

## Exam Questions CAPM

Certified Associate in Project Management (PMI-100)

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#### NEW QUESTION 1

- (Topic 1)

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 analysi

**Answer:** A

#### NEW QUESTION 2

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 3

- (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 4

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 5

- (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 6

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 7

- (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 8

- (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 9

- (Topic 1)

An input to the Plan Cost Management process is:

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

**Answer:** C

#### NEW QUESTION 10

- (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 10

- (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 12

- (Topic 1)

Stakeholder satisfaction should be managed as a key project:

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

**Answer:** C

#### NEW QUESTION 15

- (Topic 1)

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

**Answer:** D

#### NEW QUESTION 18

- (Topic 1)

A regression line is used to estimate:

- A. Whether or not a process is stable or has predictable performance.

- B. How a change to the independent variable influences the value of the dependent variable.
- C. The upper and lower specification limits on a control chart.
- D. The central tendency, dispersion, and shape of a statistical distributio

**Answer:** B

#### NEW QUESTION 21

- (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 26

- (Topic 1)

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

**Answer:** D

#### NEW QUESTION 27

- (Topic 1)

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

**Answer:** A

#### NEW QUESTION 31

- (Topic 1)

The Perform Quality Assurance process occurs in which Process Group?

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

**Answer:** A

#### NEW QUESTION 35

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 36

- (Topic 1)

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

**Answer:** C

#### NEW QUESTION 40

- (Topic 1)

An input to the Manage Project Team process is:

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

**Answer:** A

#### NEW QUESTION 44

- (Topic 1)

An input to the Identify Stakeholders process is:

- A. The project management plan.
- B. The stakeholder register.
- C. Procurement documents.
- D. Stakeholder analysi

**Answer:** C

#### NEW QUESTION 47

- (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 51

- (Topic 1)

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 product

**Answer:** A

#### NEW QUESTION 55

- (Topic 1)

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

**Answer:** C

#### NEW QUESTION 56

- (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 58

- (Topic 1)

An input to Develop Project Charter is a/an:

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

**Answer:** A

#### NEW QUESTION 63

- (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 68

- (Topic 1)

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 pla

**Answer:** C

#### NEW QUESTION 72

- (Topic 1)

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

**Answer:** A

#### NEW QUESTION 75

- (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 79

- (Topic 1)

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

**Answer:** C

#### NEW QUESTION 83

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 85

- (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 Tea

**Answer:** B

#### NEW QUESTION 88

- (Topic 1)

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

**Answer:** B

#### NEW QUESTION 91

- (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 96

- (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 101

- (Topic 2)

An issue log is an input to which Project Human Resource Management process?

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

**Answer:** A

#### NEW QUESTION 106

- (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 107

- (Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 111

- (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 115

- (Topic 2)

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

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

**Answer:** C

#### NEW QUESTION 119

- (Topic 2)

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 requirement

**Answer:** A

#### NEW QUESTION 123

- (Topic 2)

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

**Answer:** A

#### NEW QUESTION 126

- (Topic 2)

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

**Answer:** C

#### NEW QUESTION 131

- (Topic 2)

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

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

**Answer:** C

#### NEW QUESTION 133

- (Topic 2)

An input to the Control Quality process is:

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

**Answer:** D

#### NEW QUESTION 137

- (Topic 2)

Which term describes an assessment of correctness?

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



**Answer:** A

**NEW QUESTION 138**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 140**

- (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 141**

- (Topic 2)

Outputs of the Control Communications process include:

- A. expert judgment and change requests.
- B. work performance information and change requests.
- C. organizational process asset updates and an issue log.
- D. project management plan updates and an issue lo

**Answer:** B

**NEW QUESTION 142**

- (Topic 2)

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

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

**Answer:** A

**NEW QUESTION 143**

- (Topic 2)

Which Process Group includes the Manage Stakeholder Engagement process?

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

**Answer:** A

**NEW QUESTION 148**

- (Topic 2)

An output of the Perform Integrated Change Control process is:

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

**Answer:** C

**NEW QUESTION 153**

- (Topic 2)

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

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

D. preventive action

**Answer:** A

#### NEW QUESTION 157

- (Topic 2)

Completion of the product scope is measured against the product:

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

**Answer:** B

#### NEW QUESTION 159

- (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 164

- (Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 168

- (Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 170

- (Topic 2)

Which Project Time Management process includes bottom-up estimating as a tool or technique?

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

**Answer:** A

#### NEW QUESTION 173

- (Topic 2)

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

**Answer:** D

#### NEW QUESTION 176

- (Topic 2)

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.

**Answer:** D

#### NEW QUESTION 181

- (Topic 2)

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

**Answer:** C

#### NEW QUESTION 182

- (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 185

- (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 189

- (Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 193

- (Topic 2)

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

**Answer:** D

#### NEW QUESTION 196

- (Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 199

- (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 204

- (Topic 2)

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

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

**Answer:** B

#### NEW QUESTION 207

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 210

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 211

- (Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 215

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 218

- (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 222

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 223

- (Topic 3)

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

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

**Answer:** D

#### NEW QUESTION 226

- (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 228

- (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 229

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 231

- (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 236

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 238**

- (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 240**

- (Topic 3)

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

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

**Answer:** B

**NEW QUESTION 244**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 246**

- (Topic 3)

An output of Control Schedule is:

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

**Answer:** D

**NEW QUESTION 251**

- (Topic 3)

Which type of managers do composite organizations involve?

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

**Answer:** A

**NEW QUESTION 252**

- (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 254**

- (Topic 3)

An input to the Create WBS process is a:

- A. project charter.
- B. stakeholder register.

- C. project scope statement.
- D. requirements traceability matrix

**Answer:** C

#### NEW QUESTION 256

- (Topic 3)

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

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

**Answer:** A

#### NEW QUESTION 261

- (Topic 3)

When can pre-assignment of project team members occur?

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

**Answer:** D

#### NEW QUESTION 263

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 266

- (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 267

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 271

- (Topic 3)

Conflict should be best addressed in which manner?

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

**Answer:** A

#### NEW QUESTION 274

- (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 277

- (Topic 3)

What type of reward can hurt team cohesiveness?

- A. Sole-sum
- B. Win-lose
- C. Lose-win
- D. Partial-sum

**Answer:** B

#### NEW QUESTION 278

- (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 283

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 285

- (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 leve

**Answer:** D

#### NEW QUESTION 288

- (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 292

- (Topic 3)

Which of the following techniques is used during Control Scope?

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

**Answer:** B

#### NEW QUESTION 297

- (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 301

- (Topic 3)

Which of the following investigates the likelihood that each specific risk will occur?

- A. Risk register
- B. Risk audits
- C. Risk urgency assessment
- D. Risk probability and impact assessment

**Answer:** D

#### NEW QUESTION 303

- (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 304

- (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 305

- (Topic 3)

An output of the Create WBS process is:

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

**Answer:** A

#### NEW QUESTION 309

- (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 313

- (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 action

**Answer:** A

#### NEW QUESTION 316

- (Topic 4)

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

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

**Answer: B**

#### NEW QUESTION 317

- (Topic 4)

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

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

**Answer: C**

#### NEW QUESTION 318

- (Topic 4)

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

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

**Answer: A**

#### NEW QUESTION 320

- (Topic 4)

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

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

**Answer: D**

#### NEW QUESTION 321

- (Topic 4)

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

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

**Answer: D**

#### NEW QUESTION 323

- (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 328

- (Topic 4)

Which is an output from Distribute Information?

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

**Answer: C**

#### NEW QUESTION 330

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 331

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 334

- (Topic 4)

Which tool or technique is used in Close Procurements?

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

**Answer:** D

#### NEW QUESTION 339

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 343

- (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 345

- (Topic 4)

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

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

**Answer:** A

#### NEW QUESTION 350

- (Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 353

- (Topic 4)

What risk technique is used to quantify the probability and impact of risks on project objectives?

- A. Expert judgment
- B. Risk registry
- C. Risk response planning
- D. Interviewing

**Answer:** D

#### NEW QUESTION 355

- (Topic 4)

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

- A. quality management plan.
- B. project management plan.
- C. communications management plan.
- D. schedule management pla

**Answer:** D

#### NEW QUESTION 358

- (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 360

- (Topic 4)

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

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

**Answer:** A

#### NEW QUESTION 363

- (Topic 4)

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

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

**Answer:** A

#### NEW QUESTION 367

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 370

- (Topic 4)

In a weak matrix, the project managers role is:

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

**Answer:**

A

**NEW QUESTION 373**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 375**

- (Topic 4)

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

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

**Answer: B**

**NEW QUESTION 379**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 383**

- (Topic 4)

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

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

**Answer: C**

**NEW QUESTION 385**

- (Topic 4)

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

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

**Answer: D**

**NEW QUESTION 387**

- (Topic 4)

What is the primary benefit of meeting quality requirements?

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

**Answer: B**

**NEW QUESTION 388**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 393**

- (Topic 4)

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

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

**Answer:** D

**NEW QUESTION 396**

- (Topic 4)

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

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

**Answer:** B

**NEW QUESTION 399**

- (Topic 4)

Which of the following is a tool or technique of the Define Activities process?

- A. Rolling wave planning
- B. Precedence diagramming method (PDM)
- C. Alternatives analysis
- D. Parametric estimating

**Answer:** A

**NEW QUESTION 402**

- (Topic 4)

Which is an input to the Verify Scope process?

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

**Answer:** D

**NEW QUESTION 406**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 411**

- (Topic 4)

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

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

**Answer:** C

**NEW QUESTION 412**

- (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 413

- (Topic 4)

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

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

**Answer:** B

#### NEW QUESTION 417

- (Topic 4)

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

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

**Answer:** D

#### NEW QUESTION 418

- (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 420

- (Topic 4)

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

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

**Answer:** C

#### NEW QUESTION 423

- (Topic 4)

Which of the following is an example of schedule compression?

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

**Answer:** D

#### NEW QUESTION 428

- (Topic 5)

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

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

**Answer:** B

#### NEW QUESTION 430

- (Topic 5)

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



is called:

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

**Answer:** D

#### NEW QUESTION 434

- (Topic 5)

Administer Procurements is part of which Process Group?

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

**Answer:** C

#### NEW QUESTION 438

- (Topic 5)

Which technique is utilized in the Control Schedule process?

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

**Answer:** D

#### NEW QUESTION 440

- (Topic 5)

A project lifecycle is defined as:

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

**Answer:** A

#### NEW QUESTION 445

- (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 449

- (Topic 5)

What is project management?

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

**Answer:** B

#### NEW QUESTION 450

- (Topic 5)

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

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

**Answer:** C



#### NEW QUESTION 451

- (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 453

- (Topic 5)

The risk shared between the buyer and seller is determined by the:

- A. assumption log.
- B. quality checklist.
- C. risk register.
- D. contract typ

**Answer:** D

#### NEW QUESTION 454

- (Topic 5)

An input to the Estimate Activity Resources process is:

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

**Answer:** C

#### NEW QUESTION 457

- (Topic 5)

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

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

**Answer:** D

#### NEW QUESTION 458

- (Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 459

- (Topic 5)

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

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

**Answer:** C

#### NEW QUESTION 461

- (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 Managemen

**Answer:** B

**NEW QUESTION 464**

- (Topic 5)

The three processes of Project Cost Management are:

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

**Answer:** D

**NEW QUESTION 468**

- (Topic 5)

Which is an output of the Collect Requirements process?

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

**Answer:** A

**NEW QUESTION 471**

- (Topic 5)

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

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

**Answer:** C

**NEW QUESTION 475**

- (Topic 5)

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

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

**Answer:** A

**NEW QUESTION 479**

- (Topic 5)

An input of the Create WBS process is:

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

**Answer:** A

**NEW QUESTION 483**

- (Topic 5)

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

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

**Answer:** A

**NEW QUESTION 487**

- (Topic 5)

Who is responsible for initiating a project?

- A. Project sponsor
- B. Project manager

- C. Program manager
- D. Project management office (PMO)

**Answer:** A

#### NEW QUESTION 489

- (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 494

- (Topic 5)

Which type of diagram includes groups of information and shows relationships between factors, causes, and objectives?

- A. Affinity
- B. Scatter
- C. Fishbone
- D. Matrix

**Answer:** D

#### NEW QUESTION 496

- (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 Schedul

**Answer:** A

#### NEW QUESTION 500

- (Topic 5)

The staffing management plan is part of the:

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

**Answer:** C

#### NEW QUESTION 504

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