

CAPM Dumps

Certified Associate in Project Management (PMI-100)

<https://www.certleader.com/CAPM-dumps.html>



NEW QUESTION 1

- (Exam Topic 3)

An input required in Define Scope is an organizational:

- A. structure.
- B. process asset.
- C. matrix.
- D. breakdown structure.

Answer: B

NEW QUESTION 2

- (Exam Topic 3)

Which is an example of Administer Procurements?

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

Answer: B

NEW QUESTION 3

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 4

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 5

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 6

- (Exam Topic 3)

Which type of managers do composite organizations involve?

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

Answer: A

NEW QUESTION 7

- (Exam Topic 3)

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

- A. Fixed Price with Economic Price Adjustments Contract (FP-EPA)
- B. Cost-Reimbursable Contract (CR)
- C. Firm-Fixed -Price Contract (FFP)

D. Fixed-Price-Incentive-Fee Contract (FPIF)

Answer: C

NEW QUESTION 8

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 9

- (Exam Topic 3)

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 10

- (Exam Topic 3)

What type of reward can hurt team cohesiveness?

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

Answer: B

NEW QUESTION 10

- (Exam Topic 3)

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

- A. Work breakdown structure
- B. Organizational breakdown structure
- C. Resource breakdown structure
- D. Bill of materials

Answer: A

NEW QUESTION 13

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 15

- (Exam Topic 3)

An input of the Plan Procurement Management process is:

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

Answer: B

NEW QUESTION 18

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 22

- (Exam Topic 3)

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 25

- (Exam Topic 3)

Conflict should be best addressed in which manner?

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

Answer: A

NEW QUESTION 26

- (Exam Topic 3)

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 29

- (Exam Topic 3)

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 32

- (Exam Topic 3)

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Progressively elaborate the characteristics of the product, service, or result.
- C. Describe the project in great detail.
- D. Define the process and criteria for accepting a completed product, service, or result.

Answer: B

NEW QUESTION 37

- (Exam Topic 3)

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 41

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 45

- (Exam Topic 3)

Cost baseline is an output of which of the following processes?

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

Answer: B

NEW QUESTION 48

- (Exam Topic 3)

Which of the seven basic quality tools is especially useful for gathering attributes data while performing inspections to identify defects?

- A. Histograms
- B. Scatter diagrams
- C. Flowcharts
- D. Checksheets

Answer: D

NEW QUESTION 50

- (Exam Topic 3)

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 54

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 58

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 61

- (Exam Topic 3)

Taking out insurance in relation to risk management is called what?

- A. Transference
- B. Avoidance
- C. Exploring
- D. Mitigation

Answer: A

NEW QUESTION 62

- (Exam Topic 3)

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

- A. 0.45
- B. 0.56
- C. 0.70
- D. 1.36

Answer: C

NEW QUESTION 67

- (Exam Topic 3)

Projects are undertaken by an organization to support the:

- A. Product performance.
- B. Budget process.
- C. Collective capabilities.
- D. Organizational strategy.

Answer: D

NEW QUESTION 72

- (Exam Topic 3)

Which is one of the major outputs of Sequence Activities?

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

Answer: C

NEW QUESTION 73

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 74

- (Exam Topic 3)

A measure of cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal and is expressed as the ratio of the cost needed for finishing the outstanding work to the remaining budget is known as the:

- A. budget at completion (BAC)
- B. earned value management (EVM)
- C. to-complete performance index
- D. cost performance index

Answer: C

NEW QUESTION 75

- (Exam Topic 3)

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

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

Answer: D

NEW QUESTION 76

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 78

- (Exam Topic 3)

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

- A. Expert judgment
- B. Project management methodology
- C. Project management information system (PMIS)
- D. Project selection methods

Answer: A

NEW QUESTION 83

- (Exam Topic 3)

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 87

- (Exam Topic 3)

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

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

Answer: B

NEW QUESTION 90

- (Exam Topic 3)

A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

- A. To the project management plan.
- B. To the risk register.
- C. In the scope verification processes.
- D. And their impact to the project in terms of time, cost, and risk.

Answer: D

NEW QUESTION 91

- (Exam Topic 3)

Outputs of the Control Communications process include:

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

Answer: B

NEW QUESTION 94

- (Exam Topic 3)

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 97

- (Exam Topic 3)

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 102

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 105

- (Exam Topic 3)

Which technique should a project manager use in a situation in which a collaborative approach to conflict management is not possible?

- A. Coaching
- B. Avoidance
- C. Consensus
- D. Influencing

Answer: B

NEW QUESTION 109

- (Exam Topic 3)

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

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

Answer: A

NEW QUESTION 114

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 118

- (Exam Topic 3)

Perform Quality Control is accomplished by:

- A. Identifying quality standards that are relevant to the project and determining how to satisfy them.
- B. Monitoring and recording the results of executing the quality activities to assess performance and recommend necessary changes.
- C. Ensuring that the entire project team has been adequately trained in quality assurance processes.
- D. Applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards.

Answer: B

NEW QUESTION 122

- (Exam Topic 3)

Which activity is an input to the Conduct Procurements process?

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

Answer: A

NEW QUESTION 127

- (Exam Topic 2)

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

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

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

Answer: B

NEW QUESTION 129

- (Exam Topic 2)

Using parametric estimating, if an assigned resource is capable of producing 120 units per hour, how many hours are required to produce 12,000 units?

- A. 100
- B. 120
- C. 1,000
- D. 1,200

Answer: A

NEW QUESTION 134

- (Exam Topic 2)

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 137

- (Exam Topic 3)

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

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

Answer: C

NEW QUESTION 141

- (Exam Topic 2)

The scope management plan and scope baseline are contained in:

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

Answer: D

NEW QUESTION 146

- (Exam Topic 2)

An input to the Control Quality process is:

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

Answer: D

NEW QUESTION 148

- (Exam Topic 2)

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 153

- (Exam Topic 2)

High-level project risks are included in which document?

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

Answer: C

NEW QUESTION 156

- (Exam Topic 2)

A disadvantage associated with virtual teams is that they:

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

Answer: D

NEW QUESTION 160

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 161

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 166

- (Exam Topic 2)

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 168

- (Exam Topic 2)

Which term describes an assessment of correctness?

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

Answer: A

NEW QUESTION 169

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 172

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 176

- (Exam Topic 2)

Which action is included in the Control Costs process?

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

Answer: D

NEW QUESTION 177

- (Exam Topic 2)

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:

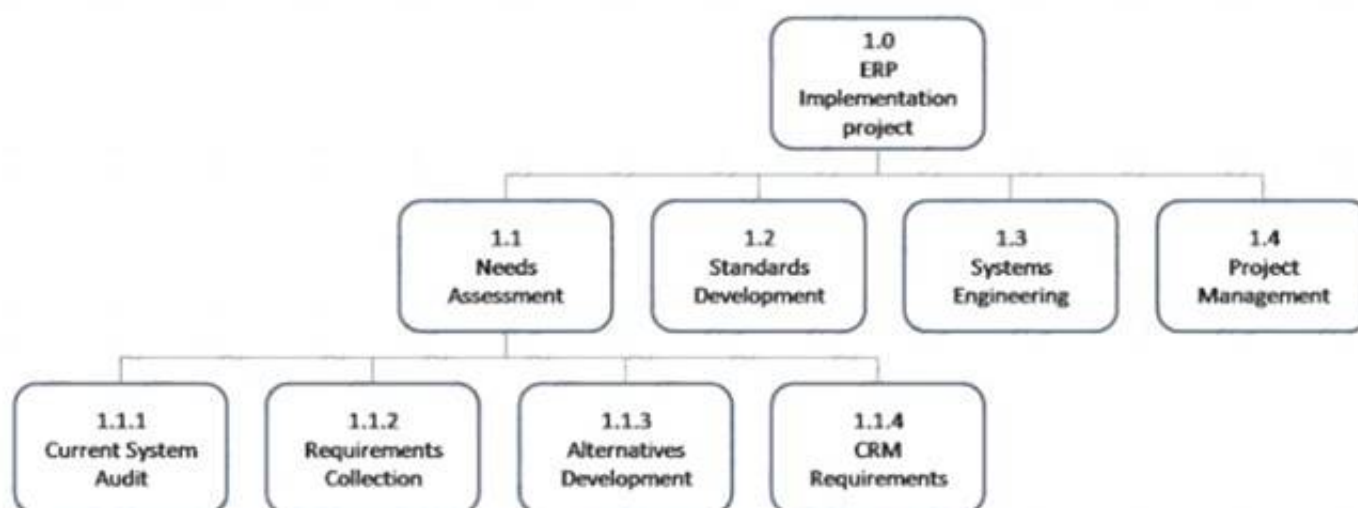
- A. risk management plan
- B. human resource management plan
- C. scope management plan
- D. procurement management plan

Answer: D

NEW QUESTION 179

- (Exam Topic 2)

Which type of graphic is displayed below?



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

Answer: A

NEW QUESTION 184

- (Exam Topic 2)

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

- A. Internal

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

Answer: C

NEW QUESTION 185

- (Exam Topic 2)

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

- A. a Knowledge Area
- B. a Process Group
- C. program management
- D. portfolio management

Answer: A

NEW QUESTION 187

- (Exam Topic 2)

Tools and techniques used in Direct and Manage Project Work include:

- A. Process analysis and expert judgment
- B. Analytical techniques and a project management information system
- C. Performance reviews and meetings
- D. Expert judgment and meetings

Answer: D

NEW QUESTION 191

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 194

- (Exam Topic 2)

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

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

Based on the chart, what is the cost variance (CV) for Task 6?

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

Answer: D

NEW QUESTION 195

- (Exam Topic 2)

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 199

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 204

- (Exam Topic 2)

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

- A. Communication models.
- B. Stakeholder participation.
- C. Expert judgment
- D. Enterprise environmental factors.

Answer: C

NEW QUESTION 208

- (Exam Topic 2)

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

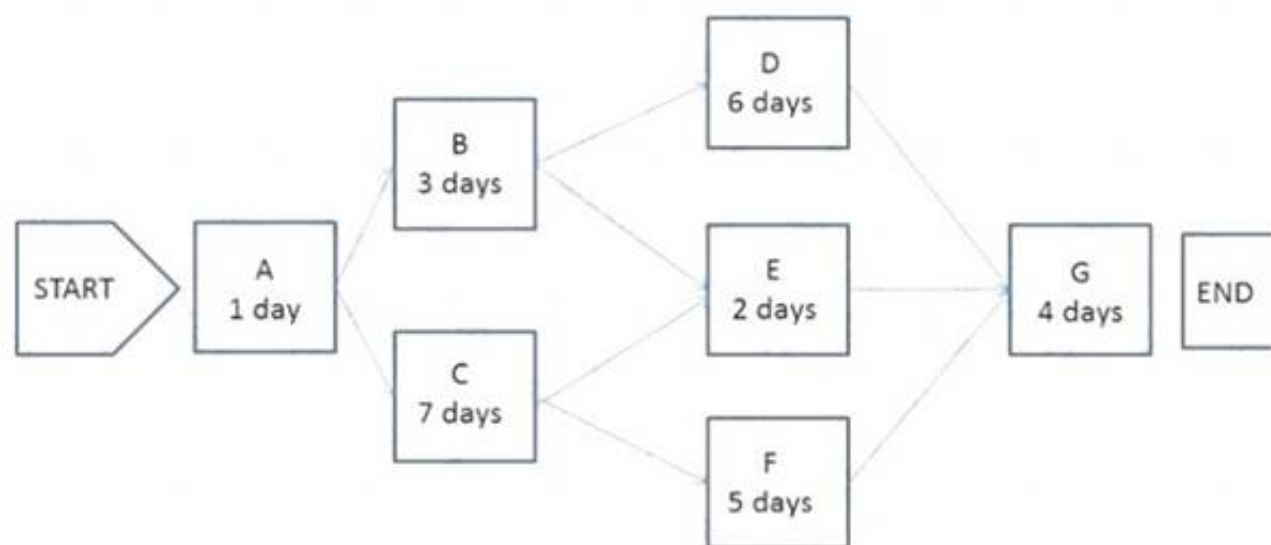
- A. tangible
- B. targeted
- C. organized
- D. variable

Answer: A

NEW QUESTION 210

- (Exam Topic 2)

The following is a network diagram for a project.



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

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

Answer: D

NEW QUESTION 215

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 218

- (Exam Topic 2)

Through whom do project managers accomplish work?

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

Answer: D

NEW QUESTION 221

- (Exam Topic 2)

Outputs of the Control Communications process include:

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

Answer: B

NEW QUESTION 222

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 226

- (Exam Topic 2)

Stakeholder communication requirements should be included as a component of:

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

Answer: C

NEW QUESTION 229

- (Exam Topic 2)

In complex projects/ initiating processes should be completed:

- A. Within a work package.
- B. In each phase of the project.
- C. To estimate schedule constraints.
- D. To estimate resource allocations.

Answer: B

NEW QUESTION 231

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 233

- (Exam Topic 2)

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 236

- (Exam Topic 2)

For a stakeholder with low interest and high power, the project manager should:

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

Answer: C

NEW QUESTION 239

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 240

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 241

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 245

- (Exam Topic 2)

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 248

- (Exam Topic 2)

An input to the Perform Integrated Change Control process is:

- A. expert judgment
- B. seller proposals
- C. the project charter
- D. the project management plan

Answer: D

NEW QUESTION 250

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 252

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 253

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 257

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 258

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 261

- (Exam Topic 2)

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- A. Business case
- B. Work breakdown structure
- C. Requirements documentation
- D. Risk register

Answer: C

NEW QUESTION 264

- (Exam Topic 2)

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 267

- (Exam Topic 2)

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

- A. change control tools
- B. expert judgment
- C. meetings

D. analytical techniques

Answer: B

NEW QUESTION 271

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 274

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 276

- (Exam Topic 2)

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

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

Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

Answer: C

NEW QUESTION 280

- (Exam Topic 2)

Which item is a cost of conformance?

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

Answer: A

NEW QUESTION 285

- (Exam Topic 1)

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

- A. Develop Project Team.
- B. Manage Project Team.

- C. Acquire Project Team.
- D. Plan Human Resource Management.

Answer: D

NEW QUESTION 287

- (Exam Topic 1)

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 289

- (Exam Topic 1)

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 291

- (Exam Topic 1)

The Monitoring and Controlling Process Group includes processes that:

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

Answer: C

NEW QUESTION 293

- (Exam Topic 1)

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

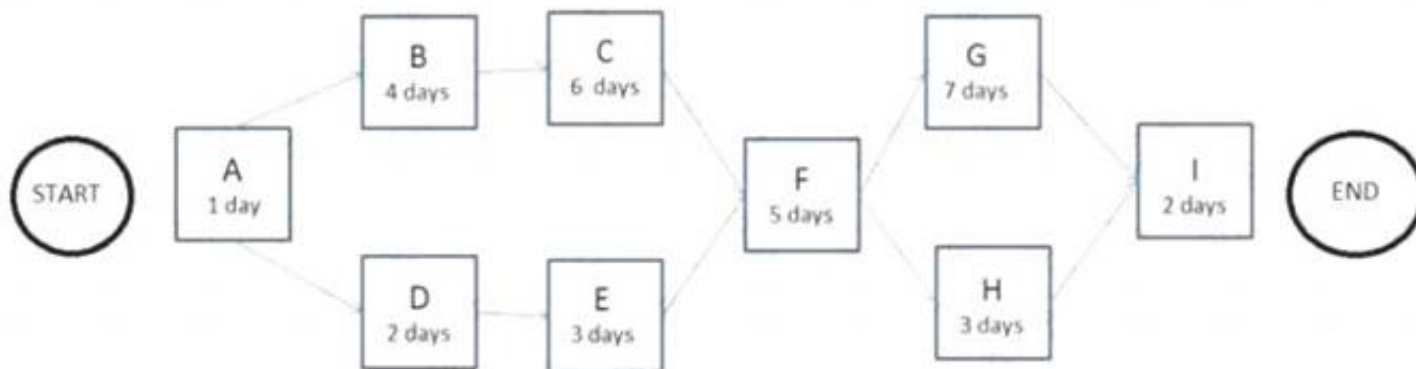
- A. 0.50
- B. 0.67
- C. 1.50
- D. 2.00

Answer: A

NEW QUESTION 297

- (Exam Topic 2)

The following is a network diagram for a project.



What is the critical path for the project?

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

Answer: A

NEW QUESTION 302

- (Exam Topic 1)

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

- A. \$50
- B. \$100
- C. \$125
- D. \$175

Answer: C

NEW QUESTION 304

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 307

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 308

- (Exam Topic 1)

An output of the Plan Quality Management process is:

- A. A process improvement plan,
- B. Quality control measurements.
- C. Work performance information,
- D. The project management plan.

Answer: A

NEW QUESTION 310

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 315

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 317

- (Exam Topic 1)

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 321

- (Exam Topic 1)

An input to the Manage Project Team process is:

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

Answer: A

NEW QUESTION 323

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 328

- (Exam Topic 1)

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 329

- (Exam Topic 1)

Which grid shows which resources are tied to work packages?

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

Answer: B

NEW QUESTION 330

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 332

- (Exam Topic 1)

An element of the project scope statement is:

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

Answer: A

NEW QUESTION 333

- (Exam Topic 1)

Market conditions and published commercial information are examples of which input to the Estimate Costs process?

- A. Scope baseline
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk register

Answer: C

NEW QUESTION 334

- (Exam Topic 1)

In a project, total float measures the:

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

Answer: B

NEW QUESTION 335

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 340

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 343

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 348

- (Exam Topic 1)

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 349

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 354

- (Exam Topic 1)

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 355

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 357

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 362

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 367

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 371

- (Exam Topic 1)

An output of the Create WBS process is:

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

Answer: A

NEW QUESTION 373

- (Exam Topic 1)

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 374

- (Exam Topic 1)

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 377

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 382

- (Exam Topic 1)

The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

- A. Human resource management plan.
- B. Activity resource requirements.
- C. Personnel assessment tools,
- D. Multi-criteria decision analysis.

Answer: A

NEW QUESTION 385

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 386

- (Exam Topic 1)

Which Knowledge Areas include processes from the Closing Process Group?

- A. Project Quality Management and Project Time Management
- B. Project Scope Management and Project Risk Management
- C. Project Stakeholder Management and Project Cost Management
- D. Project Integration Management and Project Procurement Management

Answer: D

NEW QUESTION 391

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 396

- (Exam Topic 1)

An input to the Identify Stakeholders process is:

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

Answer: C

NEW QUESTION 398

- (Exam Topic 1)

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 399

- (Exam Topic 1)

An input used in developing the communications management plan is:

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

Answer: B

NEW QUESTION 404

- (Exam Topic 1)

An input to the Plan Cost Management process is:

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

Answer: C

NEW QUESTION 407

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 408

- (Exam Topic 1)

Which cost is associated with nonconformance?

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

Answer: A

NEW QUESTION 409

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 413

- (Exam Topic 1)

When does the project team determine which dependencies are discretionary?

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

Answer: D

NEW QUESTION 418

- (Exam Topic 1)

Plan Schedule Management is a process in which Knowledge Area?

- A. Project Scope Management
- B. Project Human Resource Management

- C. Project Integration Management
- D. Project Time Management

Answer: D

NEW QUESTION 420

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 424

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 427

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 431

- (Exam Topic 1)

A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

- A. Efficient
- B. Effective
- C. Push
- D. Pull

Answer: B

NEW QUESTION 436

- (Exam Topic 1)

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 438

- (Exam Topic 1)

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 440

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 445

- (Exam Topic 1)

When a backward pass is calculated from a schedule constraint that is later than the early finish date that has been calculated during a forward pass calculation, this causes which type of total float?

- A. Negative
- B. Zero
- C. Positive
- D. Free

Answer: C

NEW QUESTION 448

- (Exam Topic 1)

Sensitivity analysis is typically displayed as a/an:

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

Answer: B

NEW QUESTION 452

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 454

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 458

- (Exam Topic 6)

Which group of inputs will a project manager use during the Monitor Stakeholder Engagement process?

- A. Project charter, business documents, and project management plan
- B. Agreements, scope baseline, and project management plan
- C. Project charter, business case, and project management plan
- D. Work performance data, enterprise environmental factors, and project management plan

Answer: D

NEW QUESTION 459

- (Exam Topic 6)

Creating the project scope statement is part of which process?

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

Answer: C

NEW QUESTION 462

- (Exam Topic 6)

Match the influence with its corresponding category of influence.

Influences		Categories of Influence
Marketplace conditions and industry standards		External EEFs
Policies and procedures		Internal enterprise environmental factors (EEFs)
Knowledge bases and lessons learned		Updated OPAs
Resource skills and availability		Non-updated organizational process assets (OPAs)

A. Mastered

B. Not Mastered

Answer: A

Explanation:

Influences		Categories of Influence
Marketplace conditions and industry standards	Policies and procedures	External EEFs
Policies and procedures	Marketplace conditions and industry standards	Internal enterprise environmental factors (EEFs)
Knowledge bases and lessons learned	Resource skills and availability	Updated OPAs
Resource skills and availability	Knowledge bases and lessons learned	Non-updated organizational process assets (OPAs)

NEW QUESTION 463

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 468

- (Exam Topic 6)

Which contract type is least desirable to a vendor?

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

Answer: B

NEW QUESTION 470

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 475

- (Exam Topic 6)

An organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques is referred to as:

- A. Project Management Information System

- B. Project Management System
- C. Project Management Office
- D. Project Management Knowledge Area

Answer: C

NEW QUESTION 479

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 480

- (Exam Topic 6)

Which conflict resolution technique produces the most lasting results?

- A. Withdraw/avoid
- B. Smooth/accommodate
- C. Compromise/reconcile
- D. Collaborate/problem solve

Answer: C

NEW QUESTION 481

- (Exam Topic 6)

A project manager is assigned to a strategic project. Senior management asks the project manager to give a presentation in order to request support that will ensure the success of the project.

Which entities will the project manager attempt to influence?

- A. The project and the organization
- B. The organization and the industry
- C. The subject matter experts and the project
- D. The change control board and the organization

Answer: D

NEW QUESTION 482

- (Exam Topic 5)

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

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

Answer: C

NEW QUESTION 486

- (Exam Topic 5)

The total of the planned value (PV) is also known as:

- A. work breakdown structure (WBS).
- B. schedule target.
- C. performance measurement baseline (PMB).
- D. earned value baseline.

Answer: C

NEW QUESTION 491

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 495

- (Exam Topic 5)

Risk responses reflect an organization's perceived balance between:

- A. risk taking and risk avoidance.
- B. known risk and unknown risk.
- C. identified risk and analyzed risk.
- D. varying degrees of risk.

Answer: A

NEW QUESTION 498

- (Exam Topic 5)

One of the objectives of a quality audit is to:

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

Answer: D

NEW QUESTION 501

- (Exam Topic 5)

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

- A. Performance reports
- B. Project charter
- C. Outputs from planning processes
- D. Enterprise environmental factors

Answer: D

NEW QUESTION 506

- (Exam Topic 5)

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 507

- (Exam Topic 5)

A project manager at a publishing company decides to initiate the editing phase of the project as soon as each chapter is written. Which type of Sequence Activities tool and technique is involved, considering that there was a start-to-start relationship with a 15-day delay?

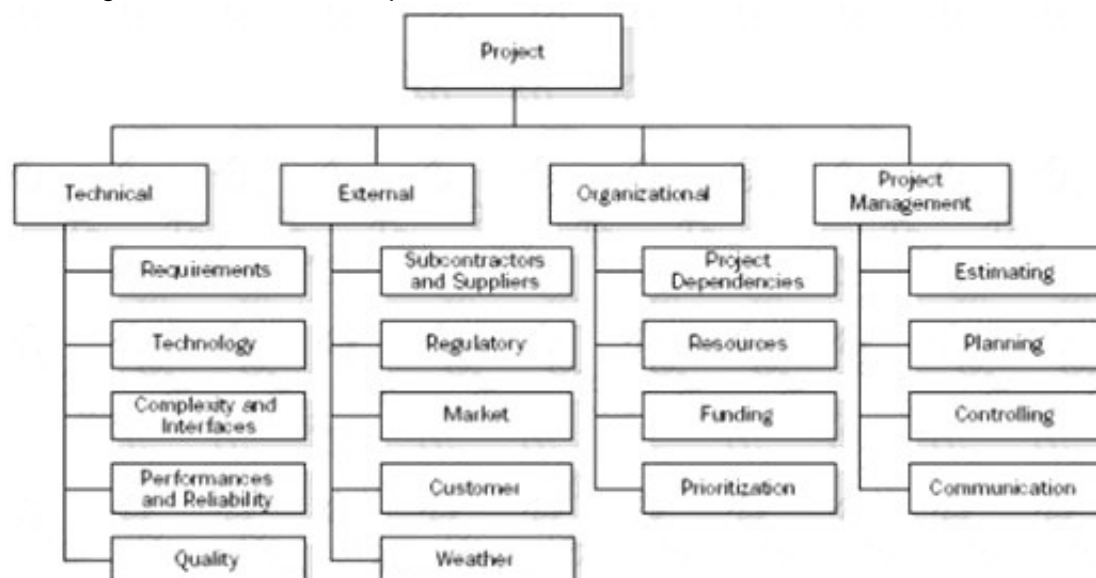
- A. Slack
- B. Float
- C. Lag
- D. Lead

Answer: C

NEW QUESTION 508

- (Exam Topic 5)

The diagram below is an example of a:



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

Answer: A

NEW QUESTION 511

- (Exam Topic 5)

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 514

- (Exam Topic 5)

Prototype development may be used as a tool for which of the following risk response strategies?

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

Answer: C

NEW QUESTION 515

- (Exam Topic 5)

Which of the following is an output of Close Procurements?

- A. Accepted deliverables
- B. Organizational process assets updates
- C. Managing stakeholder expectations
- D. Performance reports

Answer: B

NEW QUESTION 517

- (Exam Topic 5)

During project selection, which factor is most important?

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

Answer: B

NEW QUESTION 522

- (Exam Topic 5)

Which of the following are three inputs to the risk register?

- A. Risk register updates, stakeholder register, and quality management plan
- B. Communication management plan, enterprise environmental factors, and activity duration estimates
- C. Risk management plan, activity cost estimates, and project documents
- D. Project scope statement, organizational process assets, and scope baseline

Answer: C

NEW QUESTION 523

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 526

- (Exam Topic 5)

An input to the Estimate Activity Resources process is:

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

Answer: C

NEW QUESTION 531

- (Exam Topic 5)

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 536

- (Exam Topic 5)

Which baselines make up the performance measurement baseline?

- A. Scope baseline, cost baseline, and schedule baseline
- B. Scope baseline, project management baseline, and quality baseline
- C. Cost baseline, schedule baseline, and risk baseline
- D. Cost baseline, project management baseline, and schedule baseline

Answer: A

NEW QUESTION 541

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 546

- (Exam Topic 5)

Which is an output of the Collect Requirements process?

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

Answer: A

NEW QUESTION 551

- (Exam Topic 5)

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 555

- (Exam Topic 5)

The probability and impact matrix is primarily used to:

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

Answer: C

NEW QUESTION 559

- (Exam Topic 5)

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 560

- (Exam Topic 5)

A tool and technique used during the Define Scope process is:

- A. facilitated workshops.
- B. observations.
- C. questionnaires and surveys.
- D. group creativity techniques.

Answer: A

NEW QUESTION 562

- (Exam Topic 5)

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 565

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 568

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 572

- (Exam Topic 5)

What is project management?

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

Answer: B

NEW QUESTION 573

- (Exam Topic 5)

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

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

Answer: B

NEW QUESTION 574

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 575

- (Exam Topic 5)

Risk exists the moment that a project is:

- A. planned.
- B. conceived.
- C. chartered.
- D. executed.

Answer: B

NEW QUESTION 580

- (Exam Topic 5)

An input to the Collect Requirements process is the:

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

Answer: A

NEW QUESTION 585

- (Exam Topic 5)

The three processes of Project Cost Management are:

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

Answer: D

NEW QUESTION 588

- (Exam Topic 5)

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

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

Answer: A

NEW QUESTION 590

- (Exam Topic 5)

The process improvement plan details the steps for analyzing processes to identify activities which enhance their:

- A. quality.
- B. value.
- C. technical performance.
- D. status.

Answer: B

NEW QUESTION 591

- (Exam Topic 5)

Which technique is utilized in the Control Schedule process?

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

Answer:

D

NEW QUESTION 596

- (Exam Topic 5)

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

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

Answer: D

NEW QUESTION 600

- (Exam Topic 4)

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 605

- (Exam Topic 4)

Quality metrics are an output of which process?

- A. Plan Quality
- B. Perform Quality Control
- C. Perform Quality Assurance
- D. Perform Qualitative Risk Analysis

Answer: A

NEW QUESTION 608

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 610

- (Exam Topic 4)

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 613

- (Exam Topic 4)

What is the primary benefit of meeting quality requirements?

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

Answer: B

NEW QUESTION 615

- (Exam Topic 4)

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 617

- (Exam Topic 4)

Which of the following is an input to Control Scope?

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

Answer: D

NEW QUESTION 621

- (Exam Topic 4)

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 622

- (Exam Topic 4)

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 625

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 626

- (Exam Topic 4)

Project contracts generally fall into which of the following three broad categories?

- A. Fixed-price, cost reimbursable, time and materials
- B. Make-or-buy, margin analysis, fixed-price
- C. Time and materials, fixed-price, margin analysis
- D. Make-or-buy, lump-sum, cost-plus-incentive

Answer: A

NEW QUESTION 631

- (Exam Topic 4)

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 633

- (Exam Topic 4)

What is a tool to improve team performance?

- A. Staffing plan
- B. External feedback
- C. Performance reports

D. Co-location

Answer: D

NEW QUESTION 638

- (Exam Topic 4)

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 639

- (Exam Topic 4)

A required input for Create WBS is a project:

- A. quality plan.
- B. schedule network.
- C. management document update.
- D. scope statement.

Answer: D

NEW QUESTION 640

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 645

- (Exam Topic 4)

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 649

- (Exam Topic 4)

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 650

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 654

- (Exam Topic 4)

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 658

- (Exam Topic 4)

Which of the following outputs from the Control Schedule process aids in the communication of schedule variance (SV), schedule performance index (SPI), or any performance status to stakeholders?

- A. Performance organizations
- B. Schedule baselines
- C. Work performance measurements
- D. Change requests

Answer: C

NEW QUESTION 663

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 665

- (Exam Topic 4)

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 670

- (Exam Topic 4)

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

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

Answer: C

NEW QUESTION 671

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 675

- (Exam Topic 4)

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 676

- (Exam Topic 4)

In which Process Group are lessons learned documented?

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

Answer: B

NEW QUESTION 677

- (Exam Topic 4)

Which type of chart is a graphic representation of a process showing the relationships among process steps?

- A. Control
- B. Bar
- C. Flow
- D. Pareto

Answer: C

NEW QUESTION 681

- (Exam Topic 4)

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 685

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 687

- (Exam Topic 4)

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 690

- (Exam Topic 4)

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

- A. in line with a measured degree of conformity.
- B. out of the hands of the customer.
- C. in a specified range of acceptable results.
- D. out of the process.

Answer: B

NEW QUESTION 692

- (Exam Topic 4)

Which process determines the risks that might affect the project?

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

Answer: B

NEW QUESTION 694

- (Exam Topic 4)

Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

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

Answer: C

NEW QUESTION 699

- (Exam Topic 4)

Which tool within the Perform Quality Control process identifies whether or not a process has a predictable performance?

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

Answer: B

NEW QUESTION 703

- (Exam Topic 4)

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 706

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 707

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 711

- (Exam Topic 4)

Tools and techniques used for Plan Communications include the communication:

- A. requirements analysis, communication technology, communication models, and communication methods.
- B. methods, stakeholder register, communication technology, and communication models.
- C. requirements, communication technology, communication requirements analysis, and communication methods.
- D. management plan, communication technology, communication models, and communication requirements analysis.

Answer: A

NEW QUESTION 715

- (Exam Topic 4)

Which of the following types of a dependency determination is used to define the sequence of activities?

- A. Legal
- B. Discretionary
- C. Internal
- D. Resource

Answer:

B

NEW QUESTION 720

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 723

- (Exam Topic 4)

Which is a communication method used in the Report Performance process?

- A. Expert judgment
- B. Project management methodology
- C. Stakeholder analysis
- D. Status review meetings

Answer: D

NEW QUESTION 728

- (Exam Topic 4)

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

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

Answer: D

NEW QUESTION 733

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 734

- (Exam Topic 4)

Testing falls into which of the following categories of cost of quality?

- A. Internal failure costs
- B. Prevention costs
- C. Appraisal costs
- D. External failure costs

Answer: C

NEW QUESTION 737

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 738

- (Exam Topic 4)

Which of the following statements is true regarding project and product lifecycles?

- A. A single product lifecycle may consist of multiple project lifecycles.
- B. A product lifecycle is always shorter than the project lifecycle.
- C. A single product lifecycle can only have one project lifecycle.
- D. A single project lifecycle may consist of multiple product lifecycles.

Answer: A

NEW QUESTION 740

- (Exam Topic 4)

"Tailoring" is defined as the:

- A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigor.
- B. act of creating a project team with the specialized skills required to produce a required product or service.
- C. action taken to bring a defective or nonconforming component into compliance with requirements or specifications.
- D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scope.

Answer: A

NEW QUESTION 742

- (Exam Topic 4)

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

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

Answer: B

NEW QUESTION 744

- (Exam Topic 4)

Which tool or technique is used in Close Procurements?

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

Answer: D

NEW QUESTION 745

- (Exam Topic 4)

The project manager needs to review the templates in use. The templates are part of the:

- A. Enterprise environmental factors.
- B. Historical information,
- C. Organizational process assets.
- D. Corporate knowledge base.

Answer: C

NEW QUESTION 749

- (Exam Topic 4)

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

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

Answer: A

NEW QUESTION 753

- (Exam Topic 4)

How many Project Management Process Groups are there?

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

Answer: C

NEW QUESTION 755

- (Exam Topic 4)

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

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

D. Project Human Resource Management

Answer: A

NEW QUESTION 756

- (Exam Topic 6)

A project manager has just completed several brainstorming sessions and has gathered the data to show commonality and differences in one single place. What technique was followed?

- A. Collective decision making
- B. Multicriteria decision analysis
- C. Mind mapping
- D. Affinity diagram

Answer: C

NEW QUESTION 761

- (Exam Topic 6)

Which are the main objectives of Project Risk Management?

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

Answer: A

NEW QUESTION 765

- (Exam Topic 6)

Which of the following must be included in the risk register when the project manager completes the Identify Risks process?

- A. List of identified risks, potential risk owners, list of potential risk response
- B. List of identified risks, list of causes, list of risk categories
- C. Short risk titles, list of potential risk owners, list of impacts on objectives
- D. List of activities affected, list of potential risk responses, list of causes

Answer: A

NEW QUESTION 768

- (Exam Topic 6)

Which of the following sets are inputs to the Collect Requirements process?

- A. Project charter and requirements documentation
- B. Project charter and business documents
- C. Project charter and stakeholder requirements
- D. Business documents and requirements traceability matrix

Answer: B

NEW QUESTION 769

- (Exam Topic 6)

What is one of the main purposes of the project charter?

- A. Formal authorization of the existence of the project
- B. Formal acceptance of the project management plan
- C. Formal approval of the detailed project budget
- D. Formal definition of stakeholder roles and responsibilities

Answer: A

NEW QUESTION 770

- (Exam Topic 6)

Responsible, accountable, consult and inform (RACI) is an example of which of the following?

- A. Text-oriented formal
- B. Resource management plan
- C. Organization chart
- D. Responsibility assignment matrix (RAM)

Answer: D

NEW QUESTION 773

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 776

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 778

- (Exam Topic 6)

Company A has just been notified about a new legal requirement for its business operations. What is the classification of this item?

- A. Internal enterprise environmental factor
- B. Risk register database
- C. External enterprise environmental factor
- D. Organizational process asset

Answer: C

NEW QUESTION 781

- (Exam Topic 6)

A new project has been set. Four main stakeholders besides the project manager and four other team members have been identified. How many communication channels are available?

- A. 8
- B. 18
- C. 36
- D. 40

Answer: C

NEW QUESTION 783

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 785

- (Exam Topic 6)

A project manager held a meeting and listed all team members' ideas for improving the product on a white board. What data gathering technique did the project manager apply?

- A. Focus groups
- B. Interviews
- C. Brainstorming
- D. Delphi technique

Answer: C

NEW QUESTION 788

- (Exam Topic 6)

In which Project Cost Management process is work performance data included?

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

Answer: D

NEW QUESTION 793

- (Exam Topic 6)

What is the difference between verified and accepted deliverables?

- A. Accepted deliverables have been completed and checked for correctness; verified deliverables have been formally approved by the customer or authorized stakeholder.
- B. Accepted deliverables have been inspected by the quality team; verified deliverables are outputs from the Validate Scope process.
- C. Accepted deliverables have been formally signed off and approved by the authorized stakeholder; verified deliverables have been completed and checked for correctness.
- D. Accepted deliverables have been formally accepted by the project manager; verified deliverables are the outputs from the Control Quality process.

Answer: D

NEW QUESTION 797

- (Exam Topic 6)

What is the discipline that focuses on the interdependences between projects to determine the optimal approach for managing them?

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

Answer: A

NEW QUESTION 800

- (Exam Topic 6)

Which of the following tasks focuses on decomposing work packages?

- A. Adjust duration estimates
- B. Define activities
- C. Complete rolling wave planning
- D. Develop milestone list

Answer: C

NEW QUESTION 804

- (Exam Topic 6)

What type of meeting is held to discuss prioritized product backlog items?

- A. Status
- B. Daily standup
- C. Iteration planning
- D. Release planning

Answer: C

NEW QUESTION 805

- (Exam Topic 6)

A project manager has to share a status report with a new stakeholder and is trying to determine the level of detail to include in the report. Which document best details the information the project manager needs to make this decision?

- A. Organizational process assets
- B. Change management plan
- C. Communications management plan
- D. Resource management plan

Answer: C

NEW QUESTION 806

- (Exam Topic 6)

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

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

Answer: C

NEW QUESTION 807

- (Exam Topic 6) Given the following information. Activity A takes one week.

Activity B takes three weeks. Activity C takes two weeks. Activity D takes five weeks.

Activity A starts at the same time as Activity B. Activity C follows Activity B and Activity A. Activity D follows Activity C.

How long will it take to complete the project?

- A. Eleven weeks
- B. Nine weeks
- C. Eight weeks

D. Ten weeks

Answer: D

NEW QUESTION 810

- (Exam Topic 6)

How can a project manager evaluate project team development?

- A. Produce team performance assessments.
- B. Hold weekly meetings to engage every member
- C. Complete a personal skill assessment on each team member
- D. Provide recognition awards to team members

Answer: A

NEW QUESTION 811

- (Exam Topic 6)

Tailoring considerations for project scope management may include:

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

Answer: A

NEW QUESTION 813

- (Exam Topic 6)

What are the key tools for managing project knowledge?

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

Answer: A

NEW QUESTION 817

- (Exam Topic 6)

Which is the best way for a project manager to ensure efficient and frequent communication with management and stakeholders in an agile/adaptive environment?

- A. Post project artifacts in a transparent fashion and engage stakeholders on a regular basis.
- B. Make surveys among the stakeholders and meet with the team once a month.
- C. Create a social network and post news there.
- D. Create personalized emails for each stakeholder, asking for requests and reviewing objectives with them periodically.

Answer: A

NEW QUESTION 820

- (Exam Topic 6)

Which role does the project manager resemble best?

- A. Orchestra conductor
- B. Facilities supervisor
- C. Functional manager
- D. School principal

Answer: A

NEW QUESTION 822

- (Exam Topic 6)

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

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

Answer: D

NEW QUESTION 824

- (Exam Topic 6)

Which tasks should a project manager perform in order to manage the project schedule effectively?

- A. Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Durations, Define Quality of Activities

- B. Develop Schedule
- C. Plan Schedule Management
- D. Define Activities, Sequence Activities, Estimate Activity Durations, Develop Schedule
- E. Control Schedule
- F. Plan Schedule Management
- G. Define Activities, Sequence Activities, Estimate Activity Durations, Estimate Cost of Activities
- H. Develop Schedule
- I. Define Activities
- J. Sequence Activities, Estimate Activity Duration
- K. Define Quality of Activities, Estimate Cost of Activities, Develop Schedule

Answer: B

NEW QUESTION 827

- (Exam Topic 6)

The project manager is explaining to others the essential business aspects of the project. To which skill category does this ability belong?

- A. Technical project management skills
- B. Time management skills
- C. Strategic and business management skills
- D. Leadership skills

Answer: C

NEW QUESTION 831

- (Exam Topic 6)

What tool or technique can improve a product's final characteristics?

- A. Design for X (DfX)
- B. Problem solving
- C. Process analysis
- D. Risk report

Answer: A

NEW QUESTION 832

- (Exam Topic 6)

What is the difference between quality metrics and quality measurements?

- A. Quality metrics are product attributes and the measurement is the result of the Monitor and Control Project process
- B. Quality metrics are the result of the Monitor and Control Project process and the measurements are product attributes
- C. Quality metrics and measurements are the same concept
- D. Quality metrics is the general objective and the measurements are the specific objectives

Answer: A

NEW QUESTION 833

- (Exam Topic 6)

What conflict resolution technique involves delaying the issue or letting others resolve it?

- A. Smooth/accommodate
- B. Collaborate/problem solve
- C. Withdraw/avoid
- D. Force/direct

Answer: C

NEW QUESTION 836

- (Exam Topic 6)

What are the inputs of the Estimate Costs process?

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

Answer: C

NEW QUESTION 841

- (Exam Topic 6)

A project manager is identifying the risks of a project. Which technique should the project manager use?

- A. Representations of uncertainty
- B. Prompt lists
- C. Audits
- D. Risk categorization

Answer: B

NEW QUESTION 842

- (Exam Topic 6)

If you are using an Ishikawa diagram to determine the root cause of problems, which process are you engaged in?

- A. Plan Quality Management
- B. Control Quality
- C. Risk Management
- D. Plan Scope Management

Answer: B

NEW QUESTION 844

- (Exam Topic 6)

Make-or-buy analysis is a tool and technique of which process?

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

Answer: B

NEW QUESTION 846

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 850

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 855

- (Exam Topic 6)

A project team conducts regular standup meetings to keep everyone updated on what each one of them is working on. What type of communication is this?

- A. Informal
- B. Unofficial
- C. Formal
- D. Hierarchical

Answer: A

NEW QUESTION 857

- (Exam Topic 6)

A team was hired to develop a next generation drone. The team created a prototype and sent it to the customer for testing. The feedback collected was used to refine the requirements. What technique is the team using?

- A. Early requirements gathering
- B. Feedback analysis
- C. Progressive elaboration
- D. Requirements documentation

Answer: B

NEW QUESTION 858

- (Exam Topic 6)

Why is tailoring required in a project?

- A. Because a one-size-fits-all approach avoids complications and saves time.

- B. Because every project is unique and not every tool, technique, input, or output identified in the PMBOK Guide is required.
C. Because tailoring allows us to identify the techniques, procedures, and system practices used by those in the project.
D. Project managers should apply every process in the PMBOK Guide to the project, so tailoring is not required.

Answer: C

NEW QUESTION 862

- (Exam Topic 6)

In which sphere of influence is the project manager demonstrating the value of project management and advancing the efficacy of the project management office (PMO)?

- A. The organization
B. The project
C. The industry
D. The product

Answer: B

NEW QUESTION 864

- (Exam Topic 6)

Match each dimension of the communications management plan to its corresponding focus.

Dimension		Focus
Formal		Project stakeholders
Internal		Customers and vendors
Informal		Reports, meeting agendas, and minutes
External		General communications activities using email

- A. Mastered
B. Not Mastered

Answer: A

Explanation:

Dimension		Focus
Formal	Internal	Project stakeholders
Internal	External	Customers and vendors
Informal	Formal	Reports, meeting agendas, and minutes
External	Informal	General communications activities using email

NEW QUESTION 866

- (Exam Topic 6)

When developing the project schedule, a project manager uses decomposition and rolling wave planning techniques in this process.

- A. Develop Schedule
B. Define Activities
C. Define Scope
D. Collect Requirements

Answer: B

NEW QUESTION 869

- (Exam Topic 6)

Which set of competencies should a project manager have?

- A. Leadership, strategic and business management, and technical project management
B. Expertise in the Industry, leadership and business management, and bilingual skills
C. Technical project management, expertise in every role, and PMP certification
D. Expertise in every detail on project activities
E. PMP certification, and leadership

Answer: A

NEW QUESTION 874

- (Exam Topic 6)

What scenario describes when a project must be created due to market demand?

- A. A public company authorizes a project to create a new service for electric car sharing to reduce pollution.
- B. A car company authorizes a project to build more fuel-efficient cars in response to gasoline shortages.
- C. Researchers develop an autonomous car.
- D. with several new features to be commercialized in the future.
- E. Stakeholders request that raw materials be changed due to locally high costs.

Answer: B

NEW QUESTION 876

- (Exam Topic 6)

Which action should the project manager take after the team finishes executing the scope?

- A. Verify the deliverables to ensure that they are correct and meet the customer's satisfaction.
- B. Accept all the deliverables and deliver them to the customer for final acceptance.
- C. Conduct a joint session with the customer, change the deliverables, and then request approval.
- D. Check that all change requests were implemented and release deliverables to the customer.

Answer: A

NEW QUESTION 879

- (Exam Topic 6)

Which statement about identification and engagement of stakeholders during a project is correct?

- A. Project stakeholders should be Identified and engaged in every phase of the project to influence the success of the project directly.
- B. Project stakeholders should be identified and engaged once the prototype is completed to provide their feedback but refrain from making inputs during the project.
- C. Project stakeholders should be identified when the project charter is being completed and engaged during requirements gathering.
- D. Project stakeholders should be identified and engaged during requirements elicitation but not during the Define Scope process.

Answer: A

NEW QUESTION 881

- (Exam Topic 6)

What does an S-curve from a Monte Carlo analysis show?

- A. Cumulative probability distribution representing probability of achieving a particular outcome
- B. Individual project risks or uncertainties that have the most potential impact on outcome
- C. Best alternative out of the possible solutions, incorporating associated risks and opportunities
- D. Diagram for all project uncertainties and their influence over a period of time

Answer: A

NEW QUESTION 885

- (Exam Topic 6)

How is the Project Scope Management process different in agile and adaptive projects than in traditional projects?

- A. Less time spent on defining scope early on
- B. More time spent on defining scope early on
- C. Less time spent on scope management process
- D. Project scope management is the same in all projects

Answer: A

NEW QUESTION 888

- (Exam Topic 6)

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

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

Answer: A

NEW QUESTION 892

- (Exam Topic 6)

Which of the following are outputs of the Define Scope process in Project Scope Management?

- A. Requirements documentation and requirements traceability matrix
- B. Scope management plan and requirements management plan
- C. Project scope statement and project documents updates
- D. Scope baseline and project documents updates

Answer: D

NEW QUESTION 894

- (Exam Topic 6)

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

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

Answer: B

NEW QUESTION 898

.....

Thank You for Trying Our Product

* 100% Pass or Money Back

All our products come with a 90-day Money Back Guarantee.

* One year free update

You can enjoy free update one year. 24x7 online support.

* Trusted by Millions

We currently serve more than 30,000,000 customers.

* Shop Securely

All transactions are protected by VeriSign!

100% Pass Your CAPM Exam with Our Prep Materials Via below:

<https://www.certleader.com/CAPM-dumps.html>