportunities.

PMI®, PMBOK® Guide, 2013, 345

QUESTION 805

A recent earned value analysis shows that your project is 20 percent complete, the CPI is 0.67, and the SPI is 0.87. In this situation, you should_____

- A. Perform additional resource planning, add resources, and use overtime as needed to accomplish the same amount of budgeted work
- B. Rebaseline the schedule, then use Monte Carlo analysis
- C. Conduct a risk response audit to help control risk
- D. Forecast potential deviation of the project at completion from cost and schedule targets

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Earned value is used for monitoring overall project performance against a baseline plan. It is a part of variance analysis, a tool and technique in control risks.

QUESTION 806

The purpose of a numeric scale in risk management is to_____

- A. Avoid high-impact risks
- B. Assign a relative value to the impact on project objectives if the risk in question occurs
- C. Rank order risks in terms of very low, low, moderate, high, and very high
- D. Test project assumptions

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

You can develop relative or numeric, well-defined scales using agreed-upon definitions by the stakeholders. When using a numeric scale, each level of impact has a specific number assigned to it.

QUESTION 807

Risk score measures the_____

- A. Variability of the estimate
- B. Product of the probability and impact of the risk
- C. Range of schedule and cost outcomes
- D. Reduced monetary value of the risk event

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The risk score provides a convenient way to compare risks because comparing impacts or probabilities alone is meaningless. It helps guide risk responses.

QUESTION 808

Which of the following is an example of recommended corrective action in risk management?

- A. Conducting a risk audit
- B. Engaging in additional risk response planning

- C. Performing the contingency plan
- D. Conducting a risk review

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Corrective action in risk management is the process of making changes to bring expected performance in line with the risk management plan. Such action consists of performing either the planned risk response, such as implementing contingency plans, or a workaround.

QUESTION 809

The primary advantage of using decision-tree analysis in project risk management is that it_____

- A. Considers the attitude of the decision maker toward risk
- B. Forces consideration of the probability of each outcome
- C. Helps to identify and postulate risk scenarios for the project
- D. Shows how risks can occur in combination



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As a graphical way to bring together information, decision-tree analysis quantifies the likelihood of failure and places a value on each decision. Usually applied to cost and time considerations, this form of risk analysis may be linked to a sensitivity analysis.

QUESTION 810

Your project is using complex, unproven technology. Your team conducted a brainstorming session to identify risks. Poor allocation of project resources was the number one risk. This risk was placed on the risk register, which included at this point a_____

- A. Watch list
- B. Potential risk response
- C. Known unknown
- D. List of other risks requiring additional analysis

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The risk register is prepared first in the identify risks process. It contains a list of identified risks in as much detail as possible and a list of potential responses when they are identifiable at this time.

QUESTION 811

When managing current projects, it is important to use lessons learned from previous projects to improve the organization's project management process. Therefore, in project closing procedures, it is important to review the_____

- A. Secondary risks that occurred
- B. Checklists for identify risks
- C. WBS dictionary
- D. Fallback plan

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Checklists are a tool and a technique of the identify risks process and include risks encountered on similar, previous projects identified through the lessons learned process and from other sources. The project team should review the checklist as part of the identify risks process as well as during closeout. The team should add to the list as necessary, based on its experience, to help others in the future.

QUESTION 812

Risk mitigation involves_____

- A. Using performance and payment bonds
- B. Eliminating a specific threat by eliminating the cause
- C. Avoiding the schedule risk inherent in the project
- D. Reducing the probability and/or impact of an adverse risk event to an acceptable threshold

Correct Answer: D

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

It is often more effective to take early action to reduce probability and/or impact of a risk occurring on a project than attempting to repair the damage after the risk has occurred.

QUESTION 813

On a typical project, when are risks highest and impacts (amount at stake) lowest?

- A. During the concept phase
- B. At or near completion of the project
- C. During the implementation phase
- D. When the project manager is replaced

Correct Answer: A

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

Risks are highest at the beginning of a project because the project faces an uncertain future, and impacts are lowest at this time because investments in human and material resources are minimal.

QUESTION 814

Two key inputs to the perform quantitative risk analysis process are the_____

- A. WBS and milestone list
- B. Scope management plan and process improvement plan
- C. Schedule management plan and cost management plan
- D. Procurement management plan and quality baseline

Correct Answer: C

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

The cost and schedule of a project are two areas significantly affected by risk occurrences. Information on these two areas, because of their quantitative nature, provides excellent input to the perform quantification risk process to help determine overall impact and to provide guidelines as managing risk reserves.

QUESTION 815

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

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- D. Concept and closeout

Correct Answer: C

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

Opportunity and risk generally remain high during the concept and planning phases. However, the amount at stake remains low because of the relatively low level of investment up to that point. During project implementation and closeout, however, risk falls to lower levels as remaining unknowns are translated into knowns. At the same time, the amount at stake rises steadily as the necessary resources are invested to complete the project.

QUESTION 816

Which one of the following statements best characterizes an activity cost or duration estimate developed with a limited amount of information?

- A. It should be part of the planning for the needed management reserve.
- B. It is an input to identify risks.
- C. It is an output from identify risks.
- D. It must be factored into the list of prioritized project risks.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Much of the output from planning in other knowledge areas, such as activity cost and duration estimates, may entail risk and is reviewed during the identify risks process. This process requires an understanding of the schedule, cost, and quality management plans found in the project management plan. Estimates that are aggressive or developed with a limited amount of information are even more likely to entail risk and, therefore, must also be an input to the identify risks process.

QUESTION 817

What is the primary difference between a risk audit and a risk reassessment?

- A. A risk reassessment is conducted at the completion of a major phase; audits are conducted after the project is complete.
- B. Project stakeholders conduct risk audits; management conducts reassessments.
- C. Risk reassessments are regularly scheduled; risk audits are performed as defined in the project's risk management plan.
- D. There is no difference; they are virtually the same.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risk reassessment is an ongoing activity by the project team. Risks should be discussed at every status meeting. Risk audits are performed during the project life cycle to examine and document the effectiveness of risk responses. They are conducted at appropriate frequencies as defined in the risk management plan.

QUESTION 818

Accurate and unbiased data are essential for perform qualitative risk analysis. Which one of the following should you use to examine the extent of understanding of project risk?

- A. Data quality assessment
- B. Project assumptions testing
- C. Sensitivity analysis
- D. Influence diagrams

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Perform qualitative risk analysis requires accurate and unbiased data. The use of low-quality data may result in a qualitative risk analysis that is of little use to the project manager regarding understanding of the risk, data available about the risk, data quality, and data reliability and integrity.

QUESTION 819

Assigning more talented resources to the project to reduce time to completion or to provide better quality than originally planned are examples of which one of the following strategies?

- A. Enhance
- B. Exploit
- C. Share
- D. Contingent response

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although it might have a negative connotation, exploitation is a strategy used for risks with positive impacts where the organization wants to ensure that the opportunity is realized.

QUESTION 820

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: Mix Questions

Explanation

Explanation/Reference:

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 821

Contingency planning involves_____

- A. Defining the steps to be taken if an identified risk event should occur
- B. Establishing a management reserve to cover unplanned expenditures
- C. Preparing a stand-alone document that is separate from the overall project plan
- D. Determining needed adjustments to make during the implementation phase of a project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

For some risks it is appropriate for the project team to make a response plan that will be executed only under certain predefined conditions if it is believed that there will be sufficient warning to implement the plan.

QUESTION 822

Assume that you are working on a new product for your firm. Your CEO learned that a competitor was about to launch a new product that has similar features to those of your project. The competitor plans to launch the product on September 1. It is now March 1. Your schedule called for you to launch your product on December 1. Your CEO now has now mandated that you fast track your project so you can launch your product on August 1. This fast track schedule is an example of an_____

- A. Unknown risk
- B. A risk taken to achieve a reward
- C. A response that requires sharing the risk
- D. A passive avoidance strategy

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project risk has its origin in the uncertainty that is present in all projects. Organizations and stakeholders are willing to accept varying degrees of risk, and risks that are threats to the project may be accepted if the risks are within tolerances and are in balance with the rewards to be gained. This example of adopting a fast-track schedule is a risk taken to achieve the reward created by the earlier completion date.

QUESTION 823

As head of the project management office, you need to focus on those items where risk responses can lead to better project outcomes. One way to help you make these decisions is to _____

- A. Use a probability and impact matrix
- B. Assess trends in perform quantitative risk analysis results
- C. Prioritize risks and conditions
- D. Assess trends in perform qualitative risk analysis results

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The probability and impact matrix can be used to classify risks according to their level of impact and to prioritize them for future quantitative analyses and responses based on their rating. Typically these risk rating rules are specified by the organization in advance of the project. The matrix specifies combinations of probability and impact that lead to rating the risks as low, moderate, or high priority.

QUESTION 824

You are the project manager for the construction of an incinerator to burn refuse. Local residents and environmental groups are opposed to this project. Management agrees to move this project to a different location. This is an example of which one of the following risk responses?

- A. Passive acceptance
- B. Active acceptance
- C. Mitigation
- D. Avoidance

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Risk avoidance involves changing the project management plan to eliminate the threat entirely.

QUESTION 825

What doctrine causes a party to relinquish rights under a contract because it knowingly fails to execute those rights?

- A. Assignment of claims

- B. Material breach
- C. Waiver
- D. Warranties

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Under the doctrine of waiver, a party can relinquish rights that it otherwise has under the contract. If the seller offers incomplete, defective, or late performance, and the buyer's project manager knowingly accepts that performance, the buyer has waived its right to strict performance. In some circumstances, the party at fault may remain liable for provable damages, but the waiver will prevent the buyer from claiming a material breach and, thus, from terminating the contract.

QUESTION 826

Which term describes those costs in a contract that are associated with two or more projects but are not traceable to either of them individually?

- A. Variable
- B. Direct
- C. Indirect
- D. Semivariable



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The nature of an indirect cost is such that it is neither possible nor practical to measure how much of the cost is attributable to a single project. These costs are allocated to the project by the performing organization as a cost of doing business.

QUESTION 827

Contract type selection is dependent on the degree of risk or uncertainty facing the project manager. From the perspective of the buyer, the preferred contract type in a low-risk situation is_____

- A. Firm-fixed-price
- B. Fixed-price-incentive
- C. Cost-plus-fixed fee

D. Cost-plus-a-percentage-of-cost

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Buyers prefer the firm-fixed-price contract because it places more risk on the seller. Although the seller bears the greatest degree of risk, it also has the maximum potential for profit. Because the seller receives an agreed-upon amount regardless of its costs, it is motivated to decrease costs by efficient production.

QUESTION 828

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. \$56,000C. \$30,000
- D. \$24,000

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

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 829

Which term describes the failure by either the buyer or the seller to perform part or all of the duties of a contract?

- A. Termination of contract
- B. Partial performance
- C. Breach of contract
- D. Contract waiver

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A breach of contract is a failure to perform either express or implied duties of the contract. Either the buyer or the seller can be responsible for a breach of contract.

QUESTION 830

In some cases, contract termination refers to_____

- A. Contract closeout by mutual agreement
- B. Contract closeout by delivery of goods or services
- C. Contract closeout by successful performance
- D. Certification of receipt of final payment

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A contract can end in successful performance, mutual agreement, or breach of contract. Contract closeout by mutual agreement or breach of contract is called contract termination.

QUESTION 831

Significant differences between the seller's price and your independent estimate may indicate all the following EXCEPT the_____

- A. SOW was not adequate
- B. Seller misunderstood the SOW
- C. Sellers failed to respond
- D. Project team chose the wrong contract type

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The contract type is typically dictated by the procurement SOW and chosen by the contracting officer. Independent estimates are a tool and technique in conduct procurements.

QUESTION 832

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: Mix Questions

Explanation

Explanation/Reference:

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 833

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: Mix Questions

Explanation

Explanation/Reference:

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 834

When a seller breaches a contract, the buyer cannot receive_____

- A. Compensatory damages
- B. Punitive damages
- C. Liquidated damages
- D. Consequential damages

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Punitive damages are designed to punish a guilty party and, as such, are considered penalties. Because a breach of contract is not unlawful, punitive damages are not awarded. The other remedies listed are available to compensate the buyer's loss.

QUESTION 835

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: Mix Questions

Explanation

Explanation/Reference:

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 836

Because you are working under a firm-fixed-price contract, management wants you to submit the final invoice and close out the contract as soon as possible. Before final payment on the contract can be authorized, you must_____

- A. Prepare a contract completion statement
- B. Audit the procurement process
- C. Update and archive contract records

D. Settle subcontracts

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

All payments due must be settled by the seller before the contract can be officially closed. The other items listed are activities performed by the buyer.

QUESTION 837

Recent data indicate that more than 10,000 airline passengers are injured each year from baggage that falls from overhead bins. You performed a make-or-buy analysis and decided to outsource an improved bin design and manufacture. The project team needs to develop a list of qualified sources. As a general rule, which method would the project team find especially helpful?

- A. Advertising
- B. Internet
- C. Trade catalogs
- D. Relevant local associations



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Advertising in newspapers or specialty trade publications is an excellent way to identify qualified bidders. Detailed information about specific sources may require more extensive effort, such as site visits or contact with previous customers.

QUESTION 838

As you prepare to close out contracts on your project, you should review all the following types of documentation EXCEPT the_____

- A. Contract document for the contract being closed
- B. Procurement audit report
- C. Invoice and payment records
- D. Seller performance reports

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

In most organizations, a procurement audit is conducted after the contract has been closed. Therefore, the project manager would not have a procurement audit report to review. Contract document for the contract being closed, invoice and payment records, and seller performance reports are examples of the documents that should be available to the project manager and should be reviewed at closeout.

QUESTION 839

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: Mix Questions
Explanation



Explanation/Reference:

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 840

Your company decided to award a contract for project management services on a pharmaceutical research project. Because your company is new to project management and does not understand the full scope of services that may be needed under the contract, it is most appropriate to award a _____

- A. Firm-fixed-price contract
- B. Fixed-price-incentive contract
- C. Cost-plus-a-percentage-of-cost contract
- D. Time-and-materials contract

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

A time-and-materials contract is a type of contract that provides for the acquisition of supplies or services on the basis of direct labor hours, at specified fixed hourly rates for wages, overhead, general and administrative expenses, and profit; and materials at cost, including materials-handling costs.

QUESTION 841

Requirements for formal contract acceptance and closure usually are defined in the_____

- A. Proposal
- B. Statement of work
- C. Contract terms and conditions
- D. Procurement audit report

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The contract terms and conditions typically describe the procedure the buyer will employ to close the contract.

QUESTION 842

You plan to award a contract to provide project management training for your company. You decide it is important that any prospective contractor have an association with a major university that awards master's certificates in project management. This is an example of_____

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- A. Setting up an independent evaluation
- B. Preparing requirements for your statement of work
- C. Establishing a weighting system
- D. Establishing source selection criteria

Correct Answer: D

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

The selection criteria are typically included in procurement documents and are then used to rate or score proposals.

QUESTION 843

All the following elements must be evident in a written contract for it to be legally enforceable EXCEPT _____

- A. Legal capacity
- B. Mutual assent
- C. Appropriate form
- D. Pricing structure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The following elements must be present for a contract to be legally enforceable: legal capacity, mutual assent, consideration, legality, and an appropriate contract form that follows applicable laws governing businesses.

QUESTION 844

A purchase order is a good example of which form of contracting?

- A. Unilateral
- B. Bilateral
- C. Trilateral
- D. Severable

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purchase order is a unilateral (one signature) offer that includes a promise to pay upon delivery.

QUESTION 845

You are responsible for ensuring that your seller's performance meets contractual requirements. For effective contract control, you should _____

- A. Hold a bidders' conference
- B. Establish the appropriate contract type
- C. Implement the contract change control system
- D. Develop a statement of work

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Contract change control entails ensuring that contract changes are properly approved and that everyone who needs to know is made aware of such changes.

QUESTION 846

The primary benefit of contract control procurements is to ensure that_____

- A. Buyers conduct performance reviews
- B. Payment is made in a timely fashion
- C. Disagreements are handled quickly and to everyone's satisfaction
- D. Both parties meet contractual obligations and protect their legal rights

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Contracts are awarded to obtain goods and services in accordance with the buyer's stated requirements. Although there are multiple purposes in the control procurements process, ensuring that the seller delivers what is stated in the contract is of paramount importance.

QUESTION 847

Buyers use a variety of methods to provide incentives to a seller to complete work early or within certain contractually specified time frames. One such incentive is the use of liquidated damages.

From the seller's perspective, liquidated damages are what form of incentive?

- A. Positive
- B. Negative
- C. Nominal

D. Risk-prone

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Liquidated damages are considered negative incentives because they result in a loss of revenue for the seller if it fails to perform rather than a gain in revenue if it performs well.

QUESTION 848

The principal function of a warranty is to_____

- A. Provide assurance of the level of quality to be provided
- B. Provide a way to assert claims for late payment
- C. Provide a way to allow additional time following acceptance to correct deficiencies, without additional costs
- D. Ensure that goods purchased fit the purposes for which they are to be used

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A warranty is one party's assurance to the other that goods will meet certain standards of quality, including condition, reliability, description, function, or performance. This assurance may be express or implied.

QUESTION 849

You have decided to award a contract to a seller that has provided quality services to your company frequently in the past. Your current project, although somewhat different from previous projects, is similar to other work the seller has performed. In this situation, to minimize your risk you should award what type of contract?

- A. Fixed price with economic price adjustment
- B. Fixed-price-incentive (firm target)
- C. Firm-fixed-price
- D. Cost-plus-award-fee

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a firm-fixed-price contract, the seller receives a fixed sum of money for the work performed regardless of costs. This arrangement places the greatest financial risk on the seller and encourages it to control costs.

QUESTION 850

As project manager, you need a relatively fast and informal method addressing disagreements with contractors. One such method is to submit the issue in question to an impartial third party for resolution. This process is known as_____

- A. Alternative dispute resolution
- B. Problem processing
- C. Steering resolution
- D. Mediation litigation

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Alternative dispute resolution, or dispute resolution, is a relatively informal way to address differences of opinion on contracts. Its purpose is to address such issues without having to seek formal legal redress through the courts.

QUESTION 851

A no-cost settlement sometimes is used_____

- A. To close out a successful contract
- B. In lieu of formal termination procedures
- C. When buyer property has been furnished under the contract
- D. When such an arrangement is acceptable to one of the parties involved

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A no-cost settlement can be used in lieu of formal termination procedures when the seller has indicated that such an arrangement is acceptable, no buyer property has been furnished under the contract, no payments are due the seller, no other obligations are outstanding, and the product or service can be readily obtained elsewhere.

QUESTION 852

When writing payment terms in your fixed-price subcontracts it is especially important to _____

- A. Include incentives if the seller exceeds or fails below defined objectives
- B. Provide flexibility to redirect the seller if the scope of work is not defined precisely confusion
- C. Link progress made to compensation paid
- D. Associate the payment to a specific time period for more efficient accounting

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A buyer under a fixed-price contract should pay a seller for work delivered rather than time expended. Linking payment with progress ensures that the seller will focus on results and not on effort expended.

QUESTION 853

A buyer has negotiated a fixed-price-incentive-fee contract with the seller. The contract has a target cost of \$200,000, a target profit of \$30,000, and a target price of \$230,000. The buyer also has negotiated a ceiling price of \$270,000 and a share ratio of 70/30. If the seller completes the contract with actual costs of \$170,000, how much profit will the buyer pay the seller?

- A. \$21,000
- B. \$35,000
- C. \$39,000
- D. \$51,000

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

To calculate the fee that the buyer must pay, actual costs are compared with the target cost. If actual costs are less than the target cost, the seller will earn profit that is additional to the target profit. If actual costs are more than the target cost, the seller will lose profit from the target profit. The amount of profit is determined by the share ratio (with the buyer's share listed first). In this example, the seller is under target cost by \$30,000. That amount will be split 70/30. So the buyer keeps \$21,000, and the seller receives an additional \$9,000 added to the target profit, which is the incentive. Total fee is \$39,000.

QUESTION 854

Requirements for formal deliverable acceptance are defined in the_____

- A. Contract
- B. Procurement management plan
- C. Overall project management plan
- D. Specifications

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Two important components of any contract include what the buyer wants to buy and how the buyer defines acceptance of the products or services delivered. For contract closure to occur, deliverable acceptance must be completed.

QUESTION 855

Payment bonds are often required by the contract and require specific actions under the stated conditions. Payment bonds are specifically designed to ensure that the prime contractor provides payment of_____

- A. Insurance premiums
- B. Weekly payrolls
- C. Subcontractors, laborers, and sellers of material
- D. Damages for accidents caused

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Payment bonds, which are required by the buyer, are issued by guarantors to prime contractors. The buyer wants to ensure that subcontractors of the prime contractor receive payment so that work is not disrupted.

QUESTION 856

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: Mix Questions

Explanation

Explanation/Reference:

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 857

All of the following are examples of good control procurement skills that project managers need to exercise EXCEPT_____

- A. Approving invoices as the work is completed
- B. Supervising the work to be done under the terms of the contract
- C. Developing contract clauses
- D. Preparing and processing change requests

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

First, developing contract clauses is done during contract formation, not control procurements, which begins at contract signing. Second, contract specialists and attorneys_____given their legal expertise_____are typically the individuals who write contract clauses, not project managers.

QUESTION 858

The best approach to resolve the settlement of all outstanding contract changes, claims, and disputes is using_____

- A. Litigation
- B. Alternative dispute resolution
- C. Negotiation
- D. Mediation

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While there are a variety of ways to settle claims, disputes, and changes, the preferred approach is negotiation. It is a strategy to work toward compromise or to reach an agreement that both parties can accept.

QUESTION 859

On large contracts, the contract administrator typically has a need to resolve ambiguity in the clauses that govern work performance and other issues. Assume that on your contract there is an order of precedence clause. This means that_____

- A. Inconsistencies in the solicitation of the contract shall be resolved in a given order of procedure
- B. An alternative dispute resolution process is in place that shall be followed to resolve any conflicts
- C. Any ambiguities are generally interpreted against the party who drafted the document
- D. Undefined contractual actions cannot be authorized

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The order of precedence specifies that any inconsistency in the contract shall be resolved in a given order. This avoids confusion and debate, which could lead to litigation.

QUESTION 860

During contract negotiations on large contracts, the negotiation process focuses on many key issues, with price being one of them. Separate negotiations can be made on price, quantity, quality, and timing, which can significantly lengthen the process. The negotiation process can be shortened, however, provided that_____

- A. Planning is done for negotiations
- B. Expertise of the project management staff in the procurement process is at a high level
- C. A request for proposal is used rather than a request for quotation
- D. There is integrity in the relationship and prior history with the vendor

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When people know and trust one another, and in particular have worked with each other before, the negotiation process can be significantly shortened. Three major factors of negotiation should be followed: compromise ability, adaptability, and good faith.

QUESTION 861

Contract negotiations are NOT required when_____

- A. A company uses sealed bids
- B. There is a sole source procurement
- C. A competitive range is established
- D. A two-step process is used

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

When using the sealed bid method, competitive market forces determine the price, and the award goes to the lowest bidder, provided all other terms and conditions of the contract are met.

QUESTION 862

It is critical during the proposal preparation stage that_____

- A. The negotiation strategy is determined
- B. A change management strategy is developed
- C. Roles and responsibilities for the ultimate project are determined
- D. Contract terms and conditions are reviewed before the proposal is submitted to the client

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The contracts (legal) representative is responsible for the preparation of the contract portion of the proposal. Generally, contracts with the legal department are handed through or in coordination with the proposal group. Before the proposal is submitted to the client, contract terms and conditions should be reviewed and approved.

QUESTION 863

Which of the following types of contracts has the least risk to the seller?

- A. Firm-fixed-price
- B. Cost-plus-fixed-fee
- C. Cost-plus-award-fee
- D. Fixed-price-incentive fee



Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

On a firm-fixed-price contract, the seller absorbs 100 percent of the risks; while on a cost-type contract, the buyer carries the most risk. Cost-plus-fixed-fee contracts have less risk to sellers than cost-plus-award-fee or cost-plus-incentive-fee contracts because the fee is fixed based on costs, so the seller is guaranteed a certain level of profit.

QUESTION 864

Assume that your company has a cost-plus-fixed-fee contract. The contract value is \$110,000, which consists of \$100,000 of estimated costs with a 10-percent fixed fee. Assume that your company completes the work but only incurs \$80,000 in actual cost. What is the total cost to the project?

- A. \$80,000

- B. \$90,000
- C. \$10,0000
- D. \$125,000

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In this situation the fixed-fee of \$10,000 does not change but now represents a seller profit of 12.5 percent on incurred costs. This means that the total cost to the project is \$90,000.

QUESTION 865

During your project, you will have a number of different types of meetings. Some will be informational, others will be key updates, and some will be for decisionmaking purposes. While different attendees will attend each meeting, a best practice to follow is to:

- A. Group stakeholders into categories to determine which ones should attend each meeting
- B. Invite those stakeholders who have a high level of interest in your project to attend each meeting
- C. Be sensitive to the fact that stakeholders often have very different objectives
- D. Recognize that roles and responsibilities may overlap but practice a policy of 'no surprises' and inform your stakeholders about any upcoming meetings

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A project stakeholder is an individual, group, or organization that is actively involved in the project or have interests that may be affected, either positively or negatively, as a result of the performance or completion of the project. Stakeholders also may exert influence on the project and its results. Managing stakeholder expectations is difficult since stakeholders often have different or conflicting objectives.

QUESTION 866

You are managing a project with team members located at customer sites on three different continents. You have a number of stakeholders on your project, and most of them are located outside of the corporate office. Who should be responsible for stakeholder management?

- A. A specific team member in each of the three locations
- B. You, because you are the project manager

- C. The project sponsor
- D. A core team including you, as the project manager, and three representatives from the three different locations

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Stakeholder management refers to any action taken by the project manager or project team to satisfy the needs of and to resolve issues with project stakeholders. The ability of the project manager to correctly identify and manage stakeholders appropriately can mean the difference between project success or failure.

QUESTION 867

Analyzing stakeholders is a part of the identify stakeholders process. Common approaches for analyzing stakeholders in a qualitative manner includes all the following two-axis grids, EXCEPT _____

- A. Comparing power and influence
- B. Comparing power and interest
- C. Comparing influence and location
- D. Comparing influence and impact



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Identifying and analyzing the stakeholders helps to classify them better for developing a strategy to help manage them and their expectations throughout the project. The most common comparison elements are: power, influence, interest, and impact. The location of the person may have an impact on one of the other measures, but it is not easily quantifiable on a low, medium, high, type scale.

QUESTION 868

You are responsible for a project in your organization that has multiple internal customers.

Because many people in your organization are interested in this project, you decide to prepare a stakeholder management strategy. Before preparing this strategy, you should _____

- A. Conduct a stakeholder analysis to assess information needs
- B. Determine a production schedule to show when each stakeholder needs each type of information produced

- C. Determine the potential impact that each stakeholder may generate
- D. Prioritize each stakeholder's level of interest and influence

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Stakeholder analysis is used to analyze the information needs of the stakeholders and to determine the sources for meeting those needs. It helps to determine whose interests should be taken into account throughout the project.

QUESTION 869

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: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While the plan stakeholder management process develops appropriate management strategies to effectively engage the stakeholders during the project life cycle, the key benefit of this process is to have a plan that is clear and actionable to interact with them to support the project's interests.

QUESTION 870

Assume you are actively working, along with your team, to manage stakeholder engagement on your project to develop a new drug to prevent any retina problems of any type. You know you must manage their engagement throughout the project life cycle. This means some organizational process assets will need updating including_____

- A. Informal and formal project reports
- B. The stakeholder register
- C. The stakeholder management plan

D. Work performance information

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While a number of different organizational process assets require updates as a result of the manage stakeholder engagement process, project reports is one example. They include the formal and informal project reports that describe project status and include lessons learned, issue logs, project closure reports, and outputs from other knowledge areas.

QUESTION 871

Stakeholders often have issues, and you have asked each of your team members to document them. At each team meeting, you and your team discuss them and determine appropriate responses. You have a project issue log, which is_____

- A. Part of the project's lessons learned
- B. Added to the stakeholder register to show which stakeholder raised it
- C. An output from the manage stakeholder engagement process
- D. An output from the control stakeholder engagement process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Issues logs are an output of this process, as issues are expected in this process. The log is updated as new issues are identified, and existing issues are resolved.

QUESTION 872

As you work on your project to update its software training classes to focus on an agile approach, you have a number of key stakeholders. As many students and their managers are requesting these classes, your CEO has taken a special interest in your project and has asked you to accelerate your schedule to complete it in two months rather than in your planned six months but still have quality offerings. This means as you work to monitor overall project stakeholder relationships, you should_____

- A. Provide notifications to stakeholders about status regularly
- B. Ask your stakeholders for regular feedback as you work on your project
- C. Provide presentations to each stakeholder group
- D. Determine how changes will be monitored and controlled

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

As you work in managing stakeholder engagement you should review your project management plan. Your CEO has requested a major schedule change; among other things the project management plan is an input to this process as it contains a change management plan that documents how changes will be monitored and controlled.

QUESTION 873

As you work with your team to prepare your stakeholder management plan, you decided to develop a stakeholder engagement chart. You set it up so you could_____

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- A. Show the phase of your project of interest to identified stakeholders
- B. Show gaps between current and desired levels of engagement
- C. Determine which stakeholders you and your team felt were critical to project success but did not know about it
- D. Determine when to involve key stakeholders in your project

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder engagement assessment matrix is used as a tool and technique in plan stakeholder management. The purpose of the matrix is to show gaps between current and desired engagement levels to then ensure the plan provides these data.

QUESTION 874

A number of items in the stakeholder management plan are similar to those in the communications management plan. An example is_____

- A. Method for updating and refining the plans as the project progresses and develops
- B. Stakeholder communication requirements for the current project phase
- C. Information to be distributed to stakeholders including language, format, content, and level of detail
- D. Time frame and frequency for the distribution of required information to stakeholders

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Method for updating and refining the plans as the project progresses and develops The other items listed have specific stakeholder references that, while similar, are not in the communications management plan.

QUESTION 875

Having worked as a project manager for nine years, you know how important it is to identify the critical stakeholders so you do not overlook anyone who has a major influence on your project even if you do not ever plan to meet with or talk with this individual. As you work with your team, you explain the key benefit of the identify stakeholder process is that it _____

- A. Identifies the people, groups, or organizations that could impact or influence project decisions
- B. Shows the interdependencies among project stakeholders to enable classification for how best to involve them on your project
- C. Identifies the appropriate focus for each stakeholder or a group of stakeholders
- D. Shows the potential impact each stakeholder has on project success

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The identify stakeholder process has a number of purposes. It identifies people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project. It analyzes and documents relevant information concerning their interests, involvement, interdependencies, influence and potential impact on project success. Its key benefit is to allow the project manager to identify the appropriate focus for each stakeholder.

QUESTION 876

The last step in the stakeholder analysis process is to _____

- A. Determine the organizational culture
- B. Assess how stakeholders probably will respond in various situations
- C. Determine stakeholder roles, interests, and expectations
- D. Evaluate the amount of support each stakeholder could generate

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

In stakeholder analysis, the last step is to assess how key stakeholders are likely to react or respond to various situations in order to plan how to influence them to enhance their support and mitigate any potential negative impacts.

QUESTION 877

You realize that on projects, some stakeholders will not be as receptive as others to your project and actually can be negative from the beginning. Assume you have classified your stakeholders on your project designed to ensure students in your city have access to the best educational resources available, whether in class or on line, your stakeholder management plan is a sensitive document. Therefore, you need to_____

- A. Tell your team to never disclose it to anyone outside the team without consulting you first
- B. Involve your team as you develop it but maintain the final copy yourself
- C. Review the validity of its underlying assumptions
- D. Set up an information distribution system and have each team member sign it for concurrence

Correct Answer: C

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

Information on resistant stakeholders can be damaging, and consideration is needed regarding distributing the stakeholder management plan and the stakeholder register. The project manager needs to be aware of the sensitive nature of these documents. When preparing and updating them, the best practice is to review the underlying assumptions to ensure continued accuracy and relevancy.

QUESTION 878

Stakeholder engagement involves a number of critical activities. An example is_____

- A. Ensuring goals are met through negotiation and communications
- B. Developing management strategies to engage them during the project's life cycle
- C. Adjusting strategies and plans to engage stakeholders effectively
- D. Identifying the scope and impact of changes to project stakeholders

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

A key activity in manage stakeholder engagement is to manage stakeholder expectations through negotiation and communications, ensuring project goals are achieved.

QUESTION 879

Work performance information is an output of control stakeholder engagement. It includes a number of items, one of which is_____

- A. Change requests
- B. Issue log
- C. Documented lessons learned
- D. Status of deliverables

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Work performance information is performance data collected from various controlling processes that are analyzed and integrated based on relationships among areas. The data are transformed into information, which is correlated and contextualized and provides a sound foundation for project decisions. The status of deliverables is an example.

QUESTION 880

Often in working as a project manager, it is easy to overlook key stakeholders. Assume you work for a device manufacturer and are working as the project manager for the next generation valve replacement. Your company has been a leader in this market, which means you have a lot of lessons learned available to you. Your project is scheduled to last four years. As a best practice, you should_____

- A. Work actively with your company's Knowledge Management Officer
- B. Consult regularly with your program manager
- C. Work actively with members of your Governance Board
- D. Work actively with members of your company's Portfolio Review Board

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

New product development organizations are noted for setting up Governance Boards to oversee projects. Additionally in this situation, it is a long project that is important to the company. Project governance ensures the alignment of the project with stakeholder needs and expectations and is critical to the management of stakeholder expectations and to the achievement of organizational objectives.

QUESTION 881

Assume you are managing the development of a construction project in your city to replace its five bridges so they are state of the art and meet updated safety standards since they originally were constructed 20 years ago. The design work has been completed, you have awarded subcontracts, and are set to begin construction. Today your legal department told you to stop work as you had not consulted them, and there was a critical standard you overlooked during the design process.

This example shows _____

- A. You need to continually work to engage stakeholders on your project
- B. You should use a RACI chart and have one of your team members work with the legal department throughout the project
- C. You should provide the legal department with a copy of your stakeholder management plan and ask for their representative to sign it and offer any comments
- D. You need to continually identify project stakeholders

Correct Answer: D

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

Stakeholder identification is a continual process throughout the project life cycle. The legal department often is overlooked, but it is a significant stakeholder, and in this situation, delays resulted. Significant expenses often are due to legal requirements that must be met before the project can be completed, or the project scope is delivered.

QUESTION 882

Assume your construction project is for a small city with only 8,500 people. There has been opposition to it from the beginning, when the City Commissioners approved it by many residents. The residents recognize they will be severely impacted as the new bridges are implemented, and during the public hearings before the Commissioners' decision, they hired an attorney to state they felt the more cost effective approach was to strengthen the bridges so they met today's safety requirements. Residents now know you have been ordered to stop work, and they have requested a meeting with the Commission on Tuesday. This means you should _____

- A. Develop a mitigation plan to present at this meeting
- B. Work diligently with the legal department to satisfy their concerns and receive a go ahead before Tuesday's meeting
- C. Demonstrate at the meeting the sustainability impacts of the new bridges

D. Balance the interests of these negative stakeholders and meet with them before Tuesday's meeting

Correct Answer: D

Section: Mix Questions Explanation

Explanation/Reference:

Explanation:

Overlooking negative stakeholders' interests can result in an increased likelihood of failures, delays, or other negative consequences to projects. The project manager must control stakeholder engagement, which can be difficult since they often have different or competing objectives.

QUESTION 883

The salience model is one way to classify stakeholders. In it _____

- A. Stakeholders' power, urgency, and legitimacy are used
- B. Stakeholders' level of authority and concern are used
- C. Stakeholders' active involvement and power are used
- D. Stakeholders' influence and ability to effect changes are used

Correct Answer: A

Section: Mix Questions Explanation



Explanation/Reference:

Explanation:

In the salience model, stakeholders are described in classes based on their power or ability to impose their will, urgency or need for immediate action, and legitimacy or their involvement.

QUESTION 884

In plan stakeholder management, all organizational assets are used as inputs; however, which of the following are of particular importance?

- A. Organization culture and the political climate
- B. Practices and habits and templates
- C. Lessons learned database and historical information
- D. Organization's knowledge management system and policies and procedures

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

While it is rare that all organizational process assets are used in any process, these are of particular importance as they provide insight on previous stakeholder management plans and their effectiveness. They can be used to plan stakeholder management activities for the current project.

QUESTION 885

Assume you have identified your stakeholders and are preparing your stakeholder management plan. You are fortunate that your team is a collocated team as you are working on an internal project to reorganize your IT Department so it is focused more on its customers. The project sponsor is the Chief Operating Officer, and the IT Department Director was surprised as she thought all was well. However, you notice when planning meetings are held, the Chief Financial Officer never attends. You feel since IT affects the entire company, all the senior leaders need some type of involvement. You therefore feel the Chief Financial Officer may be_____

- A. Resistant
- B. Unaware
- C. Uninterested
- D. Satisfied

Correct Answer: A

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

Since the Chief Financial Officer has financial responsibility for all of the company's work, in preparing a stakeholder engagement strategy, he or she probably is aware of this project, and probably is resistant to change, perhaps feeling resources could be better spent on other initiatives.

QUESTION 886

Assume your stakeholder management plan has been approved. You now are working with your team to promote stakeholder engagement on your project. You explain in a team meeting its benefit is to_____

- A. Clarify and resolve identified issues
- B. Meet stakeholder needs and expectations
- C. Obtain their continued commitment to the project
- D. Increase support and minimize resistance

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The other possible answers are activities in the manage stakeholder engagement process. Its benefit is to allow the project manager to increase support and minimize resistance from stakeholders to significantly increase chances for success.

QUESTION 887

The stakeholder register should not be prepared only one time, but it should be updated regularly especially if _____

- A. The stakeholder is not an active participant
- B. The stakeholder is not impacted by the project
- C. The stakeholder does not read status updates
- D. The stakeholder leads a corporate reorganization

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project document updates are an output to the manage stakeholder engagement process.

These updates involve the stakeholder register. It should be updated as stakeholder information changes, when new stakeholders are identified, or if stakeholders listed in the register are no longer involved in or impacted by the project.

QUESTION 888

Working to foster stakeholder engagement, as the project manager, you know a combination of interpersonal skills and general management skills is needed. An example of an key interpersonal skill in stakeholder engagement is _____

- A. Facilitating consensus
- B. Influencing people
- C. Resolving conflicts
- D. Negotiating agreements

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Conflicts are common on projects and between stakeholders. Other interpersonal skills useful in managing stakeholder engagement are building trust, active listening and overcoming resistance to change.

QUESTION 889

Stakeholder engagement must be controlled on a continuous basis for it to be effective. You realize a number of project documents can be useful for you as a project manager. An example is_____

- A. Technical performance measures
- B. Change log
- C. Actual costs
- D. Start and finish dates of schedule activities

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Projects involve change, and most everyone tends to resist it. A change log is useful to review in the control stakeholder engagement process. Other useful documents are the schedule, stakeholder register, issue log, and project communications.

QUESTION 890

Expert judgment is a best practice as a tool and technique in many project management processes, and the list of possible sources for experts varies by the organization and by its association with others. One way once you have identified experts who you feel could be of assistance is to_____

- A. Use a focus group
- B. Review documentation
- C. Hold one-on-one interviews
- D. Conduct interviews

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The key word in the question was experts. Useful ways to obtain information from experts is to use a survey, such as a Delphi approach, or to use a focus group, an excellent approach to obtain insight into attitudes, useful to control stakeholder engagement.

QUESTION 891

The sponsor is a key project stakeholder because he or she _____

- A. Approves or manages the project's product, service, or result
- B. Leads the project through initiating until it is formally authorized
- C. Is the Chairperson of the project's Governance Board and makes the final go/no-go decision
- D. Has a major management role within the administrative area of the business

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The sponsor is critical throughout the project. He or she provides resources for the project and is accountable for its success. From the beginning through closure, the sponsor promotes the project.

QUESTION 892

Recognizing operations management is different than project management, as the project manager for a new line of electrical tractors to avoid the need to use costly fuel, you realize a best practice is to _____

- A. Document the operational managers' influence either positive or negative in the stakeholder register
- B. Offer to include the operational managers in all project phases
- C. Recognize that the operational managers are only involved once they have ongoing responsibility for the product, service, or result
- D. Realize the operations managers have key responsibilities on the Portfolio Review Board

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The needs of operations managers who perform and conduct business operations are important considerations in projects that affect their future work and endeavors. They should be engaged, and their needs identified in the stakeholder register. By considering them and appropriately including them in all project phases, the project manager can gain insight and avoid unnecessary issues that may arise if their input is overlooked.

QUESTION 893

Assume you are beginning your project to develop a series of residential condominiums in your city and are identifying possible stakeholders. A key organizational process asset you can review is_____

- A. Organizational culture
- B. Organizational standards
- C. Lessons learned
- D. Local trends

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lessons learned, stakeholder register templates, and stakeholder registers from previous projects are examples of organizational process assets that can influence the identify stakeholders process.

QUESTION 894

One way to develop an understanding of major project stakeholders to exchange and analyze project information about roles and interests is to_____

- A. Conduct interviews
- B. Hold profile analysis meetings
- C. Use questionnaires and surveys
- D. Conduct a stakeholder analysis and analyze the results with a focus group

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A profile analysis meeting is a tool and technique in the identify stakeholders process. Its purpose is to develop a deeper understanding of major project stakeholders. The meetings can be used to exchange and analyze information about roles, interests, knowledge, and the overall position of each stakeholder about the project.

QUESTION 895

Assume you are managing a project to implement an electronic medical record system in your ophthalmologist's office. You have been working to identify your stakeholders to then make sure everyone is committed to it as some people have been working in this office for more than 20 years and are comfortable with the manual approach. At this point, you have documented assessment information, which includes_____

- A. Role in the project
- B. Whether the stakeholder is a supporter, is neutral, or is resistant
- C. Potential influence in the project
- D. Organization position

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder register contains assessment information as a key component. The assessment information includes: major requirements, main expectations, potential influence in the project, and the phase in the project life cycle with the most interest.

QUESTION 896

Having prepared stakeholder management plans on previous projects, you know it is positive to review the project management plan because it_____

- A. Provides information as to how to plan appropriate ways to engage stakeholders
- B. Contains information useful to ensure the stakeholder management plan is aligned with the organization's culture
- C. Helps to determine the best options to support an adaptive process for stakeholder management
- D. Contains a change management plan and documents how changes will be monitored and controlled

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Among other key items useful in the project management plan to review while preparing the stakeholder management plan is the change management plan. All projects involve some type of change. Reviewing this plan can help the project manager work with stakeholders who may be resistant to the project to help turn them into ones who are supportive or at least neutral to the resulting changes.

QUESTION 897

Assume you have performed your stakeholder analysis and now are working to enhance it with a stakeholder engagement assessment matrix. Such a matrix shows the stakeholder's current engagement level. These data enable_____

- A. The project manager to prepare the stakeholder management plan
- B. The project manager to prepare the stakeholder management strategy

- C. The project manager to prepare the stakeholder inventory
- D. The project team to expand the stakeholder risk register

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder engagement assessment matrix shows the stakeholders current engagement in the project, and the project manager and team then can use it to note the desired level of engagement. As a tool and technique in plan stakeholder management, the project manager then uses it to help prepare the stakeholder management plan.

QUESTION 898

The ability of stakeholders to influence a project is_____

- A. Constant throughout the project life cycle as different stakeholders have different levels of interest in the project at different times
- B. Highest during the closing stage since key stakeholder acceptance criteria must be met
- C. Highest during planning as the team is still in the storming stage as various stakeholders' positions are being known and recognized
- D. Highest in the very early stages as the project is being approved and initiated

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholders' ability to influence the project is highest during the initial phases and gets progressively lower as the project progresses. Active management of stakeholders' involvement decreases the risk of the project failing to meet its goals and objectives.

QUESTION 899

Working on your project to design and construct five new bridges for your City, you are striving to actively manage the stakeholders on your project, especially those who will be inconvenienced by the project and have indicated they do not support it. You decided to review your communications management plan as it_____

- A. Contains issue management procedures
- B. Describes the project's life cycle and the processes to be used in each phase
- C. Sets forth an escalation process
- D. Provides guidance as to how to best involve stakeholders in the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Among other things, an escalation process is helpful especially if there are issues or risks involving communications that the project manager wishes to escalate to determine the most appropriate response or to share the approach he or she plans to follow.

QUESTION 900

A supporting input for controlling stakeholder engagement is_____

- A. Budget
- B. Project schedule
- C. Historical information
- D. Number of defects

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project documents are an input to control stakeholder engagement. They originate from initiating, planning, executing, or controlling processes and include the project schedule, stakeholder register, issue log, change log, and project communications.

QUESTION 901

As a result of the control stakeholder expectations process, you realize even though this process is under way until the closing phase that you have identified the root cause of some issues you have faced in controlling stakeholders expectations. You should therefore_____

- A. Review them with your Governance Board
- B. Revise and reissue your stakeholder management plan
- C. Prepare a change request
- D. Update the lessons learned documentation

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This documentation is an example of an organizational process asset to update as it includes the root cause analysis of issues faced, the reasons certain corrective actions were taken, and other types of lessons learned about stakeholder management.

QUESTION 902

Identifying interrelationships and potential overlap between stakeholders is useful to the project manager as he or she works with stakeholders. It should be documented as part of the_____

- A. Stakeholder register
- B. Stakeholder management strategy
- C. Stakeholder management plan
- D. Stakeholder engagement assessment matrix

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The stakeholder management plan identifies the management strategies required to effectively engage stakeholders. It includes, among other things, the identified interrelationships and potential overlap between stakeholders. This information is invaluable especially if some stakeholders are resistant or negative to the project and also in determining the level of frequency of desired interaction and communications requirements.

QUESTION 903

A number of organizational process assets are useful as inputs to the manage stakeholder engagement process. Similarly a number of organizational process assets require updates because of this process. An example of one that is an input is_____

- A. Project reports
- B. Historical information
- C. Project records
- D. Stakeholder notifications

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Historical information about previous projects, organizational communications requirements, issue management procedures, and change control procedures are examples of organizational process assets that can influence the manage stakeholder engagement process.

QUESTION 904

Table reporting, spreadsheet analysis, and presentations are examples of _____

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- A. Project reports as an input to manage stakeholder engagement
- B. Work performance information as an output of control stakeholder engagement
- C. Tools and techniques used in control stakeholder engagement
- D. Updates from the plan stakeholder management process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In control stakeholder engagement, they are examples of distribution formats from information management systems, a tool and technique in this process. Such systems provide a structured tool for the project manager to capture, store, and distribute information to stakeholders about project cost, schedule progress, and performance. The project manager can use these systems to consolidate reports from several systems and facilitate report distribution.

QUESTION 905

You recently took over a relatively new project expected to last another seven years. The previous project manager completed most of the WBS. When you begin to define the project activities, you realize that the WBS work packages expected to occur in the next year are planned in detail, but the work packages for later in the future (three years or more) are not planned with much detail, if any detail at all. You determine _____

- A. It is a major problem. The WBS is incomplete and you need to redefine the project scope to complete the project schedule.
- B. It is a problem that must be resolved quickly. The previous project manager was not done with the WBS, and you must stop the project to complete the WBS in sufficient detail.
- C. It is not a problem at this time. The previous project manager was using the rolling wave planning technique, so you are able to continue defining the activities.
 - D. It is not a problem at this time. You can only plan what you know. You plan to communicate to the project sponsor that the WBS is not sufficient to plan the whole project and that the sponsor can worry about the details.

Correct Answer: C

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Rolling wave planning provides progressive detailing of the work to be accomplished throughout the life of the project.

QUESTION 906

In the initial stage of the project life cycle, the project's technical objectives are apt to be understood only in a general sense. A major component of project conflict during this stage of the project is_____

- A. Concerns over priorities and procedures
- B. Concerns about technical issues
- C. Schedules
- D. Confusion of establishing a project in the matrix management environment

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

During project formation, there is always an element of confusion or lack of clarity regarding the balance of power between the project manager and functional managers. If not resolved, such confusion manifests itself in conflicts regarding technical decisions, resource allocation, and scheduling later in the project.

QUESTION 907

On your project to construct a new runway for your City's airport, you are in the process of selecting vendors for various parts of this project. You have conducted your make-or-buy analysis and have issued Requests for Proposals. You believe it is important to examine past performance of potential vendors. This means you are using_____

- A. Proposal evaluation techniques
- B. Multi-disciplinary review teams
- C. Analytical techniques
- D. Independent estimates

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Analytical techniques are a tool and technique to conduct procurements. They are used to help organizations identify the readiness of a vendor to provide the desired end state, determine costs to support budgeting, and avoid cost overruns. In evaluating past performance they identify areas that have more risk and that may need to be monitored closely for project success.

QUESTION 908

Requirements typically are classified into product requirements and project requirements. Capturing and managing both types of requirements is important for project success, so you and your team decided to follow this classification system on your project to modernize all the telecommunications equipment in your company. During such an approach, all the following are examples of product requirements EXCEPT _____

- A. Action requirements
- B. Level of service requirements
- C. Security requirements
- D. Performance requirements

Correct Answer: A

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

Such classification systems are helpful in both defining and documenting stakeholder needs to meet project objectives. Project requirements are ones that involve actions, processes, or other conditions the project needs to meet.

QUESTION 909

Change control procedures, configuration management knowledge base, versions, and baselines in the develop project management plan process are:

- A. Enterprise environmental factors
- B. Organizational process assets
- C. Part of the project's configuration management plan, which as a subsidiary plan will be part of the project management plan
- D. Part of the organization's management practices

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizational process assets include formal and informal plans, policies, procedures, and guidelines. As an input to the develop project management plan process, they include the items listed as well as standardized guidelines, instructions, proposal evaluation criteria, and performance measurement criteria; project management plan template; change control procedures; project files from previous projects; and historical information and lessons learned.

QUESTION 910

You are managing a project that has five subcontractors. You must monitor contract performance, make payments, and manage provider interface. One subcontractor submitted a change request to expand the scope of its work. You decided to award a contract modification based on a review of this request. All these activities are part of _____

- A. Control procurements
- B. Conduct procurements
- C. Form contract
- D. Configuration management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The purpose of control procurements is to ensure that the contractual requirements are met by the seller. This objective is accomplished by managing procurement relationships, monitoring contract performance and making changes and corrections to contracts if appropriate.

QUESTION 911

Although the project charter serves to state the project manager's authority and responsibility on the project, the project manager further requires which type of power in order to be an effective leader?

- A. Expert
- B. Legitimate
- C. Position
- D. Referent

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Expert power is a function of knowledge, skills, and reputation possessed by the project manager.

In such situations, project personnel will do what the project manager wants because they believe he or she knows best, and they trust and respect the project manager.

QUESTION 912

The performance measurement baseline consists of all the following EXCEPT _____

- A. Scope baseline B.
Requirements baseline
- C. Schedule baseline
- D. Cost baseline

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The scope, schedule, and cost baselines may be combined into a performance measurement baseline. It also may include technical and quality parameters. It then is used as an overall project baseline against which project execution is compared to measure and manage performance. It also is used for earned value measurements.

QUESTION 913

While working as the project manager on a new project to improve overall ease of use in the development of a railroad switching station, you have decided to add a subject matter expert who specializes in ergonomics to your team. She has decided to observe the existing approach as you and your team work to define requirements for the new system. This method is also called _____

- A. Mentoring
- B. Coaching
- C. Job shadowing
- D. User experimentation

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Observations are a tool and technique in the collect requirements process. They provide a way to view individuals in their environment and to see how they perform their jobs or tasks and carry out processes. Another term for this approach is job shadowing and usually is done by an observer viewing the user performing his or her job.

QUESTION 914

In addition to providing support to the project, quality assurance also provides an umbrella for_____

- A. Plan-do-check-act
- B. Continuous process improvement
- C. Project management maturity
- D. Work performance information

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Continuous process improvement provides an iterative means for improving the quality of all processes and is part of the definition of quality assurance. Its objective is to reduce waste and eliminate non-value-added activities.

QUESTION 915

As you manage the railroad switching station project, you are concerned that the business analyst who was responsible for preparing the WBS may have overlooked some parts of the project. In order to see if the WBS requires enhancements you decide to_____

- A. Perform a cause-and-effect diagram
- B. Meet with your sponsor
- C. Use an affinity diagram
- D. Review the accompanying WBS Dictionary with a member of the PMO

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In quality assurance an affinity diagram is used to generate ideas that can be linked to form organized patterns of thought about a problem. Using them in project management, one can enhance the creation of the WBS by using it to give structure to the decomposition of scope.

QUESTION 916

Assume that your company is working under a fixed-price-incentive contract. It has a target cost of \$100,000, a target profit of 10%, a price ceiling of \$120,000, and a share formula of 80/20. Assume that your company completes all of the work but has actual costs of \$110,000. What is the final value of this procurement?

- A. \$120,000
- B. \$132,000
- C. \$118,000
- D. \$110,000

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In this situation, there is a \$10,000 overrun from the target costs. Applying the 80/20 share ratio, the seller's share of the overrun is 20% of \$10,000 or a minus \$2,000 in earned fee. The final value of this procurement is \$110,000 in costs, plus a seller fee of \$10,000 less \$2,000, or \$8,000 for a final price of \$118,000.

QUESTION 917

If you apply the configuration management system along with change control processes project wide, you will achieve all but one of the which following objectives?

- A. Provide the basis for which the product configuration is defining
- B. List the approved configuration identification
- C. Document the specific responsibilities of each stakeholder in the perform integrated change control process
- D. Ensure the composition of a project's configuration items is correct

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Configuration management is an integral part of the perform integrated change control process. It is necessary because projects by their nature involve changes. The integrity of baselines must be maintained by releasing only approved changes for incorporation into the project's products or services and by maintaining their related configuration and planning documentation.

QUESTION 918

You need to outsource the testing function of your project. Your subcontracts department informed you that the following document must be prepared before conducting the procurement:

- A. Make-or-buy analysis
- B. Procurement management plan
- C. Evaluation methodology
- D. Contract terms and conditions

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The procurement management plan describes how the project management team will acquire goods and services from outside the performing organization. It describes how the procurement processes will be used from developing procurement documents through closing contracts.

QUESTION 919

Constraints common to projects include _____

- A. Scope, quality, schedule, budget, and risk
- B. Scope, teaming, planning, and resources
- C. Scope
- D. Resources and communication

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The constraints include, but are not limited to scope, schedule, budget (cost), quality, resources, and risk.

QUESTION 920

You are developing a project charter and want to ensure that any changes that may occur after the project begins will be controlled rigorously. You have consulted your company's configuration management knowledge base, and it contains versions and baselines of all the following official company documents EXCEPT _____

- A. Standards
- B. Strategic plans
- C. Policies
- D. Procedures

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The configuration management knowledge base is an organizational process asset. It contains the versions and baselines of all company policies, practices, procedures, and standards, as well as pertinent project documents.

QUESTION 921

To identify inefficient and ineffective policies, processes, and procedures in use on a project, you should conduct_____

- A. An inspection
- B. A process analysis
- C. Benchmarking
- D. A quality audit



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A quality audit is a tool and technique for the perform quality assurance process. It is primarily used to determine whether the project team is complying with organizational and project policies, processes, and procedures.

QUESTION 922

Your project management office implemented a project management methodology that emphasizes the importance of integrated change control. It states that change requests can occur in all the following forms EXCEPT_____

- A. Indirect
- B. Legally mandated
- C. Informal

D. Internally initiated

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Change requests are an input to the perform integrated change control process. Although occurring in many forms, they must be formal requests developed within the context of a change control system consisting of documented procedures.

QUESTION 923

Configuration management describes procedures for applying technical and administrative direction and surveillance. Which one of the following tasks is NOT performed in configuration management?

- A. Identifying functional and physical characteristics of an item or system
- B. Controlling changes to characteristics
- C. Performing an audit to verify conformance to requirements
- D. Allowing automatic approval of changes

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Allowing for automatic approval of defined changes is a function of the change control system, not configuration management. Configuration management ensures that the description of the project product is correct and complete. The change control system consists of a set of procedures to describe how modifications to project deliverables and documentation are managed and controlled.

QUESTION 924

A number of tools and techniques are helpful in the perform integrated change control process. If you want to implement an integrated change control process, you should use_____

- A. Configuration management software
- B. A project management information system
- C. Project status review meetings
- D. Change control meetings

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Often, a project will set up a change control board, which has the responsibility for meeting and reviewing the change requests, and approving, rejecting, or other disposition of the changes. Decisions of the board are documented and communicated to stakeholders for information and follow-up actions.

QUESTION 925

Having worked previously as a software project manager, you were pleased to be appointed as the project manager for a new systems integration project designed to replace the existing air traffic control system in your country. You found a requirements traceability matrix to be helpful on software projects, so you decided to use it on this systems integration project. Using such a matrix helps to ensure that each requirement_____

- A. Adds quality and supports the organization's quality policy
- B. Adds business value as it links to business and project objectives
- C. Sets forth the level of service, performance, safety, security, and compliance
- D. Shows the impact to other organizational areas and to entities outside of the performing organization

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The requirements traceability matrix is a table that links requirements to their origin and traces them throughout the life cycle. This approach helps to ensure that each requirement adds value as it links to the business and project objectives. It also tracks requirements during the life cycle to help ensure that the requirements listed in the requirements document are delivered at the end of the project.

QUESTION 926

During the closing phase of the project, the top-ranked source of conflict is_____

- A. Schedule
- B. Administrative procedures
- C. Cost
- D. Human resources

Correct Answer: A

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

In many projects, there is a rush to finish because of schedule slippages that develop in the execution/implementation phase. Delays in schedules become cumulative and impact the project most severely in the final stages of the project. While there are other sources of conflict, such as personalities and cost, attempting to finish on time is always on everyone's mind.

QUESTION 927

Which of the following ensures that requested changes to deliverables are thoroughly considered as part of the perform integrated change control process?

- A. Scope change control system
- B. Configuration management system
- C. Change control board
- D. Configuration status audits

Correct Answer: B

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

The formal configuration management system is an important tool and technique for scope control and focuses on deliverables and documents.

QUESTION 928

Which of the following tools is used in process analysis to determine the underlying causes of defects?

- A. Root cause analysis
- B. Assumptions analysis
- C. Cost-benefit analysis
- D. Quality metrics

Correct Answer: A

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:



Determining the root cause of the problem means to determine the origin of the problem. What may appear to be the problem on the surface is often revealed, after further analysis, not to be the real cause of the problem. Process analysis includes root cause analysis used to identify as problem, discover the underlying causes that lead to it and develop preventive actions.

QUESTION 929

All of the following statements concerning validate scope and control quality are true EXCEPT _____

- A. The processes can be performed in parallel
- B. Both processes use inspection as a tool and technique
- C. Validate scope is concerned with the acceptance of deliverables, and control quality is concerned with meeting quality requirements for the deliverables
- D. Validate scope verification typically precedes control quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Validate scope focuses on accepting project deliverables, and to be accepted, they must meet the requirements. Control quality is one way to ensure that the requirements have been met, which is why control quality typically is done before validate scope.

QUESTION 930

Consider a company that sells products to consumers: as one product begins the deterioration and death phases of its life cycle (or the divestment phase of a system), new products or projects must be established. This means that _____

- A. The company requires a continuous stream of projects to survive
- B. The company is not at a high level of maturity
- C. The company is in a period of overall decline
- D. The company definitely lacks a balanced portfolio

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Organizations that rely on products for their revenue must constantly be introducing new products into the marketplace as old products are removed. Ideally, this should be an overlapping process to maintain balanced or increasing revenue over time. The closure phase evaluates the efforts of the total system and serves as input to the conceptual phase for new projects and systems. It also has an impact on other ongoing projects with regard to identifying priorities.

QUESTION 931

You are in the process of performing quality assurance on your product and find that some requirements are not as complete as they should be, which causes rework and adds costs to your overall project. The term for all costs incurred over the life of the product by investing in appraising and inspecting the product for conformance and nonconformance to requirements is called_____

- A. Life-cycle costs
- B. Expected value
- C. Cost of conformance
- D. Cost of quality

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Cost of quality involves both the cost of conformance and the cost of non-conformance. Examples of the cost of conformance are divided into two categories prevention costs and appraisal costs (includes inspections). Costs of non-conformance include internal failure costs and external failure costs.

QUESTION 932

The project scope baseline should be used in the identify risks process because it_____

- A. Identifies project assumptions
- B. Identifies all work that must be done; therefore, it includes all risks on the project
- C. Helps organize all work that must be done on the project
- D. Contains information on risks from prior projects

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Project assumptions, which should be enumerated in the project scope baseline in the scope statement, are areas of uncertainty, and therefore, potential causes of project risk.

QUESTION 933

Although there are various tools and techniques to consider as you collect requirements on your project, one approach that supports the concept of progressive elaboration is_____

- A. Idea/mind mapping
- B. Affinity diagrams
- C. Prototypes
- D. Joint Application Design® sessions

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Prototypes are used to obtain early feedback on requirements by providing a working model of the expected product before it is built. Stakeholders then can experiment with this model rather than discussing abstract representations of requirements. This approach supports progressive elaboration, because it is used in iterative cycles of mock-up creation, user experimentation, feedback generation, and prototype revision.

QUESTION 934

Tools and techniques used to perform quality assurance include_____

- A. Tools from control quality and plan quality management
- B. Tools from performance reporting
- C. Variance analysis
- D. Direct and manage project execution

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The tools used from plan quality management and control quality are used in perform quality assurance. The perform quality assurance process also uses affinity diagrams, process decision program charts, interrelationship digraphs, tree diagrams, prioritization matrices, activity network diagrams, matrix diagrams, quality audits, and process analysis.

QUESTION 935

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: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The monitor and control project work process is performed throughout the project and includes collecting, measuring, and disseminating performance information and assessing measurements and trends to effect process improvement. Continuous monitoring is important because it provides insight into the project's health, highlighting areas requiring special attention.

QUESTION 936

Although your company's project life cycle does not mandate when a project review should be conducted, you believe it is important to review performance at the conclusion of each phase. The objective of such a review is to_____

- A. Determine how many resources are required to complete the project according to the project baseline
- B. Adjust the schedule and cost baselines based on past performance
- C. Obtain customer acceptance of project deliverables
- D. Determine whether the project should continue to the next phase

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The review at the end of a project phase is called a phase-end review. The purpose of this review is to determine whether the project should continue to the next phase for detecting and correcting errors while they are still manageable and for ensuring that the project remains focused on the business need it was undertaken to address.

QUESTION 937

The key management skills required during the adjourning stage of team development include all but which one of the following?

- A. Evaluating

- B. Reviewing
- C. Celebrating
- D. Improving

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During the adjourning stage of team development, the emphasis is on tasks and relationships that promote closure and celebration. There is recognition and satisfaction as the theme is moving on and separation. Management skills involve evaluating, reviewing, and improving, while leadership qualities are celebrating and bringing closure.

QUESTION 938

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?

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- A. At -\$300, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.
- B. At +\$300, the situation is favorable, as physical progress is being accomplished ahead of your plan.
- C. At +\$500, the situation is favorable, as physical progress is being accomplished at a lower cost than was forecasted.
- D. At -\$300, you have a behind-schedule condition, and your critical path has slipped.

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Schedule variance is calculated as $EV - PV$, or $\$1,500 - \$1,200 = +\$300$. Because the SV is positive, physical progress is being accomplished at a faster rate than planned.

QUESTION 939

The key to effective cost control is _____

- A. Using earned value to forecast project status

- B. Focusing on projected expenditures and actively networking with key stakeholders to ensure funds will be available as requested
- C. Informing stakeholders of the project's cost status
- D. Managing the approved cost baseline and any changes to it

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The control costs process involves monitoring the project's status to update the project costs and managing changes to the cost baseline. Its benefit is that it provides the means to recognize variance in order to take corrective action and minimize risks. Therefore, effective management of the approved cost baseline and any changes is imperative.

QUESTION 940

The CPI on your project is 0.44, which means that you should_____

- A. Place emphasis on improving the timeliness of the physical progress
- B. Reassess the life-cycle costs of your product, including the length of the life-cycle phase
- C. Place emphasis on improving the productivity by which work was being performed
- D. Recognize that your original estimates were fundamentally flawed, and your project is in an atypical situation

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

$CPI = EV/AC$. It measures the efficiency of the physical progress accomplished compared to the baseline. A CPI of 0.44 means that for every dollar spent, you are only receiving 44 cents of progress. Therefore, something is not correct with how you planned your project, or your original estimates were fundamentally flawed, and your project is in an atypical situation. You might want to reconsider a formal "replan" and/or take a new baseline of your project.

QUESTION 941

Project deliverables are the outputs that include the product, service, or result of the project as well as ancillary results. These ancillary results should be in the_____

- A. Requirements management plan
- B. Scope management plan

- C. Project scope statement
- D. Project acceptance criteria

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project scope statement describes in detail the deliverables and what work must be done to prepare them. Ancillary results are also considered deliverables and are included in the project scope statement. They include items such as project management reports and documentation. Deliverables in the project scope statement may be described at a summary level or in a detailed way.

QUESTION 942

Which of the following tools and techniques is used in the close project or phase process?

- A. Project management methodology
- B. Work performance information
- C. Expert judgment
- D. Project management information system



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

According to the PMBOK® Guide, expert judgment is use in close project or phase to ensure closure is performed to appropriate standards.

QUESTION 943

After the project scope statement is complete, it may be necessary to update other project documents. All the following are examples of a document that may require updates EXCEPT _____

- A. Project charter
- B. Stakeholder register
- C. Requirements documentation
- D. Requirements traceability matrix

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Outputs of the define scope project are the project scope statement and project document updates that include updates to the stakeholder register, requirements documentation, and the requirements traceability matrix.

QUESTION 944

A challenge of earned value management is predicting percent complete. The simplest formula to use to calculate EV is_____

- A. 0/100 rule
- B. 50/50 rule
- C. (Percent complete)h budget at completion)
- D. Milestone method

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Multiplying the percent complete by the budget at completion, or the total budget for the project, is the simplest formula to use. The 50/50 rule, or the more conservative 0/100 rule, can eliminate the necessity for the continuous determination of percent complete. After the percent complete is determined, it can be plotted against time expended.

QUESTION 945

While managing a large project in your organization, you realize that your project team requires training in contract administration because you will be awarding several major subcontracts. After you analyze your project requirements and assess the expertise of your team members, you decide that your team will need a one-week class in contract administration. This training should_____

- A. Commence as scheduled and stated in the staffing management plan
- B. Commence as scheduled and stated as part of the procurement management plan
- C. Be scheduled if necessary after performance assessments are prepared and after each team member has had an opportunity to serve in the contract administrator role
- D. Commence as scheduled and stated in the team development plan

Correct Answer: A

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Training is a tool and technique for the develop project team process. The requirements and schedule for the develop project team process should be stated in the staffing management plan. Project team members' skills can be developed as part of the project activities.

QUESTION 946

Assume that on your project, you are using earned value management. Your project is one that has extremely long work packages. Therefore, the method you should use to calculate EV is _____

- A. 0/100 rule
- B. Milestone method
- C. Equivalent effort
- D. Apportioned effort

Correct Answer: B

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

The milestone method is especially helpful for work packages of long duration that have interim milestones or a functional group of activities with a milestone established at specific control points. In the EV system, value is earned when the milestone is completed. In such cases, a budget is assigned to the milestone rather than to the work packages.

QUESTION 947

Your project sponsor has asked you, "What do we now expect the total job to cost?" Given that you are using earned value, you should calculate the _____

- A. To-complete performance index
- B. Estimate to complete
- C. Estimate at completion
- D. Budget at completion

Correct Answer: C

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

EAC is the total amount of money estimated to be spent on the project. It can be calculated several different ways. However, the basic approach is to add the actual costs to date plus the estimate to complete.

QUESTION 948

One key reason that the develop project charter process is so important is that it_____

- A. Documents the boundaries of the project
- B. States the methods for acceptance of the project's deliverables
- C. Describes the project's characteristics
- D. Links the project to the ongoing work of the organization

Correct Answer: D

Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

The project charter not only authorizes a project, it shows how the project is linked to the strategic plan of the organization. Among other things, the project charter documents the business need for the project and describes the current understanding of the requirements.

QUESTION 949

Your company has been awarded a contract for project management consulting services for a major government agency. You were a member of the proposal writing team, are PMP certified, and you are the project manager. You are now working to prepare your project management plan, which is to be submitted in one week. You decided to use some facilitation techniques to help develop your plan. While a number are possible, you selected_____

- A. Conflict resolution
- B. Checklist analysis
- C. SWOT analysis
- D. Assumptions analysis

Correct Answer: A

Section: Mix Questions**Explanation**

Explanation/Reference:

Explanation:

Facilitation techniques are a tool and technique in develop project management plan process.

Other examples are brainstorming, problem solving, and meeting management. They are used to help teams and individuals achieve agreement to accomplish the project's objectives.

QUESTION 950

Assume you had a phase gate meeting with your Governance Board for your project to develop the next generation radar system as part of the nation's airspace modernization program. At this meeting, the Board approved your project management plan. However, as you begin to execute your plan, an organizational process asset to consider is_____

- A. Stakeholder risk tolerances
- B. The organization's culture
- C. Hiring and firing guidelines
- D. Process measurement data base

Correct Answer: D

Section: Mix Questions

Explanation

**Explanation/Reference:**

Explanation:

The process measurement data base is an organizational process asset that is used to collect and make available measurement data on processes and products.

The other answers are examples of enterprise environmental factors used as inputs to direct and manage the project work.

QUESTION 951

Consider the data in the table below.

Activity	% Complete	PV	EV	AC
A	100	2,000	2,000	2,200
B	50	1,000	500	700
C	0	1,000	0	0

Assume that your project consists only of these three activities. Your estimate at completion is \$4,400.00. This means you are calculating your EAC by using which of the following formulas?

- A. $EAC = AC/EV \times BAC$

- B. $EAC = AC/EV \times [\text{work completed and in progress}] + [\text{actual (or revised) cost of work packages that have not started}]$
- C. $EAC = [\text{Actual to date}] + [\text{all remaining work to be done at the planned cost including remaining work in progress}]$
- D. $EAC = \% \text{ complete} \times BAC$

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

This formula assumes that all of the remaining work is independent of the burn rate incurred thus far. AC is \$2,900 + [\$500 + \$1,000]. The \$500 is from Activity B, and the \$1,000 is from Activity C.

QUESTION 952

Rolling wave planning in the create WBS process refers to situations in which_____

- A. Certain deliverables or subprojects will be accomplished far into the future
- B. Additional work is added to the project after the scope baseline has been established; therefore, additional decomposition is required
- C. Identification codes for the WBS elements cannot be determined until the schedule activity list is complete in case revisions are required
- D. Subprojects are developed by external organizations and then become part of the WBS for the entire project

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Many projects involve deliverables or subprojects that will be accomplished far into the future and cannot be specified in detail at the current time. In these situations, the project management team typically waits until the deliverable or subproject is clarified so that details for that portion of the WBS can be developed. Then a rolling wave planning approach can be used.

QUESTION 953

The lessons learned documentation is an output from the_____

- A. Identify stakeholders process
- B. Develop project management plan process
- C. Manage communications process
- D. Plan communications management process

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Lessons learned documentation is an output of the manage communications process. It is an element of the organizational process assets updates. It includes the causes of issues, reasons for corrective actions selected, and other types of lessons learned about communications management.

QUESTION 954

Your experience has taught you that inappropriate responses to cost variances can produce quality or schedule problems or unacceptable project risk. When leading a team meeting to discuss the importance of cost control, you note that cost control is concerned with _____

- A. Influencing the factors that create change to the authorized cost baseline
- B. Developing an approximation of the costs of the resources needed to complete the project
- C. Allocating the overall cost estimate to individual work items
- D. Establishing a cost performance baseline

Correct Answer: A

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The control costs process is also concerned with ensuring that requested changes have been acted upon, managing actual changes if and when they occur, ensuring cost expenditures do not exceed authorized funding, monitoring cost performance, preventing unapproved changes from being included in the reported cost or resource use, informing stakeholders of all approved changes and their costs and bringing expected cost overruns within acceptable limits.

QUESTION 955

You are pleased to be the project manager for a new video conferencing system for your global organization. You want it to be one that is easy to use and is state of the art. As the project manager, you also are the project leader. You realize leadership is critical throughout the phases of the project and its key elements are _____

- A. Respect and trust
- B. Political and cultural awareness
- C. Negotiation and influencing
- D. Decision making and conflict management

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Leadership is critical to project management as it focuses on ensuring a group of people are working toward a common goal and enables them to work as a team. It involves getting things done through others. Respect and trust, not fear and submission, are its key elements. PMI®

QUESTION 956

The WBS represents all product and project work, including project management. It is sometimes called the _____

- A. Control account level
- B. 100% rule
- C. Integration of scope, cost, and schedule for comparison to the earned value
- D. The code of accounts

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

The WBS is a deliverable-oriented, hierarchical decomposition of work to be done by the project team. Sometimes called the 100% rule, it shows the total of the work at the lowest levels must roll up to the higher levels so that nothing is left out and no extra work is done.

QUESTION 957

Your company is in the project management training business. In addition, the company publishes several exam study aids for the PMP® and CAPM® exam. You have your PMP® and you have been appointed as the project manager to make sure your company's training materials are updated to be aligned with the new PMBOK® Guide. You must complete your project in six months. You are now in month four. Many of your team members have been working on other projects as the company uses matrix management. In a performance review meeting today, you informed your Governance Board that you did not think you could complete this project in the remaining two months. You were informed that additional resources were not available, but you had to complete your project on time. Your best course of action is to _____

- A. Revise your schedule baseline
- B. Use fast tracking
- C. Adjust leads and lags now in your schedule
- D. Use modeling techniques

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Fast tracking or crashing the schedule for the remaining work to be done are examples of schedule compression techniques to find ways to bring project activities that are behind into alignment with the project management plan.

QUESTION 958

You are trying to determine whether or not to conduct 100% final system tests of 500 ground-based radar units at the factory. The historical radar field failure rate is 4%; the cost to test each unit in the factory is \$10,000; the cost to reassemble each passed unit after the factory test is \$2,000; the cost to repair and reassemble each failed unit after factory test is \$23,000; and the cost to repair and reinstall each failed unit in the field is \$350,000. Using decision tree analysis, what is the expected value if you decide to conduct these tests?

- A. \$5.5 million
- B. \$5.96 million
- C. \$6.42 million
- D. \$7 million



Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Test: \$5M + \$960K + \$460K = \$6.42M; Don't Test: \$7M.

QUESTION 959

Motivation is dynamic and complex. The statement, "Motivation is an intrinsic phenomenon. Extrinsic satisfaction only leads to movements, not motivation" is attributed to which of the leading theories of motivation?

- A. Maslow's Hierarchy of Needs Theory
- B. Herzberg's Motivator-Hygiene Theory
- C. Morse and Lorsch's Contingency Theory
- D. McGregor's Theory X/Theory Y

Correct Answer: B

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Frederick Herzberg's Motivator-Hygiene Theory asserts that some job factors lead to satisfaction, whereas others can only prevent dissatisfaction. There are two types of factors associated to the motivation process: hygiene factors, which relate to the work environment, and motivators, which relate to the work itself. Hygiene factors, if provided appropriately, can prevent dissatisfaction, while motivating factors can increase job satisfaction and are more permanent.

QUESTION 960

Each time you meet with your project sponsor, she emphasizes the need for cost control. To address her concerns, you should provide_____

- A. Work performance information
- B. Cost baseline updates
- C. Resource productivity analyses
- D. Trend analysis statistics

Correct Answer: A

Section: Mix Questions
Explanation



Explanation/Reference:

Explanation:

The project's work performance information should document and communicate the CV, SV, CPI, SPI, TCPI, and VAC for the WBS components in particular for specific work packages and control accounts.

QUESTION 961

One output of the control costs process is cost forecasts, which is when_____

- A. Modifications are made to the cost information used to manage the project and are communicated to stakeholders
- B. Trend analyses are performed and communicated to stakeholders
- C. A budget update is required and communicated to all stakeholders
- D. A calculated EAC value or a bottom-up EAC value is documented and communicated to stakeholders

Correct Answer: D

Section: Mix Questions
Explanation

Explanation/Reference:

Explanation:

Cost forecasts are another output of control costs, and the EAC is used to show the expected total costs of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

QUESTION 962

You work for an electrical utility company and will be managing a project to build a new substation that will serve a new industrial park. This project was authorized because of a _____

- A. Business need
- B. Market demand
- C. Technological advance
- D. Customer request

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Projects can be authorized as a result of a market demand, organizational need, customer request, technological advance, legal requirement, ecological impact, or a social need. The new industrial park is an example of a project authorized because of a customer request.

QUESTION 963

A final project report is a recommended best practice. Although this report can be organized in a variety of ways, how should each item that is covered in the report be addressed?

- A. A recommendation for changing current practice should be made and defended.
- B. The focus should be solely on items that did not work well on the project.
- C. Individuals who did not contribute successfully as team members should be noted.
- D. An earned value discussion is warranted.

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

It is important to capture lessons learned, which then can be used on subsequent projects. The more detailed the lessons the better. However, when it comes to personnel lessons learned, the information should be handled in a confidential manner.

QUESTION 964

At the time the risk register is first prepared, it should contain all the following entries EXCEPT_____

- A. Root causes of risk
- B. Structure for describing risks
- C. List of risks requiring near-term responses
- D. List of potential responses

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The primary outputs from identify risks are initial entries into the risk register. It ultimately contains outcomes of other risk management processes as they are conducted. As an output of identify risks, the risk register should contain a list of identified risks, a list of potential responses, root causes that gave rise to the identified risks, and a structure for describing risks.

QUESTION 965

Which of the following theorists stated that people generally are motivated according to the strength of their desire either to achieve high levels of performance or to exceed in competitive situations?

- A. David McGregor
- B. David McClelland
- C. Victor Vroom
- D. B. F. Skinner

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

According to David McClelland, there are three relevant motives or needs in work situations: the need for achievement, power, and affiliation or association. This theory supports the view that there is a high correlation between achievement, affiliation, and power motives and the overall motivation and performance achieved in a project.

QUESTION 966

Your project is considered very risky. You plan to perform numerous what-if scenarios on your schedule using simulation software that will define each schedule activity and calculate a range of possible durations for each activity. The simulation then will use the collected data from each activity to calculate a distribution curve (or range) for the possible outcomes of the total project.

Your planned approach is an example of which following technique?

- A. PERT
- B. Monte Carlo analysis
- C. Linear programming
- D. Concurrent engineering

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Simulation is a tool and technique for the develop schedule process by which multiple project durations with different sets of activity assumptions are calculated. Monte Carlo analysis is the most commonly used simulation technique.

QUESTION 967

Project execution must be compared, and deviations must be measured for management control according to the_____

- A. Scope baseline
- B. Performance measurement baseline
- C. Schedule baseline
- D. Control system

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The PMB is an approved, integrated scope-schedule-cost plan for the project work against which project execution is compared in order to measure and manage performance. It includes contingency reserve but not management reserve. It typically integrates scope, schedule, and cost parameters of the project, but it may also include technical and quality parameters.

QUESTION 968

A number of items may be part of the schedule data for the project. The amount of additional detail will vary, but the data should include all the following items EXCEPT _____

- A. Schedule activities
- B. Activity attributes
- C. Identified assumptions
- D. Resource breakdown structure

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Schedule data for the project schedule includes a number of items as it collects the information used to describe and control the schedule. It includes schedule milestones, schedule activities, activity attributes, and assumptions and constraints. It may include resource histograms, alternate schedules, contingency reserves cash-flow projections, and order and delivery schedules.

QUESTION 969

If a team member, when facing schedule delays and cost overruns, develops several alternatives for completing the project successfully on schedule and within budget and asks questions such as, "Can we do it?," "If we do it what are the consequences?," and "Is it really worth the effort involved?," he or she is primarily motivated by the _____

- A. Contingency Theory
- B. Expectancy Theory
- C. Reinforcement Theory
- D. Equity Theory

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Developed by Victor Vroom, Expectancy Theory asserts that people think seriously about how much effort they should put into a task before doing it. Motivation is linked to an expectation of a favorable outcome. It is based on the concept that people choose behaviors that they believe will lead to desired rewards and outcomes.

QUESTION 970

Which tool or technique is NOT used for schedule control?

- A. Performance reviews
- B. Project management software
- C. Work performance information
- D. Leads and lags

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Work performance data is an input to control schedule.

QUESTION 971

All the following are examples of project document updates from the manage project team process EXCEPT _____

<https://vceplus.com/>

- A. Issue log
- B. Roles description
- C. Project staff assignments
- D. Personnel skills

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Personnel skill updates are an example of an enterprise environmental factor that may require updates as a result of the manage project team process along with inputs to the organizational performance appraisals.

QUESTION 972

Recording and reporting information regarding when appropriate configuration information should be provided and regarding the status of proposed and approved changes effectively is done through _____

- A. Configuration status accounting
- B. Configuration verification and audit
- C. Project management methodology
- D. A project management information system (PMIS)

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Configuration status accounting captures, stores, and accesses the needed configuration information to manage products and product information effectively.

QUESTION 973

Decomposition is a technique used to break larger, complex items into smaller and more manageable items. Which following statement best describes the role decomposition plays in creating the WBS?

- A. Final output of creating the WBS is described in terms of phases of a project life cycle.
- B. Final output of creating the WBS is described in terms of schedule activities.
- C. Final output of creating the WBS is described in terms of verifiable products, services, or results.
- D. Final output of creating the WBS is described in terms of the scope of the project.

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

By using decomposition, the upper-level WBS components are subdivided for the work for each of the deliverables or subcomponents into its most fundamental elements, where the WBS components then represent verifiable products, service, or results.

QUESTION 974

The schedule management plan is a key document. It is _____

- A. An output of the develop schedule process
- B. A tool and technique used in the develop schedule process
- C. The first time management process

D. A separate planning effort completed in conjunction with the time management processes

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The schedule management plan is the output of plan schedule management, the first of the seven time management processes. It is a subsidiary plan to the project management plan.

QUESTION 975

Activity attributes are used to extend the description of the activity and to identify its multiple components. In the early stages of the project, an example of an activity attribute is _____

- A. Activity codes
- B. Activity description
- C. Predecessor and successor activities
- D. Activity name



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The components for each activity evolve over time. In the initial stages of the project, they include the activity ID, WBS ID, and the activity name. Later, additional information is added as other time management processes are performed.

QUESTION 976

You are working on a new project in your city to construct an environmentally friendly landfill. The existing site is so undesirable that many residents have moved to other neighboring cities because of their proximity to it. However, even though the project has the support of the public, you need to have a number of hearings of the city's government before you are authorized to begin work. As you are in the planning phase of the project, you are waiting for these hearings to be scheduled and held before you can begin site preparation. These hearings are an example of _____

- A. A milestone
- B. An external dependency
- C. An item to be scheduled as a fragment

D. A mandatory dependency

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Some dependencies are external ones, and they involve a relationship between project activities and non project activities. In sequencing activities, the project management team must determine which dependencies are external as they are usually outside of the team's control.

QUESTION 977

You are working on a project and want to know how many activities in the previous month were completed with significant variances. You should use a(n)

- A. Control chart
- B. Inspection
- C. Scatter diagram
- D. Trend analysis



Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Trend analysis is used in many control processes in project management. The trend analysis examines the performance of the project over time to determine whether performance is improving or deteriorating. Graphical analysis techniques are valuable in trend analysis to understand performance to date and to compare it to future performance goals in the form of completion dates.

QUESTION 978

Your project has a budget of \$1.5 million for the first year, \$3 million for the second year, \$2.2 million for the third year, and \$800,000 for the fourth year. Most of the project budget will be spent during _____

- A. Starting the project
- B. Organizing and preparing
- C. Carrying out the work
- D. Closing the project

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The implementation phase (carrying out the work) is when all interfaces affecting the project must be coordinated and when the product or service of the project is created. In most projects, this phase is also where a large portion of the project budget is spent.

QUESTION 979

If you decide to follow an open subordination approach to resolving conflict, you are using which style of conflict resolution?

- A. Avoiding
- B. Accommodating
- C. Compromising
- D. Collaborating

Correct Answer: B

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Open subordination is much like an accommodating or smoothing style of conflict management in which negotiators are more concerned about positive relationships than about substantive outcomes. It can dampen hostility, increase support and cooperation, and foster more interdependent relationships. This is an effective style for project managers to use with support staff. It concedes one's position to the needs of others to maintain harmony and relationships.

QUESTION 980

Typically, the seller receives formal written notice that the contract has been completed by the_____

- A. Project manager
- B. Authorized procurement administrator
- C. Member of the project management team responsible for daily contract administration
- D. Purchasing department head

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The buyer, through its authorized procurement administrator, is responsible for providing the seller with formal written notice of contract completion. The procurement administrator does so when the seller has met all contractual requirements as articulated in the contract. PMI®,

QUESTION 981

Working in the control procurements process since your project is using five contractors, you need to update a number of organizational process assets. An example is _____

- A. Procurement management plan
- B. Procurement documentation
- C. Correspondence
- D. Warranties

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Contract terms and conditions often require written documentation of certain aspects of buyer/seller communications. Examples include any warnings of unsatisfactory performance and requests for changes in the contract or clarification. Other organizational process assets to update include payment schedules and requests and seller performance evaluation documentation.

QUESTION 982

You are beginning a new project staffed with a virtual team located across five different countries. To help limit conflict and misunderstandings concerning the justification, objectives, and high-level requirements of the project among your team members and their functional managers, you ask the project sponsor to prepare a _____

- A. Memo to team members informing them that they work for you now
- B. Project charter
- C. Memo to functional managers informing them that you have authority to direct their employees
- D. Human resource management plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Although the project charter cannot stop conflicts from arising, it can provide a framework to help resolve them, because it describes the project manager's authority to apply organizational resources to project activities. The project charter also documents the business needs, justification, objectives, and high-level requirements of the project.

QUESTION 983

To anticipate and help develop approaches to deal with potential quality problems on your project, you want to use a variety of root-cause analysis techniques including all the following approaches EXCEPT _____

- A. Fishbone diagrams
- B. Ishikawa diagrams
- C. System or process flowcharts
- D. Checklists

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Checklists are used to verify that the work of the project and its deliverables fulfill a set of requirements.

QUESTION 984

All of the following are examples of ways to generate options for mutual gain during negotiations EXCEPT _____

- A. Separating inventing from deciding
- B. Options broadening
- C. Zero-sum game analysis
- D. Multiplying options by shuttling between the specific and the general

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Achieving mutual gain during negotiations means that each party benefits by the decisions made. A zero-sum game is where one side wins at the expense of the other.

QUESTION 985

Recently, your company introduced a new processing system for its products. You were the project manager for this system and now have been asked to lead a team to implement needed changes to increase efficiency and productivity. To help you analyze the process outputs, you and your team have decided to use which following technique?

- A. System flowcharts
- B. Design of experiments
- C. Pareto analysis
- D. Control charts

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Control charts help to determine whether or not a process is stable or has predictable performance. This function of control charts is achieved through the graphical display of results over time to determine whether differences in the results are created by random variations or are unusual events. In a manufacturing environment, such charts are used to track repetitive actions such as manufactured lots. In a project management environment, they can be used to monitor processes such as cost and schedule variances, number requirements, and errors in project documents.

QUESTION 986

Effective leadership is one key to successful project management. There are several theories of leadership. One model is Hershey and Blanchard's situational leadership model that describes directive behavior and supportive behavior. Of the following, which one is NOT a key word for supportive behavior?

- A. Listen
- B. Structure
- C. Praise
- D. Facilitate

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Supportive behavior is relationship oriented and is the extent to which the leader engages in two-way communication, listens, provides support and encouragement, facilitates interaction, and involves the followers in decision making. Structure connotes a certain level of rigidity and inflexibility and is not a term associated with supportive behavior.

QUESTION 987

Based on quality control measurements on your manufacturing project, management realizes that immediate corrective action is required to the material requirements planning (MRP) system to minimize rework. To implement the necessary changes you should follow_____

- A. The organization's quality policy
- B. The quality management plan
- C. Established operational definitions and procedures
- D. A defined integrated change control process

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

If the recommended corrective or preventive actions or a defect repair require a change to any of the project management plans, a change request should be prepared in conformance with the perform integrated change control process.

QUESTION 988

You are the project manager on a project to improve traffic flow in the company's parking garage.

You decide to use flowcharting to_____

- A. Help anticipate how problems occur
- B. Show dependencies between tasks
- C. Show the results of a process
- D. Forecast future outcomes

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Flowcharts depict the interrelationship of a system's components and show the relationships among process steps. They are often referred to as process maps as they display the sequence of steps and the branching possibilities for a process that transforms one or more inputs into one or more outputs. Flowcharts show activities, decision points, branching loops, parallel paths, and the order of processing. As such, they aid the team in anticipating where quality problems might occur, which helps in developing approaches for dealing with these potential problems.

QUESTION 989

Successful project management involves both project leadership as well as project management skills. Several different leadership styles are appropriate in different phases of the project life cycle. Assume that you are working on a project, and it is in the execution phase. The leadership style that is most appropriate should consist of a blend of all but which one of the following?

- A. Change master
- B. Decision maker
- C. Team and synergy
- D. Trustworthiness

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

During the execution stage, the major attributes and emphasis is on realignment. The leadership style/blend that is most appropriate is one who is a decision maker, balances work and fun, is trustworthy, and promotes the team concept and synergy.

QUESTION 990

Schedule control is one important way to avoid delays. While planning and executing schedule recovery, one tool available to you for control schedules is _____

- A. Changing the schedule management plan
- B. Immediately rebase lining
- C. Adjusting leads and lags
- D. Changing all project and resource calendars

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Corrective action is anything that brings expected future schedule performance in line with the project plan. Adjusting leads and lags is one of many tools available to identify the cause of variation.

QUESTION 991

You have been the project manager for your nuclear submarine project for four years. While you did not assume this position until the project management plan had been prepared and approved, you find you spend a significant amount of time collecting data and communicating. You also spend time reviewing the impact of project changes and implementing ones that have been approved. Often you have had to modify a non-conforming product, which means you are spending time on_____

- A. Corrective actions
- B. Updating the project's requirements
- C. Updating the traceability matrix
- D. Defect repair

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Defect repair is an intentional activity to modify a nonconforming product or project component.

QUESTION 992

You were assigned recently as the project manager of a program management office project to implement a new enterprise-wide scheduling system for use throughout your company. You identify the need for a project charter to provide you with appropriate authority for applying resources, completing the project work, and formally initiating the project. Who should issue the project charter?

- A. The project manager you
- B. The customer
- C. The person who formally authorizes the project
- D. A member of the training and development department as they will own the training on the new system

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The charter is issued by the project initiator or sponsor who formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

QUESTION 993

In which of the following methods of resolving conflict will the conflict typically reappear again in another form?

- A. Smoothing
- B. Compromising
- C. Collaborating
- D. Confronting

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Smoothing emphasizes areas of agreement while avoiding points of disagreement. It tends to keep peace only in the short term.

QUESTION 994

Statistical sampling is a method in perform quality control to determine the conformance to requirements for some component or product of a project. Its greatest advantage is that it_____

- A. Does not require a large expenditure of resources
- B. Is accurate enough with a sampling of less than 1%
- C. Does not require 100% inspection of the components to achieve a satisfactory inference of the population
- D. Needs to be conducted only when a problem is discovered with the end product or when the customer has some rejects

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The application of the statistical concept of probability has proven, over many years in many applications, that an entire population of products need not be inspected, if the sample selected conforms to a normal distribution of possible outcomes (the "bell" curve). Sample frequency and sizes should be determined as the quality management plan is prepared in order that the cost of quality includes the number of tests and expected scrap.

QUESTION 995

Your project sponsor wants to know whether process variables are within acceptable limits. To answer this question, you should_____

- A. Conduct a process analysis
- B. Conduct a root cause analysis
- C. Use a control chart
- D. Use a run chart

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A control chart is one of the seven basic tools of quality control that determines whether or not a process is stable or has predictable performance. It also illustrates how a process behaves over time. When a process is within acceptable limits, it need not be adjusted; when it is outside acceptable limits, an analysis should be conducted to determine the reasons why.

QUESTION 996

All the following statements are true about the grassroots estimate, EXCEPT_____

- A. Its accuracy rate is from -5% to +10%
- B. It is also called an engineering estimate
- C. It is used primarily for Level 1 of the WBS
- D. It may take months to prepare

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Estimates are categorized according to accuracy and the time to prepare them. Grassroots or engineering-type estimates are definite estimates and are prepared when detailed information about the project is available. These estimates would use the work-package level of the WBS.

QUESTION 997

You are planning a project and want to account for how the project will be managed in the future. While building your cost performance data, you want to provide guidance for when the project is later executed, because you know that different responses are required depending upon the degree of variance from the baseline.

For example, a variance of 10 percent might not require immediate action, whereas a variance of 20 percent will require more immediate action and investigation. You decide to include the details of how to manage the cost variances as part of which following plan?

- A. Cost management plan
- B. Change management plan
- C. Performance measurement plan
- D. Variance management plan

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The management and control of costs focuses on variances. Certain variances are acceptable, and others, usually those falling outside a particular range, are unacceptable. The actions taken by the project manager for all variances are described in the cost management plan.

QUESTION 998

Assume that you are managing a project team. Your team is one in which its members confront issues rather than people, establish procedures collectively, and is team oriented. As the project manager, which of the following represents your team's stage of development and the approach you should use during this time?

- A. Storming; high directive and supportive approach
- B. Norming; high directive and low supportive approach
- C. Norming; high supportive and low directive approach
- D. Performing; low directive and supportive approach

Correct Answer: C

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

There are four stages of team development: forming, storming, norming, and performing. Different leadership styles in terms of the amount of required supportive and directive behavior are appropriate when a team is in a certain development stage. At the norming stage, the third stage in team development, leaders provide high support and low direction. Verma 1996, 227

QUESTION 999

You are finalizing all the contracts and ensuring that they are closed. The close procurements process involves all the following administrative actions

EXCEPT_____

- A. The procurement administrator is reassigned
- B. Finalizing open claims
- C. Updating the project records to show the final contract results
- D. Archiving the contracts and contract records for future use

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The close procurements process looks at the administration of the contract and not the people responsible or involved with the contract.

QUESTION 1000

You are working on a project and want to identify the cause of problems in a process by the shape and width of the distribution of the process variables. You should use a_____

- A. Histogram
- B. Pareto chart
- C. Scatter diagram
- D. Trend analysis



Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a histogram, or a special form of bar chart, each column represents an attribute or characteristic of a problem or situation. The height of each column represents the relative frequency of the characteristic. It describes the central tendency, dispersion, or shape of a statistical distribution.

QUESTION 1001

You are working on a construction project in a city different from your headquarters' location. You and your team have not worked in this city, City B, previously, and you lack knowledge of the local building codes. You had a team member review the codes, and he said they were in far greater detail than those in your city, City A. When you asked him how much time he would need to spend to gain a complete understanding of these codes, he estimated that at least five weeks would be needed. You then decided it would be more cost effective to hire a local person from City B who specializes in this area. As a result, as you prepare your schedule and estimate your resource requirements for this project, you should coordinate this work closely with which of the following processes:

- A. Estimate costs
- B. Define activities
- C. Determine budgets
- D. Develop schedule

Correct Answer: A



Section: Mix Questions**Explanation****Explanation/Reference:**

Explanation:

The estimate activity resources process involves estimating the type and quantities of material, people, equipment, or supplies needed to perform each activity. This means close coordination with the estimate costs process is needed.

QUESTION 1002

Assume that you were the first person in your company to be PMP® certified and also that you earned a doctorate in project management. People throughout the organization admired your achievements. Based on your success in managing projects, your company now has adopted a management-by-projects philosophy. You have been appointed head of your company's project management office to lead the organization as it transitions to this new way of working. So far, people seem to willingly comply with your demands and requests. In this situation, you are using which type of power?

- A. Legitimate
- B. Expert
- C. Contacts
- D. Referent

Correct Answer: A

Section: Mix Questions

Explanation**Explanation/Reference:**

Explanation:

Legitimate power is formal authority based on a person's position within the organization. It comes with the right to give orders or make requests.

QUESTION 1003

The nature of project work is such that it inevitably causes stress. Project managers thus need to learn how to cope with and manage stress and understand what stress is and why it is created. Project managers need to note that it can be a positive experience depending on how people perceive stress and should work to mentor team members accordingly. As you strive to become more aware of stress, which one of the following is NOT considered a stress-creating factor that is related to the project environment?

- A. Role ambiguity
- B. Corporate politics
- C. Career development
- D. Selection of team members

Correct Answer:

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A

The main sources of stress are grouped into four categories of stress-creating factors: those related to roles and relationships, those related to the job environment, personal factors, and factors related to the project environment or climate. Role ambiguity is an example of factors related to roles and responsibilities. It occurs when an individual is not clear about his or her job responsibilities.

QUESTION 1004

Assume you are working as the project manager on the first project in your company to use the critical chain approach to scheduling. You are a PMP® and also are certified in critical chain. You are getting ready for a performance review with your Governance Board, and you can expect they will ask questions about_____

- A. The magnitude of variance against the schedule baseline
- B. Schedule risk
- C. Performance to date since the past review meeting
- D. The buffer needed and buffer remaining

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

Critical chain is an approach in scheduling in which the project team can place buffers on any project schedule path to account for limited resources and project uncertainties. During a performance review, comparing the amount of buffer remaining to the amount of buffer needed to protect the delivery date can help to determine schedule status.

QUESTION 1005

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:

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

B

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 1006

A number of approaches can be helpful when estimating resource requirements for activities on a project. Assume you are managing a project and you have already prepared your WBS. When you decomposed your WBS, it has 45 work packages. You then prepared an activity list. Now, you are preparing your schedule and determining your resource requirements. You found there were about 30 activities that you could not estimate with a reasonable degree of confidence, so you and your team decided to use which one of the following approaches to help with these activity resource estimates:

- A. Resource breakdown structure
- B. Published estimating data
- C. Alternatives analysis
- D. Bottom-up estimating

Correct Answer: D

Section: Mix Questions

Explanation



Explanation/Reference:

Explanation:

When an activity cannot be estimated with a reasonable degree of confidence, the work then needs to be decomposed into more detail. The estimates then are aggregated into a total quantity for each of the activity's resources through a bottom-up approach. These activities may or may not have dependencies between them. However, when dependencies exist, this pattern of use of resources then is documented in the estimated requirements for each activity.

QUESTION 1007

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:

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

A



Correct Answer:

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The calculated SV and SPI time performance indicators for WBS components, in particular the work packages and control accounts, are documented and communicated to stakeholders as an output of the control schedule process.

QUESTION 1008

Functional managers play a vital role in ensuring project success. Since most projects operate in a matrix environment, there is shared authority between project managers and functional managers.

Functional managers tend to focus on_____

- A. Who will do the task
- B. Why the project manager needs resources
- C. How much time and money is available for the task
- D. Why will the task be done

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

In a matrix environment, project resources (that is, people) come from the functional departments. Therefore, it is the functional manager's job to identify who will work on specific project tasks.

QUESTION 1009

You are a member of a project selection committee that uses the net present value technique.

Using this approach, the project is acceptable if the_____

- A. Sum of the net present value of all estimated cash flow during the life of the project equals the profit
- B. Net present value of the inflow is greater than the specified amount or percentage threshold
- C. Gross present value of all future expected cash flow divided by the initial cash investment is greater than one
- D. Net present value of the inflow is less than the specified amount or percentage threshold

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The discounted cash-flow approach--or the present value method--determines the net present value of all cash flow by discounting it by the required rate of return. The impact of inflation can be considered. Early in the life of a project, net cash flow is likely to be negative because the major outflow is the initial investment in the project. If the project is successful, cash flow will become positive.

QUESTION 1010

A watch list of low priority risks is documented in the_____

- A. Work performance information
- B. Risk register
- C. Fallback plans
- D. Risk response plan

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The monitor and control risks process includes keeping track of those risks on the watch list. Low-priority risks are inputs to the monitor and control risks process and are documented in the risk register. Other inputs that are part of the risk register include identified risks and risk owners, agreed-upon risk responses, control actions to assess the effectiveness of response plans, specific implementation actions, symptoms and warning signs of risk, residual and secondary risks, and the time and cost contingency reserves.

QUESTION 1011

You are the project manager for a major logistics installation project and must obtain specific services from local sources external to your project. Your subcontracts administrator has told you to prepare a product or service description, which is referenced in a_____

- A. Project statement of work
- B. Contract scope statement
- C. Request for proposal
- D. Contract

Correct Answer: A

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project statement of work describes in a narrative form the products, services, or results that the project will deliver. It references the product scope description as well as the business need and strategic plan.

QUESTION 1012

It often is advantageous to appoint a termination manager in the closing phase of the project and release the project manager so that he or she is available to work on another project. If this is the case, the termination manager should focus attention on all but which one of the following?

- A. Ensuring that documentation is complete
- B. Ascertaining any product support requirements
- C. Receiving formal acceptance of the project from the client
- D. Preparing personnel performance evaluations

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The project manager, or whoever supervised the work of each individual team member, should prepare the personnel evaluations because they have an intimate understanding of the work performed by the team members. The termination manager focuses instead on the administrative requirements of termination and the environment within which the project will be operating if it is continued in any way.

QUESTION 1013

You are working on a project to upgrade the existing fiber-optic cables in your province. You have determined that a resource can install 25 meters of cable per hour, so the duration required to install 1,000 meters would be 40 hours. This means you are using_____

- A. Productivity efficiency factors
- B. Parametric estimating
- C. Analogous estimating
- D. PERT

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

Parametric estimating uses statistical relationships between historical data and other variables to calculate an estimate for activity parameters such as cost, budget, and duration. The activity durations then are determined quantitatively by multiplying the quantity of work to be performed by the labor hours per unit of work. This technique can produce higher levels of accuracy depending on the reliability of the data in the model.

QUESTION 1014

During the stages of team development, your team is in which stage when there is problem solving and interdependence along with achievement and synergy?

- A. Storming
- B. Forming
- C. Norming
- D. Performing

Correct Answer: D

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The performing stage of team development is noted by a theme of productivity. Management skills involve consensus building, problem solving, decision making, and rewarding, with leadership shown through management by walking around, stewardship delegation, mentoring, being a futurist, and being a cheerleader/champion.

QUESTION 1015

When you are about to terminate a contract, the one place to look for specific procedures for contract closure is in the_____

- A. Statement of work in the contract
- B. Terms and conditions in the contract
- C. Product description
- D. Organizational process assets

Correct Answer: B

Section: Mix Questions

Explanation

Explanation/Reference:

Explanation:

The terms and conditions can prescribe specific procedures for the various ways that a contract could be terminated.

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