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Exam PMI**QUESTION 1**

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 5

An input used in developing the communications management plan is:

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

The Perform Quality Assurance process occurs in which Process Group?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

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: (none)

Explanation

Explanation/Reference:

QUESTION 9

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 10

The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule is known as:

- A. Plan Schedule Management.
- B. Develop Project Charter.
- C. Develop Schedule.
- D. Plan Scope Management.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

Which input to the Manage Stakeholder Engagement process is used to document changes that occur during the project?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12

An input to the Plan Stakeholder Management process is:

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13

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: (none)

Explanation**Explanation/Reference:****QUESTION 14**

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: (none)

Explanation**Explanation/Reference:****QUESTION 15**

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

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

Correct Answer: D

Section: (none)

Explanation**Explanation/Reference:****QUESTION 16**

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: (none)

Explanation

Explanation/Reference:

QUESTION 17

During which process does a project manager review all prior information to ensure that all project work is completed and that the project has met its objectives?

- A. Monitor and Control Project Work
- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

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: (none)

Explanation

Explanation/Reference:

QUESTION 19

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: (none)

Explanation

Explanation/Reference:

QUESTION 20

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: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21

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: (none)

Explanation

Explanation/Reference:

QUESTION 22

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 23

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: (none)

Explanation

Explanation/Reference:

QUESTION 24

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 25

Which item is an input to the Define Activities process?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 26

When alternative dispute resolution (ADR) is necessary, which tool or technique should be utilized?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 27

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: (none)

Explanation

Explanation/Reference:



QUESTION 28

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: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29

Organizational theory is a tool used in which Project Human Resource Management process?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31

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: (none)

Explanation

Explanation/Reference:

QUESTION 32

A project charter is an output of which Process Group?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 33

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: (none)

Explanation

Explanation/Reference:

QUESTION 34

An element of the project scope statement is:

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 35

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: (none)

Explanation

Explanation/Reference:

QUESTION 36

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: (none)

Explanation

Explanation/Reference:

QUESTION 37

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: (none)

Explanation

Explanation/Reference:

QUESTION 38

Plan Schedule Management is a process in which Knowledge Area?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 39

An output of the Validate Scope process is:

- A. A requirements traceability matrix.

- B. The scope management plan.
- C. Work performance reports.
- D. Change requests.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 40

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 41

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 42

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 43

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 44

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: (none)

Explanation

Explanation/Reference:

QUESTION 45

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

- A. Project Communications Management
- B. Project Integration Management
- C. Project Risk Management
- D. Project Scope Management

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 46

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: (none)

Explanation

Explanation/Reference:

QUESTION 47

An output of the Develop Project Team process is:

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 48

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 49

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: (none)

Explanation

Explanation/Reference:

QUESTION 50

The Plan Stakeholder Management process belongs to which Process Group?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 51

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 52

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 53

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: (none)

Explanation

Explanation/Reference:

QUESTION 54

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: (none)

Explanation

Explanation/Reference:**QUESTION 55**

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:**QUESTION 56**

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:**QUESTION 57**

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: (none)

Explanation

Explanation/Reference:

QUESTION 58

The Identify Stakeholders process is found in which Process Group?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 59

An input to Develop Project Charter is a/an:

- A. Business case.
- B. Activity list.
- C. Project management plan.
- D. Cost forecast.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 60

Which item is a formal proposal to modify any document, deliverable, or baseline?

- A. Change request
- B. Requirements documentation
- C. Scope baseline
- D. Risk urgency assessment

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 61

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: (none)

Explanation

Explanation/Reference:

QUESTION 62

An example of a group decision-making technique is:

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 63

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 64

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: (none)

Explanation

Explanation/Reference:

QUESTION 65

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 66

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

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



Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 67

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

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

Correct Answer: C

Section: (none)

Explanation**Explanation/Reference:****QUESTION 68**

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

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

Correct Answer: B

Section: (none)

Explanation**Explanation/Reference:****QUESTION 69**

The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

- A. Timing
- B. Methodology
- C. Risk categories
- D. Budgeting

Correct Answer: A

Section: (none)

Explanation**Explanation/Reference:****QUESTION 70**

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: (none)

Explanation

Explanation/Reference:

QUESTION 71

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: (none)

Explanation

Explanation/Reference:

QUESTION 72

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: (none)

Explanation**Explanation/Reference:****QUESTION 73**

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: (none)

Explanation**Explanation/Reference:****QUESTION 74**

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: (none)

Explanation**Explanation/Reference:****QUESTION 75**

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 76

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 77

Inputs to the Plan Schedule Management process include:

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

Correct Answer: A

Section: (none)

Explanation**Explanation/Reference:****QUESTION 78**

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: (none)

Explanation**Explanation/Reference:****QUESTION 79**

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

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

Correct Answer: D

Section: (none)

Explanation**Explanation/Reference:****QUESTION 80**

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

- A. Stakeholder register

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 81

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 82

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: (none)

Explanation

Explanation/Reference:

QUESTION 83

The planned work contained in the lowest level of work breakdown structure (WBS) components is known as:

- A. Work packages.
- B. Accepted deliverables.
- C. The WBS dictionary.
- D. The scope baseline.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 84

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: (none)

Explanation

Explanation/Reference:

QUESTION 85

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: (none)

Explanation

Explanation/Reference:

QUESTION 86

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: (none)

Explanation

Explanation/Reference:



QUESTION 87

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 88

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 89

When should quality planning be performed?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 90

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 91

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: (none)

Explanation

Explanation/Reference:



QUESTION 92

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 93

Conditions that are not under the control of the project team that influence, direct, or constrain a project are called:

- A. Enterprise environmental factors
- B. Work performance reports
- C. Organizational process assets
- D. Context diagrams

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 94

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: (none)

Explanation

Explanation/Reference:

QUESTION 95

An output of the Manage Stakeholder Engagement process is:

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

Correct Answer: A

Section: (none)

Explanation**Explanation/Reference:****QUESTION 96**

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: (none)

Explanation**Explanation/Reference:****QUESTION 97**

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: (none)

Explanation**Explanation/Reference:****QUESTION 98**

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

- A. Plan Risk Management

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 99

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 100

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:**QUESTION 101**

A regression line is used to estimate:

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:**QUESTION 102**

An input to Conduct Procurements is:

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:**QUESTION 103**

What are the Project Procurement Management processes?

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

D. Plan Procurement Management, Perform Procurements, Control Procurements, and Validate Procurements

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 104

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: (none)

Explanation

Explanation/Reference:



QUESTION 105

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 106

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: (none)

Explanation

Explanation/Reference:

QUESTION 107

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

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



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 108

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 109

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 110

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: (none)

Explanation

Explanation/Reference:

QUESTION 111

The Monitoring and Controlling Process Group includes processes that:

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 112

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

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



Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 113

A project manager builds consensus and overcomes obstacles by employing which communication technique?

- A. Listening
- B. Facilitation
- C. Meeting management
- D. Presentation

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 114

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: (none)

Explanation

Explanation/Reference:



QUESTION 115

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: (none)

Explanation

Explanation/Reference:

QUESTION 116

Which grid shows which resources are tied to work packages?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 117

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 118

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: (none)

Explanation

Explanation/Reference:

QUESTION 119

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 120

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 121

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

- A. Organizational process updates
- B. Quality metrics

- C. Change requests
- D. Quality control measurements

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 122

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 123

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 124

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 125

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 126

An input to Close Project or Phase is:

- A. Accepted deliverables,
- B. Final products or services,
- C. Document updates,
- D. Work performance information.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 127

An output of the Direct and Manage Project Work process is:

- A. Deliverables.
- B. Activity lists.
- C. A work breakdown structure.
- D. A scope statement.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 128

External organizations that have a special relationship with the enterprise and provide specialized expertise are called:

- A. Customers.
- B. Business partners.
- C. Sellers.
- D. Functional managers.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 129

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: (none)

Explanation

Explanation/Reference:

QUESTION 130

In a project, total float measures the:

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 131

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: (none)

Explanation

Explanation/Reference:

QUESTION 132

Stakeholder satisfaction should be managed as a key project:

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 133

Which cost is associated with nonconformance?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 134

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

- A. Historical relationships
- B. Dependency determination
- C. Bottom-up estimating
- D. Rolling wave planning

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 135

An output of the Create WBS process is:

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 136

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 137

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: (none)

Explanation

Explanation/Reference:

QUESTION 138

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: (none)

Explanation

Explanation/Reference:

QUESTION 139

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

- A. Supportive
- B. Directive

- C. Controlling
- D. Instructive

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 140

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: (none)

Explanation

Explanation/Reference:

QUESTION 141

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: (none)

Explanation

Explanation/Reference:

QUESTION 142

Identify Risks is part of which Process Group?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 143

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: (none)

Explanation

Explanation/Reference:

QUESTION 144

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 145

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 146

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: (none)

Explanation

Explanation/Reference:

QUESTION 147

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. \$175

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 148

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: (none)

Explanation

Explanation/Reference:

QUESTION 149

Which Process Group and Knowledge Area include the Sequence Activities process?

- A. Executing Process Group and Project Time Management
- B. Executing Process Group and Project Cost Management
- C. Planning Process Group and Project Time Management
- D. Planning Process Group and Project Cost Management

Correct Answer: C

Section: (none)

Explanation**Explanation/Reference:****QUESTION 150**

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: (none)

Explanation**Explanation/Reference:**

Topic 2, Volume B

QUESTION 151

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: (none)

Explanation**Explanation/Reference:****QUESTION 152**

Project deliverables that have been completed and checked for correctness through the Control Quality process are known as:

- A. Verified deliverables.

- B. Validated deliverables.
- C. Acceptance criteria.
- D. Activity resource requirements.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 153

An output of the Perform Integrated Change Control process is:

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 154

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: (none)

Explanation

Explanation/Reference:

QUESTION 155

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 156

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 157

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: (none)

Explanation

Explanation/Reference:

QUESTION 158

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 159

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: (none)

Explanation

Explanation/Reference:

QUESTION 160

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 161

Through whom do project managers accomplish work?

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



Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 162

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

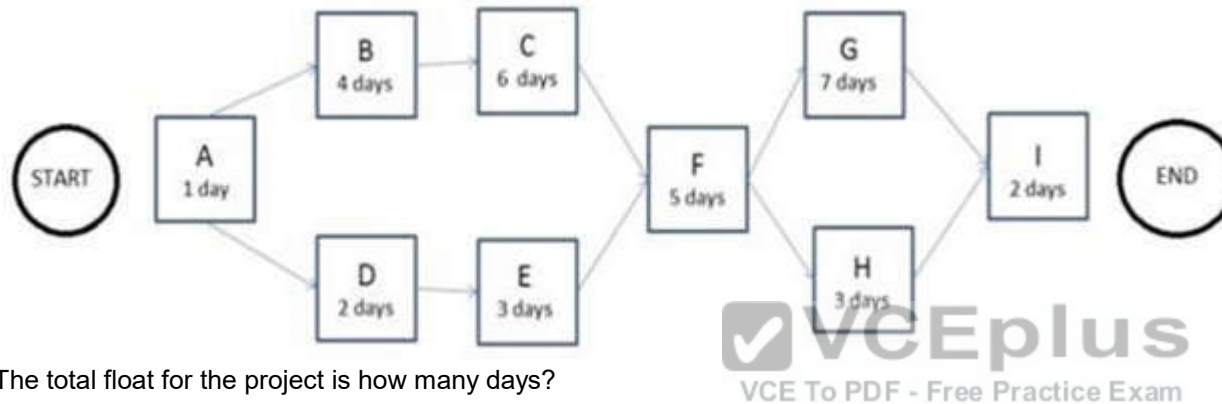
Section: (none)

Explanation

Explanation/Reference:

QUESTION 163

The following is a network diagram for a project.



The total float for the project is how many days?

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

Correct Answer: B

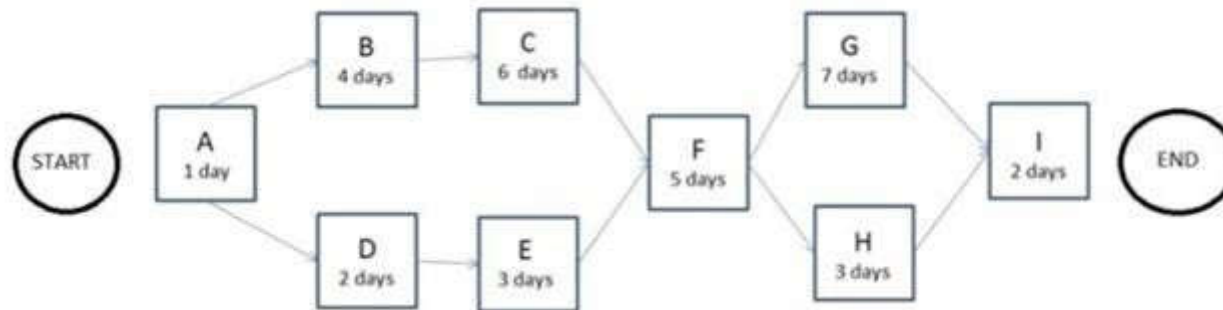
Section: (none)

Explanation

Explanation/Reference:

QUESTION 164

The following is a network diagram for a project.



The free float for Activity E is how many days?

- A. 2
- B. 3
- C. 5
- D. 8

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 165

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

- A. Smooth/accommodate
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Force/direct

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 166

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: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 167

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 168

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

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

D. deviates.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 169

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 170

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: (none)

Explanation

Explanation/Reference:

QUESTION 171

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: (none)

Explanation

Explanation/Reference:

QUESTION 172

When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

- A. improvement
- B. program
- C. result
- D. portfolio



Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 173

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 174

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

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

Correct Answer: C

Section: (none)

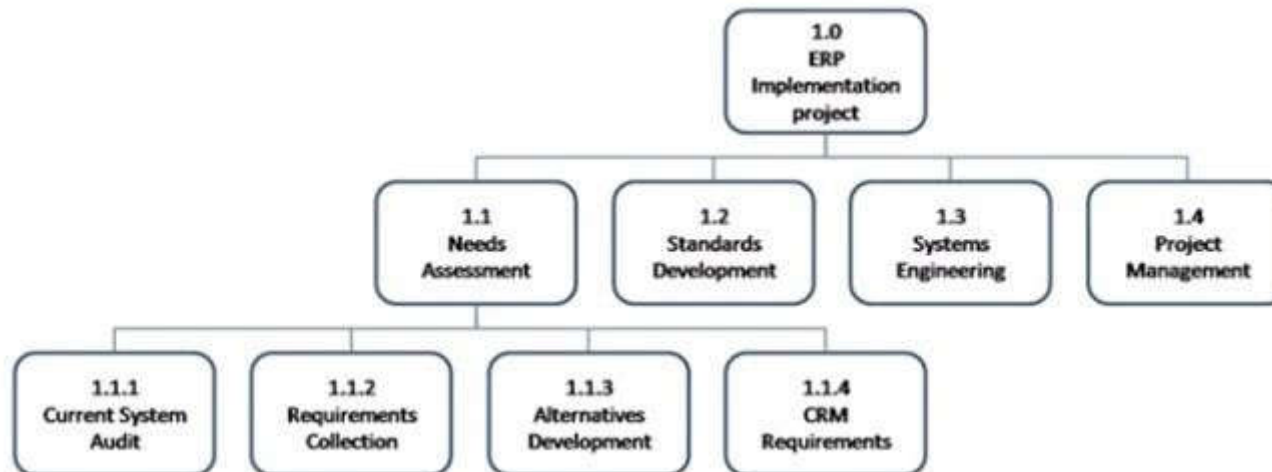
Explanation

Explanation/Reference:



QUESTION 175

Which type of graphic is displayed below?



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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 176

An example of a group decision-making technique is:

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 177

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register

Correct Answer: B

Section: (none)

Explanation**Explanation/Reference:****QUESTION 178**

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

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

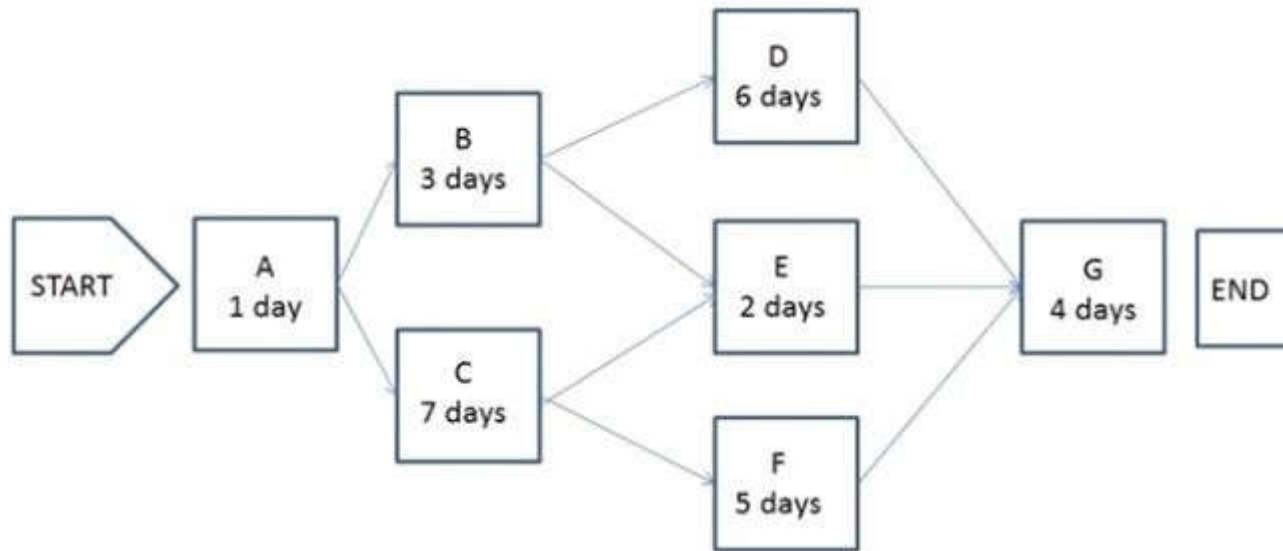
Correct Answer: B

Section: (none)

Explanation**Explanation/Reference:****QUESTION 179**

The following is a network diagram for a project.





The shortest non-critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 16

Correct Answer: A

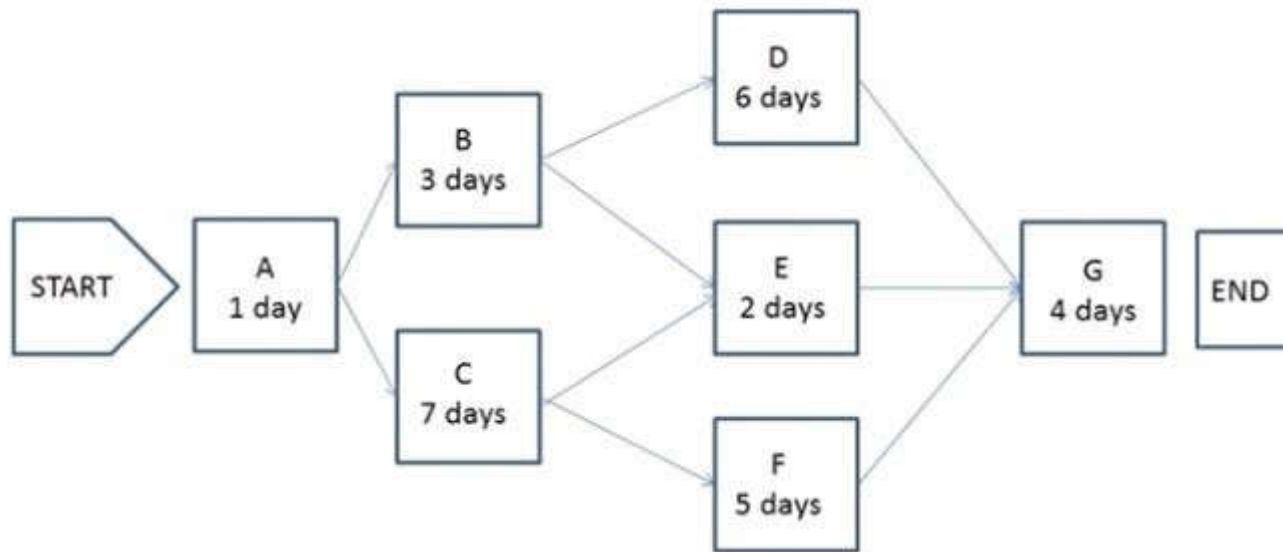
Section: (none)

Explanation

Explanation/Reference:

QUESTION 180

The following is a network diagram for a project.



The critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 17

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 181

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: (none)

Explanation

Explanation/Reference:

QUESTION 182

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 183

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 184

Which item is a cost of conformance?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 185

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 186

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 187

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: (none)

Explanation

Explanation/Reference:



QUESTION 188

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 189

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: (none)

Explanation

Explanation/Reference:

QUESTION 190

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: (none)

Explanation

Explanation/Reference:

QUESTION 191

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: (none)

Explanation

Explanation/Reference:

QUESTION 192

Which stakeholder approves a project's result?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 193

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 194

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: (none)

Explanation

Explanation/Reference:

QUESTION 195

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: (none)

Explanation

Explanation/Reference:

QUESTION 196

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: (none)

Explanation

Explanation/Reference:

QUESTION 197

Which action is included in the Control Costs process?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 198

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

- A. 0.03
- B. 0.06
- C. 0.10
- D. 0.50

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 199

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

- A. a Knowledge Area
- B. a Process Group

- C. program management
- D. portfolio management

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 200

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: (none)

Explanation

Explanation/Reference:



QUESTION 201

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference: