

PMI

Exam Questions PMI-001

Project Management Professional



NEW QUESTION 1

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

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

Answer: D

NEW QUESTION 2

An output of the Perform Integrated Change Control process is:

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

Answer: C

NEW QUESTION 3

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 4

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

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

Answer: C

NEW QUESTION 5

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 6

The business needs, assumptions, and constraints and the understanding of the customer's 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 7

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 8

An output of the Create WBS process is:

- A. Scope baselin
- B. Change request
- C. Accepted deliverable
- D. Variance analysi

Answer: A

NEW QUESTION 9

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

- A. Expert judgmen
- B. Performance reportin
- C. Bidder conference
- D. Reserve analysi

Answer: B

NEW QUESTION 10

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 10

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 11

An input to the Identify Stakeholders process is:

- A. The project management pla
- B. The stakeholder registe
- C. Procurement document
- D. Stakeholder analysi

Answer: C

NEW QUESTION 15

Which cost is associated with nonconformance?

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

Answer: A

NEW QUESTION 20

In a project, total float measures the:

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

Answer: B

NEW QUESTION 24

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 27

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

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

Answer: C

NEW QUESTION 30

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 31

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 36

Typical outcomes of a project include:

- A. Products, services, and improvement
- B. Products, programs, and service
- C. Improvements, portfolios, and service
- D. Improvements, processes, and product

Answer: A

NEW QUESTION 38

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

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

Answer: C

NEW QUESTION 41

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

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

Answer: D

NEW QUESTION 43

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

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

Answer: B

NEW QUESTION 46

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 49

An input to Conduct Procurements is:

- A. Independent estimate
- B. Selected seller
- C. Seller proposal
- D. Resource calendar

Answer: C

NEW QUESTION 52

What are the Project Procurement Management processes?

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

Answer: C

NEW QUESTION 53

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 57

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 59

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 63

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

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

Answer: B

NEW QUESTION 67

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

- A. Control Schedule
- B. Sequence Activities

- C. Define Activities
- D. Develop Schedule

Answer: B

NEW QUESTION 70

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

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

Answer: A

NEW QUESTION 75

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 79

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

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

Answer: C

NEW QUESTION 83

A regression line is used to estimate:

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

Answer: B

NEW QUESTION 87

An example of a group decision-making technique is:

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

Answer: B

NEW QUESTION 92

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

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

Answer: D

NEW QUESTION 94

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 technique
- C. Earned value management
- D. Group decision-making technique

Answer: B

NEW QUESTION 95

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 96

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 99

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

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

Answer: B

NEW QUESTION 101

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

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

Answer: D

NEW QUESTION 104

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

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

Answer: A

NEW QUESTION 108

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

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

Answer: A

NEW QUESTION 111

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 114

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 118

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

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

Answer: C

NEW QUESTION 123

When should quality planning be performed?

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

Answer: B

NEW QUESTION 127

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 129

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

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

Answer: B

NEW QUESTION 131

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

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

Answer: C

NEW QUESTION 133

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 135

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 137

An output of the Develop Project Team process is:

- A. Organizational process asset
- B. Enterprise environmental factors update
- C. Project staff assignment
- D. Organizational charts and position description

Answer: B

NEW QUESTION 140

The Plan Stakeholder Management process belongs to which Process Group?

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

Answer: C

NEW QUESTION 142

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

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

Answer: D

NEW QUESTION 144

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

- A. Benchmarkin
- B. Context diagram
- C. Brainstormin
- D. Prototypin

Answer: D

NEW QUESTION 148

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

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

Answer: D

NEW QUESTION 152

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

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

Answer: A

NEW QUESTION 157

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 160

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 163

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 167

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

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

Answer: D

NEW QUESTION 172

A large portion of a project's 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 176

Which type of dependency is legally or contractually required or inherent in the nature of work and often involves physical limitations?

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

Answer: A

NEW QUESTION 179

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

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

Answer: C

NEW QUESTION 184

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

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

Answer: A

NEW QUESTION 187

An input to the Plan Cost Management process is:

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

D. The risk register

Answer: C

NEW QUESTION 191

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 195

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

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

Answer: D

NEW QUESTION 198

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

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

Answer: B

NEW QUESTION 202

An input used in developing the communications management plan is:

- A. Communication model
- B. Enterprise environmental factors
- C. Organizational communications
- D. Organizational cultures and style

Answer: B

NEW QUESTION 204

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

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

Answer: D

NEW QUESTION 206

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

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

Answer: C

NEW QUESTION 211

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

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

Answer: A

NEW QUESTION 214

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

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

Answer: C

NEW QUESTION 217

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

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

Answer: A

NEW QUESTION 219

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: A

NEW QUESTION 222

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

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

Answer: B

NEW QUESTION 225

At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project. Which item did this project create?

- A. Result
- B. Product
- C. Service
- D. Improvement

Answer: A

NEW QUESTION 228

The following is a network diagram for a project.
The total float for the project is how many days?

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

Answer: B

NEW QUESTION 231

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 236

A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables is called a:

- A. triangular distribution
- B. tornado diagram
- C. beta distribution
- D. fishbone diagram

Answer: B

NEW QUESTION 240

Project Scope Management is primarily concerned with:

- A. Developing a detailed description of the project and product
- B. Determining how requirements will be analyzed, documented, and managed
- C. Defining and controlling what is and is not included in the project
- D. Formalizing acceptance of the completed project deliverable

Answer: C

NEW QUESTION 245

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

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

Answer: D

NEW QUESTION 250

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 254

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 256

In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet the procurement documents requirements?

- A. Technical approach
- B. Technical capability
- C. Business size and type
- D. Production capacity and interest

Answer: A

NEW QUESTION 261

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 266

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

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

Answer: A

NEW QUESTION 270

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

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

Answer: C

NEW QUESTION 275

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

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

Answer: D

NEW QUESTION 279

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: D

NEW QUESTION 283

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 285

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

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

Answer: B

NEW QUESTION 289

The following is a network diagram for a project.

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

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

Answer: A

NEW QUESTION 290

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

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

Answer: D

NEW QUESTION 291

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 296

A project's purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

- A. Work breakdown structure
- B. Requirements document
- C. Project charter
- D. Project management plan

Answer: C

NEW QUESTION 297

The following chart contains information about the tasks in a project. 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 299

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 302

The following chart contains information about the tasks in a project. Based on the chart, what is the schedule variance (SV) for Task 8?

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

Answer: B

NEW QUESTION 307

Which is an enterprise environmental factor?

- A. Marketplace conditions
- B. Policies and procedures
- C. Project files from previous projects
- D. Lessons learned from previous projects

Answer: A

NEW QUESTION 308

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

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

Answer: D

NEW QUESTION 311

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

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

Answer: B

NEW QUESTION 312

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 313

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 317

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

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

Answer: D

NEW QUESTION 322

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

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

Answer: D

NEW QUESTION 327

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 330

Progressively elaborating high-level information into detailed plans is performed by the:

- A. project management office
- B. portfolio manager
- C. program manager
- D. project manager

Answer: D

NEW QUESTION 335

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

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

Answer: B

NEW QUESTION 338

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 343

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 346

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 347

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 349

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 351

The following is a network diagram for a project.
What is the critical path for the project?

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

Answer: C

NEW QUESTION 356

The following is a network diagram for a project.
The total float for the project is how many days?

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

Answer: A

NEW QUESTION 359

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 363

Completion of the product scope is measured against the product:

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

Answer: B

NEW QUESTION 368

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

- A. Communication model
- B. Stakeholder participatio
- C. Expert judgment
- D. Enterprise environmental factor

Answer: C

NEW QUESTION 373

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

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

Answer: B

NEW QUESTION 376

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

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

Answer: D

NEW QUESTION 377

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

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

Answer: A

NEW QUESTION 382

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 383

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 388

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 392

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

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

Answer: C

NEW QUESTION 397

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 402

The following is a network diagram for a project.
The free float for Activity H is how many days?

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

Answer: A

NEW QUESTION 403

Which element does a project charter contain?

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

Answer: C

NEW QUESTION 406

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

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

Answer: D

NEW QUESTION 411

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 416

A required input for Create WBS is a project:

- A. quality pla
- B. schedule networ
- C. management document updat
- D. scope statemen

Answer: D

NEW QUESTION 417

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 418

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

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

Answer: C

NEW QUESTION 421

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 423

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 424

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: A

NEW QUESTION 428

In a weak matrix, the project managers role is:

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

Answer: A

NEW QUESTION 430

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

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

Answer: B

NEW QUESTION 432

Which of the following helps to ensure that each requirement adds business value by linking it to the business and project objectives?

- A. Requirements traceability matrix
- B. Work breakdown structure (WBS) dictionary
- C. Requirements management plan
- D. Requirements documentation

Answer: A

NEW QUESTION 434

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 439

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

- A. Project document updates
- B. Organizational process assets updates
- C. Change requests
- D. Deliverables

Answer: A

NEW QUESTION 441

Lessons learned documentation is gathered during which of the following Project Management Process Groups?

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

Answer: C

NEW QUESTION 444

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 447

Which is used to solicit proposals from prospective sellers?

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

Answer: C

NEW QUESTION 452

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 454

Which of the following project documents is an input to the Control Scope process?

- A. Vendor risk assessment diagram
- B. Risk register
- C. Requirements traceability matrix
- D. Area of responsibility summary

Answer: C

NEW QUESTION 456

The progressive detailing of the project management plan is called:

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

Answer: B

NEW QUESTION 459

Which tool or technique is used in Manage Stakeholder Expectations?

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

Answer: B

NEW QUESTION 464

Which of the following is a tool and technique used in the Develop Schedule process?

- A. Three-point estimates
- B. Resource leveling
- C. Precedence diagramming method
- D. Bottom-up estimating

Answer: B

NEW QUESTION 468

Which of the following are outputs of Develop Project Team?

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

Answer: D

NEW QUESTION 471

The definition of operations is a/an:

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

Answer: D

NEW QUESTION 475

How many Project Management Process Groups are there?

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

Answer: C

NEW QUESTION 478

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

parties?

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

Answer: A

NEW QUESTION 483

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

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

Answer: D

NEW QUESTION 486

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 491

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

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

Answer: D

NEW QUESTION 495

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 499

Which of the following is an information gathering technique in Identify Risks?

- A. Influence diagrams
- B. Brainstorming
- C. Assumption analysis
- D. SWOT analysis

Answer: B

NEW QUESTION 504

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 506

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 inspection
- D. inspections, rework, and warranty work

Answer: C

NEW QUESTION 509

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

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

Answer: A

NEW QUESTION 513

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

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

Answer: C

NEW QUESTION 516

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 520

Which of the following characteristics are found in a functional organizational structure?

- A. Little or no project manager authority, little or no resource availability, and the functional manager controls the project budget
- B. Limited project manager authority, limited resource availability, and a part-time project manager's role
- C. Low to moderate project manager authority, low to moderate resource availability, and a full-time project manager's role
- D. High to almost total project manager authority, high to almost total resource availability, and full-time project management administrative staff

Answer: A

NEW QUESTION 523

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 524

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: B

NEW QUESTION 529

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

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

Answer: B

NEW QUESTION 534

What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

- A. Decomposition
- B. Benchmarking
- C. Inspection
- D. Checklist analysis

Answer: C

NEW QUESTION 539

An electronics firm authorizes a new project to develop a faster, cheaper, and smaller laptop after improvements in the industry and electronics technology. With which of the following strategic considerations is this project mainly concerned?

- A. Customer request
- B. Market demand
- C. Technological advance
- D. Strategic opportunity

Answer: C

NEW QUESTION 541

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

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

Answer: B

NEW QUESTION 545

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

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

Answer: B

NEW QUESTION 548

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 549

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 552

What type of reward can hurt team cohesiveness?

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

Answer: B

NEW QUESTION 556

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 560

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 564

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 566

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

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

Answer: D

NEW QUESTION 568

What is one of the objectives of Project Risk Management?

- A. Decrease the probability and impact of an event on project objective
- 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 event
- D. Removal of project risk

Answer: C

NEW QUESTION 570

Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

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

Answer: B

NEW QUESTION 575

When is a project finished?

- A. After verbal acceptance of the customer or sponsor
- B. After lessons learned have been documented in contract closure
- C. When the project objectives have been met
- D. After resources have been released

Answer: C

NEW QUESTION 576

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

- A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objective

- B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingl
- C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issue
- D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work package

Answer: A

NEW QUESTION 579

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 581

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 proces
- B. Crash the schedule to fix the defec
- C. Leave the defect in and work around i
- D. Fast-track the remaining developmen

Answer: A

NEW QUESTION 585

An input of the Control Schedule process is the:

- A. resource calenda
- B. activity lis
- C. risk management pla
- D. organizational process asset

Answer: D

NEW QUESTION 589

The Verify Scope process is primarily concerned with:

- A. formalizing acceptance of the completed project deliverable
- B. accuracy of the work deliverable
- C. formalizing approval of the scope statemen
- D. accuracy of the work breakdown structure (WBS).

Answer: A

NEW QUESTION 593

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 595

Information collected on the status of project activities being performed to accomplish the project work is known as what?

- A. Project management information system
- B. Work performance information
- C. Work breakdown structure
- D. Variance analysis

Answer: B

NEW QUESTION 599

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 600

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 603

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 608

What is a hierarchically organized depiction of the identified project risks arranged by risk category?

- A. Risk register
- B. Risk breakdown structure (RBS)
- C. Risk management plan
- D. Risk category

Answer: B

NEW QUESTION 609

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

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

Answer: A

NEW QUESTION 610

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

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

Answer: B

NEW QUESTION 615

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 616

Organizations perceive risks as:

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

Answer: B

NEW QUESTION 620

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

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

Answer: B

NEW QUESTION 622

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

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

Answer: D

NEW QUESTION 624

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 627

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

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

Answer: C

NEW QUESTION 631

Which of the following statements correctly characterizes pull communication?

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

Answer: B

NEW QUESTION 634

Which technique is used in Perform Quantitative Risk Analysis?

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

Answer: A

NEW QUESTION 639

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 643

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 648

The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

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

Answer: B

NEW QUESTION 649

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

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

Answer: B

NEW QUESTION 652

Most experienced project managers know that:

- A. every project requires the use of all processes in the PMBO
- B. Guid
- C. there is no single way to manage a projec
- D. project management techniques are risk fre
- E. there is only one way to manage projects successfull

Answer: B

NEW QUESTION 656

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

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

Answer: D

NEW QUESTION 658

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 663

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

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

Answer: D

NEW QUESTION 665

The individual or group that provides resources and support for a project and is accountable for success is the:

- A. sponsor
- B. customer
- C. business partners

D. functional managers

Answer: A

NEW QUESTION 666

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

- A. realigne
- B. performe
- C. improve
- D. controlle

Answer: A

NEW QUESTION 667

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

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

Answer: B

NEW QUESTION 668

Which tool or technique is required in order to determine the project budget?

- A. Cost of quality
- B. Historical relationships
- C. Project management software
- D. Forecasting

Answer: B

NEW QUESTION 669

Requirements documentation will typically contain at least:

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

Answer: D

NEW QUESTION 670

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

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

Answer: D

NEW QUESTION 671

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

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

Answer: B

NEW QUESTION 672

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

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

Answer: A

NEW QUESTION 674

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 675

The process for performing variance analysis may vary, depending on:

- A. scenario building, technology forecasting, and forecast by analog
- B. working relationships among various stakeholders and team member
- C. application area, the standard used, and the industry,
- D. work to be completed next

Answer: C

NEW QUESTION 679

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. manage
- B. success
- C. deadline
- D. scope

Answer: B

NEW QUESTION 681

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

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

Answer: C

NEW QUESTION 685

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 687

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 691

Administer Procurements is part of which Process Group?

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

Answer: C

NEW QUESTION 694

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 697

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 698

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

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

Answer: C

NEW QUESTION 699

During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 703

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 704

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

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

Answer: D

NEW QUESTION 708

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

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

Answer: C

NEW QUESTION 713

Which characteristics do effective project managers possess?

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

Answer: A

NEW QUESTION 717

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

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

Answer: B

NEW QUESTION 721

The end point of a project phase can be referred to as:

- A. project failure
- B. closing process
- C. stage gate
- D. lifecycle

Answer: C

NEW QUESTION 723

What are the key components of the communication model?

- A. Encode, message and feedback-message, medium, noise, and decode
- B. Encode, messaging technology, medium, noise, and decode
- C. Sender, message and feedback-message, medium, noise, and translate
- D. Receiver, message and feedback-message, medium, noise, and decode

Answer: A

NEW QUESTION 724

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

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

Answer: A

NEW QUESTION 725

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

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

Answer: B

NEW QUESTION 728

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

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

Answer: C

NEW QUESTION 732

Project management processes are:

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

Answer: B

NEW QUESTION 737

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

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

Answer: A

NEW QUESTION 740

Projects are authorized by which of the following individuals?

- A. Project managers
- B. Stakeholders
- C. Functional managers
- D. Sponsors

Answer: D

NEW QUESTION 742

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

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

Answer: B

NEW QUESTION 743

Which of the following is an example of push communication?

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

Answer: D

NEW QUESTION 748

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

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

Answer: B

NEW QUESTION 749

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

- A. Acquisitions
- B. Organizational theories
- C. Team-building activities
- D. Virtual teams

Answer: C

NEW QUESTION 751

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

- A. Parametric, most likely, and analogou
- B. Least likely, analogous, and realisti
- C. Parametric, optimistic, and pessimisti
- D. Most likely, optimistic, and pessimisti

Answer: D

NEW QUESTION 752

Budgets reserved for unplanned changes to project scope and cost are:

- A. Contingency reserve

- B. Management reserve
- C. Authorized budget
- D. Cost baseline

Answer: B

NEW QUESTION 753

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

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

Answer: B

NEW QUESTION 756

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

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

Answer: B

NEW QUESTION 761

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

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

Answer: A

NEW QUESTION 763

Which of the Project Time Management processes analyzes activity sequencing, durations, resource requirements, and schedule constraints?

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

Answer: D

NEW QUESTION 768

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

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

Answer: A

NEW QUESTION 770

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

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

Answer: A

NEW QUESTION 771

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

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

Answer: A

NEW QUESTION 775

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

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

Answer: B

NEW QUESTION 776

Cost variance (CV) is equal to earned value:

- A. Minus actual cost [EV - AC].
- B. Minus planned value [EV - PV].
- C. Divided by actual cost [EV/AC].
- D. Divided by planned value [EV/PV].

Answer: A

NEW QUESTION 781

Cost of quality (COQ) refers to total cost of/to:

- A. All efforts related to quality
- B. Product inspection activities
- C. Maintain plan quality
- D. Perform quality control

Answer: B

NEW QUESTION 785

A process is defined as:

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

Answer: A

NEW QUESTION 788

Which is the document that presents a hierarchical project organization?

- A. WBS
- B. CPI
- C. OBS
- D. BOM

Answer: C

NEW QUESTION 791

Which of the following is an input to the Qualitative Risk Analysis process?

- A. Risk register
- B. Risk data quality assessment
- C. Risk categorization
- D. Risk urgency

Answer: A

NEW QUESTION 792

Which type of control tool identifies whether or not a process has a predictable performance?

- A. Cause and effect diagram
- B. Control Charts
- C. Pareto Chart
- D. Histogram

Answer: B

NEW QUESTION 796

Which technique is utilized in the Schedule Control process?

- A. Performance Measure

- B. Baseline Schedule
- C. Schedule Comparison
- D. Variance Analysis

Answer: D

NEW QUESTION 798

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 802

For any given project, the project manager, in collaboration with the project team, is responsible for:

- A. Applying knowledge, skills, and processes uniforml
- B. Informing the project sponsor about which processes are going to be use
- C. Tailoring the processes to fit the abilities of the organizatio
- D. Determining which particular processes are appropriat

Answer: D

NEW QUESTION 805

During which process would you obtain stakeholders' formal acceptance of the completed project scope?

- A. Quality control
- B. Scope verification
- C. Scope control
- D. Close project

Answer: B

NEW QUESTION 808

Stakeholder management strategy is an output of:

- A. Plan Communication
- B. Distribute Informatio
- C. Report Performanc
- D. Identify Stakeholder

Answer: D

NEW QUESTION 813

Activities on the critical path have which type of float?

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

Answer: B

NEW QUESTION 816

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

- A. There is a cost under ru
- B. There is a cost overru
- C. May not meet deadlin
- D. The project is 20 days behind schedul

Answer: B

NEW QUESTION 817

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

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

Answer: D

NEW QUESTION 822

A tool or technique used during the Administer Procurements process is:

- A. Expert judgment
- B. Bidder conference
- C. Procurement negotiation
- D. Performance reporting

Answer: D

NEW QUESTION 827

What are the five Project Management Process Groups?

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

Answer: A

NEW QUESTION 832

PMBOI Guide is a standard that describes:

- A. product-oriented processes
- B. project management processes
- C. product-oriented and project management processes
- D. program management and project management processes

Answer: B

NEW QUESTION 835

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

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

Answer: B

NEW QUESTION 839

Which of the following tools and techniques are utilized in the Close Project or Phase process?

- A. Project management information system
- B. Product analysis
- C. Expert judgment
- D. Inspection

Answer: C

NEW QUESTION 843

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

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

Answer: D

NEW QUESTION 844

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

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

Answer: A

NEW QUESTION 849

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

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

Answer: D

NEW QUESTION 854

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 859

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

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

Answer: C

NEW QUESTION 862

An output of the Close Project (or Close Phase) process is:

- A. accepted deliverables
- B. organizational process asset updates
- C. work performance information
- D. project management plan updates

Answer: B

NEW QUESTION 867

Which technique is commonly used for the Quantitative Risk Analysis activity?

- A. Brainstorming
- B. Strategies for Opportunities
- C. Decision Tree Analysis
- D. Risk Data Quality Assessment

Answer: C

NEW QUESTION 869

When are deliverables accepted or not accepted?

- A. When the project is initiated
- B. As an output of the scope verification process
- C. When the project is closing
- D. In the contract closure process

Answer: B

NEW QUESTION 872

Which enterprise environmental factors are considered during cost estimating?

- A. Marketplace conditions and commercial databases
- B. Marketplace conditions and company structure
- C. Commercial databases and company structure
- D. Existing human resources and market place conditions

Answer: A

NEW QUESTION 876

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

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

Answer: A

NEW QUESTION 878

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

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

Answer: A

NEW QUESTION 883

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

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

Answer: C

NEW QUESTION 888

How is scheduled 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 891

What is one of the MAJOR outputs of activity sequencing? A. Responsibility assignment matrix

- A. Work breakdown structure update
- B. Project network diagram
- C. Mandatory dependencies list

Answer: C

NEW QUESTION 895

Which of following could be organizational process assets?

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

Answer: A

NEW QUESTION 899

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

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

Answer: B

NEW QUESTION 902

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

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

Answer: C

NEW QUESTION 905

What process determines which risks might affect the project?

- A. Qualitative risk analysis
- B. Identify Risks
- C. Plan Risk Management
- D. Quantitative risk analysis

Answer: B

NEW QUESTION 908

What component of the project scope definition defines project exclusions?

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

Answer: A

NEW QUESTION 912

In which process group is the scope first defined?

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

Answer: A

NEW QUESTION 914

Cost aggregation is typically performed by aggregating work packages in accordance with the:

- A. Program evaluation and review technique (PERT).
- B. Cost of quality (COQ).
- C. Rough order of magnitude (ROM).
- D. Work breakdown structure (WBS).

Answer: D

NEW QUESTION 919

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

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

Answer: D

NEW QUESTION 921

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

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

Answer: C

NEW QUESTION 926

Which of the following are outputs of the Monitor and Control Project Work process?

- A. Requested changes, forecasts, recommended corrective actions
- B. Forecasts, resources plan, bottom up estimating
- C. Recommended corrective actions, cost baseline, forecasts
- D. Requested changes, recommended corrective actions, project constraints

Answer: A

NEW QUESTION 927

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

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

Answer: D

NEW QUESTION 928

Which of the following is an example of contract administration?

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

Answer: B

NEW QUESTION 929

What is the definition of project plan 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 934

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

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

Answer: C

NEW QUESTION 938

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

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

Answer: C

NEW QUESTION 943

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

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

Answer: A

NEW QUESTION 944

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

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

Answer: D

NEW QUESTION 949

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

- A. Qualitative risk analysis
- B. Quantitative risk analysis
- C. Risk management planning
- D. Risk response planning

Answer: A

NEW QUESTION 952

Which is a tool or technique used in scope definition?

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

Answer: C

NEW QUESTION 955

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

- A. feasibility study, concept development, design, and prototyp
- B. initiate, plan, execute, and monito
- C. Develop Charter, Define Activities, Manage Stakeholder Expectations, and Report Performanc
- D. Identify Stakeholders, develop concept, build, and tes

Answer: A

NEW QUESTION 957

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 959

Which of the following is an input to the Develop Project Charter process?

- A. Work performance information
- B. Project management plan
- C. Business case
- D. Change requests

Answer: C

NEW QUESTION 962

The diagram below is an example of a:

- A. Risk breakdown structure (RBS).
- B. Project tea
- C. SWOT Analysi
- D. Work breakdown structure (WBS).

Answer: A

NEW QUESTION 967

When does risk monitoring and control occur?

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

Answer: C

NEW QUESTION 970

What is an objective of the Developing Project Team Process?

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

Answer: A

NEW QUESTION 973

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

- A. Critical path

- B. Rolling Wave
- C. PDM
- D. Para metric

Answer: D

NEW QUESTION 975

Which of the following is a complete set of indexed contract documentation, including the closed contract?

- A. Procurement package
- B. Negotiated settlements
- C. Procurement file
- D. Procurement management plan

Answer: C

NEW QUESTION 979

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

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

Answer: C

NEW QUESTION 984

What is the minimum a project schedule must include?

- A. Variance analysis
- B. A planned start date and a planned finish date for each schedule activity
- C. A critical path diagram
- D. Critical chain analysis

Answer: B

NEW QUESTION 987

Soft logic is also known as what type of dependency?

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

Answer: B

NEW QUESTION 991

What are the components of the “triple constraint”?

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

Answer: D

NEW QUESTION 995

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

- A. Risk identification
- B. Qualitative risk analysis
- C. Risk management planning
- D. Quantitative risk analysis

Answer: B

NEW QUESTION 998

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

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

Answer: A

NEW QUESTION 1003

Ensuring that projects and programs are reviewed to prioritize resource allocation is a focus of which of the following?

- A. Project management
- B. Program management
- C. Portfolio management
- D. Relationship management

Answer: C

NEW QUESTION 1008

On what is project baseline development established?

- A. Approved product requirements
- B. Estimated project cost and schedule
- C. Actual project cost and schedule
- D. Revised project cost and schedule

Answer: B

NEW QUESTION 1011

Who is responsible for determining which processes from the Process Groups will be employed and who will be performing them?

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

Answer: C

NEW QUESTION 1015

Which activity is an input to the select sellers process?

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

Answer: A

NEW QUESTION 1020

Which of the following methods is a project selection technique?

- A. Flowcharting
- B. Earned value
- C. Cost-benefit analysis
- D. Pareto analysis

Answer: C

NEW QUESTION 1022

Using the following data, what is the Schedule Performance Index (SPI)?

EV= \$500 PV= \$750 AC= \$1000 BAC= \$1200

- A. 0.67
- B. 1.5
- C. 0.75
- D. 0.5

Answer: A

NEW QUESTION 1026

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

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

Answer: A

NEW QUESTION 1029

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 1034

How is quality control performed?

- A. By identifying quality standards that are relevant to the project and determining how to satisfy them
- B. By monitoring specific project results in compliance with relevant quality standards and determining corrective actions as needed
- C. By ensuring that the entire project team has been adequately trained in quality assurance processes
- D. By applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards

Answer: B

NEW QUESTION 1036

When cost variance is negative and schedule variance is positive, the project is:

- A. under budget and behind schedule
- B. over budget and ahead of schedule
- C. on schedule
- D. complete; all planned values have been earned

Answer: B

NEW QUESTION 1041

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 1046

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 1049

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 1053

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 1056

Which of the following is a strategy to deal with positive risks or opportunities?

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

Answer: C

NEW QUESTION 1057

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

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

Answer: B

NEW QUESTION 1062

Which of the following is a project constraint?

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

Answer: D

NEW QUESTION 1066

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 1070

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 1072

Which is one of the determining factors used to calculate CPI?

- A. EV
- B. SPI
- C. PV
- D. ETC

Answer: A

NEW QUESTION 1073

Which process requires implementation of approved changes?

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

Answer: A

NEW QUESTION 1075

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

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

Answer: C

NEW QUESTION 1078

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

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

Answer: B

NEW QUESTION 1081

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements describes management of which of the following?

- A. Project
- B. Scope
- C. Contract
- D. Program

Answer: A

NEW QUESTION 1082

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 1087

Which of the following is an output of Define Scope?

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

Answer: A

NEW QUESTION 1089

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 1093

Which of the following is an input to the Perform Qualitative Risk Analysis process?

- A. Risk register
- B. Risk data quality assessment
- C. Risk categorization
- D. Risk urgency

Answer: A

NEW QUESTION 1098

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 1101

Which characteristic do projects and operational work share in common?

- A. Performed by systems
- B. Constrained by limited resources

- C. Repetitiveness
- D. Uniqueness

Answer: B

NEW QUESTION 1106

Which of the following is an output from Control Scope?

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

Answer: A

NEW QUESTION 1111

In which type of organizational structure are staff members grouped by specialty?

- A. Functional
- B. Projectized
- C. Matrix
- D. Balanced

Answer: A

NEW QUESTION 1115

Which of the following strategies is used to deal with risks that may have a negative impact on project objectives?

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

Answer: D

NEW QUESTION 1117

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

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

Answer: D

NEW QUESTION 1122

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

Answer: B

NEW QUESTION 1126

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

- A. in line with a measured degree of conformit
- B. out of the hands of the custome
- C. in a specified range of acceptable result
- D. out of the proces

Answer: B

NEW QUESTION 1129

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

- A. enterprise environmental factor
- B. organizational process asset
- C. project management plan,
- D. project funding requirement

Answer: A

NEW QUESTION 1132

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

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

Answer: C

NEW QUESTION 1137

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 1138

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 1139

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

- A. Resource attribute
- B. Resource type
- C. Resource categorie
- D. Resource breakdown structures (RBS).

Answer: C

NEW QUESTION 1144

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

- A. state the guiding principles of the organizatio
- B. identify alternatives to generate different approache
- C. state what is out of scop
- D. outline the results of the Delphi techniqu

Answer: C

NEW QUESTION 1145

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 1148

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

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

Answer: B

NEW QUESTION 1150

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 1151

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

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

Answer: C

NEW QUESTION 1152

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

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

Answer: B

NEW QUESTION 1155

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

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

Answer: C

NEW QUESTION 1160

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 1163

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 1168

Which process occurs within the Monitoring and Controlling Process Group?

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

Answer: A

NEW QUESTION 1172

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

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

Answer: C

NEW QUESTION 1176

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 1179

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

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

Answer: B

NEW QUESTION 1184

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 1188

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

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

Answer: A

NEW QUESTION 1189

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 1194

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

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

Answer: A

NEW QUESTION 1198

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: B

NEW QUESTION 1202

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 1205

What causes replanning of the project scope?

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

Answer: D

NEW QUESTION 1210

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 1213

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 1215

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

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

Answer: D

NEW QUESTION 1220

What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

- A. Pareto
- B. Ishikawa
- C. Shewhart-Deming
- D. Delphi

Answer: C

NEW QUESTION 1222

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 1224

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 1225

The Human Resource Management processes are:

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

Answer: A

NEW QUESTION 1227

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 1232

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

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

Answer: C

NEW QUESTION 1236

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 1238

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

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

Answer: C

NEW QUESTION 1242

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

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

Answer: C

NEW QUESTION 1247

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

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

Answer: A

NEW QUESTION 1248

An output of the Manage Project Team process is:

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

Answer: A

NEW QUESTION 1250

The project governance approach should be described in the:

- A. change control plan
- B. project scope
- C. statement of work
- D. project management plan

Answer: D

NEW QUESTION 1252

To which process is work performance information an input?

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

Answer: A

NEW QUESTION 1253

Analyzing the strengths, weaknesses, opportunities, and threats (SWOT) of a project is known as:

- A. calculating cost of quality
- B. comparing project benefits
- C. performing measurements analysis
- D. identifying risks

Answer: D

NEW QUESTION 1257

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

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

Answer: C

NEW QUESTION 1259

The Closing Process Group includes which of the following Knowledge Areas?

- A. Project Risk Management and Project Procurement Management
- B. Project Integration Management and Project Procurement Management
- C. Project Risk Management and Project Integration Management
- D. Project Integration Management and Project Quality Management

Answer: B

NEW QUESTION 1260

.....

Thank You for Trying Our Product

We offer two products:

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questions and Answers in PDF Format

PMI-001 Practice Exam Features:

- * PMI-001 Questions and Answers Updated Frequently
- * PMI-001 Practice Questions Verified by Expert Senior Certified Staff
- * PMI-001 Most Realistic Questions that Guarantee you a Pass on Your FirstTry
- * PMI-001 Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

100% Actual & Verified — Instant Download, Please Click
[Order The PMI-001 Practice Test Here](#)