

## PMP

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PMP



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### Sections

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

### Exam A

**QUESTION 1**

An element of the project scope statement is:



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- A. Acceptance criteria.
- B. A stakeholder list.
- C. A summary budget,
- D. High-level risks.

**Correct Answer: A**  
**Section: Initiation**  
**Explanation**



**Explanation/Reference:**

**QUESTION 2**

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

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

**Correct Answer: D**  
**Section: Initiation**  
**Explanation**

**Explanation/Reference:**

**QUESTION 3**

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

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

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 4**

Which item is an example of personnel assessment?

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



**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 5**

Which input to the Identify Stakeholders process provides information about internal or external parties related to the project?

- A. Procurement documents
- B. Communications plan
- C. Project charter
- D. Stakeholder register

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 6**

In which Knowledge Area is the project charter developed?

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

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



#### **QUESTION 7**

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

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

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 8**

Which process involves developing an approximation of the monetary resources needed to complete project activities?

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

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 9**

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

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



**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 10**

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

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

**Correct Answer:** A

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 11**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



**QUESTION 12**

Stakeholder satisfaction should be managed as a key project:

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 13**

Which cost is associated with nonconformance?

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

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 14**

Identify Risks is part of which Process Group?

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

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 15**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**



**Explanation/Reference:**

**QUESTION 16**

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

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

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 17**

Through whom do project managers accomplish work?

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



**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 18**

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

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



**Correct Answer:** A  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

**QUESTION 19**

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

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

**Correct Answer:** C  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**



**QUESTION 20**

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



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- A. management

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

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 21**

The component of the human resource management plan that includes ways in which team members can obtain certifications that support their ability to benefit the project is known as:

- A. recognition and rewards
- B. compliance
- C. staff acquisition
- D. training needs

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 22**

In project management, a temporary project can be:

- A. Completed without planning
- B. A routine business process
- C. Long in duration
- D. Ongoing to produce goods

**Correct Answer: C**

**Section: Initiation**

**Explanation**



**Explanation/Reference:**

**QUESTION 23**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 24**

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

- A. Uniform
- B. Continuous
- C. Discrete
- D. Linear

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 25**

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

- A. Available organizational assets
- B. Project staff assignments

- C. Interpersonal skills
- D. Enterprise environmental factors

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 26**

The risk response strategy in which the project team acts to reduce the probability of occurrence or impact of a risk is known as:

- A. exploit
- B. avoid
- C. mitigate
- D. share

**Correct Answer:** C

**Section:** Initiation

**Explanation**



**Explanation/Reference:**

#### **QUESTION 27**

Project management processes ensure the:

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

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 28**

Which project risk listed in the table below is most likely to occur?

Project Risks	Probability	Impact
Risk 1	L	M
Risk 2	H	H
Risk 3	L	L
Risk 4	M	L

- A. 1
- B. 2
- C. 3
- D. 4

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 29**

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

- A. contingent risk

- B. residual risk
- C. potential risk
- D. secondary risk

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

### **QUESTION 30**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**



**Explanation/Reference:**

### **QUESTION 31**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 32**

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

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

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 33**

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

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



**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 34**

The methodology that combines scope, schedule, and resource measurements to assess project performance and progress is known as:

- A. Earned value management.
- B. Forecasting.
- C. Critical chain methodology.
- D. Critical path methodology.

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 35**

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

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

**Correct Answer:** C

**Section:** Initiation

**Explanation**

**Explanation/Reference:**



**QUESTION 36**

Which element does a project charter contain?

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

**Correct Answer:** C

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 37**



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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 38**

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

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



**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 39**

Which basic quality tool explains a change in the dependent variable in relationship to a change observed in the corresponding independent variable?

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

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 40**

High-level project risks are included in which document?

- A. Business case
- B. Risk breakdown structure
- C. Project charter
- D. Risk register

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 41**

The scope management plan and scope baseline are contained in:

- A. organizational process assets
- B. a requirements traceability matrix
- C. the project charter
- D. the project management plan

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 42**

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

- A. portfolio

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

**Correct Answer:** B  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 43**

The stakeholder register is an output of:

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

**Correct Answer:** A  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 44**

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

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

**Correct Answer:** D  
**Section:** Initiation  
**Explanation**



**Explanation/Reference:**

**QUESTION 45**

The project manager notes that stakeholders are aware of the project and potential impacts and are actively engaged in ensuring that the project is a success. The engagement level of the stakeholders should be classified as:

- A. Supportive
- B. Leading
- C. Neutral
- D. Resistant

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 46**

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

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

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 47**

Projects are undertaken by an organization to support the:

- A. Product performance.
- B. Budget process.
- C. Collective capabilities.

D. Organizational strategy.

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 48**

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

A. 0.45

B. 0.56

C. 0.70

D. 1.36

**Correct Answer:** C

**Section:** Initiation

**Explanation**

**Explanation/Reference:**



**QUESTION 49**

Which is the Define Scope technique 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:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 50**

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

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

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 51**

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

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



**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 52**

Which activity is an input to the Conduct Procurements process?

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

**Correct Answer:** A  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

**QUESTION 53**

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

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

**Correct Answer:** B  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**



**QUESTION 54**

Organizations perceive risks as:

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

**Correct Answer:** B  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

**QUESTION 55**

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

- A. Schedule management plan
- B. Project management plan
- C. Quality management plan
- D. Resource management plan

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 56**

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

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



**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 57**

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

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

**Correct Answer: B**



**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 58**

What is one of the objectives of Project Risk Management?

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



**QUESTION 59**

Which type of managers do composite organizations involve?

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 60**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 61**

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

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



**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 62**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 63**

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

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

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 64**

What is the definition of Direct and Manage Project Execution?

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



**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 65**

What causes replanning of the project scope?

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

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 66**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



**QUESTION 67**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 68**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### QUESTION 69

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

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



**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### QUESTION 70

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

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

**Correct Answer:** A

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 71**

Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact takes place in which process?

- A. Monitor and Control Risks
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



**QUESTION 72**

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

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

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 73**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 74**

Documented identification of a flaw in a project component together with a recommendation is termed a:

- A. corrective action.
- B. preventive action.
- C. non-conformance report.
- D. defect repair.



**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 75**

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

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

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 76**

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

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

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 77**

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

- A. stakeholder management strategy.
- B. communications management plan,
- C. stakeholder register,
- D. performance report.

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 78**

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

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



D. Planning

**Correct Answer:** C

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 79**

Monte Carlo is which type of risk analysis technique?

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**



**QUESTION 80**

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

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

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 81**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 82**

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

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



**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 83**

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

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

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 84**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 85**

Which of the following Process Groups covers all Project Management Knowledge Areas?

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 86**

What is the most accurate rough order of magnitude (ROM)?

- A. In the Initiation phase, the estimate is in the range of +/- 50%.
- B. In the Planning phase, the estimate is in the range of +/- 50%.
- C. In the Monitoring and Controlling phase, the estimate is in the range of +/- 15%.

D. In the Closing phase, the estimate is in the range of +/- 15%.

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 87**

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

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**



#### **QUESTION 88**

Which statement is true about the project management body of knowledge?

- A. Recognized by every project manager
- B. Constantly evolving
- C. The sum of all knowledge related to project management
- D. A sum of knowledge that should be applied on every project

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 89**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 90**

Which of the following is a project constraint?

- A. Twenty-five percent staff turnover is expected.
- B. The technology to be used is cutting-edge.
- C. Project leadership may change due to volatile political environment.
- D. The product is needed in 250 days.



**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 91**

What is project management?

- A. A logical grouping of project management inputs, outputs, tools, and techniques
- B. Applying knowledge, skills, tools, and techniques to project activities to meet the project requirements
- C. Launching a process that can result in the authorization of a new project
- D. A formal, approved document that defines how the project is executed, monitored, and controlled

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 92**

An input to the Collect Requirements process is the:

- A. stakeholder register.
- B. project management plan.
- C. project scope statement.
- D. requirements management plan.

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



**QUESTION 93**

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

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

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 94**

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

- A. Firm-Fixed-Price (FFP)
- B. Fixed Price with Economic Price Adjustments (FP-EPA)
- C. Fixed-Price-Incentive-Fee (FPIF)
- D. Cost Plus Fixed Fee (CPFF)

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 95**

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

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



**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 96**

Which characteristics do effective project managers possess?

- A. Project management knowledge, performance skills, and personal effectiveness
- B. Preparedness, project management knowledge, and personality characteristics
- C. General management, preparedness, and project management knowledge
- D. Assertiveness, collaboration, and performance skills

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 97**

Which is an output of the Collect Requirements process?

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

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 98**

Which of the following are an enterprise environmental factor that can influence the Identify Risks process?

- A. Work performance reports
- B. Assumptions logs
- C. Network diagrams
- D. Academic studies

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 99**

Which Control Scope input is compared to actual results to determine if corrective action is required for the project?

- A. Scope baseline
- B. Scope management plan
- C. Change management plan
- D. Cost baseline



**Correct Answer:** A  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 100**

Which of the following response strategies are appropriate for negative risks or threats?

- A. Share, Accept, Transfer, or Mitigate
- B. Exploit, Enhance, Share, or Accept
- C. Mitigate, Share, Avoid, or Accept
- D. Avoid, Mitigate, Transfer, or Accept

**Correct Answer:** D  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**



#### **QUESTION 101**

Identify Stakeholders is the process of identifying all of the people or organizations impacted by the project and documenting relevant information regarding their interests in, involvement in, and impact on the project:

- A. manager.
- B. success.
- C. deadline.
- D. scope.

**Correct Answer:** B  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 102**

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

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

**Correct Answer:** C

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 103**

A tool and technique used during the Collect Requirements process is:  
(Choose two.)

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



**Correct Answer:** AB

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 104**

One of the objectives of a quality audit is to:

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

**Correct Answer:** D  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 105**

Which statement correctly describes the value of a business case?

- A. It provides the necessary information to determine if a project is worth the required investment.
- B. It provides for alternative dispute resolution procedures in event of contract default.
- C. It offers one of several alternative scenarios which assist in performing qualitative risk analysis.
- D. It is used to help a project manager understand the scope of commercial advantages.

**Correct Answer:** A  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**



#### **QUESTION 106**

The probability and impact matrix is primarily used to:

- A. Quantify risk issues for trends during a quality audit.
- B. Develop a risk register for risk planning.
- C. Evaluate each risk's importance and priority during Perform Qualitative Risk Analysis.
- D. Define risk and compare impacts during Perform Quantitative Risk Analysis.

**Correct Answer:** C  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 107**

Scope verification is PRIMARILY concerned with which of the following?

- A. Acceptance of the work deliverables.
- B. Accuracy of the work deliverables.
- C. Approval of the scope statement.
- D. Accuracy of the work breakdown structure.

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 108**

Which activity is an input to the select sellers process?

- A. Organizational process assets
- B. Resource availability
- C. Change control process
- D. Team performance assessment



**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 109**

Soft logic is also known as what type of dependency?

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

**Correct Answer:** B

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 110**

Who MUST know when a risk event occurs so that a response can be implemented?

- A. Customers
- B. Project sponsors
- C. Project management team
- D. Insurance claims department

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



**QUESTION 111**

What are the components of the “triple constraint”?

- A. Scope, time, requirements B. Resources, time, cost
- C. Scope, management, cost
- D. Scope, time, cost

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 112**

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

- A. Organizational Structure

- B. Organizational Process Assets
- C. Organizational Matrix
- D. Organizational Breakdown Structures

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 113**

Which of the following is an example of a risk symptom?

- A. Failure to meet intermediate milestones
- B. Force of nature, such as a flood
- C. Risk threshold target
- D. Crashing, front loading, or fast tracking

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 114**

Which is a tool or technique used in scope definition?

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**



**Explanation/Reference:**

**QUESTION 115**

Activity resource requirements and resource breakdown structure are outputs from what Project Time Management process?

- A. Schedule Control
- B. Activity Definition
- C. Schedule Development
- D. Activity Resource Estimating

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 116**

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

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

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 117**

Within a matrix organization, dual reporting of team members is a risk for project success. Who is responsible for managing this dual reporting relationship factor?

- A. Functional manager
- B. Project manager
- C. Functional manager supported by the project manager
- D. Project management office

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 118**

Which of the following is an example of contract administration?

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**



**QUESTION 119**

The project charter is an input to which process?

- A. Develop Project Charter
- B. Develop Project Management Plan
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 120**

What is Project Portfolio Management?



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

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 121**

What are the five Project Management Process Groups?

- A. Initiating, Planning, Executing, Monitoring and Controlling, and Closing
- B. Introduction, Planning, Executing, Monitoring and Controlling, and Closing
- C. Initiating, Planning, Executing, Monitoring and Controlling, and Ending
- D. Introduction, Planning, Implementation, Monitoring and Controlling, and Closure

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 122**

Which is an input to the Scope Verification Process?

- A. Performance report
- B. Work breakdown structure
- C. Requested changes
- D. Project scope statement

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 123**

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 124**

What characteristic do project and operational work share in common?

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

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 125**

Which of the following tools and techniques is used in the Develop Project Team process?

- A. Acquisitions
- B. Organizational theories

- C. Team-building activities
- D. Virtual teams

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 126**

The Cost Management processes and their associated tools and techniques are usually selected during which of the following?

- A. Project finance management
- B. Project cost estimation
- C. Project life cycle definition
- D. Project plan development

**Correct Answer:** C

**Section:** Initiation

**Explanation**

**Explanation/Reference:**



#### **QUESTION 127**

A primary function of a project management office is to support project managers in a variety of ways, including which of the following?

- A. Developing and managing project policies, procedures, templates, and other shared documentation
- B. Acting as the project sponsor by providing financial resources to the project
- C. Resolving issues and change management within a shared governance structure
- D. Aligning organizational/strategic direction that affects project and program goals

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 128**

A project can be defined as a:

- A. Temporary endeavor undertaken to create a unique product, service, or result
- B. Temporary endeavor that produces repetitive outputs
- C. Permanent endeavor undertaken to create a unique product, service, or result
- D. Permanent endeavor that produces repetitive outputs

**Correct Answer:** A

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 129**

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

- A. Add an information gap to the risk register.
- B. Review the project statement of work (SOW) to create the project charter.
- C. Revise the business case to narrow the project scope and create the project charter.
- D. Review the business case with the sponsoring organization to confirm that the project aligns with business needs.

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 130**

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

What should the project manager do?

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

**Correct Answer:** A  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

**QUESTION 131**

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

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

**Correct Answer:** A  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**



**QUESTION 132**

A key stakeholder misses a project kick-off meeting. The project manager arranges a separate meeting to ensure that the stakeholder understands that the project's expected business value aligns with the organization's strategy. What are the key areas that should be reviewed?

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

**Correct Answer:** B  
**Section:** Initiation  
**Explanation**

**Explanation/Reference:**

**QUESTION 133**

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

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

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 134**

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

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

**Correct Answer: A**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 135**

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

What document should the project manager consult to clarify this?

- A. Organizational breakdown structure (OBS)

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

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 136**

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

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

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 137**

While meeting with the project team, the project manager learns that the new department manager, while abroad, is raising questions. What should the project manager do next?

- A. Refer the department manager to the change control board (CCB).
- B. Raise the issue with the project sponsor.
- C. Conduct a stakeholder analysis.
- D. Provide the kick-off meeting notes to the department manager.

**Correct Answer:** D

**Section:** Initiation

**Explanation**



**Explanation/Reference:**

**QUESTION 138**

A project manager has only a short timeframe in which to complete a project's cost estimation. What estimating technique should the project manager use?

- A. Top-down
- B. Three-point
- C. Bottom-up
- D. Analogous

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 139**

A company plans to set up a new product that is unlike any previous product they have developed. The project manager must manage customer expectations.

What should the project manager do to identify the project's deliverables?

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

**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 140**

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



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

**Correct Answer:** D

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 141**

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

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



**Correct Answer:** B

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

#### **QUESTION 142**

A project manager presents the project scope and deliverables to stakeholders. Two stakeholders disagree about the project scope.

What should the project manager do?

- A. Create a project charter to obtain strategic alignment between the two stakeholders.
- B. Update the stakeholder engagement plan to document the concerns.
- C. Brainstorm with the stakeholders to clarify requirements.
- D. Accommodate the project scope requirements of the more senior stakeholder.

**Correct Answer:** C

**Section:** Initiation

**Explanation**

**Explanation/Reference:**

**QUESTION 143**

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

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**



**QUESTION 144**

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

- A. Expert judgment
- B. Parametric estimating
- C. Bottom-up estimating
- D. Analogous estimating

**Correct Answer: D**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 145**

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

What should the project manager do?

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

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 146**

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

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

**Correct Answer: B**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 147**

A project manager plans the agenda for a kick-off meeting. As one of the first agenda items, the project manager wants to set the strategic direction of the project. Who should present this topic?

- A. Customer
- B. Functional manager
- C. Project sponsor
- D. Project manager

**Correct Answer: C**  
**Section: Initiation**  
**Explanation**

**Explanation/Reference:**

**QUESTION 148**

A project manager is assigned to start the charter of an IT project and review the process inputs. However, the project manager realizes that the business case does not have adequate support.

What should the project manager do to resolve this situation?

- A. Notify the project sponsor.
- B. Hire an external subject matter expert (SME).
- C. Request that the business analysis team perform an evaluation.
- D. Propose a review of the lessons learned in similar projects.

**Correct Answer: A**  
**Section: Initiation**  
**Explanation**



**Explanation/Reference:**

**QUESTION 149**

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

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

**Correct Answer: D**  
**Section: Initiation**  
**Explanation**

**Explanation/Reference:**

**QUESTION 150**

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

What should the project manager do to address the conflict?

- A. Persuade the developers to cooperate with the application of the quality assurance plan, and communicate this to stakeholders
- B. Wait until the deliverables are ready before directing the development team to adhere to the quality assurance plan
- C. Explain the quality assurance plan to all team members, make the required changes, and gain consensus on the plan going forward
- D. Hire a conflict resolution specialist to address the concerns, then implement the recommended changes

**Correct Answer: C**

**Section: Initiation**

**Explanation**

**Explanation/Reference:**

**QUESTION 151**

Enterprise environmental factors are an input to which process?

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

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 152**

An input to the Plan Cost Management process is:

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

D. The risk register.

**Correct Answer:** C

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 153**

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

- A. Adaptive
- B. Predictive
- C. Incremental
- D. Iterative

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**



**QUESTION 154**

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

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

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 155**

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

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

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 156**

A project manager is appointed full-time to a project and is given full-time administrative staff and full-time project team members. This situation describes which type of organizational structure?

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

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 157**

The Plan Stakeholder Management process belongs to which Process Group?

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

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

**Explanation/Reference:**

**QUESTION 158**

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

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

**Correct Answer:** A  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**



**QUESTION 159**

Which Plan Schedule Management tool or technique may involve choosing strategic options to estimate and schedule the project?

- A. Facilitation techniques
- B. Expert judgment
- C. Analytical techniques
- D. Variance analysis

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

**Explanation/Reference:**

**QUESTION 160**

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



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

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 161**

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

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



**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

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

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

**Correct Answer: D**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 163**

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

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

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**



**QUESTION 164**

A regression line is used to estimate:

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

**Correct Answer: B**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 165**

When does the project team determine which dependencies are discretionary?

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

**Correct Answer:** D

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 166**

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

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

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**



**QUESTION 167**

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

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

**Correct Answer:** C

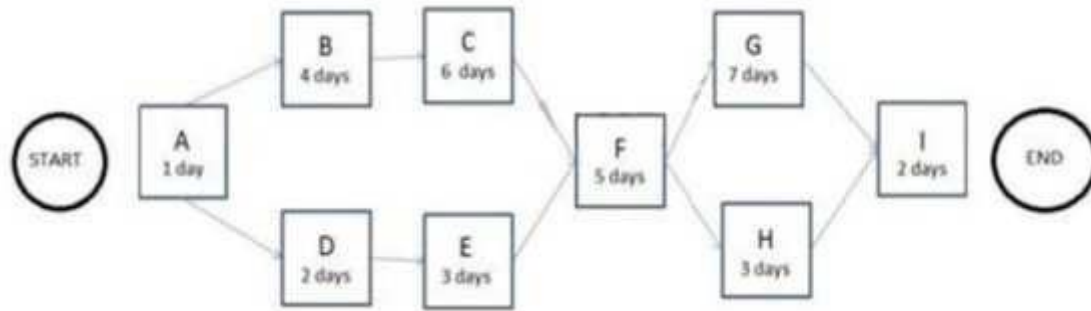
**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 168**

The following is a network diagram for a project.



The total float for the project is how many days?

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



**Correct Answer: B**

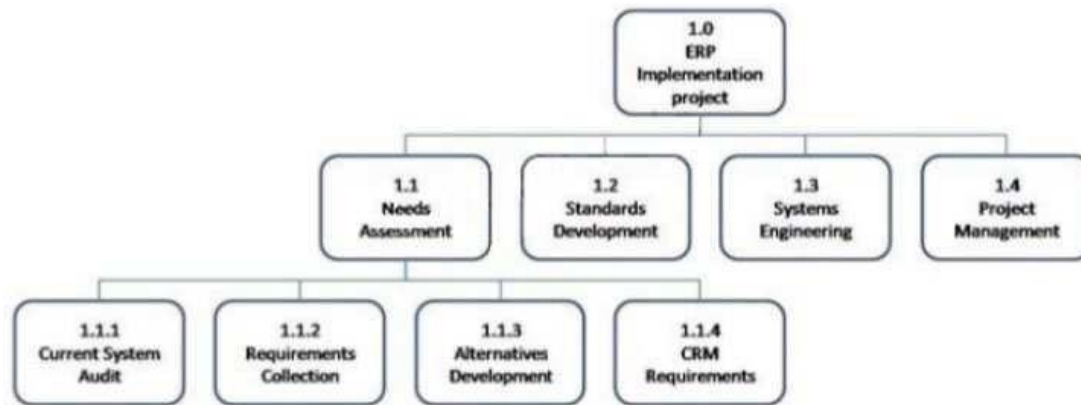
**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 169**

Which type of graphic is displayed below?



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

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**

#### QUESTION 170

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

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

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 171**

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

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

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 172**

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

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

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 173**

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

- A. cultural differences of team members

- B. possibility of communication misunderstandings
- C. costs associated with travel
- D. costs associated with technology

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

**Explanation/Reference:**

**QUESTION 174**

The lowest level normally depicted in a work breakdown structure (WBS) is called a/an:

- A. work package
- B. deliverable
- C. milestone
- D. activity

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 175**

The scope management plan and scope baseline are contained in:

- A. organizational process assets
- B. a requirements traceability matrix
- C. the project charter
- D. the project management plan

**Correct Answer: D**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**



**QUESTION 176**

Which Manage Communications tool or technique focuses on identifying and managing barriers?

- A. Communication methods
- B. Information technology
- C. Communication models
- D. Information management systems

**Correct Answer: C**

**Section: Planning**

**Explanation**

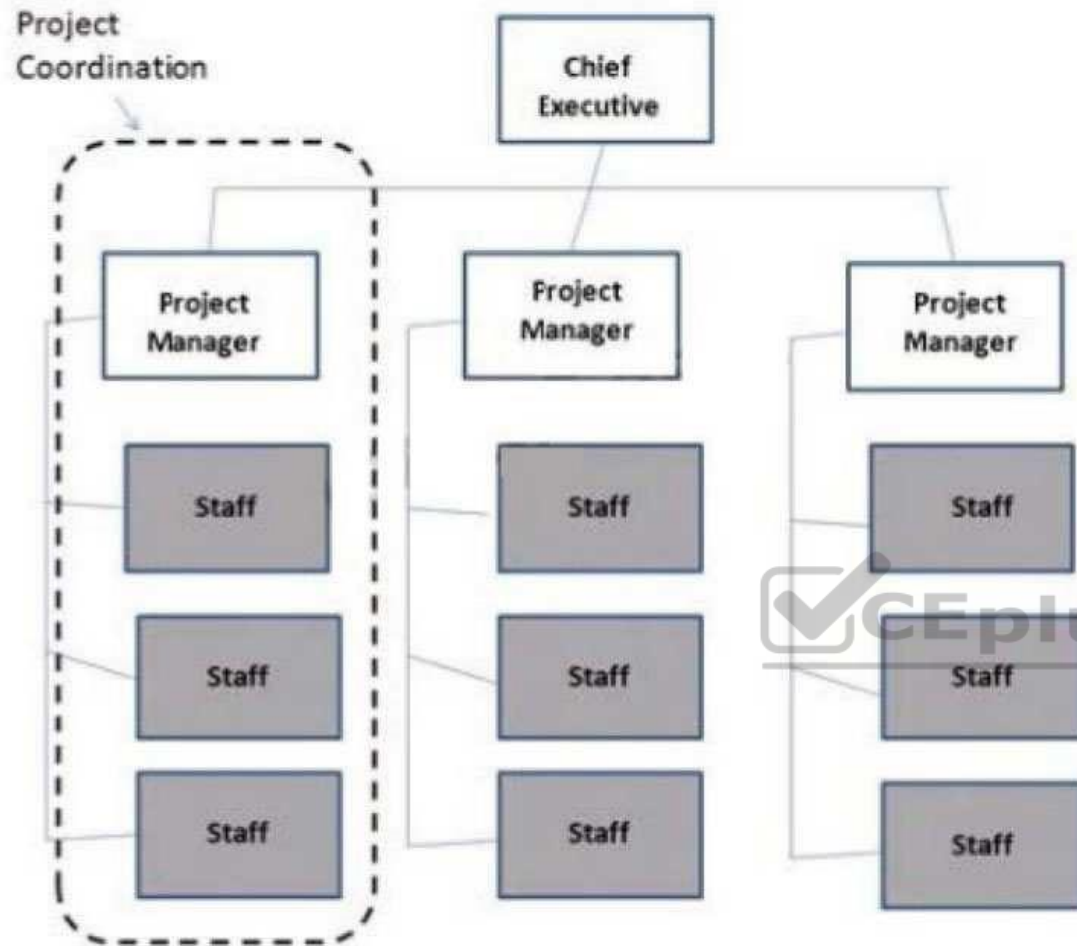
**Explanation/Reference:**

**QUESTION 177**

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







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

**Correct Answer:** B  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 178**

Stakeholder communication requirements should be included as a component of:

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

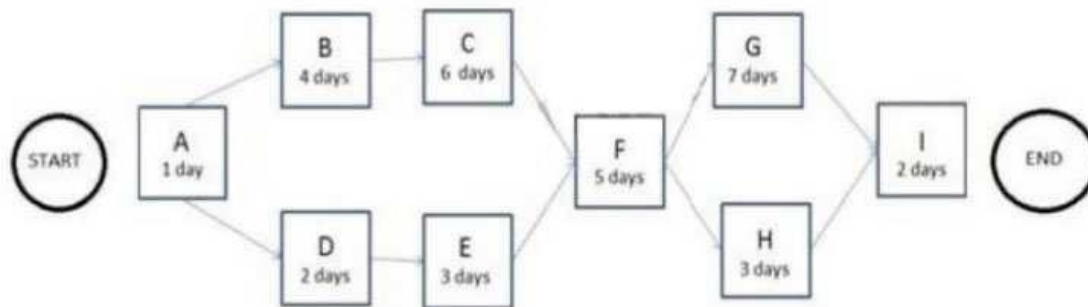
**Correct Answer:** C  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**



**QUESTION 179**

The following is a network diagram for a project.



What is the critical path for the project?

- A. A-B-C-F-G-I

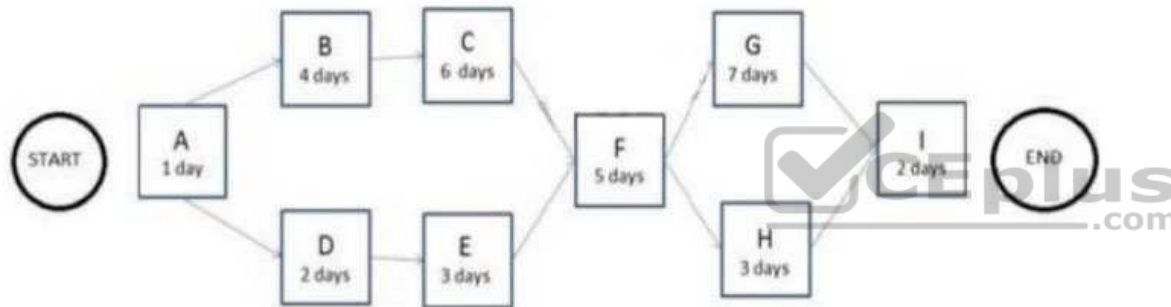
- B. A-B-C-F-H-I
- C. A-D-E-F-G-I
- D. A-D-E-F-H-I

**Correct Answer:** A  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

#### QUESTION 180

The following is a network diagram for a project.



How many possible paths are identified for this project?

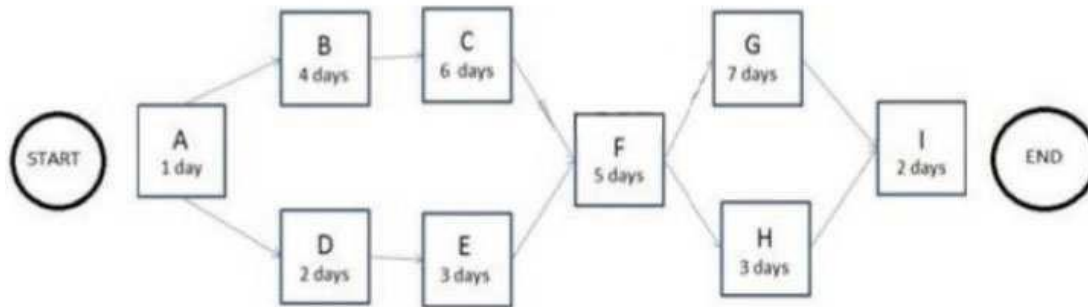
- A. 3
- B. 4
- C. 6
- D. 7

**Correct Answer:** B  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 181**

The following is a network diagram for a project.



The free float for Activity H is how many days?

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



**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 182**

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

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

**Correct Answer:** C

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 183**

Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

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

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**



**QUESTION 184**

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

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

**Correct Answer: D**

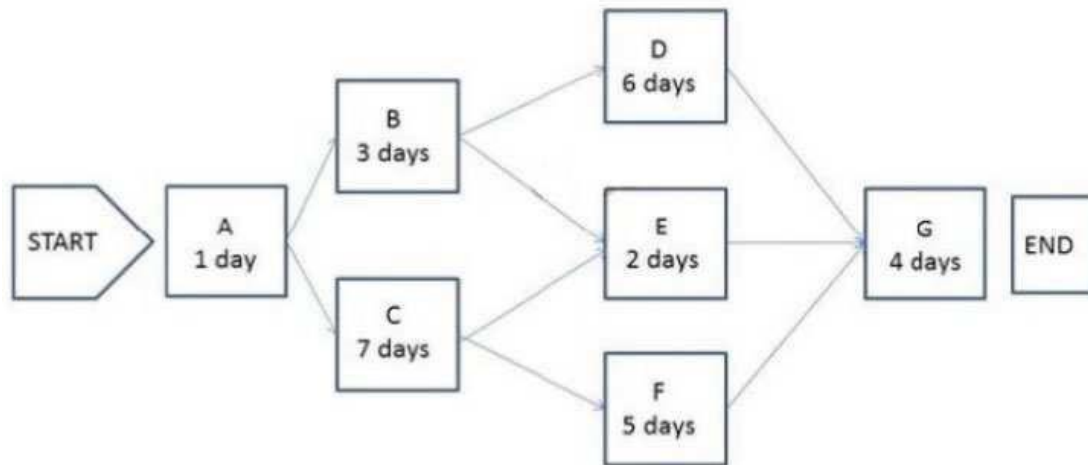
**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 185**

The following is a network diagram for a project.



What is the critical path for the project?

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



**Correct Answer: C**

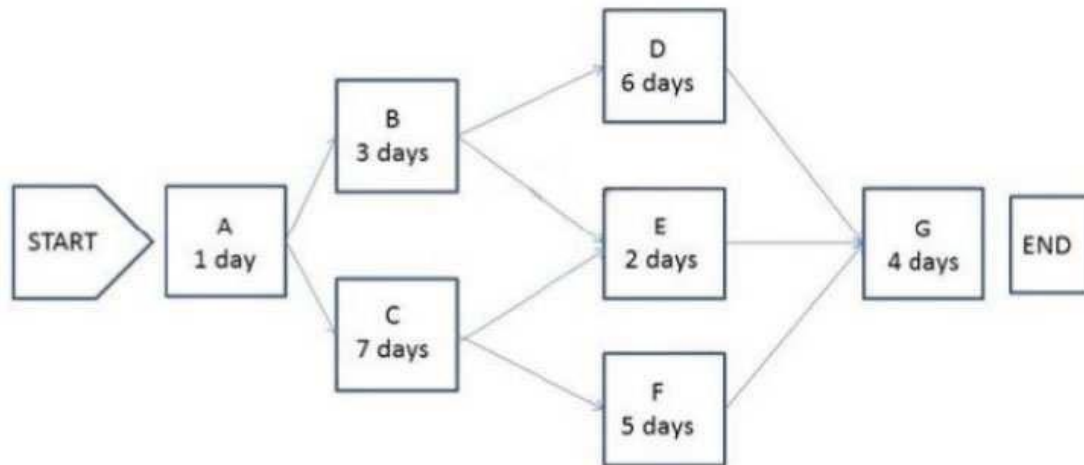
**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 186**

The following is a network diagram for a project.



The total float for the project is how many days?

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



**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### QUESTION 187

Requirements documentation will typically contain at least:

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

**Correct Answer: B**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 188**

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

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

**Correct Answer: B**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**



**QUESTION 189**

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

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

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 190**



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

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

**Correct Answer:** D

**Section:** Planning

**Explanation**

**Explanation/Reference:**

#### **QUESTION 191**

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

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



**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

#### **QUESTION 192**

What is an objective of the Develop Project Team process?

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

**Correct Answer:** A

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 193**

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 194**

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 195**

Which of the following statements correctly characterizes pull communication?

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

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 196**

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 197**

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 198**

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 199**

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 200**

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 201**

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 202**

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 203**

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 204**

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 205**

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 206**

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

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

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 207**

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 208**

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 209**

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 210**

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 211**

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 212**

Which of the following is an input to Control Scope?

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

**Correct Answer:** B  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 213**

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 214**

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 215**

"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 216**

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 217**

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 218**

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 219**

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 220**

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 221**

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 222**

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 223**

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 224**

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 225**

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 226**

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 227**

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 228**

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 229**

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

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

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**



**QUESTION 230**

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 231**



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 232**

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 233**

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 234**

An input to the Identify Risks process is the:

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

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**



**QUESTION 235**

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 236**

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 237**

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 238**

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 239**

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 240**

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 241**

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 242**

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

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

**Correct Answer: C**

**Section: Planning**

**Explanation**



**Explanation/Reference:**

#### **QUESTION 243**

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

What should the project manager do?

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

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

**Explanation/Reference:**

**QUESTION 244**

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



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

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

**Correct Answer:** D  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 245**

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

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

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 246**

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

What should the project manager do?

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

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 247**

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

What should the project manager do?

- A. Wait for plan approval, and then submit a change request.
- B. Inform management, and allow them to decide next steps.
- C. Correct the mistake, and submit the plan for approval.

D. Escalate the situation to the project management office (PMO) for review.

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

#### **QUESTION 248**

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

What does this describe?

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

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**



#### **QUESTION 249**

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

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

**Correct Answer:** C

**Section:** Planning

**Explanation**



**Explanation/Reference:**

**QUESTION 250**

A project manager identifies that three leaders in the organization have three different expectations about what should be implemented in a project. What did the project manager use to identify this?

- A. Stakeholder analysis
- B. Deliverables definition
- C. Quality variances
- D. Project charter development

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 251**

A project manager joins a project that must comply with a country's government regulations. The government is providing a six-month grace period before applying financial penalties. To implement this project, a small group of stakeholders will be involved, who have the legal right to defend their interests and can cause a financial impact on the organization.

What should the project manager do?

- A. Conduct a probability and impact assessment.
- B. Allow any issues to be handled by management.
- C. Adjust the schedule to include time for handling objections.
- D. Create the project management plan and wait to act until issues actually occur.

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 252**

A project has a senior stakeholder whose input is important, and who needs to be kept informed about the project's status. Rather than receive updates from the project manager, this stakeholder prefers to contact a team member directly. The stakeholder has a connection with this team member that is unrelated to the project, and thinks that this is a way to obtain inside information on the project's true status.

What should the project manager do?

- A. Ask the stakeholder how the additional information that they feel is missing from current communications may be provided.
- B. Keep the team member properly informed about project status so that the stakeholder receives the same information from both sources.
- C. Leave the connection in place, since the information coming via the team member is unofficial and will not create problems.
- D. Tell the team member not to accept calls from the stakeholder, because these calls have an adverse effect on the team member's productivity.

**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 253**

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

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

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 254**

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

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

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

What would be the critical path(s)?

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

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**

#### QUESTION 255

A project manager must provide cost estimates to stakeholders. What should the project manager present to avoid unreasonable cuts in the budget that will undermine the project?

- A. High-level costs summarized by resource
- B. Bottom-up costs as the basis for the estimate
- C. Cost estimates as per historical data and other variables
- D. Cost estimates using expert judgement

**Correct Answer:** C

**Section:** Planning

**Explanation**

**Explanation/Reference:**

#### QUESTION 256

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

- A. Cost plus award fee (CPAF)
- B. Cost plus incentive fee (CPIF)

- C. Cost plus percentage of cost (CPPC)
- D. Cost plus fixed fee (CPFF)

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 257**

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

What should the project manager do to mitigate this?

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

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 258**

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

In what category should this risk be included?

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

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

**Explanation/Reference:**  
**QUESTION 259**

Currently, a project has a considerable list of risks that can significantly impact the project deliverables. What should the project manager do to prioritize the risks?

- A. Sort the risks according to their impact.
- B. Perform a qualitative risk analysis.
- C. Identify what risks have the highest probability.
- D. Perform a quantitative risk analysis.

**Correct Answer: B**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**



**QUESTION 260**

A project manager must write a proposal that includes overall cost estimates for a new project. The only information that the project manager has received is that the prior project with the customer failed due to lack of funding during the implementation stage.

What should the project manager do next to mitigate risk?

- A. Review the lessons learned repository to understand why the prior project failed.
- B. Choose the appropriate cost estimating method and add contingency to cover overruns based on the previous project.
- C. Increase the contingency reserve to avoid cost overruns during the implementation stage.
- D. Review all project documents related to cost/budget assumptions prior to estimating costs.

**Correct Answer: A**  
**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 261**

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

Where should this information have been captured?

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

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 262**

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

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

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

D. D

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 263**

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

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

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



**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 264**

While developing the responsible, accountable, consult, and inform (RACI) matrix, the project manager identifies that a project work package does not have a defined owner. What should the project manager do?

- A. Directly assume the responsibility.
- B. Consult the resource and work breakdown structures to verify who is accountable.
- C. Assign an owner based on who has the fewest assigned responsibilities.
- D. Consult the project sponsor.

**Correct Answer: B**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**

**QUESTION 265**

The risks for a project's construction activities were transferred to an insurance company. A major risk occurs that damages the completed work. What should the project manager do next?

- A. Deduce the costs for repair from the client and inform the sponsor.
- B. Inform the client that the project can no longer be completed.
- C. Notify any impacted parties and take necessary actions to receive compensation.
- D. Review the budget and use the management reserve to cover the cost of the damages.

**Correct Answer: C**

**Section: Planning**  
**Explanation**

**Explanation/Reference:**



**QUESTION 266**

A company sells an IT solution to an external customer, which is formalized in a legal agreement. The project manager from the selling company immediately starts developing the project management plan based on the contract's terms and conditions. A short lead time is highlighted as the most important constraint, because failure to fulfill this may lead to important penalties.

What should the project manager do to reduce risk?

- A. Ensure the legal agreement is closely followed.
- B. Initiate a strong change management plan.
- C. Conduct a benefits analysis with relevant stakeholders to validate project alignment with organizational strategy and expected business value.
- D. Analyze the enterprise environmental factors, organizational process assets, business case, and benefits management plan.

**Correct Answer: B**

**Section: Planning**  
**Explanation**



**Explanation/Reference:**

**QUESTION 267**

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

- B. Scope management plan
- C. Risk management plan
- D. Communications management plan

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 268**

A new project manager takes over a project from a colleague. What document should the project manager use to review all planned and approved tasks in relation to the project scope?

- A. Responsibility assignment matrix (RAM)
- B. Project charter
- C. Work breakdown structure (WBS)
- D. Program evaluation and review technique (PERT) diagram

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 269**

During the annual project-planning workshop, the human resource director requests the development of a new employee-leave application system. The project management office (PMO) is responsible for following up on this request. What should the PMO do next?

- A. Check available systems on the market.
- B. Determine the available budget.
- C. Obtain a project statement of work (SOW).
- D. Create a project management plan.

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 270**

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

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



**Correct Answer: A**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 271**

A project manager is in the final stage of cost estimation. A colleague informs the project manager that costs must be increased, as the client requested additional scope.

What should the project manager consider before proceeding?

- A. Project funding requirements
- B. Organizational processes
- C. Agreements

D. Project charter

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

#### **QUESTION 272**

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

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

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**



#### **QUESTION 273**

An ongoing cross-functional project has team members located in several different countries, and stakeholders who provide insufficient support. How can the project manager improve this situation?

- A. Conduct cross-cultural team building activities, and assess the results.
- B. Consult the communications management plan, and update the responsibility assignment matrix (RAM).
- C. Prepare a change request to colocate, and more closely manage, the team.
- D. Review the stakeholder register, and update the stakeholders engagement assessment matrix.

**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 274**

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

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

**Correct Answer:** A

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 275**

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

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



**Correct Answer:** B

**Section:** Planning

**Explanation**

**Explanation/Reference:**

**QUESTION 276**

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

What else does the PMO need?

- A. Performance reports
- B. Enterprise environmental factors

- C. Organizational strategy plan
- D. Project documents

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 277**

At project inception, market demands result in a shift in the client's organizational strategy. Upon learning this, the project manager immediately requests a meeting with the project team and project sponsor.

In preparation for this meeting, what should the project manager analyze and evaluate?

- A. Approved scope statement
- B. Business case
- C. Enterprise environmental factors
- D. Project management plan

**Correct Answer: C**

**Section: Planning**

**Explanation**



**Explanation/Reference:**

**QUESTION 278**

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

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

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 279**

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

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

**Correct Answer: D**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 280**

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

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

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

**QUESTION 281**

A project manager realizes that a new government regulation affects the current project, and to be compliant with the new law, the scope of the project should be changed. The team is now analyzing the impact on the schedule and budget.

Which tool or technique should the project manager have considered before this issue occurred?

- A. Stakeholder register
- B. Stakeholder analysis
- C. Risk management plan
- D. Risk register

**Correct Answer: C**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 282**

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

What type of construction contract should the procurement manager negotiate?

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

**Correct Answer: B**

**Section: Planning**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 283**

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

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

**Correct Answer:** D  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**

**QUESTION 284**

A project manager is concerned about variations in the requirements-gathering process. What should the project manager do to address quality concerns during this process?

- A. Review the work performance reports to identify areas for improvement
- B. Implement the Six Sigma approach to evaluate improvement opportunities
- C. Perform quality control on all requirements process deliverables
- D. Add additional resources to the requirements-gathering process

**Correct Answer:** B  
**Section:** Planning  
**Explanation**

**Explanation/Reference:**



**QUESTION 285**

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

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

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

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

**Explanation/Reference:**



**QUESTION 286**

A project charter is an output of which Process Group?

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

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 287**

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 288**

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 289**

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 290**

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 291**

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 292**

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 293**

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 294**

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 295**

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 296**

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

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

D. \$200

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

Explanation:

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

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

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

**QUESTION 297**

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 298**

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 299**

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 300**

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 301**

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 302**

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 303**

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 304**

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 305**

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 306**

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 307**

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 308**

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 309**

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 310**

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 311**

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 312**

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 313**

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 314**

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 315**

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 316**

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 317**

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 318**

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 319**

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 320**

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 321**

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 322**

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 323**

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 324**

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 325**

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 326**

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 327**

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 328**

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 329**

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 330**

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 331**

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 332**

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 333**

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 334**

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 335**

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 336**

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 337**

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 338**

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 339**

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 340**

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 341**

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 342**

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 343**

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 344**

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 345**

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 346**

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 347**

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 348**

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 349**

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 350**

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 351**

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 352**

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 353**

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 354**

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 355**

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 356**

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 357**

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

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

**Correct Answer: A**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 358**

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 359**

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 360**

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 361**

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

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

**Correct Answer: A**  
**Section: Executing**  
**Explanation**



**Explanation/Reference:**

#### **QUESTION 362**

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: B**  
**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 363**

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 364**

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 365**

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 366**

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 367**

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 368**

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 369**

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 370**

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 371**

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 372**

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 373**

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 374**

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 375**

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 376**

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 377**

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 378**

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 379**

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 380**

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 381**

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 382**

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 383**

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 384**

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 385**

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

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

**Correct Answer:** C  
**Section:** Executing  
**Explanation**

**Explanation/Reference:**

**QUESTION 386**

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 387**

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 388**

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 389**

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 390**

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 391**

Which of the following is not 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:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 392**

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 393**

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 394**

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 395**

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 396**

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 397**

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 398**

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 399**

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 400**

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

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



**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 401**

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 402**

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 403**

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 404**

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 405**

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 406**

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 407**

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 408**

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 409**



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 410**

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 411**

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 412**

Project management processes are:

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

**Correct Answer: B**

**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 413**

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 414**

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 415**

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 416**

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 417**

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 418**

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 419**

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 420**

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 421**

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 422**

A project involves virtual teams working in multiple time zones. The project manager needs to ensure the availability of team members for assigned tasks. How can the project manager achieve this goal?

- A. Create a resource management plan for the multiple time zones.
- B. Set up team resource calendars.
- C. Adapt the project organization chart to reflect the multiple time zones.
- D. Maintain a responsibility assignment matrix (RAM)

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 423**

During a bridge construction project, a project manager discovers that one of the suppliers is the subject of a political issue. This could negatively impact the project.

What should the project manager do next?

- A. Inform the supplier that they are no longer able to work with them.
- B. Initiate a seller selection process to find a replacement for the supplier.
- C. Escalate the issue to upper management
- D. Analyze the potential consequences.

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 424**

A project is 70 percent through project execution when a new sponsor requests a change. Although the former sponsor has provided verbal approval of the deliverables, the new sponsor is unhappy with them and asks that several be redone.

What should the project manager have done to prevent this?

- A. Obtained additional approval from the client to ensure the changes remain valid
- B. Documented the approval for each deliverable with the former sponsor
- C. Implemented formal change control procedures
- D. Followed procedures outlined in the quality management plan

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### QUESTION 425

During a project's execution, a previously unidentified stakeholder within the customer's organization requests a change that could affect the project's scope. The stakeholder's influence within the customer's organization is strong.

What should the project manager do first?

- A. Schedule a meeting and, based on the outcome, update the project management plan.
- B. Issue a change request to the change control board (CCB).
- C. Identify the new stakeholder and update the stakeholder register.
- D. Meet with all stakeholders to discuss the change.

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### QUESTION 426

A company implements a project to design a new product for its current customers. A project scope statement is defined with constraints and assumptions associated with the project objectives.

What should the project manager do next?

- A. Meet with the project team to validate the project scope that will be executed by the team.

- B. Work with the project team and key stakeholders to determine the products, services, and/or results to be delivered.
- C. Establish a hierarchical breakdown of the total scope to be carried out by the project team to comply with project objectives.
- D. Ensure that all requested changes, or the preventive or corrective actions, are included in the project scope.

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 427**

During a large project's execution phase, the business owner submits an approved change that will impact different business areas. During implementation, the project manager discovers that a key stakeholder failed to be engaged with this request. This key stakeholder claims that the change will affect their business area.

What should the project manager do?

- A. Pause implementation of the approved change
- B. Conduct an impact analysis session with the key stakeholder.
- C. Resubmit the change request to the change control board (CCB).
- D. Adjust the project manager plan to accommodate the change.

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 428**

A project that is on target is audited before closure of the execution phase, and one of the points addressed by the auditors is missing documentation. The project manager asks the team the reason for this, and learns that they had insufficient time to prepare it.

What should the project manager have done to prevent this?

- A. Requested a scope reduction so that the team had time to prepare the documentation
- B. Requested additional resources to help prepare the documentation
- C. Completed checks during the quality management process



D. Updated the risk register with this as a risk

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 429**

During project execution, a risk logged in the risk management plan as one with a very low probability occurs. The project manager needs additional time to deal with the risk:

What should the project manager do to obtain the additional time?

- A. Ask the sponsor for a schedule change.
- B. Use the contingency reserve.
- C. Eliminate some quality assurance activities.
- D. Crash the schedule.

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 430**

During a project's execution phase, a customer requests additional features that will affect the project schedule. What should the project manager do?

- A. Modify the project schedule
- B. Follow procedures outlined in the change management plan.
- C. Update the project management plan
- D. Reject the change.

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 431**

During the execution of a large project across multiple domains, an identified risk is realized. What should the project manager do next?

- A. Refer to the risk impact on the risk register and avoid the risk.
- B. Plan a new risk response and update the risk register.
- C. Refer to the project management plan.
- D. Perform qualitative and/or quantitative risk analyses.

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 432**

A project is staffed with people from different countries, and several issues arise due to diverse approaches toward everyday activities. What should the project manager do to improve team performance?

- A. Provide the exact same information to everyone.
- B. Configure the team so that everyone comes from the same cultural background.
- C. Make everyone aware of the existence of cultural differences.
- D. Set explicit rules based on the company's country of origin.

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 433**

An international project team consists of local and overseas team members. The local team is responsible for integrating the project's work outputs. During the first integration phase, the need for a pre-validation of work outputs is identified, which will impact the project's cost and schedule.

What should the project manager do next?

- A. Perform a root cause analysis of the work outputs.
- B. Update the responsibility assignment matrix (RAM).
- C. Issue a change request to update the project management plan.
- D. Update the work breakdown structure (WBS) to include the pre-validation activities.

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 434**

A team member realizes that a technical update will improve a product's performance. What should the team member do before implementing the update?

- A. Include new scope in the network breakdown structure (WBS).
- B. Communicate with the project manager.
- C. Document the change in the issue log.
- D. Generate a change request.



**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 435**

Due to commitments to another project, an accountant fails to deliver an important report. What should the project manager have referenced to avoid this?

- A. Responsible, accountable, consult, and inform (RACI) matrix
- B. Timesheets
- C. Resource allocation plan
- D. Resource calendar

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 436**

A project manager is receiving new scope demands from multiple sources. What should the project manager use to properly address these requests?

- A. Project management plan updates
- B. Work performance reports
- C. Perform integrated change control process
- D. Project document updates

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 437**

A project's schedule indicates that activity A has a duration of five days, activity B has a duration of two days, and activity C has a duration of three days. Activity D has mandatory dependencies on activities A, B, and C.

What is the free float of activity B?

- A. 10 days
- B. 5 days
- C. 3 days
- D. 2 days

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 438**

A local supplier is unable to meet a delivery date. The project team did not anticipate this new threat to the supply of the product. Importing this product will cost the project twice the price that the local vendor charges.

What should the project manager use to fund this effort?

- A. Contingency reserve
- B. Project budget reserve
- C. Management reserve
- D. Risk response reserve

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 439**

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

What should the project manager have developed to prevent this?

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



**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 440**

A functional manager informs the project manager that a specific resource must be immediately transferred to another project. What should the project manager do?

- A. Update the resource calendar to reflect the transfer
- B. Brief the sponsor on the risk
- C. Ask the functional manager to allocate someone else for that project.

D. Negotiate with the functional manager to delay the transfer.

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 441**

A natural disaster occurs that severely disrupts a project's progress. When should the project manager provide status updates to stakeholders?

- A. In accordance with the stakeholder engagement plan
- B. As needed and in line with the project charter
- C. As described in the communications channel diagram
- D. As soon as the mitigation plans are in place

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**



#### **QUESTION 442**

A project manager is managing a complex project under adaptive conditions. The project must deliver a new technology in a highly competitive environment, and the project owners can change the project requirements to fit this changing environment.

What should the project manager do to mitigate the possibility of the changing cost of risks?

- A. Regularly analyze the contingency reserve.
- B. Frequently examine the management reserve.
- C. Submit regular change requests for additional funds to manage new risks.
- D. Stop project owners from changing project requirements to prevent scope creep.

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 443**

During the deployment of a new system, an unexpected power outage occurs. What should the project manager do?

- A. Perform a qualitative risk analysis.
- B. Assess the risk probability and impact.
- C. Categorize the risk, and update the assumptions log.
- D. Refer to the risk register, and inform key stakeholders.

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 444**

A project team member encounters an issue and identifies a workaround, but fails to inform the project manager. Two weeks later, a similar issue occurs that impacts the project.

What could have prevented this issue's reoccurrence?

- A. Documenting the organizational process assets
- B. Revising the responsibility assignment matrix (RAM)
- C. Performing a root cause analysis
- D. Updating the risk register

**Correct Answer: A**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 445**

During the third year of a company's multiyear project, a small company is acquired. New project stakeholders are now identified, who begin suggesting several project changes.

What should the project manager use to manage these stakeholders' recommendations?

- A. Change log B. Project charter
- C. Stakeholder register
- D. Risk register

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 446**

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

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

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

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 447**

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

What should the project manager do to manage this situation?

- A. Identify another stakeholder for support.



- B. Update the stakeholder engagement plan by highlighting this stakeholder's potential hostility.
- C. Include this stakeholder in all important decisions to emphasize that the objective is to deliver value.
- D. Ask management to assign a more senior project manager to the project.

**Correct Answer:** B  
**Section:** Executing  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 448**

A company is developing a new drug. Regulatory feedback indicates that a budget increase of 20 percent for additional work is required before the project can move to the next phase.

What should the project manager do?

- A. Initiate a change request.
- B. Update the risk management plan.
- C. Check the current outsourcing contracts.
- D. Communicate the situation to the sponsor.



**Correct Answer:** B  
**Section:** Executing  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 449**

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

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

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

D. Update the stakeholder register.

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 450**

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

What should the project manager do?

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

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 451**

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

What should the project manager have done to avoid this?

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

**Correct Answer:** D

**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 452**

A project sponsor approves a significant change to project scope that requires additional work and new deliverables from an external provider.

What should the project manager do?

- A. Initiate a change request.
- B. Conduct a performance review
- C. Review work performance data.
- D. Employ the contract change control system.

**Correct Answer: D**

**Section: Executing**  
**Explanation**

**Explanation/Reference:**



**QUESTION 453**

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

What type of communication does this describe?

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

**Correct Answer: D**

**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 454**

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

What should the project manager do next?

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

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 455**

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

What can the project manager do to obtain project approval?

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

**Correct Answer: A**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 456**

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

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

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

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### QUESTION 457

A company notices that, during the last six projects, the scope changed substantially. What should the project manager of a new project do first to reduce the likelihood of scope changes?

- A. Ask for management's guidance.
- B. Review lessons learned from the previous projects.
- C. Review the project scope statement.
- D. Plan to mitigate the impact of scope change.



**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### QUESTION 458

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

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

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 459**

Late in a project's implementation stage, the project manager discovers that a requirement was omitted. What should the project manager do next to correct this?

- A. Inform the stakeholders B. Submit a change request
- C. Inform the sponsor.
- D. Change the requirements.

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**



**QUESTION 460**

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

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

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

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 461**

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

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

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 462**

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

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

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 463**

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

What should the project manager do?

- A. Fast track the schedule.
- B. Follow the change control process.

- C. Reprioritize project timelines and update the schedule.
- D. Crash the schedule.

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 464**

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

What should the project manager have consulted to avoid this?

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

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 465**

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

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

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



**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 466**

An IT department's deliverable is two weeks late. If the deliverable is not completed by the end of the week, the project will be placed on hold. Within the last two weeks, the project manager communicated the issue to the IT department, spoke with the IT project manager, and elevated the risk level in the risk register.

To support the work, what should the project manager do next?

- A. Analyze stakeholder communications requirements.
- B. Validate the communications management plan.
- C. Apply the escalation process defined in the communications management plan.
- D. Communicate to the project stakeholders that the project will be delayed.

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**



**QUESTION 467**

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

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

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 468**

A project manager is unable to continue work on a project from its current location. The project manager quickly identifies a provider in another location and wants to begin the contract immediately. The project management office (PMO) declines approval due to past, negative issues and selects another provider. However, this has caused significant project delays.

What should the project manager do to avoid this type of delay in the future?

- A. Use existing resources, even if the cost is increased.
- B. Ask the team to suggest possible ways to manage the changes.
- C. Engage all project stakeholders and roll out the recovery plan to manage the change.
- D. Ask the PMO to be more collaborative to facilitate timely completion.

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 469**

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

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

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 470**

A project manager notices that a contracted consultant has become an obstruction in the project's critical path. Currently, the consultant is the only one who can accomplish a particular activity. The project manager discovers that the consultant is busy on another company project.

What should the project manager do to resolve this conflict?

- A. Require the project management office (PMO) to contract another consultant to work on that particular activity.
- B. Meet with the sponsor to explain the situation, and request that the consultant be assigned exclusively to their project.
- C. Meet with the consultant and the project manager of the other project to understand and negotiate the consultant's availability to meet both projects' needs.
- D. Ask the consultant to train the team on the required skills to avoid dependency on the consultant's availability.

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 471**

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

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

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

**Correct Answer: A**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 472**

Prior to the implementation of a system upgrade, a team member discovers a critical defect in the current system that must be fixed. What should the project manager do?

- A. Implement the fix and install it with the upgrade.
- B. Notify the operational manager, as this is not a project issue.

- C. Take no further actions since the project scope has been finalized.
- D. Notify the project sponsor and execute the Perform Integrated Change Control process.

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 473**

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

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

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 474**

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

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

**Correct Answer:** C

**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 475**

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

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

**Correct Answer: D**

**Section: Executing**  
**Explanation**

**Explanation/Reference:**



**QUESTION 476**

After stakeholders in a company's sales department examined all the deliverables, they state that there has been a change in the company strategy. Therefore, important changes must be made to the requirements. The project manager believes that these changes make the deliverables unusable. What should the project manager do?

- A. Evaluate and incorporate the changes to the project management plan to start executing them.
- B. Evaluate the impact on the project, coordinate with the sponsor and close the project.
- C. Request that stakeholders specify the new requirements and present them to the change control board (CCB).
- D. Request the details about the new requirements, evaluate them with the project team, and recommend whether to continue or close the project.

**Correct Answer: D**

**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 477**

During the execution of a US\$20 million project in a balanced matrix structure, a subject matter expert (SME) is pulled by their department manager. What should the project manager do to complete the project on time?

- A. Update the resource management plan
- B. Negotiate with the department manager for a replacement.
- C. Escalate the issue to the department manager's line manager.
- D. Refer the issue to the project management office (PMO).

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 478**

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

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

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 479**

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

What should the project manager do?

- A. Set up new ground rules for team expectations.
- B. Create a war room to enhance the team's ability to communicate.

- C. Update the communications management plan to include additional communications.
- D. Coach the team members on how to be better team players.

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 480**

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

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

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**



#### **QUESTION 481**

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

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

**Correct Answer: A**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 482**

A project's original budget at completion (BAC) was calculated as US\$100,000, but the estimate at completion (EAC) is US\$120,000. If the schedule performance index (SPI) is equal to 1, what is the cost performance index (CPI)?

- A. Equal to 1.2
- B. Less than 1
- C. Equal to 1
- D. Greater than 1

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 483**

After relocating an entire team to a remote project site, the project manager discovers a discrepancy between the project contract and the project scope. What should the project manager do to avoid delays and the underutilization of the relocated team?

- A. Discard the contract and proceed with the project scope.
- B. Issue a change request to correct the contract.
- C. Perform a cost analysis and bill to the customer.
- D. Evaluate the impact of the discrepancy and report the findings to the sponsor.

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 484**

A sponsor proposes a project scope change that is popular with the project team and key stakeholders. What should the project manager do?



- A. Follow the scope change request process.
- B. Notify stakeholders of the change.
- C. Update the project requirements.
- D. Modify the work breakdown structure (WBS).

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 485**

A global project is meeting schedule, scope, and cost requirements. Then, a labor strike in one of the countries causes a key resource to become unavailable. How can the project manager resolve this?

- A. Allow the team to work overtime.
- B. Negotiate a schedule extension with the customer.
- C. Implement the planned risk responses.
- D. Update the risk management plan.



**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 486**

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

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

**Correct Answer:** B

**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 487**

A project execution phase overlaps with a holiday in the country where the majority of team members are based. This phase is critical, and all team members are required to work through the holiday. This negatively impacts team morale. What should the project manager have done to avoid this?

- A. Requested help from other teams based in other countries
- B. Postponed project activities
- C. Prepared the stakeholder engagement plan
- D. Better developed the resource management plan

**Correct Answer: D**

**Section: Executing**  
**Explanation**

**Explanation/Reference:**



**QUESTION 488**

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

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

**Correct Answer: D**

**Section: Executing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 489**

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

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

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 490**

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

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

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 491**

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

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

- A. Each partner should retain its intellectual property and decide how to use the new intellectual property.
- B. Both partners should agree on a legal basis for the new intellectual property and previously shared proprietary information.
- C. Both parties should agree on the new intellectual property, and each partner should retain its own proprietary information.

D. Both partners should create a new company that will hold unique rights over the new intellectual property.

**Correct Answer:** B

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 492**

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

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

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**



#### **QUESTION 493**

A project manager for a large, complex project learns that numerous stakeholders will be impacted by the project. The stakeholders are from various parts of the organization and are at different levels within the hierarchy. The project manager knows it is important to maintain good relations with the stakeholders, but with so many, the task seems difficult.

What should the project manager do to gain the most support from stakeholders?

- A. Ensure that they all feel equally important to the project.
- B. Ask the project sponsor for help with stakeholder engagement.
- C. Engage with stakeholders at the highest level of the organization and ask that they show support to the others.
- D. Increase engagement based on each stakeholder's level of influence and potential project impact.

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 494**

The implementation of a business requirement for an IT project impacts several applications. The application owner notices that changes to a function in application X can be started only upon completion of the development of a new feature in application Y. This is an example of what dependency?

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

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 495**

A demanding project stakeholder insists that an additional feature be added to a project product without changing the scope, budget, or schedule. The project manager allows this feature to be included since it adds great value to the end product. However, this lengthens the project schedule and increases project cost. Which process should the project manager have followed before including the additional product feature?

- A. Change management
- B. Schedule and cost management
- C. Product scoping
- D. Requirements definition

**Correct Answer: A**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 496**

A project has been ongoing for a year. Early in the year, its schedule performance index (SPI) was 1.2; its most recent SPI is 0.7. What did the project manager use to track and communicate this information?

- A. Project communications
- B. Project management information system (PMIS)
- C. Performance reporting
- D. Variance analysis

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### QUESTION 497

A project manager wants to recruit another team member to replace an architect who resigned. What document should capture this change?

- A. Ground rules
- B. Project management plan
- C. Organizational process assets
- D. Responsibility assignment matrix (RAM)



**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### QUESTION 498

A project manager assumes a three-year, multiphase project with tight timelines. Stakeholder schedules permit time for addressing only essential activities. How should the project manager handle updating the lessons learned?

- A. Schedule lessons learned meetings at the end of each phase.
- B. Wait to gather lessons learned until the end of each year.
- C. Periodically seek feedback on lessons learned.

D. Fast track the project by gathering lessons learned only at the end of the project.

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 499**

The change control board (CCB) authorizes two corrective actions for implementation. The first action will cause a delay in delivering the regular stakeholder communication report. The second action will require more man hours on a severely delayed task on a critical path. What should the project manager do first?

- A. Implement the first corrective action, since it was received first.
- B. Hire an additional resource so that both corrective actions can be implemented simultaneously.
- C. Implement the second corrective action, since it is on a critical path.
- D. Ask the CCB for further clarification on its expectations.

**Correct Answer:** D

**Section:** Executing

**Explanation**



**Explanation/Reference:**

**QUESTION 500**

During a crisis, additional resources and time were required to resolve the issues. To avoid this situation, what should the project manager have addressed earlier?

- A. Resource changes
- B. Technology updates
- C. Unmanaged risks
- D. Management changes

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 501**

A project manager is managing a new client. The project requires knowledge of upcoming technologies, but existing team members have no experience working with these technologies.

What should the project manager do to engage the team in work relating to these technologies?

- A. Ask team members to individually learn the technologies.
- B. Organize internal and external training for all team members on the technologies.
- C. Hire a technical expert on the technologies.
- D. Replace the existing resources with new ones that have knowledge of these technologies.

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 502**

A recently promoted project manager must facilitate the weekly status update meeting. What should the project manager do to ensure a productive meeting?

- A. Carefully read the latest meeting minutes. B. Avoid or smooth over any disagreements.
- C. Limit attendance to the project team and stakeholders.
- D. Circulate a defined agenda in advance.

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 503**

A project team member begins working on a customer-requested task that is critical to project success. However, this task is not listed in the project plan. What should the project manager do?

- A. Stop work on the new task, initiate the change control process, and inform the customer.



- B. Discuss the issue with the team member and stop the work.
- C. Update the scope baseline and complete the task.
- D. Update the project plan with the change and ask the client to communicate any future changes.

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 504**

A project to implement a new business improvement is initiated by the sponsor. The project manager has concerns regarding high-level requirements. What should the project manager do?

- A. Interview the stakeholders.
- B. Organize focus groups.
- C. Conduct brainstorming sessions.
- D. Perform an assumption and constraint analysis.

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 505**

A project manager forwards the project team a report which includes a summary of the approved changes in the period. What document should be updated next?

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

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 506**

A project manager notices an unusually high rate of risks, but has limited resources to address them. To what should the project manager refer to determine risk priorities?

- A. Risk breakdown structure (RBS)
- B. Risk probability and impact matrix
- C. Risk management plan
- D. Risk mitigation strategy

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 507**

A preventive action is approved by the change control board (CCB). What should the project manager do next?

- A. Implement the action.
- B. Add a contingency reserve for the risk.
- C. Request the project sponsor's authorization.
- D. Issue a change request.

**Correct Answer: D**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 508**

A new project manager is assigned midway through a project. After conducting a project performance review, the project manager discovers that a supplier is unable to finish the work. At this stage, switching suppliers will carry considerable risk, however, not switching will result in cost increases and schedule delays. What should the project manager do next?

- A. Analyze the impact and formulate a plan.
- B. Identify a new supplier as a replacement in case the issue recurs.
- C. Help the supplier to resolve the issue and finish the work.
- D. Ask management and the procurement department to resolve the issue.

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 509**

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 510**

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 511**

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 512**

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 513**

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 514**

During a project's execution phase, team members disagree about how to proceed with upcoming tasks due to intellectual property conflicts and non-disclosure agreements with external resources. What should the project manager do?

- A. Ask the team to agree to compromise and move on
- B. Document it in the issue log
- C. Escalate it to senior management
- D. Work with the team to incorporate multiple viewpoints

**Correct Answer: C**

**Section: Executing**

**Explanation**



**Explanation/Reference:**

**QUESTION 515**

A project manager is receiving conflicting requirements from several stakeholders, all of which are ranked as high. What should the project manager do?

- A. Perform a stakeholder analysis
- B. Conduct personal interviews with stakeholders
- C. Work with the project sponsor to resolve conflicts and work priorities
- D. Execute an impact analysis of the requirements

**Correct Answer: C**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 516**

During an IT solution implementation project, the project manager learns that, due to security concerns, the project is on hold because the client refuses to grant access to required data. What should the project manager do next?

- A. Update the issue log and engage the sponsor in the decision-making process
- B. Remind the client of the requirements list
- C. Validate the issue against the scope and update the project's baseline
- D. Remove impacted functions and proceed with project development

**Correct Answer: A**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 517**

A customer expresses concern about delays after the implementation of an approved change. What corrective action should the project manager take?

- A. Add resources to address the customer's concerns
- B. Adjust the schedule baseline
- C. Determine if the change was implemented correctly
- D. Roll back the change

**Correct Answer: B**

**Section: Executing**

**Explanation**

**Explanation/Reference:**

**QUESTION 518**

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

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

D. Hire a contractor to perform the work

**Correct Answer:** D

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 519**

A project is progressing, but stakeholders show little interest and supply minimal effort. To engage the stakeholders, what should the project manager do first?

- A. Ensure that the communications management plan is being followed
- B. Ask management for assistance
- C. Encourage other managers to influence the stakeholders
- D. Document a risk detailing stakeholders' lack of involvement and the impact on the project

**Correct Answer:** A

**Section:** Executing

**Explanation**

**Explanation/Reference:**



**QUESTION 520**

During a project's execution phase, a key stakeholder receives excessive, useless reports and information. After several weeks, the stakeholder considers these communications to be junk mail, and deletes or ignores everything related to the project.

What should the project manager do to avoid this in the future?

- A. Review the stakeholder's expectations, project role, and position in the organization
- B. Propose an individual review with the stakeholder to understand their communication needs
- C. Request a change to the established communications management plan
- D. Manage stakeholder expectations through negotiation and communication

**Correct Answer:** C

**Section:** Executing

**Explanation**

**Explanation/Reference:**

**QUESTION 521**

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 522**

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 523**

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 524**

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 525**

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 526**

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 527**

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 528**

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 529**

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 530**

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 531**

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

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

**Correct Answer: C**

**Section: Monitoring and Controlling**  
**Explanation**

**Explanation/Reference:**

**QUESTION 532**

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 533**

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 534**

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 535**

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 536**

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 537**

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

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

**Correct Answer: D**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

**QUESTION 538**

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 539**

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 540**

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 541**

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 542**

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 543**

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 544**

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 545

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 546

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 547**

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 548**

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 549**

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 550**

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 551**

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 552**

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 553**

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 554**

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 555**

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 556**

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 557**

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 558**

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 559**

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 560**

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 561**

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 562**

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 563**

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 564**

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 565**

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 566**

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 567**

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

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

**Correct Answer: B**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

**QUESTION 568**

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 569**

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

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

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 570**

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 571**

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 572**

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 573**

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 574**

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 575**

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 576**

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 577**

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 578**

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 579**

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 580**

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.



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**Correct Answer: D**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

**QUESTION 581**

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 582**

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 583**

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 584**

A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario, the schedule activity is estimated to last 12 weeks. Given these three estimates, what is the expected duration of the activity?

- A. Three weeks
- B. Four weeks

- C. Five weeks
- D. Six weeks

**Correct Answer: C**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 585**

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 586**

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 587**

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 588**

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 589**

Which quality control technique illustrates the 80/20 principle?

- A. Ishikawa diagram
- B. Control chart



- C. Run chart
- D. Pareto chart

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 590**

Administer Procurements is part of which Process Group?

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

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 591**

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 592**

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

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

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 593**

Which of the following is a tool or technique used in the Determine Budget process?

- A. Variance analysis
- B. Three-point estimating
- C. Bottom-up estimating
- D. Historical relationships



**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 594**

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 595**

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 596**

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 597**

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 598**

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 599**

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 600**

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 601**

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 602**

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 603**

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 604**

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 605**

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 606**

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 607**

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 608**

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 609**

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 610**

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 611**

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 612**

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 613**

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 614**

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 615**

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 616**

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 617**

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 618**

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

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

**Correct Answer: B**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

**QUESTION 619**

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 620**

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 621**

What is the critical chain method?

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

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 622**

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 623**

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 624**

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 625**

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 626**

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 627**

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 628**

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 629**

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 630**

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 631**

Due to a change in market conditions, the project sponsor insists on a scope change for a project that is scheduled for completion in a month. In addition, the sponsor requires that the same schedule be maintained.

What should the project manager do?

- A. Propose project crashing.
- B. Seek formal approval from the change control board (CCB).
- C. Discuss the issue with the stakeholders and modify the project management plan.
- D. Meet with the project team for ideas on how to move forward and modify the project charter.

**Correct Answer: B**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**



**QUESTION 632**

A new product has been released. During testing, some defects were discovered and resolved, and a number of features were newly identified that would enhance the product.

What should the project manager do?

- A. Begin work on delivering these new features before closing the project.
- B. Transfer ownership in accordance with the plan.
- C. Implement a partial transfer of ownership while the additional work is being done.
- D. Disregard the additional requirements.

**Correct Answer: C**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

**QUESTION 633**

A set of high-impact, repetitive tasks must be executed during a project. What can the project manager use to ensure that all team members consistently perform these tasks in the same manner?

- A. Quality metrics
- B. Quality controls
- C. Quality audits
- D. Quality checklists

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 634**

A project manager detects more errors than usual during software component development. Which process did the project manager use to detect this?

- A. Monitor Risks
- B. Control Quality
- C. Manage Quality
- D. Plan Quality Management

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 635**

During project implementation, the project manager reviews identified key performance indicators (KPIs) and determines that the project is within budget and on schedule. To what process does this activity belong?

- A. Review Scope Baseline
- B. Review Project Performance
- C. Perform Integrated Change Control

D. Monitor and Control Project Work

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 636**

During a review meeting, the project manager realizes that scheduled quality control inspections were not conducted. Since the project is running short on time, the project manager decides to hold a joint customer acceptance inspection.

What should the project manager do next?

- A. Advise the team to ensure that all specifications are maintained so the client accepts the deliverable.
- B. Create a nonconformance report and initiate a corrective action with the project team.
- C. Keep the customer informed and seek approvals.
- D. Issue a change request to extend the project schedule to complete the quality checks on time.

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 637**

In a long-running project, both approved and rejected changes have been managed successfully via the change control process. But lately, the change control board (CCB) has been slow to process change requests. Therefore, due to time constraints, some changes are being evaluated by team members instead of following the process, and this trend is increasing.

What should be done to avoid scope creep?

- A. Ask the project sponsor to escalate the issue with the CCB to the project management office (PMO).
- B. Address and correct the issue with the CCB.
- C. Escalate the issue to the program manager.
- D. Reject new changes, as time constraints are important, and the risk of scope creep is high.

**Correct Answer:** A

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 638**

A project manager must track schedule variances over time. What tool or technique should be used to determine whether or not the variances are within acceptable limits?

- A. Cause-and-effect diagram
- B. Control chart
- C. Scatter diagram
- D. Control panel diagram

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**



**QUESTION 639**

Because a project is behind schedule, the sponsor suggests reducing the time for quality assurance testing. What should the project manager do?

- A. Perform quality control measurements.
- B. Follow the quality management plan.
- C. Perform quality audits.
- D. Change the quality requirements.

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 640**

Upon completion of the deliverables, the customer finds that they fail to meet the required functionality specifications. What should the project manager do to resolve this?

- A. Update the project documentation.
- B. Review the requirements management plan.
- C. Consult the quality management plan.
- D. Identify the process controls

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 641**

During a status meeting, a stakeholder requests a new requirement that was previously unidentified. What should the project manager do?

- A. Deny the request
- B. Perform a risk analysis.
- C. Implement the change and update the project management plan.
- D. Execute the Perform Integrated Change Control process.

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 642**

Deliverables are being validated prior to client handoff. Quality team members find some defective parts and send them for rework by the assembly line team.

Under what cost of quality (COQ) classification does this fail?

- A. Cost of nonconformance
- B. Cost of conformance
- C. Quality control cost



D. Quality measurement costs

**Correct Answer:** A

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 643**

During the first year of a three-year project, a key supplier with a long lead time stops production and closes its factory. What should the project manager do first?

- A. Review the risk register.
- B. Meet with the change control board (CCB)
- C. Perform a root cause analysis.
- D. Rebaseline the project.

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**



#### **QUESTION 644**

During a multiple-year project, the client and contractors have differing opinions on the project's deliverables, schedule, and quality. What should the project manager do to resolve this conflict?

- A. Review the project management plan with the client.
- B. Develop the project schedule and ensure that the client agrees to it.
- C. Ensure that the client approves the quality management plan.
- D. Meet with the project team to discuss the deliverables.

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 645**

A project manager must determine the reasons for undesirable field-testing results so that corrective actions may be implemented. What tool should the project manager use?

- A. Cause-and-effect diagram
- B. Pareto diagram
- C. Affinity diagram
- D. Scatter diagram

**Correct Answer:** A

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 646**

A project manager wants to establish a benchmark for comparing actual project performance with the project management plan. What process should the project manager complete to generate this model?

- A. Develop Project Charter
- B. Sequence Activities
- C. Develop Schedule
- D. Create WBS

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 647**

A vendor contracted to provide a critical component regularly revises the expected delivery date. The latest schedule submitted by the vendor leaves a float of only two weeks while it is still six weeks before delivery.

What should the project manager do?

- A. Work with the procurement manager to identify ways to expedite vendor activities.
- B. Ask the vendor to maintain the agreed-upon delivery date.
- C. Identify an alternate vendor and cancel the order with the current vendor.
- D. Perform a reserve analysis.

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 648**

A project's earned value (EV) report indicates that an activity's cost variance (CV) is -5,000 and its schedule variance (SV) is 1,000. What is the status of this activity?

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



**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 649**

A client adds a new feature and requests a budget update. The development of this feature cannot extend the project schedule for more than one month. The client has already agreed to a cost per hour.

What should the project manager do next?

- A. Calculate project performance using the earned value management (EVM) method.
- B. Estimate the required number of additional project resources.
- C. Update the resource management plan.
- D. Review the responsibility assignment matrix (RAM).

**Correct Answer:** A

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 650**

A project is midway through its execution stage when the project manager learns that some stakeholders are complaining about insufficient project updates. What should the project manager do first?

- A. Send the latest project updates to all stakeholders.
- B. Meet more frequently with these stakeholders.
- C. Determine if the communications management plan is being followed.
- D. Acknowledge that a step is missing in the communication models.

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**



**QUESTION 651**

A novice project manager with limited knowledge of the construction industry is preparing to conduct a quarterly project review meeting. What should the project manager use as a framework to facilitate the meeting and to communicate information that includes schedule, risk, performance, and budget?

- A. Scope management plan
- B. Work breakdown structure (WBS)
- C. Requirements management plan
- D. Work performance reports

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 652**

A project manager is assigned to an ongoing project and receives notification from another department that they were not made aware of timeline slippage on one of the key deliverables. To which document should the project manager first refer?

- A. Project management plan
- B. Risk matrix
- C. Communications management plan
- D. Project charter

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 653**

A project team member discovered an issue with the system being developed. The project manager learns that the team member fixed the issue without consulting the change control board (CCB).

What should the project manager do?

- A. Request additional funds to train the team member.
- B. Determine if the documentation has been updated by the CCB.
- C. Submit a change request to the CCB.
- D. Remove the team member from the project.

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 654**

A project sponsor constantly asks the project technical lead for project information. To prevent this issue from continuing, what should the project manager do?

- A. Hold a one-to-one meeting with the project sponsor.

- B. Send an updated stakeholder engagement plan to the technical lead.
- C. Provide an updated communications management plan to all stakeholders.
- D. Email all stakeholders requesting that they contact the project manager directly with questions.

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 655**

During a weekly progress meeting, a stakeholder announces that they are no longer able to cooperate with the project management team in obtaining the required government permits for construction. What should the project manager do first?

- A. Discuss the issue with the project sponsor.
- B. Update the issue log and inform other stakeholders.
- C. Exclude the activities that require the permits from the scope of work.
- D. Assume the responsibility of obtaining the permits.

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 656**

A project sponsor decides to add a feature to the project that affects the project cost, schedule, and scope. The change is approved by the change control board. Which process governs the project manager's implementation of the approved change?

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

**Correct Answer:** D

**Section: Monitoring and Controlling****Explanation****Explanation/Reference:****QUESTION 657**

A project manager learns of concerns regarding the quality of the project team's engineering process requirements. Stakeholders believe that the team has failed to adhere to organizational standards. Most requirements are written after product testing. What should the project manager do to confirm the quality of the process?

- A. Prepare a checklist for each of the requirement's deliverables.
- B. Conduct peer reviews for each of the requirement's deliverables.
- C. Review the work performance reports for the project team.
- D. Develop a histogram to show the frequency of noncompliance.

**Correct Answer: A**

**Section: Monitoring and Controlling****Explanation****Explanation/Reference:****QUESTION 658**

During a project team meeting, a team member suggests an enhancement that falls outside of the project charter. The project manager states that the team needs to concentrate on completing all required work. Which action has the project manager performed?

- A. Scope creep
- B. Change management
- C. Conflict resolution
- D. Scope management

**Correct Answer: A**

**Section: Monitoring and Controlling****Explanation****Explanation/Reference:**

**QUESTION 659**

The project sponsor is inappropriately requesting status reports from individual team members. The project manager plans to meet with the sponsor to discuss the issue.

To what should the project manager refer prior to the meeting?


- A. Communications management plan
- B. Risk management plan
- C. Project charter
- D. Work performance reports

**Correct Answer:** A

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 660**

Budget at Completion (BAC)	US\$9,000
Earned Value (EV)	US\$1,000
Actual Cost (AC)	US\$1,500
Planned Value (PV)	US\$1,200

According to the information in the grid, what is the estimate at completion (EAC) for this project and what does it represent?

- A. US\$9,000 - the original project budget



- B. US\$13,500 - the revised estimate for total project cost (based on performance to date)
- C. US\$13,500 - the original project budget
- D. US\$9,000 - the revised estimate for total project cost (based on performance to date)

**Correct Answer:** D

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 661**

Two team members argue about who will perform and report the status of a particular task. What source may be consulted to help resolve this?

- A. Work breakdown structure (WBS)
- B. Team members' functional managers
- C. Responsible, accountable, consult, and inform (RACI) matrix
- D. Project sponsor

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 662**

A supplier delivers equipment that fails to meet customer requirements. Investigation determines that the supplier misunderstood the requirements and made incorrect assumptions without clarifying them with the customer.

What communication method should the project manager have used to avoid this?

- A. Interactive
- B. Push
- C. Pull
- D. Active listening

**Correct Answer:** A

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 663**

An issue with a critical task is blocking a project's progress. The contingency plan does not provide a solution, and team members are in disagreement about the best way to proceed.

What should the project manager do?

- A. Brainstorm ideas using the nominal group technique.
- B. Gather ideas using affinity diagrams.
- C. Seek intervention from the project sponsor.
- D. Apply mind mapping techniques.

**Correct Answer: A**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**



**QUESTION 664**

An agile team meets at the end of a sprint to compile the retrospective. A team member mentions that the IT maintenance manager revealed that their team is unanimously opposed to the software platform change introduced in the previous sprint. The project manager discovers that the IT maintenance manager was defined as an external stakeholder in the stakeholder engagement plan.

What should the project manager do to prevent further disruptions of this type?

- A. Update the user story and definition of done (DoD) to include a description of the platform change.
- B. Revise the stakeholder engagement assessment matrix to flag this manager as resistant to the project.
- C. Consult all external stakeholders to determine the preferred software platform, and update the product backlog accordingly.
- D. Amend the communications management plan to ensure that external stakeholders are properly involved with communications.

**Correct Answer: D**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

**QUESTION 665**

A project team delivers a system in its pilot phase, and the customer identifies an issue that affects the end users. After the project team works on the issue for a week, the customer informs the project manager's supervisor that the issue is not being addressed and requests immediate action. What should the project manager do next?

- A. Review the project register and take appropriate action.
- B. Review the Perform Integrated Change Control process and take appropriate action.
- C. Review the quality management plan and take appropriate action.
- D. Review the communications management plan and take appropriate action.

**Correct Answer: D**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 666**

A pipe manufacturer for a water pipeline project conducts sample testing without the presence of the client's quality assurance manager. The quality management plan clearly states that the client and quality assurance manager must be present during such tests. The manufacturer, however, insists that such approvals are unnecessary due to its longstanding business relationship with the client. What should the project manager do?

- A. Reinspect the batch of pipes tested.
- B. Formally communicate to the manufacturer its noncompliance with the quality management plan.
- C. Meet with the manufacturer to ensure cooperation and collaboration.
- D. Register the incident in the issue log, and inform management.

**Correct Answer: B**

**Section: Monitoring and Controlling**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 667**

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 668**

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 669**

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 670**

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 671**

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 672**

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

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

**Correct Answer:** C

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

**QUESTION 673**

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 674**

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 675**

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 676**

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 677**

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 678**

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 679**

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 680**

During project monitoring, the project manager learns of a small gap between the quality of one deliverable and the customer's expectation.

What should the project manager do?

- A. Assess the risk and impact of the gap to determine if a change request is needed
- B. Analyze the gap between the deliverable and the customer's expectation and begin a recovery plan



- C. Report and explain the quality gap to the customer and seek acceptance of the deliverable
- D. Review the issue with the change control board (CCB) and request a change in the project's quality standards

**Correct Answer:** A

**Section:** Monitoring and Controlling

**Explanation**

**Explanation/Reference:**

#### **QUESTION 681**

During a project's execution, the project manager discovers a risk with an unknown impact. How should the project manager manage this?

- A. Assume the impact of the risk to be low, log it accordingly in the risk register, and continuously monitor it
- B. Communicate the risk to the project team, ask them to monitor the risk, and implement a mitigation strategy
- C. Discuss the risk with the team, log it in the risk register, and update its status throughout the project
- D. Assume a worst-case scenario for the risk, and establish a contingency reserve to address its impact

**Correct Answer:** B

**Section:** Monitoring and Controlling

**Explanation**



**Explanation/Reference:**

#### **QUESTION 682**

Completion of the product scope is measured against the product:

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

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 683**

Which organizational process assets update is performed during the Close Procurements process?

- A. Procurement audit
- B. Lessons learned
- C. Performance reporting
- D. Payment requests

**Correct Answer: B**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 684**

Sharing good practices introduced or implemented in similar projects in the organization and/or industry is an example of:

- A. quality audits
- B. process analysis
- C. statistical sampling
- D. benchmarking



**Correct Answer: D**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 685**

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

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

**Correct Answer:** A  
**Section:** Closing  
**Explanation**

**Explanation/Reference:**

**QUESTION 686**

Which technique should a project manager use in a situation in which a collaborative approach to conflict management is not possible?

- A. Coaching
- B. Avoidance
- C. Consensus
- D. Influencing

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

**Explanation/Reference:**



**QUESTION 687**

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

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

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

**Explanation/Reference:**

**QUESTION 688**

The links between the processes in the Process Groups are often:

- A. Intuitive
- B. Iterative
- C. MeasuredD. Monitored

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 689**

The process of formalizing acceptance of the completed project deliverables is known as:

- A. Validate Scope.
- B. Close Project or Phase.
- C. Control Quality.
- D. Verify Scope.

**Correct Answer:** A

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 690**

What type of planning is used where the work to be accomplished in the near term is planned in detail, while work in the future is planned at a higher level?

- A. Finish-to-start planning
- B. Rolling wave planning
- C. Short term planning
- D. Dependency determination

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 691**

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

- A. Fixed Price with Economic Price Adjustments Contract (FP-EPA)
- B. Cost-Reimbursable Contract (CR)
- C. Firm-Fixed -Price Contract (FFP)
- D. Fixed-Price-Incentive-Fee Contract (FPIF)

**Correct Answer:** C

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 692**

In the Develop Project Team process, which of the following is identified as a critical factor for a project's success?

- A. Team meetings
- B. Subcontracting teams
- C. Virtual teams
- D. Teamwork

**Correct Answer:** D

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 693**

Which of the following characteristics are found in a functional organizational structure?

- A. Little or no project manager authority, little or no resource availability, and the functional manager controls the project budget
- B. Limited project manager authority, limited resource availability, and a part-time project manager's role
- C. Low to moderate project manager authority, low to moderate resource availability, and a full-time project manager's role
- D. High to almost total project manager authority, high to almost total resource availability, and full-time project management administrative staff

**Correct Answer:** A  
**Section:** Closing  
**Explanation**

**Explanation/Reference:**

**QUESTION 694**

Which of the following is a tool or technique of the Define Activities process?

- A. Rolling wave planning
- B. Precedence diagramming method (PDM)
- C. Alternatives analysis
- D. Parametric estimating

**Correct Answer:** A  
**Section:** Closing  
**Explanation**

**Explanation/Reference:**



**QUESTION 695**

Which of the following is a set of interrelated actions and activities performed to achieve a prespecified product, result, or service?

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

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

**Explanation/Reference:**

**QUESTION 696**

Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

- A. Limited
- B. Low to moderate
- C. Moderate to high
- D. High to almost total

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 697**

In which Process Group are lessons learned documented?

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

**Correct Answer: B**

**Section: Closing**

**Explanation**

**Explanation/Reference:**



**QUESTION 698**

Which of the following is a conflict resolution technique that emphasizes areas of agreement rather than areas of difference?

- A. Compromising
- B. Collaborating
- C. Smoothing
- D. Problem Solving

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 699**

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

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

**Correct Answer: D**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 700**

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

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

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 701**

Lessons learned documentation is gathered during which of the following Project Management Process Groups?

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



D. Initiating

**Correct Answer:** C

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 702**

Types of internal failure costs include:

- A. inspections.
- B. equipment and training.
- C. lost business.
- D. reworking and scrapping.

**Correct Answer:** D

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 703**

During which process would stakeholders provide formal acceptance of the completed project scope?

- A. Perform Quality Control
- B. Verify Scope
- C. Control Scope
- D. Develop Schedule

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 704**



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

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

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 705**

The cost benefit analysis tool is used for creating:

- A. Pareto charts.
- B. quality metrics.
- C. change requests.
- D. Ishikawa diagrams.

**Correct Answer:** B

**Section:** Closing

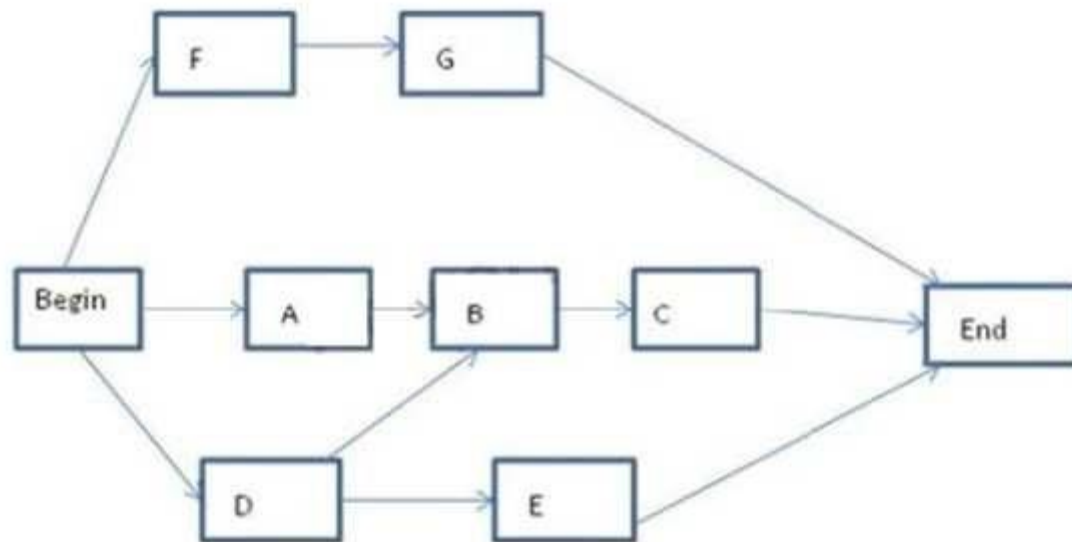
**Explanation**

**Explanation/Reference:**

#### **QUESTION 706**

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





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

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 707**

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

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

**Correct Answer: D**

**Section: Closing**  
**Explanation**

**Explanation/Reference:**

**QUESTION 708**

Which of the following is a complete set of indexed contract documentation, including the closed contract?

- A. Procurement package
- B. Negotiated settlements
- C. Procurement file
- D. Procurement management plan

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

**Explanation/Reference:**



**QUESTION 709**

Verification of project deliverables occurs during which process?

- A. Develop preliminary project scope statement
- B. Close Project or Phase
- C. Develop project charter
- D. Create WBS

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

**Explanation/Reference:**

**QUESTION 710**

When are deliverables accepted or not accepted?

- A. When the project is initiated
- B. As an output of the scope verification process
- C. When the project is closing
- D. In the contract closure process

**Correct Answer: B**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 711**

An output of the Close Project (or Close Phase) process is:

- A. accepted deliverables
- B. organizational process asset updates
- C. work performance information
- D. project management plan updates



**Correct Answer: B**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 712**

Which of the following choices is a contract closure tool or technique?

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

**Correct Answer: D**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 713**

Which of the following is a measure of the value of work completed compared to the actual cost or progress made on the project?

- A. Schedule performance index (SPI)
- B. Cost performance index (CPI)
- C. Cost variance (CV)
- D. Planned value (PV)

**Correct Answer: B**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 714**

The end point of a project phase can be referred to as:

- A. project failure
- B. closing process
- C. stage gate
- D. lifecycle

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 715**

The Closing Process Group includes which of the following Knowledge Areas?

- A. Project Risk Management and Project Procurement Management
- B. Project Integration Management and Project Procurement Management



- C. Project Risk Management and Project Integration Management
- D. Project Integration Management and Project Quality Management

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 716**

A project sponsor asks to terminate a software installation project that is 80 percent complete. What should the project manager do first?

- A. Follow the project management plan to close the project.
- B. Meet with the sponsor to discuss the possibility of continuing the project.
- C. Release the project team to other projects.
- D. Proceed to complete the installation, then close the project.

**Correct Answer:** B

**Section:** Closing

**Explanation**



**Explanation/Reference:**

#### **QUESTION 717**

During each phase, what should a project manager do to avoid the reoccurrence of a consistent issue?

- A. Record it in the project closure report.
- B. Manage quality
- C. Conduct lessons learned.
- D. Complete a work performance report.

**Correct Answer:** C

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 718**

All the deliverables defined in a project have been completed. In the final meeting to approve these deliverables, some stakeholders state that the product does not meet their needs.

What should the project manager do?

- A. Demonstrate that the objectives in the project charter have been achieved.
- B. Validate that the deliverables are as requested and close the project.
- C. Demonstrate that the deliverables have been verified and negotiate their approval.
- D. Review the list of stakeholders and determine whether the appropriate individuals attended the meeting.

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 719**

At the final project closeout meeting, the customer informs the project manager that they require only selected parts of the project information. What should the project manager do with the documentation internally?

- A. Comply with the current legislation for document retention.
- B. Archive project documents per their own company's document retention policies.
- C. Remove the unnecessary parts of the documentation to match the customer's request.
- D. Archive the entire documentation in the project management office (PMO) for retrieval upon customer request.

**Correct Answer: B**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 720**

A software development project is approaching the close-out phase. The team is completing development and testing of the new system, and the project manager is preparing documents for the final project meetings.

What meeting should the project manager conduct next?



- A. Lessons learned
- B. Service transition
- C. Benefits analysis
- D. Scope validation

**Correct Answer:** D

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 721**

A project manager is validating a project's scope. Although the customer agrees that the final product meets the scope described in the project management plan, they have rejected the product due to perceived quality deficiencies.

What should the project manager do next?

- A. Explain to the customer that it is a requirement to follow the scope plan.
- B. Perform a quality audit to compare final performance against the original performance requirements.
- C. Process a change request to tailor the quality management plan to the final product performance results.
- D. Maintain the final product performance as is, update the lessons learned repository, and move to the formal project close-out stage.

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 722**

A project is completed, and the product design packaging is delivered and accepted by the customer's design engineer. However, customer payment is still unresolved due to a concern about the product's warranty.

What should the project manager do next?

- A. Review the contract to ensure that all project requirements are complete.
- B. Document historical information and lessons learned.
- C. Coordinate payment issues with the customer.

D. Review the customer acceptance document.

**Correct Answer:** A

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 723**

During a project, a business need changes and the project is cancelled. The project manager meets with project team members to collect information learned during the project.

Where this information should be documented?

- A. Issue log
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Status report

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 724**

After preparing the final project report, the project manager realizes that the stakeholder distribution list is incomplete. What should the project manager do?

- A. Refer to the stakeholder list created during the development of the project charter.
- B. Refer to the communications management plan.
- C. Gather inputs from the team to develop the list of stakeholders.
- D. Ask the project sponsors for a list of stakeholders.

**Correct Answer:** B

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 725**

During a final product demonstration, a stakeholder requests a change that is not included in the sign-off requirements. What should the project manager do?

- A. Assess the impact, and discuss it with the project sponsor.
- B. Have the project team add this change to their workload.
- C. Reject the stakeholder's request because it is out of scope.
- D. Ask the project management office (PMO) for additional funding.

**Correct Answer: A**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 726**

A project manager meets with the project sponsor and customer, both of whom declare the project a success and agree to accept project deliverables. The sponsor is impressed that the project was completed on schedule and within budget, and wants the project manager to immediately assume a new, larger, and critically important project.

What should the project manager do next?

- A. Ask the current project team to immediately begin work on the new project.
- B. Verify that project deliverables conform to quality standards.
- C. Organize a team celebration for the current project.
- D. Archive all project documents for the current project.

**Correct Answer: D**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 727**

A team receives outsourced deliverables and determines that they do not meet the agreed-upon acceptance criteria. What should the project manager reference to verify this within the vendor?

- A. Procurement management plan
- B. Request for proposal (RFP)
- C. Statement of work (SOW)
- D. Inspections

**Correct Answer:** C

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 728**

While preparing for project hand-over to the operations team, the project manager discovers that an audit report from an early project phase is missing. What should the project manager do?

- A. Update the project documents.
- B. Ask the operations team to accept the project without the audit report.
- C. Inform the operations team about the missing audit report.
- D. Update the project management plan to remove the audit report from the required project documents list.

**Correct Answer:** A

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 729**

As an automation project nears completion, the engineering team leader proposes adding a function that will make the production line more efficient without impacting the schedule. What should the project manager do next?

- A. Keep the original scope to meet project requirements.
- B. Change the scope to meet business requirements.
- C. Follow the change management plan.
- D. Review the cost management plan.

**Correct Answer:** C

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 730**

All quality controls have passed, and a project deliverable is ready to be released to the customer. However, a change request to add new quality criteria has been approved.

What should the project manager do first?

- A. Update the project management plan.
- B. Stop the release of the deliverable to the customer.
- C. Use the new quality criteria for future deliverables.
- D. Update the risk register.

**Correct Answer:** A

**Section:** Closing

**Explanation**

**Explanation/Reference:**



**QUESTION 731**

A project's deliverables due date is approaching, but one team member's performance is negatively impacting the schedule. What should the project manager do?

- A. Acquire a more skilled resource.
- B. Remove the team member from the project.
- C. Mentor the team member.
- D. Ask the team member's line manager to provide training.

**Correct Answer:** C

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 732**

A design project is ready to be transferred to production. What activity is required for phase closure?

- A. Determine summary budget.
- B. Manage quality.
- C. Ensure preventive actions are completed.
- D. Record impacts of tailoring to any process.

**Correct Answer:** D

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 733**

To begin transitioning the final deliverables to the client, a project manager develops the project closure documentation. What should be used to develop the project closure documentation?

- A. Project management plan and preliminary releases
- B. Accepted deliverables and preliminary releases
- C. Organizational process assets and project management plan
- D. Accepted deliverables and project charter



**Correct Answer:** D

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 734**

A complex project is closing and many project team members report negative experiences. The project stakeholders from various areas of the organization may never work together again. As part of the project's requirements, the project manager must provide lessons learned. How should the project manager ensure this requirement is met?

- A. Document only the negative experiences so that alternative approaches can be developed for future projects.
- B. Facilitate a session with the project team to review only positive experiences.

- C. Reach out to each project stakeholder to capture their feedback on experiences from each phase of the project.
- D. Initiate documentation of both the positive and negative experiences using the issue log and record of escalation.

**Correct Answer:** D

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 735**

A project manager invites stakeholders to a gate review meeting. What should be done at this meeting?

- A. Evaluate if the project has met its objectives and agree on phase closure.
- B. Evaluate project risks, and move on to the next project phase.
- C. Ensure that all late changes to the project have been added.
- D. Ensure that the change control board (CCB) has approved the latest project changes.

**Correct Answer:** A

**Section:** Closing

**Explanation**



**Explanation/Reference:**

#### **QUESTION 736**

Before disbanding a project team, the project manager facilitates a lessons learned workshop. What should the project manager do next?

- A. Send project documents to the stakeholders.
- B. Organize a party to celebrate the project's success.
- C. Perform a post-implementation review.
- D. Archive project documents using generally accepted practices.

**Correct Answer:** D

**Section:** Closing

**Explanation**

**Explanation/Reference:**

**QUESTION 737**

A project is nearing completion when the project manager learns that a change in market regulations may impact the project. What should the project manager do?

- A. Check the stakeholder register.
- B. Update the cost baseline.
- C. Review the risk management plan.
- D. Perform a cost-benefit analysis.

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 738**

After contract sign-off, a project manager learns that the vendor has a reputation of not delivering according to the contract. To ensure the vendor's compliance, what should the project manager do?

- A. Cancel the current contract and select another vendor.
- B. Insist on a firm fixed price (FFP) contract with the vendor.
- C. Conduct a make-or-buy analysis to verify vendor reliability.
- D. Perform periodic inspections of the vendor's work and progress.

**Correct Answer: D**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 739**

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 740**

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 741**

A reward can only be effective if it is:

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

**Correct Answer:** D

**Section:** Closing

**Explanation**



**Explanation/Reference:**

**QUESTION 742**

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

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

**Correct Answer: C**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 743**

Sensitivity analysis is typically displayed as a/an:

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

**Correct Answer: B**

**Section: Closing**

**Explanation**

**Explanation/Reference:**

**QUESTION 744**

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

- A. Listening
- B. Facilitation
- C. Meeting management
- D. Presentation



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

**Explanation/Reference:**

**QUESTION 745**

Which Knowledge Areas include processes from the Closing Process Group?

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

**Correct Answer:** D  
**Section:** Closing  
**Explanation**

**Explanation/Reference:**



**QUESTION 746**

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

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

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

**Explanation/Reference:**

**QUESTION 747**

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

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

**Correct Answer:** A

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 748**

Which tools or techniques are used during the Close Project or Phase process?

- A. Reserve analysis and expert judgment
- B. Facilitation techniques and meetings
- C. Expert judgment and analytical techniques
- D. Performance reviews and meetings



**Correct Answer:** C

**Section:** Closing

**Explanation**

**Explanation/Reference:**

#### **QUESTION 749**

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register

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

**Explanation/Reference:**

**QUESTION 750**

Following a review of the completed final project phase, customer feedback is positive and formal acceptance of the deliverable is obtained.

What is the output of this meeting?

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

**Correct Answer:** D  
**Section:** Closing  
**Explanation**

**Explanation/Reference:**



**QUESTION 751**

A multinational project includes stakeholders from various locations and cultures. During the final acceptance stage, a new stakeholder is added who refuses to provide final approval.

What should the project manager do?

- A. Review the project acceptance criteria with the new stakeholder
- B. Contact the previous stakeholder for a resolution
- C. Escalate the issue with the sponsor
- D. Issue a formal change request

**Correct Answer:** A  
**Section:** Closing  
**Explanation**

**Explanation/Reference:**

**QUESTION 752**

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 753**

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 754**

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 755**

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 756**

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 757**

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 758**



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 759

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 760**

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 761**

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 762**

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 763**

You and your project team recognize the importance of project scope management to a project's overall success; therefore, you include only the work required for successful completion of the project. The first step in the Project Scope Management process is to\_\_\_\_\_

- A. Clearly distinguish between project scope and product scope
- B. Prepare a scope management plan
- C. Define and document your stakeholders' needs to meet the project's objectives
- D. Capture and manage both project and product requirements

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The work involved in the six Project Scope Management processes begins by preparing a scope management plan, which is a subsidiary plan for the project management plan. It describes the Project Scope Management processes from definition to control.

#### **QUESTION 764**

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 765**

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 766**

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 767**

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 768**

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 769**

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 770**

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 771**

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 772**

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 773**

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 774**

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 775**

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 776**

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 777**

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 778**

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 779**

Updates of organizational process assets that are an output of control scope include all the following EXCEPT\_\_\_\_\_

- A. Causes of variations
- B. Lessons learned
- C. Work authorization system
- D. Reasons certain corrective actions were chosen

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

The work authorization system is not used in control scope. The others are examples of organizational process assets that may require update as a result of scope control.

**QUESTION 780**

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 781**

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 782**

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 783**

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**

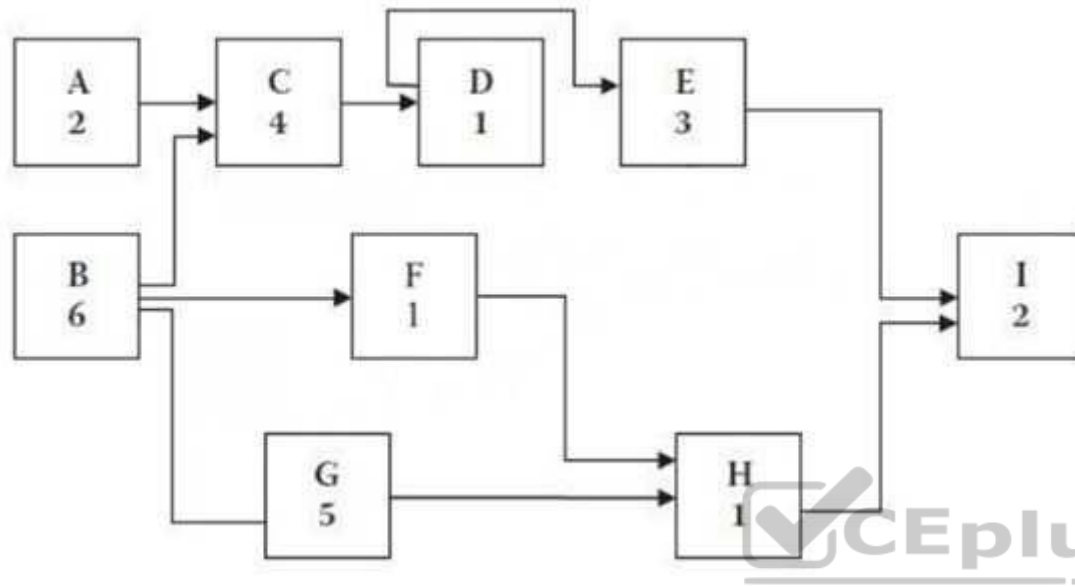
**Explanation/Reference:**

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 784

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 \_\_\_\_\_

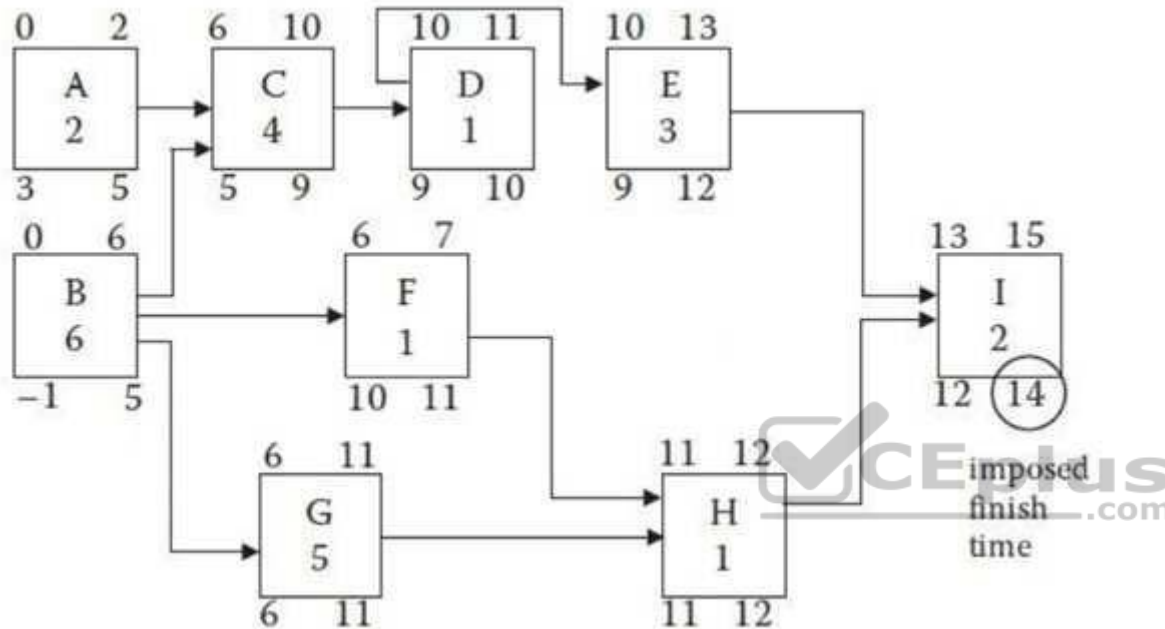
ES = 10

EF = 13

LS = 9LF = 12

Total float = LS - ES or 9 - 10 = (-1) or

LS - EF or 12 - 13 = (-1)



### QUESTION 785

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 786**

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 787**

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 788**

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 789**

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 790**

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 791**

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 14<sup>th</sup>.

#### **QUESTION 792**

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 793**

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 794**

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**



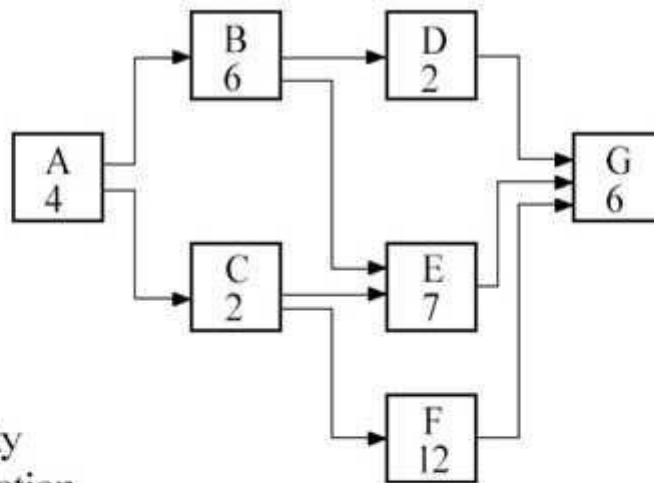
**Explanation/Reference:**

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 795**

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 796**

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 797**

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 798**

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 799**

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 800**

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 801**

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 802**

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 803**

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 804**

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 805**

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 806

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 807**

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 808**

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 809**

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 810**

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 811**

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 812**

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 813**

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 814**

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

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

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 815**

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 816**

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 817**

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 818**

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 819**

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 820**

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 821**

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 822**

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

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

**Correct Answer: A**

**Section: Mix Questions**  
**Explanation**



**Explanation/Reference:**

Explanation:

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

**QUESTION 823**

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 824**

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 825**

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 826

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 827

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 828

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 829**

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 830**

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 831**

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 832**

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 833**

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 834**

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 835**

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 836**

The purpose of the Taguchi method is to\_\_\_\_\_

- A. Manage the flow of material for better visibility and control
- B. Use statistical techniques to compute a "loss function" to determine the cost of producing products that fail to achieve a target value
- C. Design, group, and manage production operations as self-contained flexible cells capable of start-to-finish processing of a family of items



D. Regulate coordination and communication among process stages

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The Taguchi method is used to estimate the loss associated with controlling or failing to control process variability. It is based on the principle that by carefully selecting design parameters to produce robust designs, an organization can produce products that are more forgiving and tolerant. The tool helps determine the value or break-even point of improving a process to reduce variability.

**QUESTION 837**

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 838**

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 839**

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 840**

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 841**

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 842**

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 843**

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 844**

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 845**

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 846**

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 847**

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 848**

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 849**

All of the following are objectives of a quality audit except\_\_\_\_\_

- 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 850**

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**

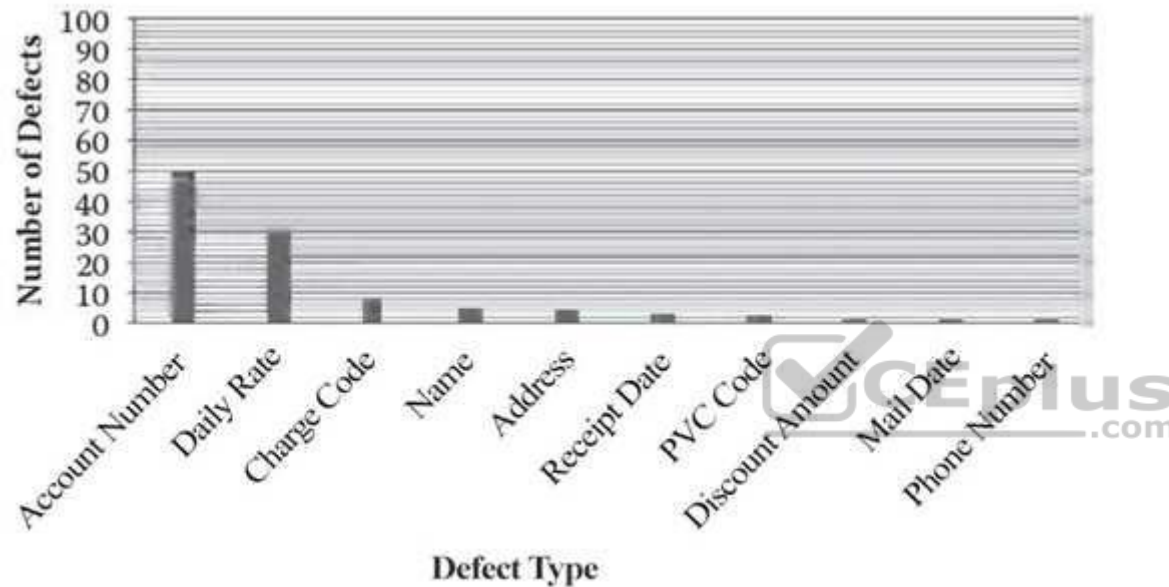
**Explanation/Reference:**

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 851

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 852**

The quality management plan describes all the following EXCEPT the\_\_\_\_\_

- A. Method for implementing the quality policy
- B. Methods the team will use to meet the project's quality requirements
- C. Efforts at the front end of a project to ensure that decisions are based on accurate information
- D. Procedures used to conduct trade-off analyses among cost, schedule, and quality

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

A part of the overall project management plan, the quality management plan should address all aspects of how quality management will be implemented on the project and how the project team will implement the quality policy. Trade-off analyses are business judgments and, as such, are not procedural steps to be included in the quality management plan.

#### **QUESTION 853**

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 854**

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 855**

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 856**

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 857**

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 858**

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 859**

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 860**

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 861**

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 862**

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 863**

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 864**

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 865**

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 866**

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 867**

Which of the following is an enterprise environmental factor that may influence the development of the human resource management plan?

- A. The organizational structure of the performing organization
- B. Poor communication among team members
- C. Ambiguous staffing requirements
- D. Team morale

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:



Enterprise environmental factors can influence the develop human resource management plan process. The organizational structure of the performing organization determines whether the project manager's role is a strong one (as in a strong matrix) or a weak one (as in a weak matrix). Other examples of enterprise environmental factors are the organization's culture, geographic dispersion of team members, existing human resources, personnel administration functions, and marketplace conditions.

**QUESTION 868**

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 869**

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 870**

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 871**

The major difference between the project coordinator and project expeditor forms

- A. Strong commitment to the project usually does not exist in the project expeditor form of organization
- B. The project coordinator cannot personally make or enforce decisions
- C. The project expeditor acts only as an intermediary between management and the project team
- D. The project coordinator reports to a higher-level manager in the organization

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

The relative position of the project coordinator in the organization is thought to lead to an increased level of authority and responsibility.

**QUESTION 872**

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 873**

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 874**

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 875**

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 876**

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 877**

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 878**

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 879**

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 880**

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 881**

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 882**

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 883**

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 884**

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 885**

The most common communication problem that occurs during negotiation is that\_\_\_\_\_

- A. Each side may misinterpret what the other side has said
- B. Each side may give up on the other side
- C. One side may try to confuse the other side
- D. One side may be too busy thinking about what to say next to hear what is being said

**Correct Answer: A**

**Section: Mix Questions**  
**Explanation**



**Explanation/Reference:**

Explanation:

Effective communication is the key to successful negotiation. Misunderstanding is the most common communication problem. A project manager should listen actively, acknowledge what is being said, and speak for a purpose. It is essential to listen attentively and communicate articulately.

**QUESTION 886**

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 887**

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 888**

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 889**

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 890**

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 891**

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 892**

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 893**

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 894**

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 895**

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 896**

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 897**

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 898**

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 899**

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 900**

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 901**

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 902**

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 903**

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.  $\frac{2^n-2}{1^n}$



- A. Option a
- B. Option b
- C. Option c
- D. Option d

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

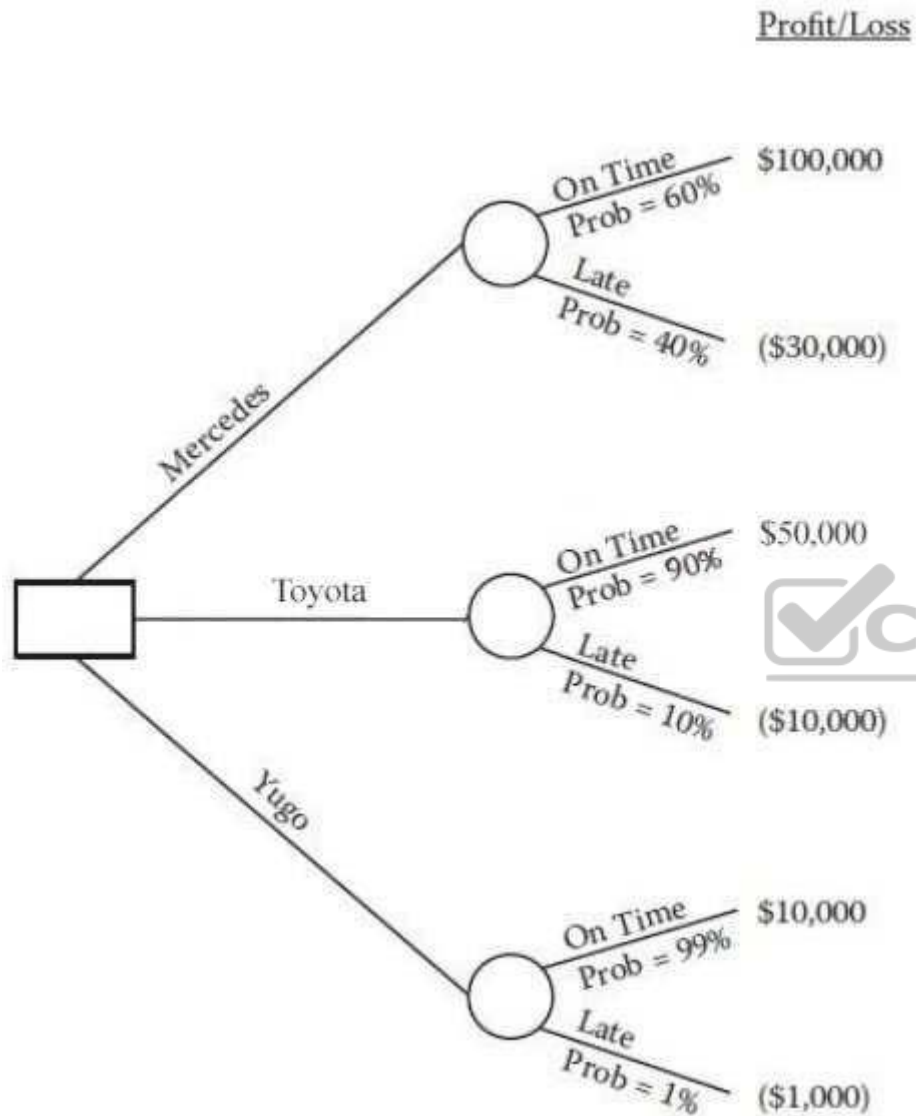
Explanation:

Where  $n$  = the number of stakeholders.

**QUESTION 904**

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 905

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 906

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 907**

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**



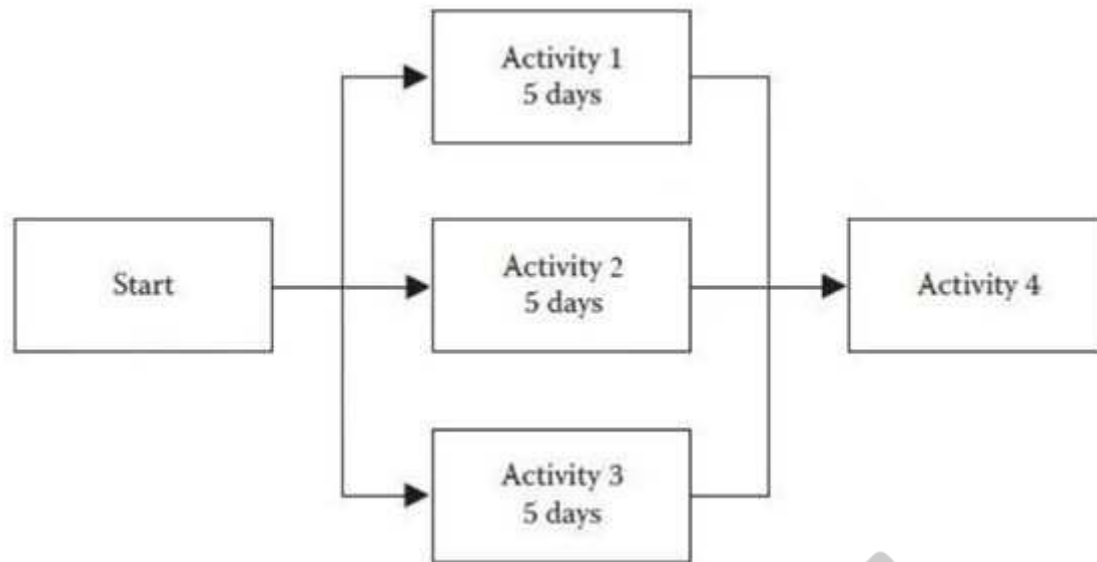
**Explanation/Reference:**

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 908**

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 909

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 910**

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 911**

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

- A. 6 percent
- B. 15 percent
- C. 24 percent



D. 56 percent

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

The likelihood is determined by multiplying the probability of event 1 by the probability of event 2.

**QUESTION 912**

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 913**

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 914**

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 915**

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 916**

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 917**

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 918**

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 919**

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

- A. During the concept phase



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- 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 920**

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

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



**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 921**

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 922**

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 923**

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 924**

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 925**

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 926**

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 927**

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

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

**Correct Answer: D**



**Section: 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 928**

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 929**

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 930**

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 931**

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 932**

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 933**

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 934**

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 935**

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 936**

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 937**

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 938**

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 939**

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 940**

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 941**

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 942**

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 943**

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 944**

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 945**

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 946**

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 947**

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 948**

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 949**

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 950**

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 951**

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 952**

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 953**

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 954**

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 955**

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 956**

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 957**

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 958**

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 959**

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 960**

Table reporting, spreadsheet analysis, and presentations are examples of\_\_\_\_\_

- 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 961**

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 962**

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 963

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 964

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 965**

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 966**

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 967**

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 968**

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 969**

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 970**

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 971**

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 972**

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 973**

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 974**

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 975**

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 976

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 977

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 978**

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 979**

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 980**

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 981**

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 982**

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

- A. At -\$300, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.
- B. At +\$300, the situation is favorable, as physical progress is being accomplished ahead of your plan.
- C. At +\$500, the situation is favorable, as physical progress is being accomplished at a lower cost than was forecasted.
- D. At -\$300, you have a behind-schedule condition, and your critical path has slipped.

**Correct Answer: B**

**Section: 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 983**

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 984**

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 985**

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 986**

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 987**

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 988**

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 989**

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 990**

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 991**

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 992**

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 993**

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 994**

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:  $\$5\text{M} + \$960\text{K} + \$460\text{K} = \$6.42\text{M}$ ; Don't Test:  $\$7\text{M}$ .

#### **QUESTION 995**

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 996**

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 997**

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 998**

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 999**

B.  
Project execution must be compared, and deviations must be measured for management control according to the\_\_\_\_\_

A. Scope baseline

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 1000**

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:

C.

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 1001**

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  
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 1002**

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:

D.

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 1003**

You are working on a new project in your city to construct an environmentally friendly landfill. The existing site is so undesirable that many residents have moved to other neighboring cities because of their proximity to it. However, even though the project has the support of the public, you need to have a number of hearings of the city's government before you are authorized to begin work. As you are in the planning phase of the project, you are waiting for these hearings to be scheduled and held before you can begin site preparation. These hearings are an example of \_\_\_\_\_

- A. A milestone
- B. An external dependency
- C. An item to be scheduled as a fragnet
- D. A mandatory dependency



**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

Some dependencies are external ones, and they involve a relationship between project activities and non project activities. In sequencing activities, the project management team must determine which dependencies are external as they are usually outside of the team's control.

**QUESTION 1004**

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 1005**

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 1006**

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 1007**

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 1008**

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 1009**

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 1010**

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 1011**

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 1012**

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 1013**

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 1014**

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 1015**

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 1016**

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 1017**

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 1018**

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 1019**

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 1020**

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 1021**

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 1022**

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

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



**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Regardless of the many terms used across many industries, implementation would be considered a term used in the executing phase in which the work is carried out and done. Kerzner 2009, 69

#### **QUESTION 1023**

Your company is embarking on a project to launch a new product delivery service. You are the project manager for this project and have just finished the concept phase. The various outputs/deliverable(s) for this phase include \_\_\_\_\_

- A. Project management plan
- B. Scope of work and requirements



- C. Project charter and stakeholder register
- D. Roles and responsibilities of the project manager

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

The project charter signifies official sanction by top management and starts the planning, or development, phase. This document formally recognizes the existence of the project and provides the project manager with the authority to apply organizational resources to project activities. The stakeholder register is an output of identify stakeholders and also an output during the initiating processes.

#### **QUESTION 1024**

Team building should be ongoing throughout the project life cycle. However, it is hard to maintain momentum and morale, especially on large, complex projects that span several years. One guideline to follow to promote team building is to\_\_\_\_\_

- A. Consider every meeting a team meeting, not the project manager's meeting
- B. Conduct team building at specific times during the project through off-site meetings
- C. Engage the services of a full-time facilitator before any team-building initiatives are conducted
- D. Develop the project schedule using the services of a project control officer and then issue it immediately to the team

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

Team building should be made as important a part of every project activity as possible. Given that there are many meetings on projects, each team member should be made to feel that it is his or her meeting and not just the project manager's meeting. This will foster greater contribution by each team member.

#### **QUESTION 1025**

You have been assigned as the project manager for a major project in your company where the customer and key supplier are located in another country. You have been working on your project for six months. Recently, you traveled to this country, and at the conclusion of a critical design review meeting, which was highly successful, you realized you were successful in building a high-performing team. You had your own team members, who work in a weak matrix structure, on a conference call during this meeting. Although it was difficult to reach agreement on some key issues, you therefore relied on your interpersonal skills in\_\_\_\_\_

- A. Facilitation
- B. Negotiating
- C. Influencing
- D. Decision making

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

All are useful skills for project managers. In this situation influencing was necessary as the project manager has little or no direct control over team members as they work in a weak matrix. The ability of the project manager to influence stakeholders in a timely basis is critical to project success.

#### **QUESTION 1026**

You are leading a team to review and improve the project selection and prioritization method. You know that the two most important questions to answer are "can we do the project?" (feasibility study) and "should we do the project?" (cost-benefit analysis). The team is considering many different management concerns, including financial return, market share, and public perception.

The most important criterion for building a project selection model is \_\_\_\_\_

- A. Risks
- B. Realism
- C. Ease of use
- D. Benefits realization

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

A project selection model should reflect the objectives of the company and its managers; consider the realities of the organization's limitations on facilities, capital, and personnel; and include factors for risk--the technical risks of performance, cost, and time as well as the market risk of customer rejection.

#### **QUESTION 1027**

Because risk management is relatively new on projects in your company, you decide to examine and document the effectiveness of risk responses in dealing with identified risks and their root causes. You therefore \_\_\_\_\_

- A. Conduct a risk audit
- B. Hold a risk status meeting
- C. Ensure that risk is an agenda item at regularly scheduled staff meetings
- D. Reassess identified risks on a periodic basis

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The risk audit is a tool and technique in the control risks process with two purposes: to assess the effectiveness of risk responses and to evaluate the effectiveness of the risk management process.

#### **QUESTION 1028**

The workaround that you used to deal with a risk that occurred should be documented and included in which following processes?

- A. Report performance and monitor and control risks
- B. Validate scope and perform quality assurance
- C. Direct and manage project work and perform integrated change control
- D. Monitor and control project work and control risks

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

A workaround is a form of corrective action, as it is a response to a threat that has occurred for which a prior response had not been planned or was not effective.

#### **QUESTION 1029**

Contested changes are requested changes when the buyer and seller cannot agree on compensation for the change. They are also known as all but which one of the following?

- A. Disputes
- B. Demands
- C. Appeals

D. Claims

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Claims administration is a tool and technique in the control procurements process. When the buyer and seller cannot agree, this is also called claims, disputes, or appeals and should be documented, processed, monitored, and managed throughout the contract life cycle.

**QUESTION 1030**

The greatest degree of uncertainty is encountered during which phase of the project life cycle?

- A. Concept
- B. Planning
- C. Implementation
- D. Closeout

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The greatest degree of uncertainty about the future is encountered during the concept phase or at the start of the project. The direction of the project is determined in this phase, and the decisions made have the greatest influence on scope, quality, time, and cost of the project.

**QUESTION 1031**

A number of different decision-making styles can be used in a team environment. When quality and acceptance are both important, which of the following styles should be used?

- A. Command
- B. Consultation
- C. Consensus
- D. Coin flip

**Correct Answer:** B

**Section: Mix Questions**  
**Explanation**

**Explanation/Reference:**

Explanation:

Project managers tend to use four basic decision styles: command, consultation, consensus, and coin flip or random. If acceptance and quality are both important, the consultation style is preferred. It allows for some involvement of team members but allows project managers to maintain control over the final decision. In this style, team members are free to express their opinions, but the project manager makes the final decision.

**QUESTION 1032**

Work completed, key performance indicators, technical performance measures, start and finish dates of schedule activities, number of change requests, number of defects, actual costs, and actual decisions are examples of work performance data are an output of \_\_\_\_\_

- A. Project plan development
- B. Risk control
- C. Monitor and control project work
- D. Direct and manage project work

**Correct Answer: D**

**Section: Mix Questions**  
**Explanation**



**Explanation/Reference:**

Explanation:

Work performance data containing these examples are an output of direct and manage project work. They are raw observations and measurements identified as activities are being performed to complete the work of the project. These data often are viewed at the lowest level of detail from which information is derived by other processes. The data then are gathered as the work is done and passed to the controlling processes of the various processes for further analyses.

**QUESTION 1033**

Two team members on your current construction project are engaged in a major argument concerning the selection of project management software. They refuse to listen to each other. The most appropriate conflict resolution approach for you to use in this situation is \_\_\_\_\_

- A. Accommodating
- B. Compromising
- C. Collaborating
- D. Forcing

**Correct Answer: D**

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

Forcing, using power or dominance, implies the use of position power to resolve conflict. It involves imposing one viewpoint at the expense of another. Project managers may use it when time is of the essence, when an issue is vital to the project's well-being, or when they think they are right based on available information. Although this approach is appropriate when quick decisions are required or when unpopular issues are an essential part of the project, it puts project managers at risk.

**QUESTION 1034**

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

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

**Correct Answer: C**

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

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

**QUESTION 1035**

You have been placed in charge of a group of people that is selecting one of three possible projects. As you gather in the conference room, many team members already have decided which project selection technique to use. Some prefer IRR, and others argue for BCR. In deciding which method to use, your first step should be to\_\_\_\_\_

- A. Compare and contrast selection techniques and identify the advantages and disadvantage of each
- B. Identify the technique used most often in the company and determine if it is appropriate for this project

- C. Select the method for which most team members have knowledge
- D. Determine the philosophy and wishes of management

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Any selection technique must be evaluated based on the degree to which it will meet the organization's objective for the project. Management generally establishes the organization's objective; therefore, management's wishes must be identified first. Then the most appropriate model to support management's wishes should be selected.

#### **QUESTION 1036**

You have a conflict on your team but have enough time to resolve it, and you want to maintain future relationships. Thankfully, there is mutual trust, respect, and confidence among the parties involved. You decide to use confronting to resolve this conflict. In using this approach, your first step should be to\_\_\_\_\_

- A. Separate people from the problem
- B. Acknowledge that conflict exists
- C. Establish ground rules
- D. Explore alternatives



**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

In order to address conflict, people must recognize and acknowledge that conflict exists. Next, it is important to establish common ground or shared goals and then to separate people from the problem.

#### **QUESTION 1037**

Validate scope works hand-in-hand with control quality and generally follows control quality. A tool and technique used in validate scope that is not used in control quality is\_\_\_\_\_

- A. Group decision-making techniques
- B. Inspection

- C. Statistical sampling
- D. Variance analysis

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Both processes use inspection. Validate scope also uses group-decision making techniques to reach a conclusion when the validation is performed by the project team and other stakeholders. Methods to reach a group decision include: unanimity, majority, plurality, and dictatorship.

**QUESTION 1038**

Research has shown that during the execution phase of the project, the majority of conflicts involve\_\_\_\_\_

- A. Personalities
- B. Project priorities
- C. Cost
- D. Schedule



**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

In a study of sources of conflict by project life-cycle phase, seven different causes of conflict were identified. In the execution phase, the highest-ranking sources of conflict were schedules, technical issues, and personnel, in this order, followed by priorities, administrative procedures, cost, and personalities.

**QUESTION 1039**

You are a goal-oriented project manager who is more interested in work accomplishment than relationship building. This indicates that you tend to resolve conflicts primarily through the use of\_\_\_\_\_

- A. Smoothing
- B. Compromising
- C. Collaborating
- D. Forcing



**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Forcing and majority rule are represented by a strong desire to satisfy oneself rather than to satisfy others. It involves imposing one viewpoint at the expense of another and is characterized by a win-lose outcome in which one party overwhelms the other. Adams et al. 1997, 181-189

**QUESTION 1040**

You are working on a long-term project that has a number of benefits to its customers and users. Therefore, as the project manager, one of your first steps was to identify the stakeholders that were critical to project success. Because this project will need long-term support by your organization once it is completed, key stakeholders are\_\_\_\_\_

- A. Operations managers
- B. Functional managers
- C. Sellers
- D. Business partners

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Operations managers are stakeholders on many projects. They deal with producing and managing the products and services of the organization. On many projects, they are responsible after the project is complete and has been formally handed off to them for incorporating the project into normal operations and providing longterm support for the product.

**QUESTION 1041**

Effective communication occurs in groups as well as between individuals and is made up of several key components, such as the purpose of the message, the audience that you are delivering the message to, and the content of the message itself. One important area to consider when working with manage communications\_\_\_\_\_

- A. The choice of media
- B. How often to distribute the information
- C. The communications plan

D. The project performance report structure

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The choice of media, or the way you deliver the information is as important as what you say. It is important to determine when to communicate in writing versus orally, when to prepare an informal memo or when to use a formal report, and when to communicate face to face or by email, as examples.

**QUESTION 1042**

A contract typically is used when a project is being performed for an external customer. An agreement is used as an input to\_\_\_\_\_

- A. Develop project charter
- B. Develop project team
- C. Plan procurement management
- D. Conduct procurements

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

In the develop project charter process, an agreement is an input to define initial intentions for the project. They may take the form of a type of contract such as memorandums of understanding, service level agreements, letter of agreement, letter of intent, verbal agreement, or other written agreements.

**QUESTION 1043**

Assume you have been working with your sponsor to prepare you charter, and you plan to present it to your Steering Committee on Friday. You are managing a software project, and the business need stated that you should use agile for the first time in our company rather than waterfall. In the Develop Project Charter process, this is then\_\_\_\_\_

- A. Tool and technique
- B. Part of the enterprise environment factors as an input to this process
- C. A high-level requirement
- D. Stated in the strategic plan as a tool and technique in this process

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The project charter formally authorizes the existence of the project and provides the project manager with the organizational resources for the project activities. Using agile is an example of a high-level requirement, which also is included in the charter.

**QUESTION 1044**

Procurement documents are used in the identify stakeholder process because they\_\_\_\_\_

- A. Are an enterprise environmental factor and an input to the process
- B. Are an organizational process asset and an input to the process
- C. Note key stakeholders as parties in the contract
- D. Serve as a way to prioritize and classify stakeholders

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**



**Explanation/Reference:**

Explanation:

Procurement documents are an input to the identify stakeholder process. If the project results from a procurement activity or is based on an established contract, the parties in the contract are key project stakeholders. Others, such as suppliers, are also stakeholders and should be added to the stakeholder list.

**QUESTION 1045**

Assume you are managing an international project. Your team is located in Atlanta, Georgia, US; Berlin, Germany; and Melbourne, Australia. You and your sponsor are located in Paris, France, and your customer is located in Athens, Greece. Recognizing the different locations of the stakeholders in your project in its initial stages, a best practice to follow in terms of working toward project success is to\_\_\_\_\_

- A. Determine who decides the project is a success
- B. Aligning the personal inputs of different project participants with a vision focused on success
- C. Establishing the project culture during the initiating stage of the project
- D. Identifying basic cultural characteristics and selecting one to follow

**Correct Answer:** A

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

Project approval criteria should be documented in the project charter. These criteria include determining what constitutes success, who decides the project is successful, and who signs off on the project.

**QUESTION 1046**

As a project manager, you recognize the importance of actively engaging key project stakeholders on a project. You have prepared an analysis of your stakeholders early in your project and classified them according to their interest, influence, and involvement in your project.

You want to now \_\_\_\_\_

- A. Focus on relationships necessary to ensure success
- B. Assess stakeholder legitimacy
- C. Determine the urgency that each stakeholder requires when he or she requests information about the project
- D. Focus on each stakeholder's power relevant to the project

**Correct Answer: A**

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

The project manager has limited time on a project, and his or her time should be used as efficiently and effectively as possible. Therefore, by performing a stakeholder analysis, the project manager can identify the stakeholder relationships that can be leveraged to build coalitions and potential partnerships to enhance project success and to determine relationships that need to be influenced differently at different stages of the project or phase

**QUESTION 1047**

Based on a recent quality audit of your project, your organization's quality assurance department is supportive of your approach as it notes the following characteristics of quality that are being followed consistently. They include all of the following EXCEPT \_\_\_\_\_

- A. Cost of quality
- B. Customer satisfaction
- C. Management responsibility
- D. High-performing team

**Correct Answer: D**

**Section: Mix Questions**  
**Explanation**

**Explanation/Reference:**

Explanation:

This high-performing team is covered in develop project team and obviously is important and necessary. However, regarding quality management other key concepts are prevention over inspection and continuous improvement.

**QUESTION 1048**

The plan quality management process includes all the following techniques EXCEPT \_\_\_\_\_

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

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

Process analysis is used as a tool and technique in perform quality assurance. The tools and techniques used during plan quality management are the seven basic quality tools (cause-and-effect diagrams, flowcharts, check sheets, Pareto diagrams, histograms, control charts, and scatter diagrams), cost-benefit analysis, cost of quality, benchmarking, design of experiments, statistical sampling, additional quality planning tools (brainstorming, force field analysis, nominal group technique, and quality management and control tools, [affinity diagrams, process decision program charts interrelationship diagrams, tree diagrams, prioritization matrices, activity network diagrams, and matrix diagrams]), and meetings.

**QUESTION 1049**

You are working on a project that management has decided to terminate early, because the product was rendered obsolete by the introduction of new technology by a competitor. You have awarded a contract for part of the project that will be terminated, and fortunately have a clause that enables you to terminate it for convenience at any time. This means that \_\_\_\_\_

- A. Your contractual obligations are complete once you issue the termination for convenience
- B. You may need to compensate the seller for seller preparations and for any completed or accepted work
- C. You need to compensate the seller only for accepted work that was completed prior to the termination order
- D. Specific rights and responsibilities are determined once the termination order is issued

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Early termination of a contract is a special case of procurement closure. The rights and responsibilities of the parties are contained in a termination clause of the contract. Typically such a clause allows the buyer to terminate the whole contract or a portion of it for cause or convenience at any time. In doing so, the buyer may need to compensate the seller for seller's preparations and for any completed and accepted work related to the terminated part of the contract.

**QUESTION 1050**

Assume you are preparing your procurement management plan. A useful tool and technique is to\_\_\_\_\_

- A. Have a meeting
- B. Use your risk register
- C. Review the requirements document
- D. Use your stakeholder register

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**



**Explanation/Reference:**

Explanation:

Meetings are another tool and technique in plan procurement management. They are held as research alone may not provide specific information for a procurement strategy without additional information exchange with potential bidders. Through collaborating with potential bidders the organization purchasing the material or service may benefit. Suppliers may benefit to influence a mutually beneficial approach or product.

**QUESTION 1051**

Your role in the project includes helping to resolve problems; making recommendations regarding priorities; accelerating activities to meet the target schedule; promoting communications among project team members; and helping management monitor the project's progress on a regular basis. Most of the people working on your project are scientists or technical experts. You are working in which of the following types of organizational structures?

- A. Task force
- B. Balanced matrix
- C. Project expeditor
- D. Project coordinator

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

A variation of the weak matrix organizational structure, the project expeditor has no formal authority to make or enforce decisions. Nonetheless, the project expeditor must be able to persuade those in authority to maintain the project's visibility so that resources will be allocated as needed to meet the project's schedule, budget, and quality constraints. This approach is considered to be effective in high-technology and research and development environments.

**QUESTION 1052**

In order for a matrix organizational approach to be successful, the two-boss situation should be resolved. To overcome the two-boss problem, it is important to\_\_\_\_\_

- A. Have the project manager and the functional manager work together to complete performance evaluations
- B. Prepare a responsibility chart to define responsibilities
- C. Guarantee a balance of power between the functional manager and the project manager
- D. Promote interface relationship management

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

In a matrix environment, project team members have two bosses: the project manager and their functional line manager. People often are unclear as to which manager is their "real" boss, as there may be a continual shifting balance of power. To avoid confusion regarding performance issues, it is a best practice to have the project manager and functional line manager complete the individual's performance evaluations. Also, greater weight should be given to the project manager's assessment for the time the individual actually worked on the project.

**QUESTION 1053**

As a project manager, not only must you be a leader, but you also must be responsible for the management, administrative, and technical aspects of the project. Which following skill is NOT representative of the skills needed for project leadership/interpersonal relations?

- A. Influencing the organization by sharing power and getting others to cooperate toward common goals
- B. Creating an environment to meet project objectives while offering maximum self-satisfaction related to what people value the most
- C. Helping a group of people bound by a common sense of purpose to work interdependently with each other

D. Understanding of policies, operating procedures, and regulations of external stakeholder organizations

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Successful project managers have expertise and skills in all three following areas: leadership/interpersonal, project management/administration, and technical. The understanding of policies, operating procedures, and regulations of external stakeholder organizations is representative of project management/administrative skills, not leadership/interpersonal skills.

**QUESTION 1054**

Assume you are managing a project, and your project management plan has been approved. Your project has a high level of change associated with it. There is active and ongoing stakeholder involvement. This means you probably are working with a(n)\_\_\_\_\_

- A. Adaptive life cycle
- B. Iterative life cycle
- C. Incremental life cycle
- D. Predictive life cycle



**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The adaptive life cycle is one that is known as change driven or one with agile methods and is set up to respond to change and ongoing stakeholder involvement. This approach differs from iterative and incremental as durations are very rapid and are fixed in time and cost. This approach is preferred in a rapidly changing environment where requirements and scope are difficult to define in advance and when it is possible to define small incremental improvements, which deliver value to stakeholders.

**QUESTION 1055**

One way to help mitigate personnel risks that may occur during the end of the project is to \_\_\_\_\_

- A. Meet individually with each team member
- B. Provide specific recognition to each team member who has worked on the project
- C. Prepare a staff release plan



D. Document the time each person is to work on the project in a resource calendar

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

The staff release plan determines the method and timing of releasing team members. Morale is improved if there are smooth transitions for the staff to upcoming projects. This staff release plan also helps to mitigate human resource risks that may occur. It is part of the staffing management plan, which is part of the human resource plan.

**QUESTION 1056**

Although your project team is working virtually, you are striving to make it a high-performing team.

You held a virtual kickoff meeting to ensure there was a shared project vision. You now see that team members are addressing the work to be done, but they do not seem to be collaborating. You realize the team is\_\_\_\_\_

- A. Concerned about their formal roles and responsibilities
- B. Independent
- C. Forming
- D. Storming



**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

During the storming stage, the team is addressing the work, technical decisions, and the project management approach. However, if team members are not collaborating and open to different ideas and perspectives, the environment becomes counterproductive.

**QUESTION 1057**

You are conducting a stakeholder analysis on your project. Your organization uses an approach to classify stakeholders based on their level of authority and their active involvement in the project.

This approach is known as\_\_\_\_\_

- A. A power/interest grid
- B. A power/influence grid

- C. An influence/impact grid
- D. A salience model

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Although a number of classification models are available to help prioritize the key stakeholders, the power/influence grid groups stakeholders based on their level of authority or power and their active involvement or interest in the project.

#### **QUESTION 1058**

When managing projects, one important technique is capturing lessons learned from previous projects to improve the organization's project management process. Therefore, in planning the project, it is important to plan the closing procedures, particularly to review the\_\_\_\_\_

- A. Risk responses that were used
- B. Checklists for risk identification
- C. WBS and scope documents
- D. Team members' performance feedback



**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

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

#### **QUESTION 1059**

One key interpersonal skill used to manage stakeholder expectations is\_\_\_\_\_

- A. Negotiation skills
- B. Building trust
- C. Compromise
- D. Conversation

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Building trust helps to build the foundation of the relationship and is a critical component in effective team leadership. Without trust, it is difficult to establish positive relationships with the various stakeholders engaged in the project. If trust is compromised, people will disengage, and collaboration becomes more difficult if not impossible.

**QUESTION 1060**

All the following are processes in project procurement management EXCEPT\_\_\_\_\_

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

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**



**Explanation/Reference:**

Explanation:

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

**QUESTION 1061**

Working in the systems integration field, you are primarily responsible for coordinating the work of numerous subcontractors. Your current project is coming to an end. You have 15 major subcontractors as well as a variety of other sellers. Now that you are closing contracts (procurements), you should\_\_\_\_\_

- A. Conduct a trend analysis
- B. Use earned value to assess lessons learned
- C. Ask each contractor to meet with you individually at its own expense
- D. Conduct a procurement audit

**Correct Answer:** D

**Section: Mix Questions**  
**Explanation**

**Explanation/Reference:**

Explanation:

The procurement audit attempts to identify successes and failures relative to the procurement process especially in terms of the preparation or administration of other procurement contracts on the project or on other projects in the organization. Uncovering and reporting both successes and failures can contribute to the project management knowledge base and improve the quality of project management services. A procurement audit should be conducted as part of the close procurements process.

**QUESTION 1062**

You are managing a moderately risky project. You have done well identifying risks and assessing them both on the probability of the risk event occurring and on the level of impact that the risk could have on your project if it actually occurred. But to help with a "next" level of qualitative risk analysis, you could use a\_\_\_\_\_

- A. Risk priority assessment
- B. Risk quality assessment
- C. Risk urgency assessment
- D. Quantitative risk analysis

**Correct Answer: C**

**Section: Mix Questions**  
**Explanation**

**Explanation/Reference:**

Explanation:

Risks that may occur in the near-term need urgent attention. The purpose of the risk urgency assessment is to identify those risks that have a high likelihood of occurring. Assessing risk urgency can be combined with the risk ranking that is determined from the probability and impact matrix for a final risk severity rating.

**QUESTION 1063**

You are identifying possible risks to your project concerning the development of a nutritional supplement. You want to reach out to your experts and build consensus on the risks that qualitative and quantitative risk analysis can address later. Although you can use various techniques, a key information gathering technique that helps to build consensus is\_\_\_\_\_

- A. Documentation review
- B. Probability/impact analysis
- C. Checklist analysis

D. Delphi technique

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

When consensus is necessary, the Delphi technique is a frequently used information gathering technique. A facilitator first sends out a questionnaire to the experts to solicit ideas. The responses then are summarized and returned to the experts for further comment. Consensus generally is reached after a few such rounds.

The Delphi technique helps to reduce bias in the data and the undue influence of one person on the outcome.

**QUESTION 1064**

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

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



**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 1065**

A weighting system can be used for all but which one of the following reasons?

- A. To select a single seller that will be asked to sign a standard contract
- B. To establish a negotiating sequence by ranking all proposals by the weighted evaluation scores that have been assigned
- C. To quantify qualitative data to minimize possible bias
- D. To establish minimum requirements of performance for one or more of the evaluation criteria

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

Weighting systems are developed and used to help select the best vendor as part of the proposal evaluation techniques. By assigning a numerical weight to each evaluation criteria, the buyer can emphasize one area as being more important than another. These proposal evaluation techniques are a tool and technique in the conduct procurements process.

**QUESTION 1066**

Your firm specializes in roller-coaster construction. It recently received an RFP to build the world's most "death-defying" roller coaster. You know that such a roller coaster has never been built before and that this would be a high-risk project. You are receiving a cost-plus-award-fee contract, which means\_\_\_\_\_

- A. Your fee will be paid for completed work
  - B. Your fee amount will not change unless there is a scope change
  - C. Your fee is generally not subject to appeals
  - D. If your final cost is greater, you will share costs with the buyer based on a pre-negotiated cost sharing formula
- Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

This contract type reimburses the seller for all legitimate costs, but the majority of the fee is earned only based on the satisfaction of broad subjective performance criteria defined and incorporated in the contract. The fee determination is based on subjective determination of seller performance by the buyer; it generally is not subject to appeals.

**QUESTION 1067**

Work performance information in control risks means that\_\_\_\_\_

- A. Recommended preventive or corrective action is considered through change requests
- B. Outcomes of risk reassessments and risk audits are documented
- C. Templates to the risk management plan and the risk register are recommended
- D. A mechanism to communicate and support project decision making is provided

**Correct Answer: D**

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

All of the answers are outputs in the control risks process, however, work performance information specifically provides a mechanism to communicate and support project decision making.

**QUESTION 1068**

A number of factors affect make-or-buy decisions such as\_\_\_\_\_

- A. Desired level of quality
- B. Risk-related contract decisions
- C. Value delivered by vendors meeting the needs
- D. Performance data

**Correct Answer: C**

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

Other factors to consider include the core capabilities of the organization, the risks associated with meeting the need in a cost-effective way, and capability internally compared with the vendor community.

**QUESTION 1069**

While many different techniques can be used to rate or score proposals, all will use\_\_\_\_\_

- A. A screening system
- B. A weighting system in conjunction with a screening system
- C. Expert judgment and some form of proposal evaluation techniques
- D. Quality ratings and contractual compliance

**Correct Answer: C**

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

Expert judgment is a tool and technique used in the conduct procurements process. It, along with some form of proposal evaluation techniques as developed during the plan procurements process and noted as source selection criteria, is used to rate and score proposals. This does not preclude the use of other tools and techniques, but these tools and techniques are used in all evaluations.

#### **QUESTION 1070**

Assume you are working on a multi-phase project as your project is planned to last three years. A best practice is to\_\_\_\_\_

- A. Periodically review the business case
- B. Use a single prime contractor and have this contractor award any subcontracts
- C. Rely on your PMO for guidance
- D. Set up a 'tight matrix'

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

The business case is an input to the develop project charter process. On a multi-phase project, it should be reviewed periodically to ensure the project is on track to deliver the business benefits.

#### **QUESTION 1071**

On a large medical billing system project, the team is large and communication has been quite a challenge to control. The Project Expeditor has been used to help with this problem. What is one of the main differences between the Project Expeditor and Project Coordinator?

- A. the Project Expeditor is another title for the Project Manager
- B. the Project Expeditor is another title for Project Coordinator
- C. the Project Expeditor has limited or no decision-making ability
- D. the Project Expeditor has decision-making ability

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**



**QUESTION 1072**

The data warehouse project is about halfway complete at a major retail client.

Your company is doing the implementation and has twelve team members in various locations across three different buildings. Communication and team-building has been a real challenge. Which of the following would fix or improve this problem?

- A. Changing the organization to a functional structure
- B. Co-location
- C. Replacing the Project Manager
- D. Hiring Project Coordinators

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1073**

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

- A. Senior management
- B. Customer
- C. Product manager
- D. CIO

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1074**

Which of the following roles controls resources and manages a business unit?

- A. Functional management
- B. Senior management
- C. Sponsor

D. Project management

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1075**

What is the main deliverable from the Planning phase of a project?

- A. Charter
- B. Work results
- C. Project management plan
- D. A signed contract

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**



**QUESTION 1076**

What is the main output of Monitoring and Controlling?

- A. Charter
- B. Controlling stakeholders
- C. Corrective action
- D. Project product

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1077**

The company is implementing a new project management approach. In the past, their projects have been disorganized, not in alignment with business goals, and not focused on interactivity between the projects where applicable. They want to have a better focus on grouping related projects together by business unit and product lines. Which of the following best describe what they are trying to accomplish?

- A. Project management
- B. Operations management
- C. Management by objectives
- D. Portfolio management

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1078**

You are the Project Manager on a cellular bluetooth amplifier project and are in the Planning phase. During a team meeting, a Functional Manager attempts to validate if the project meets company goals. The Functional Manager will report this finding back to senior management to determine if the project should continue, be modified or be canceled. What is this process called?

- A. Delphi Technique
- B. Management by objectives (MBO).
- C. Return on investment
- D. Management product analysis

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1079**

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

- A. Schedule Control
- B. Schedule management plan

- C. Work breakdown structure
- D. Time management plan

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1080**

Which of the following is not a regulation?

- A. The building code for a city
- B. The documented way to dispose of old paint
- C. The average number of losing lottery tickets in a week
- D. The zoning for an industrial area

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**



#### **QUESTION 1081**

A Project Manager has completed the Scope Definition process. The customer and sponsor have shortened the schedule by four weeks and decided that the work breakdown structure will be excluded. What would be the best action the Project Manager should take?

- A. Begin execution of the project
- B. Provide the customer and sponsor an updated schedule and budget
- C. Call a meeting and notify the team of the change in schedule
- D. Discuss with the customer and sponsor the ramifications of excluding the WBS

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1082**

The Project Manager is involved in Project Scope Management. She will be involved for the entire project management life cycle. Which group of processes will she be involved in performing these activities?

- A. Initiation, Scope Planning, Scope Definition, Scope Verification, Scope Management
- B. Scope Forecasting, Scope Definition, Scope Verification, Scope Control
- C. Scope Planning, Scope Definition, Create WBS, Scope Verification, Scope Control
- D. Scope Planning, Scope Description, Scope Verification, Integrated Change Control

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1083**

The team of Project Managers works in their company with a variety of projects. Typically they are involved in assigning Project Managers, creating and maintaining documentation and policies. What is the name of the place they work at?

- A. Project Management Office
- B. Tight matrixed
- C. Functional
- D. Projectized

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1084**

Which of the following is an output of a change control system?

- A. Change requests

- B. Approved changes
- C. Impact analysis
- D. Signoff

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1085**

The company is implementing an enterprise time system across the entire company. This will integrate a number of business units. As a result, it will be very resource-consuming, change a lot of the business processes and could cause reprioritization of other projects that it will replace or modify. Which of the following would concern you most?

- A. How many resources you can keep
- B. How your raise or promotion might be impacted by not being on the project
- C. What impact the new project is expected to have on your biggest project
- D. How many resources you might lose to the new project

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1086**

As a Project Manager you are managing a project that has many requirements. The project is for one of your high profile customers, one who spends more than \$5,000,000 a year with your company. To attain customer satisfaction, what must be met?

- A. Completing the project with the product having inherent characteristics that fulfill the requirements that it was to be built around
- B. Completing products requirements
- C. Completing the project on schedule and on budget
- D. Completing the project's scope

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1087**

You are the finance controller with your company. Your job is to analyze projects when they close. This could be the result of when a project is complete or by any other means. When would you expect to close a project?

- A. When a project is canceled
- B. When a project runs out of money
- C. When a project completes Scope Verification
- D. All of the answers

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**



**QUESTION 1088**

A marketing campaign is being built to support a new product at a utility company. The company doesn't have data on what volume to expect from the marketing campaign and the associated advertising. This data is important because it will help drive the number of employees needed in the department so customers' needs can be met. The Project Manager remembers that a similar project was by a company his company acquired. He begins to review data from this project. This is a best example of what?

- A. Historical information
- B. Lessons learned
- C. Constraints
- D. Assumptions

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1089**

The project team members have gotten together at the end of the project to review what happened on the project, discussing what went well and what didn't. They undertake this discussion for the sake of future project so that they can repeat the things that worked on the project and eliminate repeating the things that didn't work so well. This is known as what?

- A. Contract Closure
- B. Lessons learned
- C. Closing the project
- D. Contract audit

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1090**

Your DVD training project is almost complete. You have outsourced the DVD creation to an out-of-state company to complete. As the project closes down, what will be completed last?

- A. Closing the project
- B. Contract Closure
- C. Release of resources
- D. Assignment of contracts for the next phase

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1091**

Activity A is worth \$300, is 100% complete, and actually cost \$350. Activity B is worth \$100, is 95% complete, and actually cost \$85 so far. Activity C is worth \$200, is 75% complete, and has cost \$175 so far. Total budget is \$1500. What is the estimate at completion for the activities listed?

- A. \$1,704.55 US



- B. \$0.88
- C. \$1,685.39 US
- D. \$185.39 US

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1092**

Which of the following would a team create as a result of using a change control system?

- A. Change requests
- B. Approved changes
- C. Impact analysis
- D. Signoff

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1093**

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

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

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**



**Explanation/Reference:**

**QUESTION 1094**

The project charter has just been signed off. There were items in the charter that described market conditions which could affect the project and also resource limitations on the project.

These are examples of what?

- A. Assumptions
- B. Constraints
- C. Economic consumption
- D. Authority level of the Project Manager

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**



**QUESTION 1095**

The project planning is progressing on budget. The Project Manager and the team meet regularly and are ready to begin updating the project planning documents with a major scope change.

What input into the planning process will help the team the most?

- A. WBS
- B. Project management plan
- C. Risk list
- D. Network diagram

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1096**

What is the best reason to create a work breakdown structure?

- A. It provides authority for the Project Manager
- B. It allows the project budget to be determined
- C. It helps attain buy-in from the team doing the work
- D. It allows the project completion date to be determined

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1097**

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

- A. Scope Control and Scope Verification
- B. Administrative Closure and Quality Assurance
- C. Quality Planning and Quality Control
- D. Scope Verification and Quality Control

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1098**

Project Scope Management is characterized by processes in the Planning, as well as Monitoring and Controlling phases. Which group of processes defines Project Scope Management?

- A. Initiation, Scope Planning, Scope Definition, Scope Verification, Scope Management
- B. Scope Forecasting, Scope Definition, Scope Verification, Scope Control

- C. Scope Planning, Scope Definition, Create WBS, Scope Verification, Scope Control
- D. Scope Planning, Scope Description, Scope Verification, Integrated Change Control

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1099**

The sponsor on the airport runway project has just told the Project Manager about a change he wants. He says that the change will cost 20% less and should not cause any problems to the existing environment. Which of the following should concern the Project Manager the most?

- A. Scope impact
- B. Schedule impact
- C. Quality impact
- D. Scope and schedule impact

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1100**

There has been a great delay in waiting to get the charter approved. It's finally complete and you are assigned as the Project Manager. Senior management wants you to begin planning as soon as possible. If you are in the process of planning the project, what is the best way to schedule Scope Verification?

- A. At the end of every phase on the project
- B. After the sponsor defines what they want the project to create
- C. When the project management plan is awaiting signoff
- D. When the work of the project is done

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1101**

All of the following are true about a work breakdown structure (WBS) except?

- A. The team and the Project Manager should be involved in creating it
- B. It will resemble an organizational chart in appearance when complete
- C. The Activity Sequencing of the WBS can be done only in parallel
- D. It is a decomposition of the work of the project

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1102**

The Project Manager is working with the customer to gain formal acceptance on the project deliverables. The customer is saying that three of the deliverables are not meeting project goals, and are unusable in their present form. Which of the following will be used to the problem?

- A. Scope analysis
- B. Team-building
- C. Scope Control
- D. Scope Verification

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1103**

Float on a Network diagram is also known as:

- A. Lag

- B. PERT
- C. Slack
- D. GERT

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1104**

You are the Project Manager on a merger and acquisition project. Activity A (3 days) and activity B (4 days) can start immediately. Activity C (2 days) can start after A and B are complete. Activity D (5 days) can begin after activity B is complete. Activity E (6 days) can begin after activity B is complete. Activity F (4 days) can begin after activities C and D are complete. Activity G (5 days) can begin after activities D and E are complete. Activity H (4 days) can begin after activities F and G are complete. If Activity D increases from five to eight days, what is the critical path, and what is the length?

- A. ACFH, 16 days
- B. BCFH, 18 days
- C. BDFH, 20 days
- D. BDGH, 21 days



**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1105**

Crosswind Custom Homes is building a customer's dream house. However, rain has delayed the finish by two weeks. The schedule shows that the next activity is to install the roof, then that is followed by the shingles. This is an example of what?

- A. Mandatory dependencies
- B. Lag
- C. Discretionary dependencies
- D. Crashing

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1106**

Crosswind Custom Homes is building a customer's dream house. However, excessive heat has delayed the finish by three weeks. The Project Manager evaluates the schedule and determines that the roofing and cabinetry could occur at the same time instead of right after each other, as laid out in the schedule. This is an example of what?

- A. Mandatory dependencies
- B. Crashing
- C. Lag
- D. Discretionary dependencies

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**



**QUESTION 1107**

The customer has requested a five-week delay on the project while the company has winter holiday. This delay was not planned, but the union forced the issue. The company has limited resources. What is the best way to make up the five-week slip?

- A. Fast tracking
- B. Integrated change control
- C. Put more resources on the project
- D. Crashing

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1108**

The e-commerce project is six weeks behind schedule with five team members working on it. Three of these team members are working on the critical path related items. What is the slack of the critical path?

- A. Negative six weeks
- B. 30
- C. 0 (Zero).
- D. Not enough information

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1109**

The development team is building a new product for their company. This is a new product type at their company, and the market for the product is extremely unstable. According to the product manager a key to success will be to have an extremely accurate estimate on the resource needs for the project, since the company is resource constrained. Which type of duration estimating approach is the most accurate?

- A. Bottom-up estimating
- B. Parametric estimating
- C. Fast tracking
- D. Analogous estimating

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1110**

You are the Project Manager on a merger and acquisition project. Activity A (3 days) and activity B (4 days) can start immediately. Activity C (2 days) can start after A and B are complete. Activity D (5 days) can begin after activity B is complete. Activity E (6 days) can begin after activity B is complete. Activity F (4 days) can begin after activities C and D are complete. Activity G (5 days) can begin after activities D and E are complete. Activity H (4 days) can begin after activities F and G are complete. What is the critical path?



- A. BCFH
- B. BDFH
- C. BEGH
- D. ACFH

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1111**

The Project Manager is creating an estimate for a housing development. This is something for which he is quite experienced. The client needs the estimate in four hours. Which of the following types of estimates make the most sense to use?

- A. Analogous
- B. Gut feel
- C. Bottom-up
- D. Parametric



**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1112**

In what knowledge area does Activity Resource Estimating occur?

- A. Scope
- B. Human Resource
- C. Time
- D. Procurement

**Correct Answer:** C

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1113**

The Project Manager is creating an estimate for building a cellular infrastructure base station. It is something that is new to the Project Manager and his team. They decide to create a bottom-up estimate. All of the following are advantages of this type of estimate except?

- A. It provides supporting detail of the estimate
- B. It provides team buy-in when they help create it
- C. It takes a great amount of time to create
- D. There is a greater degree of accuracy because of the detail it was created at

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**



**QUESTION 1114**

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

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

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1115**

Calculate the variance for the following: Pessimistic=20, Optimistic=10, Realistic=17.

- A. 2.78
- B. 5
- C. Not enough information
- D. 5.67

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1116**

The IT initiative project is on schedule and under budget. The customer is pleased, but would like a scope change. As a result, a new team is brought in to help the existing team implement this scope change. Before the team arrives, senior management would like to see where the project stands. Which of the following do you show them?

- A. Milestone chart
- B. Gantt chart
- C. Work breakdown structure
- D. Network diagram

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1117**

Crosswind Custom Homes is building a customer's dream house. However, rain has delayed the finish by two weeks. The Project Manager evaluates the schedule and determines that by crashing, the project could be placed back on schedule. After discussing this with senior management, the Project Manager has decided to crash the project. By doing so, the Project Manager is adding what to the project?

- A. Time change

- B. Responsibility
- C. Cost change
- D. Scope change

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1118**

Project A has a NPV of \$275K US over 2.5 years. Project B has an IRR of 3.2%. Project C has a BCR of 0.89:1. Project D has four people on it and is encountering scope creep. Which of the following projects would stand the greatest chance of getting canceled?

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



**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1119**

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

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

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1120**

Calculate the standard deviation for the following: Pessimistic=20, Optimistic=10, Realistic=17.

- A. 6
- B. Not enough information
- C. 5.67
- D. 1.67

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1121**

The project team is developing rules for reporting status on the project in the communication management plan. The majority of their activities are greater than three reporting periods long.

Which format is best to use in this case?

- A. Fixed formula progress reporting
- B. Weighted milestone
- C. Earned value
- D. Forecast reporting

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1122**

Which process involves applying budget amounts to the individual work packages or activities?

- A. Cost Control

- B. Cost Estimating
- C. Cost Budgeting
- D. Earned Value Management

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1123**

Activity A is worth \$300, is 100% complete, and actually cost \$350. Activity B is worth \$100, is 95% complete, and actually cost \$85 so far. Activity C is worth \$200, is 75% complete, and has cost \$175 so far. The total budget is \$1500. What is the cost variance for the activities listed?

- A. \$0.84
- B. \$65.00
- C. -\$65.00
- D. -\$57.50



**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1124**

A Project Manager was assigned to manage a project to develop pink widgets for the Project Manager's company. The project will cost the company \$650,000 over the next 12 months. It is projected that the widgets will earn the company \$20,500 per month. How much time will it take to recover the cost for this project?

- A. 28 months
- B. 32 months
- C. 36 months
- D. Not enough information

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1125**

Company-wide software licensing fees are an example of what type of project cost?

- A. Variable indirect
- B. Variable
- C. Fixed
- D. Fixed direct

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**



**QUESTION 1126**

What are seven consecutive data points on either side of the mean called?

- A. Too tight of control limits
- B. A violation of the Seven Run Rule
- C. Too loose of specification limits
- D. Acceptable measurements

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1127**

The team is involved in defining what is needed to ensure that the quality process will capture the intended results of the testing. This is known as what?

- A. Quality Management Planning
- B. Quality assurance
- C. Measuring the output of the project
- D. Quality control

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1128**

The company is in the testing phase of its project. It is tracking defects that come in from customers who are testing the project. Given the nature of a new project, they have a variety of defects that are being discovered. Organizing and prioritizing the defects is becoming a challenge. What would help them organize this better?

- A. Pareto diagram
- B. Flowchart
- C. Ishikawa diagram
- D. Fishbone diagram



**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1129**

The company is implementing a quality improvement standard on its new projects, trying to improve the culture to make it conform to quality standards better. The company views the need to shift the mentality of the company to a proactive approach to quality. Which of the following would it not expect to deal with in an environment that has a proactive approach to quality?

- A. Increased warranty support
- B. Greater quality standard
- C. Less inventory needed



D. Decreased warranty support

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1130**

The Project Manager is reviewing testing output. Generally, the data looks good. He does observe seven consecutive data points on one side of the mean in a couple of areas on the control chart. What is this called?

- A. A violation of the Seven Run Rule
- B. Lucky seven gets eleven
- C. Acceptable measurements
- D. Too loose of specification limits

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**



**QUESTION 1131**

The project is going through Quality control. Which of the following are used to validate that the output is in compliance with the specifications of the work?

- A. Inspection
- B. Checklists
- C. Rework
- D. Acceptance decisions

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1132**

The networking company that won the procurement contract has begun development of the work of the project. Given that they are trying to get additional business with the customer, they are providing some extra features and functionality. Which of the following best describes this situation?

- A. This is Gold Plating and it is a good thing to help them get more business
- B. This is Gold Plating and it is not a good practice
- C. This was an unsuccessful negotiation on the behalf of the company that won the contract
- D. This was a successful negotiation on the customer's behalf

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1133**

The project is going through quality assurance. Which of the following is a key tool that will be utilized in this process?

- A. Quality improvement
- B. Quality audits
- C. Quality testing
- D. Quality management plan

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1134**

The project is progressing. As the company starts to release the product of the project to market, the consumer isn't buying it as the company had projected. This appears to be because the company has released a lot of products before that had an excessive number of defects. Who was ultimately responsible for these products being released with the defects?

- A. Functional management
- B. Project Manager

- C. The developer
- D. Senior management

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1135**

The pilot for PM Airlines is in the process of flying from Dallas to Los Angeles. Adhering to the required pre-flight process, the pilot follows the procedures to ensure that he has properly selected and adjusted all the needed items to start up the plane for navigation. Which of the following did he likely use?

- A. Process flowchart
- B. Checklist
- C. Cause and Effect diagram
- D. Company policy

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1136**

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

- A. 44.44
- B. 55.55
- C. Not enough information
- D. 26

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1137**

The team is in the process of validating that the quality plan for the project will measure sufficiently the product of the project. What are the team members doing?

- A. Quality control
- B. Quality planning
- C. Quality management
- D. Quality audit

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1138**

Which of the following is not an example of team development?

- A. Creating the WBS of the project
- B. Attending a sporting event as a group
- C. A team lunch
- D. Performance reviews



**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1139**

The electrical engineer has recently been promoted from lead engineer to section manager. In this new position, he will be responsible for managing projects and project resources. Over the five years he has been with the company, he was always ranked as one of the top engineers but has had no formal project management training. This is an example of what?

- A. Halo Theory
- B. Reward power
- C. Problem solving

D. Equal opportunity employment

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1140**

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

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

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**



**QUESTION 1141**

The project has gone smoothly so far. The team members appear to be working with an end goal in mind and without a lot of supervision. They appear highly motivated and enjoying their work.

This is an example of what?

- A. Reward Theory
- B. Theory Y environmentC. Motivation Theory
- D. Theory X environment

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1142**

The project is in a balanced matrix environment. There are significant challenges with the schedule and resource constraints of the project. Project personnel have been complaining to the Project Manager about the environment. In this type of environment, who controls the resources?

- A. Functional Manager
- B. Project Manager
- C. Project Coordinator
- D. Senior management

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1143**

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

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

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1144**

An organizational breakdown structure (OBS) is also known as what?

- A. Staffing management plan
- B. Organizational chart

- C. Resource histogram
- D. Responsibility assignment matrix

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1145**

The Project Manager tells a team member on the project that she can attend some training for a new computer program. He further explains that this new skill will be used by the company in the future. He lets the team member know that he approved this training because of the good work the team member has done on the project. This is an example of what type of power?

- A. Formal
- B. Reward
- C. Award
- D. Compromise

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1146**

What can a responsibility assignment matrix (RAM) eliminate?

- A. Confusion on what order activities come in
- B. Confusion on who is responsible for doing what
- C. Confusion on how long the activities are
- D. Confusion on who is on the team

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**



**Explanation/Reference:**

**QUESTION 1147**

The Project Manager has defined the risks for the project, performed probability and impact analysis and assigned risk owners to the risks. As the project management plan evolves where will this information end up?

- A. Risk list
- B. Risk trigger
- C. Risk register
- D. Risk response

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1148**

On the electric company project the government implemented a regulatory change associated with the electricity sub-station upgrade project that required the company to spend an additional \$400,000 US on the project. This type of cost and activity best relates to which of the following?

- A. Known unknowns
- B. Unknown unknowns
- C. Management reserve
- D. Risk management

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1149**

The software development company has recently been awarded a large contract to create a new animation software program. This will require the company to move into a new office complete with production facilities twice their current size. The schedule is tight for this new project. The new facility is behind schedule with the cubicles and network wiring on pace to finish three weeks late. If this can't be done on time and will slip three weeks, the company has decided there is nothing it can do, and it will simply deal with the consequences. This is an example of what type of risk response?



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

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1150**

In defining a risk trigger, which of the following is most accurate?

- A. A trigger is an indicator that a risk event will occur
- B. A trigger is the same as a risk
- C. A trigger is an indicator that a risk event has occurred
- D. A trigger is an indicator that a risk event could occur



**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1151**

The advertising agency has been awarded a \$54M US, 8-year contract to manage the advertising campaigns of a fast food chicken restaurant. The company realizes that this work is going to require a specific skill set for 40 people. Their current workforce only has 7 people with this skill set. This skill set is somewhat rare and specialized in the area they are located. They have chosen to buy a company much smaller than they are, but this company's core focus is this type of skill set. The company employs 50 people with this skill set. This is an example of what type of risk response strategy?

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

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1152**

The Project Manager and team are planning a banking software project. They are discussing what could go differently than planned on the project. They are also trying to identify warning signs that would show that these events could be on the verge of occurring. What are these warning signs called?

- A. Risk analysis
- B. Triggers
- C. Problem solving
- D. Risks

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**



**QUESTION 1153**

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

- A. Determine why the risk response plan failed
- B. Fix the problem
- C. Determine why the problem happened
- D. Adjust the risk response plan

**Correct Answer:** B

**Section:** Mix Questions

**QUESTION 1154**

Ranking risks is performed in which of the following?

- A. Workarounds
- B. Risk triggers
- C. Qualitative Risk Analysis
- D. Expected monetary value (EMV).

**Correct Answer:** C

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1155**

Which of the following best relates to unknown unknowns?

- A. Schedule reserves
- B. Risk management
- C. Contingency reserves
- D. Management reserves



**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1156**

The project team is performing risk analysis. They are evaluating a risk that has a very high probability of occurring, and if it does it could cause the company to go out of business. Which of the following will the risk likely be analyzed with?

- A. Insurable risk
- B. Qualitative Risk Analysis
- C. Pure risk
- D. Quantitative Risk Analysis

**Explanation****Explanation/Reference:****Correct Answer: D****Section: Mix Questions****Explanation****Explanation/Reference:****QUESTION 1157**

The consulting company has created the scope of work for the project. They are in the process of creating a schedule and budget. They have added time into the schedule for the delays that always happen. They are also allocating money into the budget for more computers and software that are usually needed beyond what is initially forecast. These items are an example of what?

- A. Unknown unknowns
- B. Known unknowns
- C. Risk management
- D. Management reserve

**Correct Answer: B****Section: Mix Questions****Explanation****Explanation/Reference:****QUESTION 1158**

Which of the following would a Contract Administrator use if they are using a unilateral contract?

- A. Statement of work B. Purchase order
- C. Time and material
- D. Cost-plus

**Correct Answer: B****Section: Mix Questions****QUESTION 1159**

A single-phase construction project is in the process of closing. There are a number of processes coming together as things finish up to complete the work of the project. Which of the following is correct?

- A. Contract Closure will come before Close Project
- B. Close Project happens only if the project is completed as planned
- C. Close Project and Contract Closure happen at the same time
- D. Close Project will come before Contract Closure

**Correct Answer: D**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1160**

You are in the process of purchasing 67 desktop computers, monitors, and a standard desktop software package for an upcoming project. What type of contract will you likely use?

- A. Purchase order
- B. Fixed-price
- C. Cost-plus-percentage of cost
- D. Net 30



**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1161**

Which of the following are examples of non-competitive forms of procurement?

- A. Qualified sellers list
- B. Single source
- C. Screening system
- D. Evaluation criteria

**Correct Answer: B**

**Section: Mix Questions Explanation**

## Explanation

**Explanation/Reference:**

**Explanation/Reference:**

### QUESTION 1162

All of the following are reasons for outsourcing work except...

- A. Your company doesn't have excessive capacity for the work
- B. Your company doesn't possess the skills needed for the work
- C. Your company isn't concerned about protecting the information associated with the work
- D. Labor rates in the foreign countries are comparable to your company's labor rate

**Correct Answer: D**

**Section: Mix Questions Explanation**

**Explanation/Reference:**

### QUESTION 1163

The contract is expected to cost \$280K US. Actual costs are \$240K US. There is a 50/50% share for any cost savings. What is the total value of the contract?

- A. \$260K US
- B. \$240K US
- C. \$280K US
- D. \$300K US

**Correct Answer: A**

**Section: Mix Questions**

### QUESTION 1164

You are a Project Manager at Dewey, Cheatum, and Howe and assigned to a major construction project. The project is on schedule and under budget, but you are constantly in conflict with a member of your project team. This team member is sabotaging the project. What would be the best solution to resolve this problem?

- A. Firing the team member from the project as soon as possible
- B. Reporting this to senior management
- C. Reporting this problem to senior management with a solution of replacing this team member
- D. Holding a team meeting to vote if the team member should be removed

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1165**

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

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

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**



**QUESTION 1166**

A Project Manager has been contracted by a company to manage the development of a software business application. The Project Manager discovers that five of the software developers are contractors and do not have legal software licenses. What should the Project Manager do in this case?

- A. Report this to the company's senior management
- B. Report this to PMI
- C. Call the software vendor
- D. Fill out a software piracy report

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

## Explanation

### Explanation/Reference:

#### QUESTION 1167

The database project is approximately 85% complete. The project has had its challenges. As of the last status report, the project appears to be on track regarding cost, schedule and scope.

Senior management lets you know that the sponsor has some very serious concerns about the project. You don't understand why, based on the last status report. What would be the best action to take first?

- A. Ignore senior management because the project is in good shape
- B. Meet with the sponsor to determine the sponsor's concerns
- C. Tell senior management that the project is in good shape
- D. Evaluate the schedule and budget to verify the triple constraint health of the project

**Correct Answer: B**

**Section: Mix Questions**

## Explanation

### Explanation/Reference:

#### QUESTION 1168

A Project Manager is in the execution phase of a highly visible project and a major milestone is due in one week. The Project Manager has discovered that a vendor's deliverable for this milestone will be two weeks late. What should the Project Manager do?

- A. Do not report this problem in the status meeting
- B. Meet with the team and brainstorm how to create a workaround for this problem
- C. Halt all payments to the vendor until the deliverable is received



D. Report the status of the missed milestone

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1169**

A Project Manager has been working on quality process of a project at a major electronics manufacturer. This manufacturer is involved with various government and defense contracts as well. The Project Manager discovers that an employee has been reselling some repair material that he has declared as scrap material because they were discontinued, at a small profit on the internet. The item is very costly. What should the Project Manager do?

- A. Report this to the company
- B. Report this to Homeland Security
- C. Report this to General Accounting Office (GAO).
- D. Report the employee to the local authority

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**



**QUESTION 1170**

You are a Project Manager managing the building of a housing development. As the plumbing is being installed, you cannot find a building permit. As the Project Manager, to whom do you report this violation?

- A. The construction company
- B. The local city authority
- C. The local county authority
- D. The state authority

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

**QUESTION 1171**

You are managing a project and the sponsor has removed the previous Project Manager on the project because they could not keep the project on budget. According to your current project budget, this project is over budget by \$245,000. As the current Project Manager, you are afraid you will also be removed if you report this status. What is the best response you can tell senior management?

- A. Report the delay to senior management and the reasons
- B. Tell senior management the project is over budget by \$245,000 with a plan to recover
- C. The schedule is only two weeks behind so you don't report the delay
- D. Don't report the delay and begin looking for a new job

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**



**QUESTION 1172**

As a Project Manager you have a professional and social responsibility to encourage the growth of project management at your company or industry. To help with this growth, you could do all of the following except?

- A. Mentor others who want to learn more about project management
- B. Create white papers on project management
- C. Provide senior management with information how outsourcing helps their companies
- D. Train people on project management

**Correct Answer: C**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

**QUESTION 1173**

You are beginning a new project and a portion of the development will be created by a foreign company. You are not sure how to do business with this company because it is offshore.

What document would be best to guide you in this business?

- A. Company's policies and procedures
- B. PMI Code of Conduct
- C. Local laws of the offshore company
- D. Historical information from past projects

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1174**

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

- A. Historical information
- B. Lessons learned
- C. Assumptions
- D. Constraints

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1175**

You are a Project Manager managing the building of a restaurant.

As the electrical wiring is being installed, you cannot find a building permit. As the Project Manager, to whom do you report this violation?

- A. The construction company

- B. The local city authority
- C. The local county authority
- D. The state authority

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1176**

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

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

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

#### **QUESTION 1177**

You plan to hold a series of meeting as you execute the project plan. While different attendees will attend each meeting, a best practice to follow is to:

- A. Group stakeholders into categories to determine which ones should attend each meeting
- B. Not mix the types of meetings on your project
- C. Be sensitive to the fact that stakeholders often have very different objectives and invite them to determine the meeting's agenda
- D. Recognize that roles and responsibilities may overlap so focus on holding meetings primarily for decision making

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

Meetings are a tool and technique used in direct and manage project work. Meetings tend to be one of three types: information exchange; brainstorming, option evaluation, or design; or decision making. A best practice is to not combine the types of meetings and prepare for them with a well-defined agenda, purpose, objective, and time frame. They should be documented using minutes and action items.

**QUESTION 1178**

You are the project manager in charge of developing a new shipping container for Globus Ocean Transport, which needs to withstand winds of 90 knots and swells of 30 meters. In determining the dimension of the container and the materials to be used in its fabrication, you convene a group of knowledgeable professionals to gather initial requirements, which will be included in the\_\_\_\_\_.

- A. Project charter
- B. Bill of materials
- C. WBS
- D. Project Statement of Work

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The project charter documents the business needs, assumptions, constraints, understanding of the customer needs and high-level requirements and what the new product, service, or result is to satisfy. It is the document used to formally authorize the project.

**QUESTION 1179**

You have assembled a core team to develop the project management plan for the next generation of fatigue fighting drugs. The science is complex, and the extended team of researchers, clinicians, and patients for trials exceeds 500 people. The content of your project management plan will be directed primarily by two factors. They are\_\_\_\_\_.

- A. Project complexity and the capability of resources
- B. Number of resources and project schedule
- C. Team member experience and budget
- D. Application area and complexity

**Correct Answer:** D

**Section: Mix Questions****Explanation****Explanation/Reference:**

Explanation:

The content of the project management plan is primarily influenced by the application area [in this case drug development] and complexity of the project. The size of the plan is typically commensurate with the size and complexity of the project.

**QUESTION 1180**

You are beginning a new project staffed with a virtual team located across five countries. To help avoid conflict in work priorities 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 the 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.

**QUESTION 1181**

Facilitation techniques are used throughout project management. Your company is embarking on a project to completely eliminate defects in its products. You are the project manager for this project, and you are developing your project charter. To assist you, which of the following facilitation techniques did you use?

- A. Surveys
- B. Delphi approach
- C. Meeting management
- D. Focus groups

**Correct Answer: C**

**Section: Mix Questions****Explanation**

**Explanation/Reference:**

Explanation:

Meeting management is an example of a facilitation technique used in developing the project charter as meetings may be held with key stakeholders and subject matter experts. Other facilitation techniques used to guide preparation of the charter are brainstorming, problem solving, and conflict resolution.

**QUESTION 1182**

The direct and manage project work process truly is important in project management. It affects many other key processes and uses inputs from others. Working with your team at its kickoff meeting, you explain the key benefit of this process is to\_\_\_\_\_.

- A. Implement approved changes
- B. Provide overall management of the project work
- C. Lead and perform activities in the project management plan
- D. Perform activities to accomplish project objectives

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

While all of the answers apply to the direct and manage project work process, the key benefit is that it involves providing overall management of the work of the project, encompassing the other answers listed.

**QUESTION 1183**

You are managing a project in an organization is characterized by with rigid rules and policies and strict supervisory controls. Your project, sponsored by your CEO who is new to the company, is to make the organization less bureaucratic and more participative. You are developing your project management plan. Given the organization as it now is set up, as you prepare your plan, you can use which of the following organizational process assets\_\_\_\_\_.

- A. Guidelines and criteria
- B. Project management body of knowledge for your industry
- C. Organizational structure and culture
- D. The existing infrastructure

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

While you are managing a different type of project, the organization has managed projects before and therefore may have as part of its organizational process assets a project management template, which sets forth guidelines and criteria to tailor the organization's processes to satisfy specific needs of the project.

**QUESTION 1184**

You work for a telecommunications company, and when developing a project management plan for a new project, you found that you must tailor some company processes because the product is so different than those products typically produced by your company. To tailor these processes, you will follow\_\_\_\_\_.

- A. Standardized guidelines and work instructions
- B. Stakeholder risk tolerances
- C. Expert judgment
- D. Structure of your company

**Correct Answer: A**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:

Standardized guidelines and work instructions are an organizational process asset to consider as the project management plan is developed. They include guidelines and criteria to tailor the organization's set of standard processes to satisfy the specific needs of the project.

**QUESTION 1185**

You are implementing a project management methodology for your company that requires you to establish a change control board. Which one of the following statements best describes a change control board?

- A. Recommended for use on all (large and small) projects
- B. Used to review, evaluate, approve, delay, or reject changes to the project
- C. Managed by the project manager, who also serves as its secretary
- D. Composed of key project team members

**Correct Answer: B**

**Section: Mix Questions**

**Explanation**

**Explanation/Reference:**

Explanation:



Used to review, evaluate, approve, delay, or reject changes to the project The change control board's powers and responsibilities should be well defined and agreed upon by key stakeholders. On some projects, multiple change control boards may exist with different areas of responsibility.

**QUESTION 1186**

An automated tool, project records, performance indicators, data bases, and financials are examples of items in\_\_\_\_\_.

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

**Correct Answer:** B

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

The items listed are part of these systems, a tool and technique in both processes.

PMI®, PMBOK® Guide, 2013, 84, 92

**QUESTION 1187**

You have been directed to establish a change control system for your company, but must convince your colleagues to use it. To be effective, the change control system must include\_\_\_\_\_.

- A. Procedures that define how project documents may be changed
- B. Specific change requests expected on the project and plans to respond to each one
- C. Performance reports that forecast project changes
- D. A description of the functional and physical characteristics of an item or system

**Correct Answer:** A

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

A change control system is a collection of formal, documented procedures that define the process used to control change and approve or reject changes to project documents, deliverables, or baselines. It includes the paperwork, tracking systems, and approval levels necessary to authorize changes.

**QUESTION 1188**

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 1189**

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 1190**

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 1191**

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 1192**

When closing a project, it is a best practice to\_\_\_\_\_.

- A. Update the project documents
- B. Prepare a sustainment plan for the project's benefits
- C. Measure product scope against the project management plan
- D. Review the scope baseline

**Correct Answer:** D

**Section:** Mix Questions

**Explanation**

**Explanation/Reference:**

Explanation:

In closing the project, it is necessary to ensure that the project work is completed, and the project has met its objectives. Since project scope is measured against the project management plan, the project manager then reviews the scope baseline to ensure completion. PMI®, PMBOK® Guide, 2013, 101

**QUESTION 1193**

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.



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