

CAPM Dumps

Certified Associate in Project Management (PMI-100)

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NEW QUESTION 1

- (Exam Topic 3)

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

Answer: D

NEW QUESTION 2

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 3

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 4

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 5

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 6

- (Exam Topic 3)

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

Answer: A

NEW QUESTION 7

- (Exam Topic 3)

Who selects the appropriate processes for a project?

- A. Project stakeholders
- B. Project sponsor and project stakeholder
- C. Project manager and project team
- D. Project manager and project sponsor

Answer: C

NEW QUESTION 8

- (Exam Topic 3)

An output of the Develop Project Team process is:

- A. change requests
- B. team performance assessments
- C. project staff assignments
- D. project documents updates

Answer: B

NEW QUESTION 9

- (Exam Topic 3)

When is a Salience Model used?

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

Answer: C

NEW QUESTION 10

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 10

- (Exam Topic 3)

An input of the Plan Procurement Management process is:

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

Answer: B

NEW QUESTION 11

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 15

- (Exam Topic 3)

If the most likely duration of an activity is five weeks, the best-case duration is two weeks, and the worst-case duration is 14 weeks, how many weeks is the expected duration of the activity?

- A. One
- B. Five
- C. Six
- D. Seven

Answer: C

NEW QUESTION 17

- (Exam Topic 3)

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

Answer: D

NEW QUESTION 18

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 20

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 23

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 25

- (Exam Topic 3)

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.

Answer: A

NEW QUESTION 26

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 30

- (Exam Topic 3)

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

Answer: C

NEW QUESTION 35

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 39

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 40

- (Exam Topic 3)

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

Answer: D

NEW QUESTION 43

- (Exam Topic 3)

Which is one of the major outputs of Sequence Activities?

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

Answer: C

NEW QUESTION 44

- (Exam Topic 3)

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

Answer: A

NEW QUESTION 45

- (Exam Topic 3)

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)

Answer: D

NEW QUESTION 47

- (Exam Topic 3)

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

Answer: A

NEW QUESTION 50

- (Exam Topic 3)

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.

Answer: D

NEW QUESTION 52

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 57

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 61

- (Exam Topic 3)

When would resource leveling be applied to a schedule model?

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

Answer: C

NEW QUESTION 65

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 68

- (Exam Topic 3)

What is the total float of the critical path?

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

Answer: C

NEW QUESTION 71

- (Exam Topic 3)

Outputs of the Control Communications process include:

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

Answer: B

NEW QUESTION 75

- (Exam Topic 3)

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.

Answer: C

NEW QUESTION 79

- (Exam Topic 3)

Which is a tool or technique used in Define Scope?

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

Answer: C

NEW QUESTION 80

- (Exam Topic 3)

To which process is work performance information an input?

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

Answer: A

NEW QUESTION 81

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 83

- (Exam Topic 3)

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

- A. objectives
- B. schedule
- C. product
- D. approach

Answer: C

NEW QUESTION 86

- (Exam Topic 3)

Which group creativity technique asks a selected group of experts to answer questionnaires and provide feedback regarding the responses from each round of requirements gathering?

- A. The Delphi technique
- B. Nominal group technique
- C. Affinity diagram
- D. Brainstorming

Answer: A

NEW QUESTION 88

- (Exam Topic 3)

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

Answer:

C

NEW QUESTION 90

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 92

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 97

- (Exam Topic 3)

The links between the processes in the Process Groups are often:

- A. Intuitive
- B. Iterative
- C. Measured
- D. Monitored

Answer: B

NEW QUESTION 102

- (Exam Topic 3)

Which activity is an input to the Conduct Procurements process?

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

Answer: A

NEW QUESTION 104

- (Exam Topic 3)

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

Answer: D

NEW QUESTION 108

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 113

- (Exam Topic 3)

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

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

D. Avoid

Answer: C

NEW QUESTION 117

- (Exam Topic 3)

The formal and informal interaction with others in an organization industry, or professional environment is known as:

- A. negotiation
- B. organizational theory
- C. meeting
- D. networking

Answer: D

NEW QUESTION 122

- (Exam Topic 3)

What is the definition of Direct and Manage Project Execution?

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

Answer: B

NEW QUESTION 124

- (Exam Topic 3)

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

Answer: B

NEW QUESTION 129

- (Exam Topic 2)

The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 134

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 138

- (Exam Topic 2)

A disadvantage associated with virtual teams is that they:

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

Answer: D

NEW QUESTION 140

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 142

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 143

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 148

- (Exam Topic 2)

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

Answer: C

NEW QUESTION 152

- (Exam Topic 2)

Which term describes an assessment of correctness?

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

Answer: A

NEW QUESTION 154

- (Exam Topic 2)

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

Answer: C

NEW QUESTION 158

- (Exam Topic 2)

When closing a project or phase, part of the process may require the use of which type of analysis?

- A. Reserve analysis
- B. Regression analysis
- C. Document analysis
- D. Product analysis

Answer: B

NEW QUESTION 162

- (Exam Topic 2)

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

Answer: A

NEW QUESTION 165

- (Exam Topic 2)

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).

Answer: B

NEW QUESTION 169

- (Exam Topic 2)

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

Answer: C

NEW QUESTION 172

- (Exam Topic 2)

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

Answer: D

NEW QUESTION 175

- (Exam Topic 2)

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

Answer: D

NEW QUESTION 177

- (Exam Topic 2)

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.

Answer: A

NEW QUESTION 180

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 184

- (Exam Topic 2)

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:

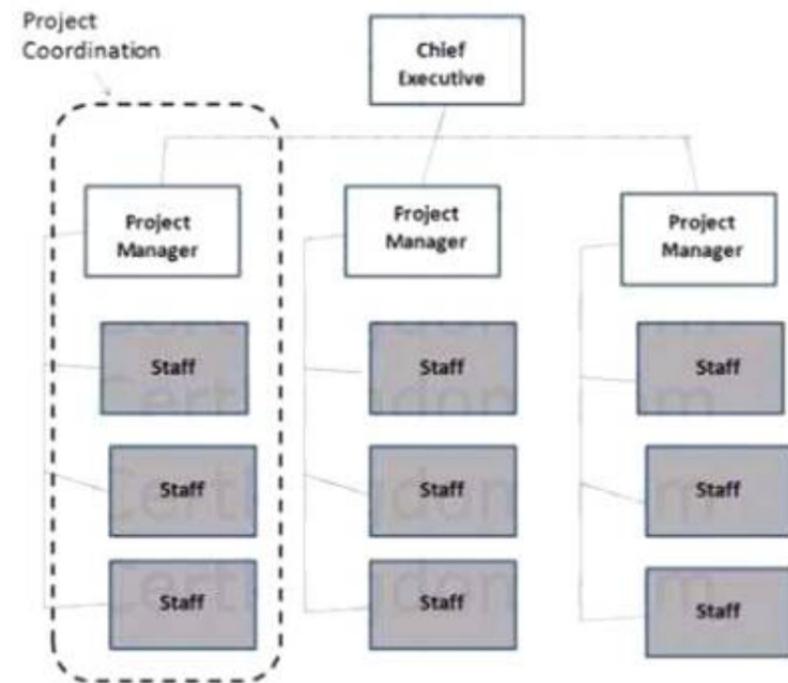
- A. Quality assurance.
- B. A stakeholder management plan.
- C. Project team building.
- D. Integrated change control.

Answer: D

NEW QUESTION 186

- (Exam Topic 2)

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



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

Answer: B

NEW QUESTION 187

- (Exam Topic 2)

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

Answer: C

NEW QUESTION 191

- (Exam Topic 2)

Requirements documentation will typically contain at least:

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

Answer: D

NEW QUESTION 196

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 200

- (Exam Topic 2)

Every project creates a unique product, service, or result that may be:

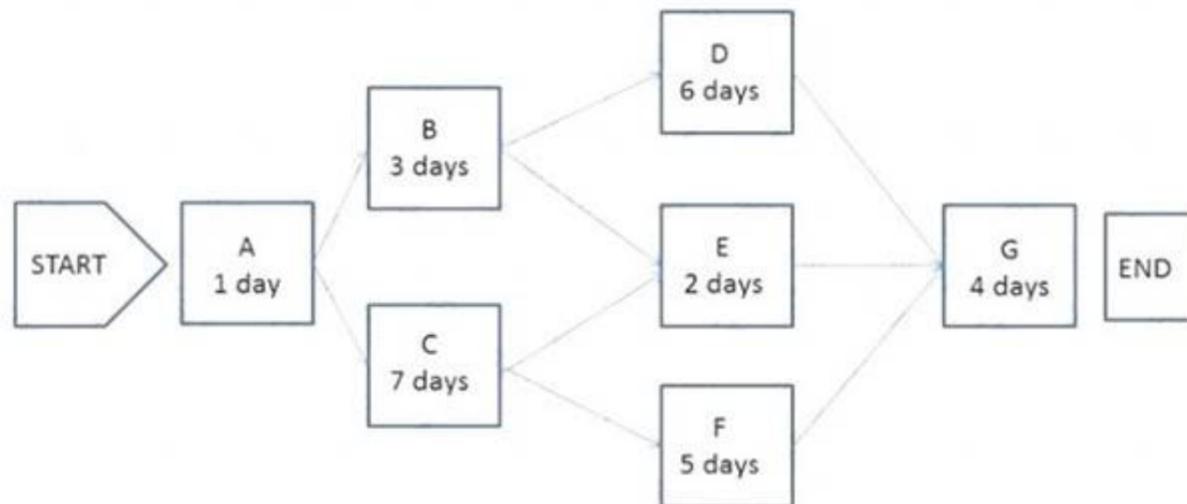
- A. tangible
- B. targeted
- C. organized
- D. variable

Answer: A

NEW QUESTION 203

- (Exam Topic 2)

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

Answer: D

NEW QUESTION 205

- (Exam Topic 2)

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

Answer: D

NEW QUESTION 210

- (Exam Topic 2)

Completion of the product scope is measured against the product:

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

Answer: B

NEW QUESTION 213

- (Exam Topic 2)

Stakeholder communication requirements should be included as a component of:

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

Answer: C

NEW QUESTION 215

- (Exam Topic 2)

The component of the risk management plan that documents how risk activities will be recorded is called:

- A. tracking

- B. scoping
- C. timing
- D. defining

Answer: A

NEW QUESTION 220

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 225

- (Exam Topic 2)

Those who enter into a contractual agreement to provide services necessary for a project are:

- A. buyers
- B. sellers
- C. business partners
- D. product users

Answer: B

NEW QUESTION 228

- (Exam Topic 2)

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

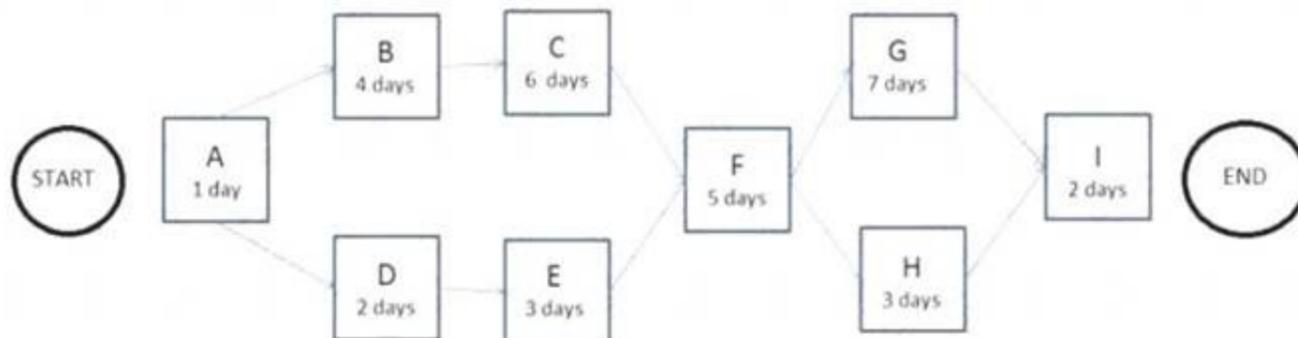
- A. lead
- B. lag
- C. mandatory dependency
- D. internal dependency

Answer: A

NEW QUESTION 233

- (Exam Topic 2)

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

Answer: B

NEW QUESTION 236

- (Exam Topic 2)

One of the key benefits of the Plan Human Resource Management process is that it:

- A. outlines team selection guidelines and team member responsibilities.
- B. establishes project roles and responsibilities.
- C. improves teamwork, interpersonal skills, and competencies.
- D. provides an accurate appraisal of team member performance.

Answer: B

NEW QUESTION 241

- (Exam Topic 2)

Success is measured by benefits realization for a:

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

Answer: C

NEW QUESTION 246

- (Exam Topic 2)

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

Answer: B

NEW QUESTION 249

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 250

- (Exam Topic 2)

Which project document is updated in the Control Stakeholder Engagement process?

- A. Project reports
- B. Issue log
- C. Lessons learned documentation
- D. Work performance information

Answer: B

NEW QUESTION 255

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 256

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 261

- (Exam Topic 2)

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

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

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

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

Answer: C

NEW QUESTION 266

- (Exam Topic 2)

Project management processes ensure the:

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

Answer: D

NEW QUESTION 271

- (Exam Topic 2)

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

Answer: B

NEW QUESTION 274

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 277

- (Exam Topic 2)

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

Answer: C

NEW QUESTION 280

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 284

- (Exam Topic 2)

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

Answer: D

NEW QUESTION 285

- (Exam Topic 2)

Which enterprise environmental factors may influence Plan Schedule Management?

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

Answer: D

NEW QUESTION 288

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 289

- (Exam Topic 1)

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

Answer: C

NEW QUESTION 293

- (Exam Topic 1)

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.

Answer: D

NEW QUESTION 297

- (Exam Topic 1)

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?

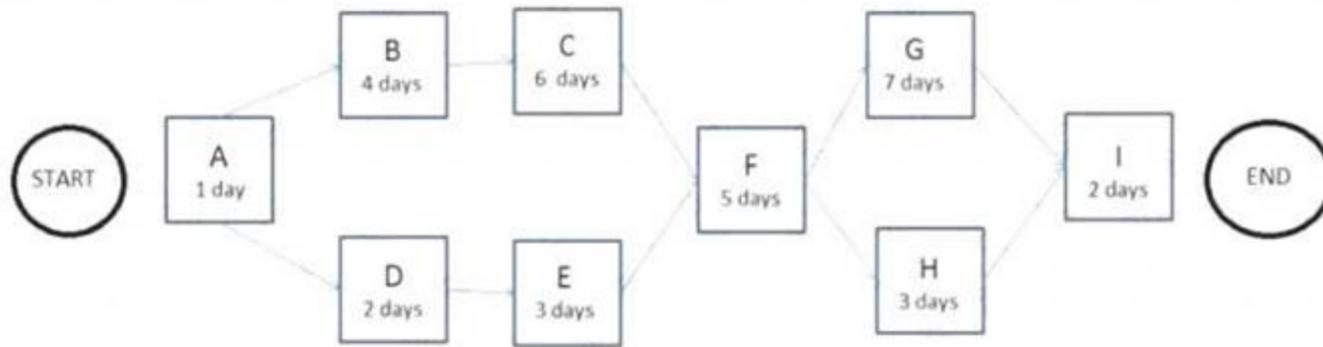
- A. 0.50
- B. 0.67
- C. 1.50
- D. 2.00

Answer: A

NEW QUESTION 301

- (Exam Topic 2)

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

Answer: A

NEW QUESTION 305

- (Exam Topic 1)

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

Answer: C

NEW QUESTION 307

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 308

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 311

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 312

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 317

- (Exam Topic 1)

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

Answer: B

NEW QUESTION 320

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 322

- (Exam Topic 1)

Identify Risks is part of which Process Group?

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

Answer: A

NEW QUESTION 323

- (Exam Topic 1)

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

Answer: A

NEW QUESTION 327

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 331

- (Exam Topic 1)

Which item is an input to the Define Activities process?

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

Answer: D

NEW QUESTION 333

- (Exam Topic 1)

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

Answer: B

NEW QUESTION 336

- (Exam Topic 1)

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

Answer: C

NEW QUESTION 341

- (Exam Topic 1)

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

Answer: C

NEW QUESTION 344

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 348

- (Exam Topic 1)

An input to Conduct Procurements is:

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

Answer: C

NEW QUESTION 350

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 355

- (Exam Topic 1)

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

Answer: A

NEW QUESTION 356

- (Exam Topic 1)

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

Answer: C

NEW QUESTION 357

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 362

- (Exam Topic 1)

Stakeholder satisfaction should be managed as a key project:

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

Answer: C

NEW QUESTION 364

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 369

- (Exam Topic 1)

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

Answer: D

NEW QUESTION 371

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 373

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 374

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 379

- (Exam Topic 1)

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.

Answer: B

NEW QUESTION 380

- (Exam Topic 1)

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

Answer: A

NEW QUESTION 385

- (Exam Topic 1)

An input used in developing the communications management plan is:

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

Answer: B

NEW QUESTION 388

- (Exam Topic 1)

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

Answer: D

NEW QUESTION 393

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 395

- (Exam Topic 1)

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

Answer:

A

NEW QUESTION 398

- (Exam Topic 1)

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

Answer: B

NEW QUESTION 401

- (Exam Topic 1)

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.

Answer: D

NEW QUESTION 405

- (Exam Topic 1)

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)

Answer: B

NEW QUESTION 410

- (Exam Topic 1)

Which cost is associated with nonconformance?

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

Answer: A

NEW QUESTION 414

- (Exam Topic 1)

Plan Schedule Management is a process in which Knowledge Area?

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

Answer: D

NEW QUESTION 418

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 421

- (Exam Topic 1)

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

Answer: A

NEW QUESTION 426

- (Exam Topic 1)

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.

Answer: B

NEW QUESTION 427

- (Exam Topic 1)

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.

Answer: B

NEW QUESTION 430

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 433

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 438

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 440

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 442

- (Exam Topic 1)

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

Answer: D

NEW QUESTION 445

- (Exam Topic 1)

An input to Close Project or Phase is:

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

Answer: A

NEW QUESTION 450

- (Exam Topic 1)

Sensitivity analysis is typically displayed as a/an:

- A. Decision tree diagram.
- B. Tornado diagram.
- C. Pareto diagram.
- D. Ishikawa diagram.

Answer: B

NEW QUESTION 455

- (Exam Topic 1)

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.

Answer: A

NEW QUESTION 459

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 463

- (Exam Topic 6)

What are the objectives of Initiation processes?

- A. Initiation processes are performed in order to develop the project charter and Identify stakeholders.
- B. Initiation processes are performed in order to obtain budget approval for a project or phase and approve scope with customers.
- C. Initiation processes are performed to identify business objectives for a project or phase and identify stakeholders' goals.
- D. Initiation processes are performed to map initial requirements for a project or phase and prioritize them with stakeholders.

Answer: D

NEW QUESTION 464

- (Exam Topic 6)

Which is the correct hierarchy in a project environment, from most to least Inclusive?

- A. Projects, portfolios, then programs
- B. Portfolios, programs, then projects
- C. Portfolios, projects, then programs
- D. Projects, programs, then portfolios

Answer: D

NEW QUESTION 467

- (Exam Topic 6)

What type of change requires the submission of a change request?

- A. Changes in assigned resources
- B. Changes in a technical solution
- C. Changes in status reporting
- D. Changes in the project's scope

Answer: D

NEW QUESTION 470

- (Exam Topic 6)

Creating the project scope statement is part of which process?

- A. Manage Scope
- B. Collect Requirements
- C. Define Scope
- D. Validate Scope

Answer: C

NEW QUESTION 471

- (Exam Topic 6)

The project team is brainstorming on approaches to deliver the upcoming product launch for which the project has been chartered. The project manager is laying out hybrid, adaptive, iterative methods. What is the team trying to address?

- A. Co-location
- B. Lite-cycle
- C. Diversity
- D. Management

Answer: D

NEW QUESTION 474

- (Exam Topic 6)

A project team is discussing an upcoming planned product launch of a highly visible technologically advanced artificial intelligence tool. The team is debating the aspect of iterative and hybrid approaches. Which aspect of tailoring would this best represent?

- A. Life cycle approaches
- B. Resource availability
- C. Project dimensions
- D. Technology support

Answer: D

NEW QUESTION 478

- (Exam Topic 6)

Which is the tool or technique that is used to obtain the list of activities from the work packages?

- A. Data analysis
- B. Leads and lags
- C. Precedence diagramming method
- D. Decomposition

Answer: D

NEW QUESTION 480

- (Exam Topic 6)

Which of the following set of elements is part of an effective communications management plan?

- A. Escalation processes, person responsible for communicating the information, glossary of common terminology, methods or technologies used to convey the information
- B. Phone book directory, stakeholder communication requirements, project charter, glossary of common terminology
- C. Organizational chart, escalation processes, person responsible for communicating the information, project management plan, glossary of common terminology
- D. Glossary of common terminology, constraints derived from specific legislation and regulation, person responsible for communicating information, project management plan, resource management plan

Answer: A

NEW QUESTION 481

- (Exam Topic 6)

Which contract type is least desirable to a vendor?

- A. Fixed price with economic price adjustment (FPEPA)
- B. Firm fixed price (FFP)
- C. Cost plus fixed fee (CPFF)
- D. Cost plus award fee (CPAF)

Answer: B

NEW QUESTION 483

- (Exam Topic 6)

What is the best tool to calculate the critical path on a project?

- A. Critical chain method
- B. Graphical evaluation and review technique (GERT) diagram
- C. Gantt chart
- D. Project network diagram

Answer: C

NEW QUESTION 485

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 489

- (Exam Topic 6)

A project manager is reviewing the change requests for project documents, deliverables, and the project plan. In which project management process does this review belong?

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

Answer: D

NEW QUESTION 490

- (Exam Topic 5)

What happens to a stakeholder's project influence over time?

- A. Increases
- B. Decreases
- C. Stays the same
- D. Has no bearing

Answer: B

NEW QUESTION 495

- (Exam Topic 5)

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.

Answer: C

NEW QUESTION 496

- (Exam Topic 5)

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

Answer: A

NEW QUESTION 498

- (Exam Topic 5)

Which of the following is a tool and technique used to monitor risk?

- A. Technical performance measurement
- B. Cost performance baseline

- C. Benchmarking
- D. Cost of quality

Answer: A

NEW QUESTION 501

- (Exam Topic 5)

The process to ensure that appropriate quality standards and operational definitions are used is:

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

Answer: B

NEW QUESTION 503

- (Exam Topic 5)

During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 504

- (Exam Topic 5)

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

Answer: D

NEW QUESTION 506

- (Exam Topic 5)

Inputs to the Plan Risk Management process include the:

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

Answer: A

NEW QUESTION 509

- (Exam Topic 5)

Which process is responsible for monitoring the status of the project and product scope and managing changes to the scope baseline?

- A. Variance Analysis
- B. Define Scope
- C. Verify Scope
- D. Control Scope

Answer: D

NEW QUESTION 513

- (Exam Topic 5)

Administer Procurements is part of which Process Group?

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

Answer: C

NEW QUESTION 518

- (Exam Topic 5)

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

Answer: C

NEW QUESTION 519

- (Exam Topic 5)

A project lifecycle is defined as:

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

Answer: A

NEW QUESTION 520

- (Exam Topic 5)

Which type of dependency is contractually required or inherent in the nature of the work?

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

Answer: D

NEW QUESTION 525

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 530

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 535

- (Exam Topic 5)

The process of identifying specific actions to be performed to produce project deliverables is:

- A. Define Activities.
- B. Create WBS.
- C. Define Scope.
- D. Develop Schedule.

Answer: A

NEW QUESTION 537

- (Exam Topic 5)

The cost benefit analysis tool is used for creating:

- A. Pareto charts.
- B. quality metrics.
- C. change requests,
- D. Ishikawa diagrams.

Answer: B

NEW QUESTION 541

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 542

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 545

- (Exam Topic 5)

The contract in which the seller is reimbursed for all allowable costs for performing the contract work and then receives a fee based upon achieving certain performance objectives is called a:

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

Answer: A

NEW QUESTION 548

- (Exam Topic 5)

The completion of the project scope is measured against the:

- A. requirements documentation.
- B. project scope statement.
- C. project management plan.
- D. work performance measurements.

Answer: C

NEW QUESTION 552

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 553

- (Exam Topic 5)

Resource calendars are included in the:

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

Answer: A

NEW QUESTION 555

- (Exam Topic 5)

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.

Answer: A

NEW QUESTION 557

- (Exam Topic 5)

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost = \$50,000, Plan cost = \$45,000, Earned value = \$40,000. What is the cost performance index?

- A. 0.8
- B. 0.89
- C. 1.13
- D. 1.25

Answer: A

NEW QUESTION 561

- (Exam Topic 5)

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.

Answer: A

NEW QUESTION 563

- (Exam Topic 5)

Which quality control technique illustrates the 80/20 principle?

- A. Ishikawa diagram
- B. Control chart
- C. Run chart
- D. Pareto chart

Answer: D

NEW QUESTION 567

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 571

- (Exam Topic 5)

The three processes of Project Cost Management are:

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

Answer: D

NEW QUESTION 572

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 573

- (Exam Topic 4)

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

Answer: C

NEW QUESTION 575

- (Exam Topic 4)

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

Answer: B

NEW QUESTION 578

- (Exam Topic 4)

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

Answer: C

NEW QUESTION 579

- (Exam Topic 4)

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%.

Answer: A

NEW QUESTION 580

- (Exam Topic 4)

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.

Answer: D

NEW QUESTION 585

- (Exam Topic 4)

Which piece of information is part of the WBS Dictionary?

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

Answer: A

NEW QUESTION 586

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 590

- (Exam Topic 4)

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

- A. Project sponsor
- B. Project manager
- C. Person responsible for project scheduling

D. Person who is most familiar with the task

Answer: D

NEW QUESTION 591

- (Exam Topic 4)

Which of the following schedule network analysis techniques is applied when a critical path method calculation has been completed and resources availability is critical?

- A. Applying calendars
- B. Resource leveling
- C. Resource planning
- D. Resource conflict management

Answer: B

NEW QUESTION 596

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 601

- (Exam Topic 4)

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

Answer: C

NEW QUESTION 604

- (Exam Topic 4)

Which category of contracts are sellers legally obligated to complete, with possible financial damages if the project objectives are not met?

- A. Cost-reimbursable contracts
- B. Time and Material contracts (T&M)
- C. Fixed-price contracts
- D. Cost Plus Fixed Fee Contracts (CPFF)

Answer: C

NEW QUESTION 608

- (Exam Topic 4)

A weighting system is a tool for which area of Conduct Procurements?

- A. Plan contracting
- B. Requesting seller responses
- C. Selecting seller's
- D. Planning purchase and acquisition

Answer: C

NEW QUESTION 612

- (Exam Topic 4)

Co-location is a tool and technique of:

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

Answer: C

NEW QUESTION 614

- (Exam Topic 4)

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

Answer: A

NEW QUESTION 618

- (Exam Topic 4)

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

Answer: B

NEW QUESTION 619

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 620

- (Exam Topic 4)

When calculating the cost of quality (COQ) for a product or service, money spent for cost of conformance would include the areas of:

- A. training, testing, and warranty work.
- B. equipment, rework, and scrap.
- C. training, document processes, and inspections.
- D. inspections, rework, and warranty work.

Answer: C

NEW QUESTION 621

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 624

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 629

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 632

- (Exam Topic 4)

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.

Answer: A

NEW QUESTION 633

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 637

- (Exam Topic 4)

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

Answer: C

NEW QUESTION 638

- (Exam Topic 4)

Which of the following terms indicates a deliverable-oriented hierarchical decomposition of the project work?

- A. WBS directory
- B. Activity list
- C. WBS
- D. Project schedule

Answer: C

NEW QUESTION 641

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 642

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 644

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 645

- (Exam Topic 4)

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.

Answer: B

NEW QUESTION 646

- (Exam Topic 4)

Which process determines the risks that might affect the project?

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

Answer: B

NEW QUESTION 648

- (Exam Topic 4)

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.

Answer: C

NEW QUESTION 649

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 650

- (Exam Topic 4)

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

Answer: C

NEW QUESTION 654

- (Exam Topic 4)

Another name for an Ishikawa diagram is:

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

Answer: A

NEW QUESTION 657

- (Exam Topic 4)

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

Answer: B

NEW QUESTION 661

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 662

- (Exam Topic 4)

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

Answer: A

NEW QUESTION 664

- (Exam Topic 4)

Types of internal failure costs include:

- A. inspections.
- B. equipment and training.
- C. lost business.
- D. reworking and scrapping.

Answer: D

NEW QUESTION 666

- (Exam Topic 4)

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.

Answer: A

NEW QUESTION 669

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 674

- (Exam Topic 4)

Change request status updates are an output of which process?

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

Answer: A

NEW QUESTION 679

- (Exam Topic 4)

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

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

Answer:

B

NEW QUESTION 682

- (Exam Topic 4)

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

Answer: A

NEW QUESTION 683

- (Exam Topic 6)

To which knowledge area does the Collect Requirements process belong?

- A. Quality Management
- B. Scope Management
- C. Cost Management
- D. Integration Management

Answer: B

NEW QUESTION 687

- (Exam Topic 6)

In an agile or adaptive environment, when should risk be monitored and prioritized?

- A. Only during the initiation and Closing phases
- B. During the initiation and Planning phases
- C. During each iteration as the project progresses
- D. Throughout the Planning process group and retrospective meeting

Answer: C

NEW QUESTION 688

- (Exam Topic 6)

Which are the main objectives of Project Risk Management?

- A. Increase the probability of positive risks and decrease the probability of negative risks
- B. Avoid all kind of risks
- C. Increase the probability of positive risks and eliminate all negative risks
- D. Identify positive and negative risks

Answer: A

NEW QUESTION 691

- (Exam Topic 6)

How should a project manager plan communications for a project which has uncertain requirements?

- A. Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.
- B. Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
- C. Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.
- D. Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.

Answer: B

NEW QUESTION 692

- (Exam Topic 6)

Once the make-or-buy analysis is completed, which document defines the project delivery method?

- A. Procurement statement of work (SOW)
- B. Procurement strategy
- C. Terms of reference
- D. Change request

Answer: B

NEW QUESTION 697

- (Exam Topic 6)

If you established a contingency reserve including time, money, and resources, how are you handling risk?

- A. Accepting
- B. Transferring
- C. Avoiding
- D. Mitigating

Answer: A

NEW QUESTION 700

- (Exam Topic 6)

With regard to a project manager's sphere of influence in a project, which of the following does the project manager influence most directly?

- A. Suppliers
- B. Customers
- C. Governing bodies
- D. Project team

Answer: D

NEW QUESTION 704

- (Exam Topic 6)

In an adaptive or agile life cycle, how are the customer and sponsor involved in the project scope management activities?

- A. Involvement is needed only during project initiation.
- B. Minimal involvement of stakeholders is sufficient.
- C. They should be continuously engaged.
- D. They should be involved only during phase or deliverable reviews.

Answer: C

NEW QUESTION 709

- (Exam Topic 6)

Which statement is related to the project manager's sphere of influence at the organizational level?

- A. A project manager interacts with other project managers to detect common interests and impacts between their projects.
- B. A project manager facilitates communication between the suppliers and contractors on the project.
- C. A project manager considers the current industry trends and evaluates how they can impact or be applied to the project.
- D. A project manager may inform other professionals about the value of project management.

Answer: A

NEW QUESTION 711

- (Exam Topic 6)

During the planning phase, a project manager must create a work breakdown structure (WBS) to improve management of the project's components. What should be included in the WBS?

- A. Activity dependencies
- B. Work package risks
- C. Description of work
- D. Resource estimates

Answer: C

NEW QUESTION 713

- (Exam Topic 6)

A project manager is formalizing acceptance of the completed project deliverables. What is an input to this process?

- A. Verified deliverables
- B. Validated deliverables
- C. Accepted deliverables
- D. Completed change requests

Answer: A

NEW QUESTION 714

- (Exam Topic 6)

A firm contracted an event management company to conduct the annual sales day event. The agreement states that the event management company will charge the firm for the actuals and receive 8% of the total cost. What type of contract is this?

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

Answer: C

NEW QUESTION 716

- (Exam Topic 6)

What should the project manager use to evaluate the politics and power structure among stakeholders inside and outside of the organization?

- A. Expert judgment

- B. Interpersonal skills
- C. Team agreements
- D. Communication skills

Answer: D

NEW QUESTION 720

- (Exam Topic 6)

What tool should a project manager use to efficiently manage project resources?

- A. List of project resources
- B. Resource breakdown structure
- C. Resources detailed in the project scope
- D. Resource requirements

Answer: C

NEW QUESTION 723

- (Exam Topic 6)

Tailoring considerations for project scope management may include:

- A. requirements management, stability of requirements, development approach, and validation and control.
- B. WBS guidelines, requirements templates, deliverable acceptance forms, and verified deliverables.
- C. business needs, product descriptions, project restrictions, and project management plan.
- D. issues defining and controlling what is included in the project, vended deliverables, and quality reports.

Answer: A

NEW QUESTION 725

- (Exam Topic 6)

What are the key tools for managing project knowledge?

- A. Expert judgment and data gathering
- B. Networking and storytelling
- C. Data analysis and decision making
- D. Prototypes and product analysis

Answer: A

NEW QUESTION 726

- (Exam Topic 6)

What can increase the complexity of the Manage Stakeholder Engagement process?

- A. The project must be of high quality.
- B. The stakeholders are from different countries.
- C. The project must comply with strict local government regulations.
- D. The project has a tight budget and timeline.

Answer: B

NEW QUESTION 729

- (Exam Topic 6)

What is the role of project management in terms of organizational strategy?

- A. Project management aligns initiatives, prioritizes work, and provides resources.
- B. Project management provides the strategic vision (or an organization to achieve its goals).
- C. Project management enables the achievement of organizational goals and objectives.
- D. Project management harmonizes components and controls interdependencies to realize specific benefits.

Answer: C

NEW QUESTION 734

- (Exam Topic 6)

Which are inputs for the Plan Quality Management process?

- A. Quality metrics, project documents, and financial performance
- B. Quality management plan, project documents, and quality metrics
- C. Project management plan, project documents, and organizational process assets
- D. Project management plan, quality metric
- E. and project documents

Answer: C

NEW QUESTION 739

- (Exam Topic 6)

Which is a list of organizational systems that may have an impact on a project?

- A. Internal policies, company procedures, and organizational resources
- B. Company culture, purchasing system, and project management information system
- C. Organizational structure, governance framework, and management elements
- D. Organizational process assets, enterprise environmental factors, and corporate knowledge

Answer: D

NEW QUESTION 741

- (Exam Topic 6)

In which organizational structure would the project manager have most authority?

- A. Matrix-weak
- B. Matrix-balanced
- C. Matrix-strong
- D. Organic or simple

Answer: C

NEW QUESTION 742

- (Exam Topic 6)

What charts and figures should project managers use during the Perform Quantitative Risk Analysis process?

- A. Tornado diagrams and influence diagrams
- B. Detectability bubble charts and probability and impact matrix
- C. Hierarchical charts and burndown charts
- D. Flow charts and responsible, accountable, consult, and inform (RACI) charts

Answer: A

NEW QUESTION 744

- (Exam Topic 6)

The procurement requirements for a project include working with several vendors. What should the project manager take into consideration during the Project Procurement Management processes?

- A. Work performance information
- B. Bidder conferences
- C. Complexity of procurement
- D. Procurement management plan

Answer: D

NEW QUESTION 748

- (Exam Topic 6)

Which are examples of processes that may be used once or at predefined points in the project life cycle?

- A. Develop Project Charter and Close Project or Phase
- B. Define Activities and Acquire Resources
- C. Control Schedule and Conduct Procurements
- D. Monitor Communications and Control Costs

Answer: A

NEW QUESTION 749

- (Exam Topic 6)

Which of the following is an example of tacit knowledge?

- A. Risk register
- B. Project requirements
- C. Expert judgment
- D. Make-or-buy analysis

Answer: C

NEW QUESTION 754

- (Exam Topic 6)

During the execution phase of a project a defect is found. The project manager takes responsibility and with the correct documentation, begins the task necessary to repair the defect. What process was applied?

- A. Change request
- B. Risk response
- C. Risk management plan
- D. Lessons learned

Answer: A

NEW QUESTION 755

- (Exam Topic 6)

A project is in progress and about to move to a different phase, according to the plan. This will be a good opportunity for the project manager to:

- A. create the project management plan.
- B. identify the project objectives.
- C. review and update stakeholder engagement.
- D. create the schedule baseline.

Answer: C

NEW QUESTION 757

- (Exam Topic 6)

What are the inputs of the Estimate Costs process?

- A. Project management plan, work performance data, enterprise environmental factors, and organizational process assets
- B. Project management plan, project documents, enterprise environmental factors, and organizational process assets
- C. Cost baseline, enterprise environmental factors, benefits management plan, and organizational process assets
- D. Project management plan, enterprise environmental factors, basis of estimates, and organizational process assets

Answer: C

NEW QUESTION 762

- (Exam Topic 6)

How can a project manager determine if the project activities comply with organizational and project policies, processes, and procedures?

- A. Look at the quality metrics.
- B. Validate the scope.
- C. Review the quality checklist.
- D. Conduct a quality audit.

Answer: D

NEW QUESTION 765

- (Exam Topic 6)

A project manager needs to tailor the Project Cost Management process. Which considerations should the project manager apply?

- A. Diversity background
- B. Stakeholder's relationships
- C. Technical expertise
- D. Knowledge management

Answer: D

NEW QUESTION 766

- (Exam Topic 6)

A project has an estimated duration of 10 months with a total budget of US\$220,000. At the end of the fifth month, it is estimated that at completion, the project will incur US\$250,000. If the actual cost (AC) calculated is US\$150,000, what is the earned value (EV) of the project?

- A. US\$30,000
- B. US\$120,000
- C. US\$370,000
- D. US\$400,000

Answer: D

NEW QUESTION 767

- (Exam Topic 6)

Which of the following are components of the technical project management skill?

- A. Ability to explain business aspects of the project, business strategy, goals and objectives, and business value.
- B. Ability to deal with people, to be collaborative, and to apply persuasion and negotiation.
- C. Ability to focus on relationships with people, inspire trust, and implement decisions and actions that support the business strategy.
- D. Ability to plan and prioritize, gather the right artifacts available for each project, and focus on critical success factors.

Answer: D

NEW QUESTION 771

- (Exam Topic 6)

Which is an example of leveraging evolving trends and emerging practices in Project Integration Management?

- A. Hybrid methodologies
- B. Risk register updates
- C. Outsourced project resources
- D. Reliance on lessons learned documents

Answer:

A

NEW QUESTION 774

- (Exam Topic 6)

When managing costs in an agile environment, what should a project manager consider?

- A. Lightweight estimation methods can be used as changes arise.
- B. Agile environments make cost aggregation more difficult.
- C. Agile environments make projects more costly and uncertain.
- D. Detailed cost calculations benefit from frequent changes.

Answer: A

NEW QUESTION 776

- (Exam Topic 6)

A project using the agile/adaptive approach has reached the Project Integration Management phase. What is the project manager's key responsibility during this phase?

- A. Defining the scope of the project
- B. Building a collaborative environment
- C. Creating a detailed project management plan
- D. Directing the delivery of the project

Answer: B

Explanation:

PMBOK pg. 74 Considerations for Agile Adaptive Environments: PjM's focus is on building a collaborative decision-making environment and ensuring team has ability to respond to changes.

NEW QUESTION 777

- (Exam Topic 6)

Which of the following technology platforms is most effective for sharing information when managing virtual project teams?

- A. Video conferencing
- B. Audio conferencing
- C. Shared portal
- D. Email/chat

Answer: D

NEW QUESTION 782

- (Exam Topic 6)

An important project stakeholder has low risk tolerance. Which type of communication should a project manager use to provide this stakeholder with a difficult update?

- A. Informal conversation
- B. Face-to-face meeting
- C. Short email update
- D. Written report

Answer: A

NEW QUESTION 786

- (Exam Topic 6)

A project manager is determining the amount of contingency needed for a project. Which analysis is the project manager using?

- A. What-if scenario analysis
- B. Simulation
- C. Alternatives analysis
- D. Reserve analysis

Answer: D

NEW QUESTION 790

- (Exam Topic 6)

Why is tailoring required in a project?

- A. Because a one-size-fits-all approach avoids complications and saves time.
- B. Because every project is unique and not every tool, technique, input, or output identified in the PMBOK Guide is required.
- C. Because tailoring allows us to identify the techniques, procedures, and system practices used by those in the project.
- D. Project managers should apply every process in the PMBOK Guide to the project, so tailoring is not required.

Answer: C

NEW QUESTION 792

- (Exam Topic 6)

Recognition and rewards are tools and techniques of which process?

- A. Develop Team
- B. Manage Team
- C. Control Resources
- D. Plan Resource Management

Answer: A

NEW QUESTION 795

- (Exam Topic 6)

At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration. Which of the following activities is done first?

- A. Create Work Breakdown Structure (WBS)
- B. Create Scope Baseline
- C. Collect Requirements
- D. Define Scope

Answer: D

NEW QUESTION 799

- (Exam Topic 6)

What does expert judgment provide as an input to the resource management plan?

- A. Geographic distribution of facilities and resources
- B. Physical resource management policies and procedures
- C. Estimated lead times based on lessons learned
- D. Templates for the resource management plan

Answer: A

NEW QUESTION 801

- (Exam Topic 6)

In order to detect quality issues earlier in the project life cycle, the project manager is using an agile/adaptive environment. What is the main difference between waterfall and agile/adaptive development approaches for Project Quality Management?

- A. The frequency of the quality and review steps
- B. The number of deliverables
- C. The duration of each of the quality and review steps
- D. The tools used in the quality and review steps

Answer: A

NEW QUESTION 806

- (Exam Topic 6)

A new project manager wishes to recommend creating a project management office to senior management. Which statement would the project manager use to describe the importance of creating the project management office?

- A. It will give the project manager independence to make decisions without other departmental input.
- B. It integrates organizational data and information to ensure that strategic objectives are fulfilled.
- C. The project management office can execute administrative tasks.
- D. The project management office can coordinate projects.

Answer: B

NEW QUESTION 810

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