# PMI.CAPM.v2022-07-26.q150

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**NEW QUESTION: 1**
During the planning phase, a project manager must create a work breakdown structure (WBS) to improve management of the project's components. What should be included in the WBS?
**A.** Activity dependencies
**B.** Resource estimates
**C.** Work package risks
**D.** Description of work
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 2**
The three types of estimates that PERT uses to define an approximate range for an activity's cost are:
**A.** Parametric, most likely, and analogous.
**B.** Least likely, analogous, and realistic.
**C.** Parametric, optimistic, and pessimistic.
**D.** Most likely, optimistic, and pessimistic.
**Answer: D (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 3**
Inputs to the Define Activities process include:
**A.** Project scope statement, resource calendars, and work performance information.
**B.** Scope baseline, enterprise environmental factors, and organizational process assets.
**C.** Project scope statement, approved change requests, and WBS dictionary.
**D.** Scope baseline, enterprise environmental factors, and activity duration estimates.
**Answer: B (LEAVE A REPLY)**
Section: Volume E

Explanation
Explanation:
5.4.3.1 Scope Baseline
The scope baseline is the approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, that can be changed only through formal change control procedures and is used as a basis for comparison. It is a component of the project management plan. Components of the scope baseline include:
Project scope statement. The project scope statement includes the description of the project scope, major

deliverables, assumptions, and constraints.
WBS. The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project

team to accomplish the project objectives and create the required deliverables. Each descending level of the WBS represents an increasingly detailed definition of the project work. The WBS is finalized by assigning each work package to a control account and establishing a unique identifier for that work package from a code of accounts. These identifiers provide a structure for hierarchical summation of costs, schedule, and resource information. A control account is a management control point where scope, budget, actual cost, and schedule are integrated and compared to the earned value for performance measurement. Control accounts are placed at selected management points in the WBS. Each control account may include one or more work packages, but each of the work packages should be associated with only one control account. A control account may include one or more planning packages. A planning package is a work breakdown structure component below the control account with known work content but without detailed schedule activities.
WBS dictionary. The WBS dictionary is a document that provides detailed deliverable, activity, and

scheduling information about each component in the WBS. The WBS dictionary is a document that supports the WBS. Information in the WBS dictionary may include, but is not limited to:
○ Code of account identifier,
○ Description of work,
○ Assumptions and constraints,
○ Responsible organization,
○ Schedule milestones,
○ Associated schedule activities,
○ Resources required,
○ Cost estimates,
○ Quality requirements,
○ Acceptance criteria,
○ Technical references, and
○ Agreement information

2.1.4 Organizational Process Assets
Organizational process assets are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. They include any artifact, practice, or knowledge from any or all of the organizations involved in the project that can be used to perform or govern the project. The process assets also include the organization's knowledge bases such as lessons learned and historical information.
Organizational process assets may include completed schedules, risk data, and earned value data.
Organizational process assets are inputs to most planning processes. Throughout the project, the project team members may update and add to the organizational process assets as necessary.
Organizational process assets may be grouped into two categories: (1) processes and procedures, and (2) corporate knowledge base.
Process: 6.2 Define Activities
Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.
Key Benefit: The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.
Inputs
1. Schedule management plan
2. Scope baseline
3. Enterprise environmental factors
4. Organizational process assets
Tools & Techniques
1. Decomposition
2. Rolling wave planning
3. Expert judgment
Outputs
1. Activity list
2. Activity attributes
3. Milestone list

**NEW QUESTION: 4**
When addressing roles and responsibilities, which item ensures that the staff has the skills required to complete project activities?
**A.** Responsibility
**B.** Role
**C.** Authority
**D.** Competency
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 5**

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: (SHOW ANSWER)**
Section: Volume C
Explanation:
7.2.2.4 Bottom-Up Estimating
Bottom-up estimating is a method of estimating a component of work. The cost of individual work packages or activities is estimated to the greatest level of specified detail. The detailed cost is then summarized or "rolled up" to higher levels for subsequent reporting and tracking purposes. The cost and accuracy of bottom-up cost estimating are typically influenced by the size and complexity of the individual activity or work package.

**NEW QUESTION: 6**
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: (SHOW ANSWER)**
Explanation/Reference:
Explanation:
6.4.3.2 Resource Breakdown Structure
The resource breakdown structure is a hierarchical representation of resources by category and type.
Examples of resource categories include labor, material, equipment, and supplies. Resource types may include the skill level, grade level, or other information as appropriate to the project. The resource breakdown structure is useful for organizing and reporting project schedule data with resource utilization information.
Process: 6.4 Estimate Activity Resources
Definition: Activity Resources is the process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity.
Key Benefit: The key benefit of this process is that it identifies the type, quantity, and characteristics of resources required to complete the activity which allows more accurate cost and duration estimates.
Inputs
1. Schedule management plan

2. Activity list
3. Activity attributes
4. Resource calendars
5. Risk register
6. Activity cost estimates
7. Enterprise environmental factors
8. Organizational process assets

Tools & Techniques
1. Expert judgment
2. Alternative analysis
3. Published estimating data
4. Bottom-up estimating
5. Project management software

Outputs
1. Activity resource requirements
2. Resource breakdown structure
3. Project documents updates

**NEW QUESTION: 7**

A project manager is launching an information system to provide a lessons learned database. This action is necessary for recipients to access content at their own discretion. Which communication method is described?

**A.** Push communication
**B.** Pull communication
**C.** Interactive communication
**D.** Stakeholder communication

**Answer: C (LEAVE A REPLY)**

Section: Volume E

**NEW QUESTION: 8**

Which tools and techniques will a project manager use to develop a project charter?

**A.** Project manager experience, expert judgment, scope statement, and meetings
**B.** Lessons learned database, interpersonal and team skills, cost baseline, and meetings
**C.** Expert judgment, data gathering, scope statement, schedule baseline, and meetings
**D.** Expert judgment, data gathering, interpersonal and team skills, and meetings

**Answer: (SHOW ANSWER)**

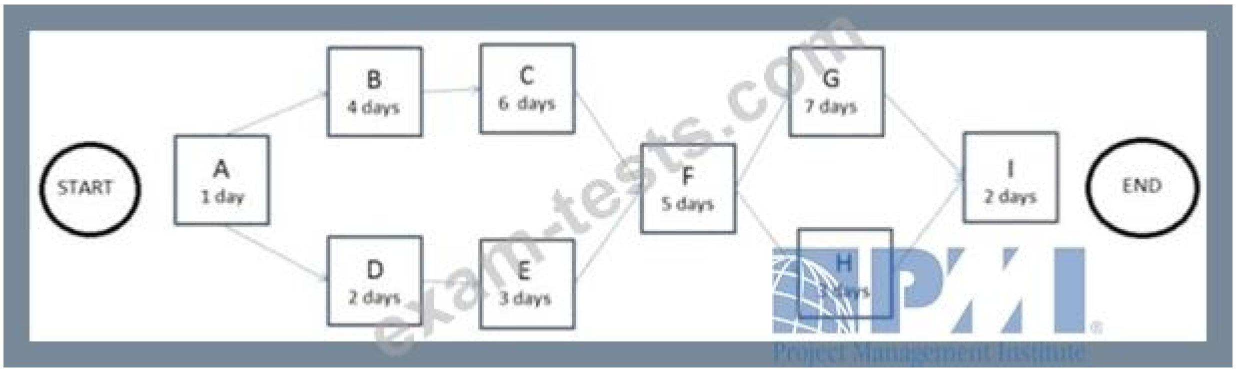
Section: Volume E
Explanation/Reference:

**NEW QUESTION: 9**

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

**A.** Plan contracting
**B.** Requesting seller responses
**C.** Selecting seller's
**D.** Planning purchase and acquisition
**Answer: C (LEAVE A REPLY)**
Section: Volume D
Explanation:
Process: 12.2 Conduct Procurements
Definition: Conduct Procurements is the process of obtaining seller responses, selecting a seller, and awarding a contract.
Key Benefit: The key benefit of this process is that it provides alignment of internal and external stakeholder expectations through established agreements.
Inputs
1. Procurement management plan
2. Procurement documents
3. Source selection criteria
4. Seller proposals
5. Project documents
6. Make-or-buy decisions
7. Procurement statement of work
8. Organizational process assets
Tools & Techniques
1. Bidder conference
2. Proposal evaluation techniques
3. Independent estimates
4. Expert judgment
5. Advertising
6. Analytical techniques
7. Procurement negotiations
Outputs
1. .Selected sellers
2. .Agreements
3. .Resource calendars
4. .Change requests
5. .Project management plan updates
6. .Project documents updates

**NEW QUESTION: 10**
The following is a network diagram for a project.




The total float for the project is how many days?

**A.** 14

**B.** 12

**C.** 9

**D.** 5

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 11**

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

**A.** Control Risks

**B.** Plan Risk Responses

**C.** Plan Risk Management

**D.** Identify Risks

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 12**

What are the four management processes included in the Project Cost Management (PCM) method?

**A.** Plan Cost Management, Estimate Costs, Determine Budget, Control Costs

**B.** Control Costs, Project Cost Management, Determine Budget, Estimate Costs

**C.** Estimate Activities, Control Costs, Project Cost Management, Determine Budget

**D.** Control Quality, Project Cost Management, Estimate Costs, Determine Budget

**Answer: (SHOW ANSWER)**

Section: Volume E

Explanation/Reference: https://www.projectengineer.net/project-cost-management-according-to-the-pmbok/

**NEW QUESTION: 13**

What is the primary benefit of meeting quality requirements?

**A.** Quality metrics

**B.** Quality control measurements

**C.** Benchmarking

**D.** Less rework

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 14**

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

**A.** Determine Budget.

**B.** Baseline Budget.

**C.** Control Costs.

**D.** Estimate Costs.

**Answer: (SHOW ANSWER)**

Section: Volume D

Explanation:

7.3.3.1 Cost Baseline

The cost baseline is the approved version of the time-phased project budget, excluding any management reserves, which can only be changed through formal change control procedures and is used as a basis for comparison to actual results. It is developed as a summation of the approved budgets for the different schedule activities.

Process: 7.3 Determine Budget

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

Key Benefit: The key benefit of this process is that it determines the cost baseline against which project performance can be monitored and controlled.

Inputs

1. Cost management plan
2. Scope baseline
3. Activity cost estimates
4. Basis of estimates
5. Project schedule
6. Resource calendars
7. Risk register
8. Agreements
9. Organizational process assets

Tools & Techniques

1. Cost aggregation
2. Reserve analysis
3. Expert judgment
4. Historical relationships
5. Funding limit reconciliation

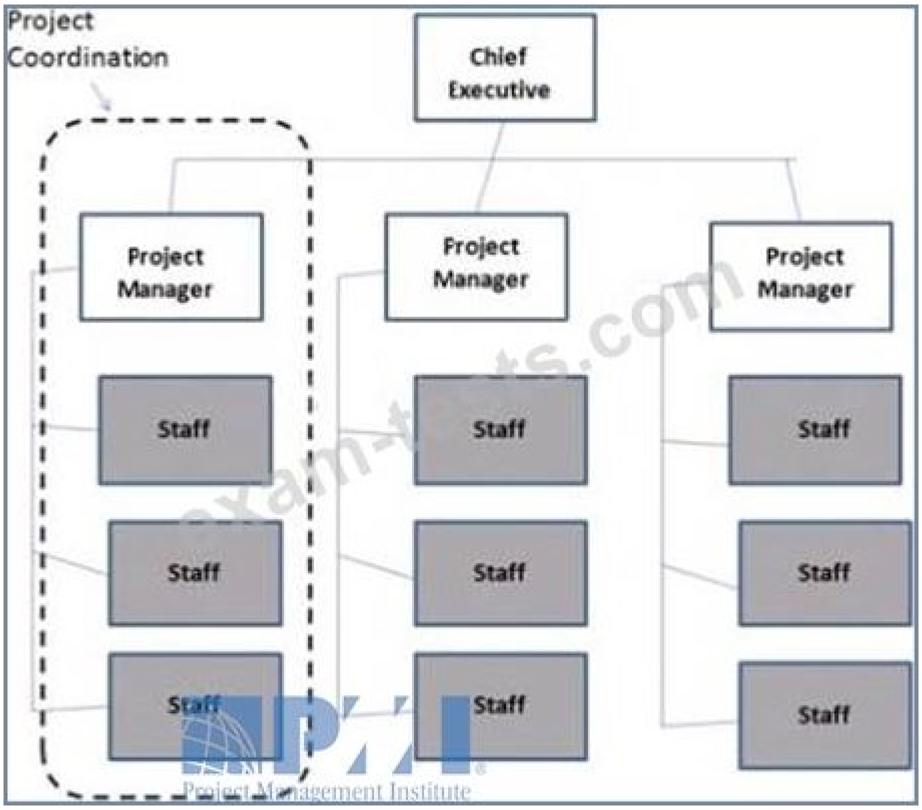
Outputs

1. Cost baseline

2. Project funding requirements
3. Project documents updates

**NEW QUESTION: 15**
In the Develop Project Team process, which of the following is identified as a critical factor for a project's success?
**A.** Team meetings
**B.** Subcontracting teams
**C.** Virtual teams
**D.** Teamwork
**Answer: D (LEAVE A REPLY)**
Section: Volume D
Explanation:
Process: 9.3 Develop Project Team
Definition: The process of improving competencies, team member interaction, and overall team environment to enhance project performance. The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.
Key Benefit: The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.
Inputs
1. Human resource management plan
2. Project staff assignments
3. Resource calendars
Tools & Techniques
1. Interpersonal skills
2. Training
3. Team-building activities
4. Ground rules
5. Colocation
6. Recognition and rewards
7. Personnel assessment tools
Outputs
1. Team performance assessments
2. Enterprise environmental factors updates

**NEW QUESTION: 16**
Which type of organizational structure is displayed in the diagram provided?




**A.** Balanced matrix
**B.** Functional
**C.** Projectized
**D.** Strong matrix
**Answer: C (LEAVE A REPLY)**



**NEW QUESTION: 17**
Which Project Time Management process includes bottom-up estimating as a tool or technique?
**A.** Estimate Activity Resources
**B.** Sequence Activities
**C.** Estimate Activity Durations
**D.** Develop Schedule
**Answer: (SHOW ANSWER)**
Section: Volume B
Explanation:

Process: 6.4 Estimate Activity Resources
Definition: The process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity.
Key Benefit: The key benefit of this process is that it identifies the type, quantity, and characteristics of resources required to complete the activity which allows more accurate cost and duration estimates.
Inputs
1. Schedule management plan
2. Activity list
3. Activity attributes
4. Resource calendars
5. Risk register
6. Activity cost estimates
7. Enterprise environmental factors
8. Organizational process assets
Tools & Techniques
1. Expert judgment
2. Alternative analysis
3. Published estimating data
4. Bottom-up estimating
5. Project management software
Outputs
1. Activity resource requirements
2. Resource breakdown structure
3. Project documents updates

**NEW QUESTION: 18**
Organizations perceive risks as:
**A.** events that will inevitably impact project and organizational objectives.
**B.** the effect of uncertainty on their project and organizational objectives.
**C.** events which could have a negative impact on project and organizational objectives.
**D.** the negative impact of undesired events on their project and organizational objectives.
**Answer: B (LEAVE A REPLY)**
Section: Volume C

**NEW QUESTION: 19**
While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?
**A.** Utilize the change control process.
**B.** Crash the schedule to fix the defect.

**C.** Leave the defect in and work around it.
**D.** Fast-track the remaining development.
**Answer: A (LEAVE A REPLY)**
Section: Volume C

**NEW QUESTION: 20**
Which of the following are components of the technical project management skill?
**A.** Ability to explain business aspects of the project, business strategy, goals and objectives, and business value
**B.** Ability to deal with people, to be collaborative, and to apply persuasion and negotiation
**C.** Ability to focus on relationships with people, inspire trust, and implement decisions and actions that support the business strategy
**D.** Ability to plan and prioritize, gather the right artifacts available for each project, and focus on critical success factors
**Answer: D (LEAVE A REPLY)**
Section: Volume E
Explanation

**NEW QUESTION: 21**
Processes in the Planning Process Group are typically carried out during which part of the project life cycle?
**A.** Only once, at the beginning
**B.** At the beginning and the end
**C.** Once during each phase
**D.** Repeatedly
**Answer: (SHOW ANSWER)**
Section: Volume A

**NEW QUESTION: 22**
Which of the following is a tool and technique used in all processes within Project Integration Management?
**A.** Records management system
**B.** Expert judgment
**C.** Project management software
**D.** Issue log
**Answer: (SHOW ANSWER)**
Explanation/Reference:
Explanation:
4.1.2.1 Expert Judgment
Expert judgment is often used to assess the inputs used to develop the project charter. Expert judgment is applied to all technical and management details during this process. Such expertise

is provided by any group or individual with specialized knowledge or training and is available from many sources, including:

- Other units within the organization,
- Consultants,
- Stakeholders, including customers or sponsors,
- Professional and technical associations,
- Industry groups,
- Subject matter experts (SME), and
- Project management office (PMO).

**NEW QUESTION: 23**

Which of the following is the correct network diagram for the table?

| Activity Duration | Days | Predecessor |
|---|---|---|
| A | 5 | |
| B | 2 | |
| C | 4 | A |
| D | 2 | B,C |
| E | 5 | D |



**A.** Begin-A-C-D-E-End-B-C

**B.** Begin-A-B-D-E-End A-C-D

**C.** Begin-A-B-C-D-E-End

**D.** Begin-A-C-D-E-End-B-D

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 24**

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: (SHOW ANSWER)**

Section: Volume D

Explanation:

Process: 6.6 Develop Schedule

Definition: The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model.

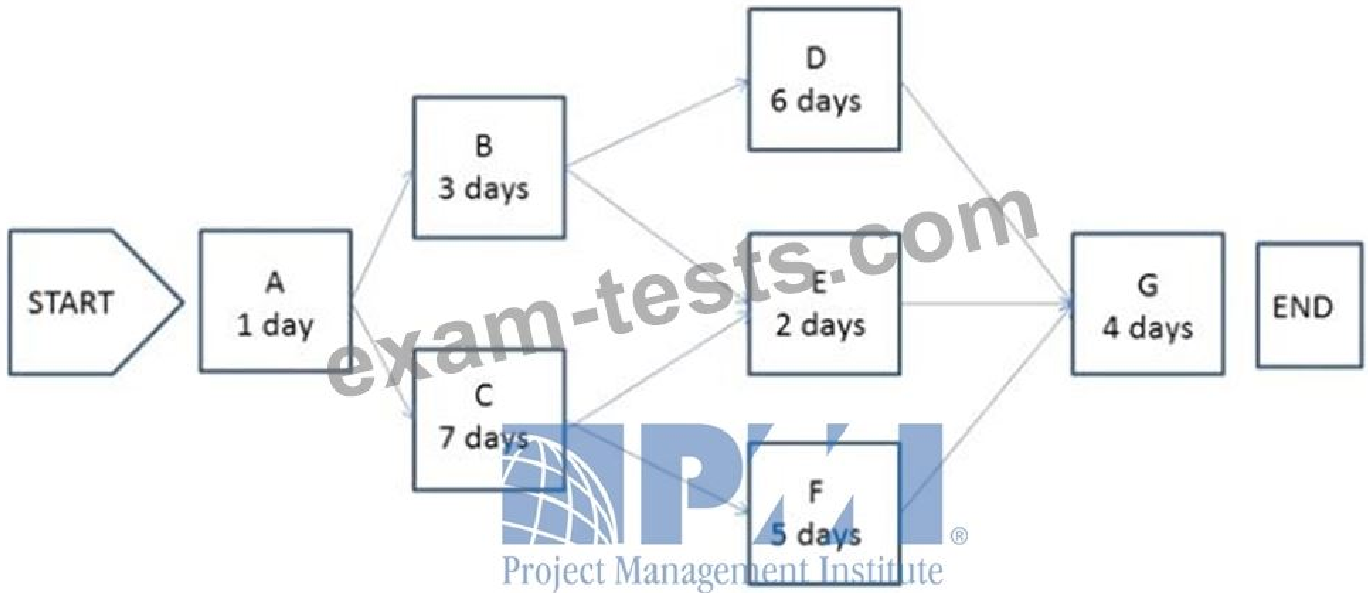
Key Benefit: The key benefit of this process is that by entering schedule activities, durations, resources, resource availabilities, and logical relationships into the scheduling tool, it generates a schedule model with planned dates for completing project activities.
Inputs
1. Schedule management plan
2. Activity list
3. Activity attributes
4. Project schedule network diagrams
5. Activity resource requirements
6. Resource calendars
7. Activity duration estimates
8. Project scope statement
9. Risk register
10.Project staff assignments
11.Resource breakdown structure
12.Enterprise environmental factors
13.Organizational process assets
Tools & Techniques
1. Schedule network analysis
2. Critical path method
3. Critical chain method
4. Resource optimization techniques
5. Modeling techniques
6. Leads and lags
7. Schedule compression
8. .Scheduling tool
Outputs
1. Schedule baseline
2. .Project schedule
3. Schedule data
4. Project calendars
5. Project management plan updates
6. Project documents updates

**NEW QUESTION: 25**
What are the four management processes included in the Project Cost Management (PCM) method?
**A.** Plan Cost Management, Estimate Costs, Determine Budget, Control Costs
**B.** Control Costs, Project Cost Management, Determine Budget, Estimate Costs
**C.** Estimate Activities, Control Costs, Project Cost Management, Determine Budget
**D.** Control Quality, Project Cost Management, Estimate Costs, Determine Budget

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 26**

The following is a network diagram for a project.




The total float for the project is how many days?

**A.** 9

**B.** 7

**C.** 3

**D.** 5

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 27**

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 (LEAVE A REPLY)**

Explanation/Reference:

A lag is the amount of time whereby a successor activity will be delayed with respect to a predecessor activity.

For example, a technical writing team may begin editing the draft of a large document 15 days after they begin writing it.

Process: 6.3 Sequence Activities

Definition: The process of identifying and documenting relationships among the project activities.

Key Benefit: The key benefit of this process is that it defines the logical sequence of work to obtain the greatest efficiency given all project constraints.
Inputs
1. Schedule management plan
2. Activity list
3. Activity attributes
4. Milestone list
5. Project scope statement
6. Enterprise environmental factors
7. Organizational process assets
Tools & Techniques
1. Precedence diagramming method (PDM)
2. Dependency determination
3. Leads and lags
Outputs
1. Project schedule network diagrams
2. Project documents updates

**NEW QUESTION: 28**
The correct equation for schedule variance (SV) is earned value:
**A.** minus planned value [EV - PV].
**B.** minus actual cost [EV - AC].
**C.** divided by planned value [EV/PV],
**D.** divided by actual cost [EV/AC].
**Answer: A (LEAVE A REPLY)**
Section: Volume E
Explanation:
* Schedule variance. Schedule variance (SV) is a measure of schedule performance expressed as the difference between the earned value and the planned value. It is the amount by which the project is ahead or behind the planned delivery date, at a given point in time. It is a measure of schedule performance on a project. It is equal to the earned value (EV) minus the planned value (PV). The EVM schedule variance is a useful metric in that it can indicate when a project is falling behind or is ahead of its baseline schedule.
The EVM schedule variance will ultimately equal zero when the project is completed because all of the planned values will have been earned. Schedule variance is best used in conjunction with critical path method (CPM) scheduling and risk management.
Equation: SV = EV - PV

**NEW QUESTION: 29**
The focus on continuous communication with all stakeholders, including team members, is part of this knowledge area:

**A.** Project Integration Management
**B.** Project Resource Management
**C.** Project Stakeholder Engagement plan
**D.** Project Communications Management
**Answer: (SHOW ANSWER)**
Section: Volume E
Explanation/Reference: https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/ti-it/conn-know/comm-eng.html

**NEW QUESTION: 30**
The formal and informal interaction with others in an organization industry, or professional environment is known as:
**A.** negotiation
**B.** organizational theory
**C.** meeting
**D.** networking
**Answer: D (LEAVE A REPLY)**
Section: Volume C
Explanation:
9.1.2.2 Networking
Networking is the formal and informal interaction with others in an organization, industry, or professional environment. It is a constructive way to understand political and interpersonal factors that will impact the effectiveness of various staffing management options. Human resource management benefits from successful networking by improving knowledge of and access to human resource assets such as strong competencies, specialized experience, and external partnership opportunities. Examples of human resources networking activities include proactive correspondence, luncheon meetings, informal conversations including meetings and events, trade conferences, and symposia. Networking can be a useful technique at the beginning of a project. It can also be an effective way to enhance project management professional development during the project and after the project ends.

**NEW QUESTION: 31**
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 (LEAVE A REPLY)**
Section: Volume B

**NEW QUESTION: 32**
Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?
**A.** Dependency determination
**B.** Bottom-up estimating
**C.** Historical relationships
**D.** Rolling wave planning
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 33**
In which of the Risk Management processes is the project charter used as an input?
**A.** Plan Risk Responses
**B.** Implement Risk Responses
**C.** Plan Risk Management
**D.** Perform Quantitative Risk Responses
**Answer: C (LEAVE A REPLY)**
Section: Volume E
Explanation
Explanation/Reference: https://www.projectengineer.net/project-risk-management-according-to-the-pmbok/

**NEW QUESTION: 34**
A project manager is talking with their manager about the advantages of following a particular project management approach. What component of the project manager's sphere of influence does this represent?
**A.** The project
**B.** The organization
**C.** Professional discipline
**D.** Across disciplines
**Answer: (SHOW ANSWER)**
Section: Volume E

**NEW QUESTION: 35**

To which knowledge area does the Collect Requirements process belong?

**A.** Cost Management

**B.** Integration Management

**C.** Scope Management

**D.** Quality Management

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 36**

Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

**A.** Limited

**B.** Low to moderate

**C.** Moderate to high

**D.** High to almost total

**Answer: C (LEAVE A REPLY)**

Section: Volume D

**NEW QUESTION: 37**

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 (LEAVE A REPLY)**

Section: Volume A

Explanation:

Estimate to completion calculates how much more of the budget is needed to complete the project if everything continues at the current level of performance.

EAC 'atypical' = AC + BAC - EV

EAC 'typical' = AC + ((BAC - EV) / CPI)

**NEW QUESTION: 38**

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

**A.** Activity network diagrams

**B.** Affinity diagrams

**C.** Matrix diagrams

**D.** Interrelationship digraphs

**Answer: B (LEAVE A REPLY)**

Section: Volume B
Explanation:
8.2.2 Perform Quality Assurance: Tools and Techniques
8.2.2.1 Quality Management and Control Tools
The Perform Quality Assurance process uses the tools and techniques of the Plan Quality Management and Control Quality processes. In addition, other tools that are available include (see also Figure 8-10):
Affinity diagrams. The affinity diagram is similar to mind-mapping techniques in that they are used to
generate ideas that can be linked to form organized patterns of thought about a problem. In project management, the creation of the WBS may be enhanced by using the affinity diagram to give structure to the decomposition of scope.
Process: 8.2 Perform Quality Assurance
Definition: The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.
Key Benefit: The key benefit of this process is that it facilitates the improvement of quality processes.
Inputs
1. Quality management plan
2. Process improvement plan
3. Quality metrics
4. Quality control measurements
5. Project documents
Tools & Techniques
1. Quality management and control tools
2. Quality audits
3. Process analysis
Outputs
1. Change requests
2. Project management plan updates
3. Project documents updates
4. Organizational process assets updates

**NEW QUESTION: 39**
The Perform Integrated Change Control process occurs in which Process Group?
**A.** Initiating
**B.** Executing
**C.** Monitoring and Controlling
**D.** Planning
**Answer: (SHOW ANSWER)**

Explanation/Reference:
Explanation:
Monitoring and Controlling Process Group
4.4 Monitor and Control Project Work
4.5 Perform Integrated Change Control
5.5 Validate Scope
5.6 Control Scope
6.7 Control Schedule
7.4 Control Costs
8.3 Control Quality
10.3 Control Communications
11.6 Control Risks
12.3 Control Procurements
13.4 Control Stakeholder Engagement

**NEW QUESTION: 40**
Sensitivity analysis is typically displayed as a/an:
**A.** Pareto diagram.
**B.** Ishikawa diagram.
**C.** Decision tree diagram.
**D.** Tornado diagram.
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 41**
What is the function of a Project Management Office (PMO)?
**A.** To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
**B.** To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
**C.** To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
**D.** To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 42**
Using values such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous similar project as the basis for estimating the same parameter or measurement for a current project describes which type of estimating?
**A.** Bottom-up
**B.** Parametric

**C.** Analogous
**D.** Three-point
**Answer: C (LEAVE A REPLY)**
Section: Volume A

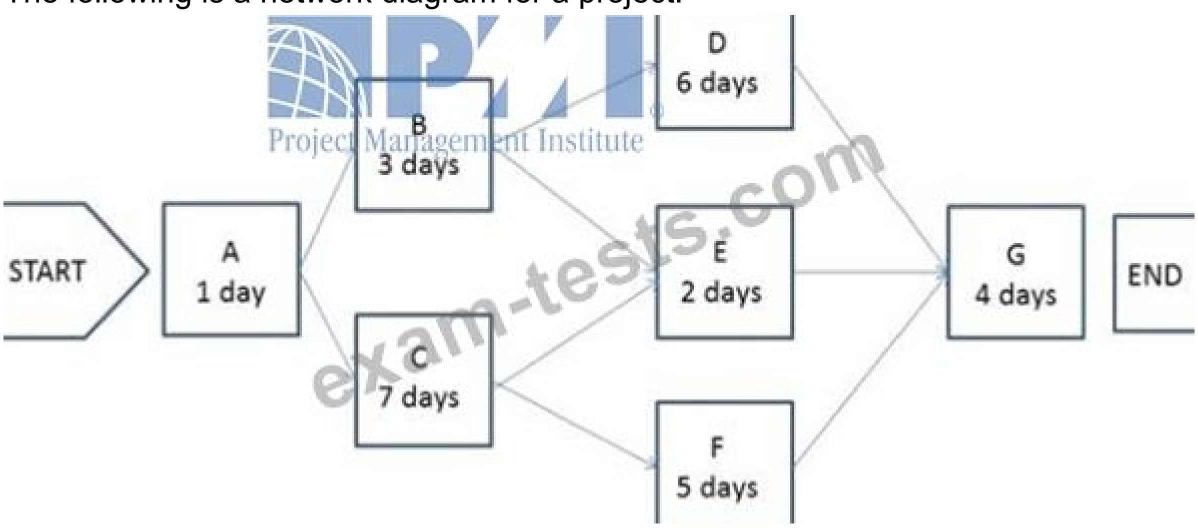
**NEW QUESTION: 43**
A project manager has created an issue log to document issues communicated by project team members during weekly team meetings. This is an input of:
**A.** Manage Stakeholder Expectations.
**B.** Plan Risk Management.
**C.** Report Performance.
**D.** Monitor and Control Risks.
**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 44**
In order to detect quality issues earlier in the project life cycle, the project manager is using an agile/ adaptive environment.
What is the main difference between waterfall and agile/adaptive development approaches for Project Quality Management?
**A.** The duration of each of the quality and review steps
**B.** The frequency of the quality and review steps
**C.** The tools used in the quality and review steps
**D.** The number of deliverables
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 45**
Which of the following is an information gathering technique in Identify Risks?
**A.** SWOT analysis
**B.** Brainstorming
**C.** Influence diagrams
**D.** Assumption analysis
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 46**
A project manager uses their networking skills to build agreement with a difficult stakeholder. What level of influence did the project manager apply?
**A.** Project level
**B.** Organizational level
**C.** Influential level
**D.** Industry level
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 47**
The following is a network diagram for a project.




What is the critical path for the project?
**A.** A-B-D-G
**B.** A-C-E-G
**C.** A-B-E-G
**D.** A-C-F-G
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 48**
What organizational process asset (OPA) might impact a project's outcome?
**A.** Processes, polices, and procedures
**B.** Legal restrictions
**C.** Infrastructure, resource availability, and employee capability
**D.** Financial considerations
**Answer: (SHOW ANSWER)**
Section: Volume E
Explanation/Reference:

**NEW QUESTION: 49**

Which of the following documents are created as part of Project Integration Management?
**A.** Project charter and project management plan
**B.** Communications management plan and scope management plan
**C.** Project scope statement and communications management plan
**D.** Quality management plan and risk management plan
**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 50**
What conflict resolution technique involves delaying the issue or letting others resolve it?
**A.** Force/direct
**B.** Smooth/accommodate
**C.** Withdraw/avoid
**D.** Collaborate/problem solve
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 51**
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: A (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 52**
A project manager uses their networking skills to build agreement with a difficult stakeholder.
What level of influence did the project manager apply?
**A.** Project level
**B.** Organizational level
**C.** Industry level
**D.** Influential level
**Answer: (SHOW ANSWER)**
Section: Volume E

**NEW QUESTION: 53**
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$10,000
**B.** US$9500

**C.** US$5000
**D.** US$12,500
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 54**
An input to Close Project or Phase is:
**A.** Accepted deliverables,
**B.** Work performance information.
**C.** Document updates,
**D.** Final products or services,
**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 55**
Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?
**A.** Time and Material (T&M)
**B.** Cost Pius Award Fee (CPAF)
**C.** Cost Plus Incentive Fee (CPIF)
**D.** Fixed Price Incentive Fee (FPIF)
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 56**
Which of the following is an example of schedule compression?
**A.** Activity sequencing
**B.** Lead and lag adjusting
**C.** Crashing
**D.** Resource leveling
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 57**
At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration. Which of the following activities is done first?
**A.** Create Work Breakdown Structure (WBS)
**B.** Create Scope Baseline
**C.** Collect Requirements
**D.** Define Scope
**Answer: D (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 58**

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

**A.** Develop Project Charter and Close Project or Phase

**B.** Define Activities and Acquire Resources

**C.** Control Schedule and Conduct Procurements

**D.** Monitor Communications and Control Costs

**Answer: A (LEAVE A REPLY)**

Section: Volume E

Explanation/Reference: https://www.greycampus.com/opencampus/project-management-professional/closing-a-project-or- phase

**NEW QUESTION: 59**

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

**A.** Risk category

**B.** Risk management plan

**C.** Risk breakdown structure (RBS)

**D.** Risk register

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 60**

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

**A.** quality management plan.

**B.** project management plan.

**C.** communications management plan.

**D.** schedule management plan.

**Answer: D (LEAVE A REPLY)**

Section: Volume D

Explanation:

6.1.3.1 Schedule Management Plan

A component of the project management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule. The schedule management plan may be formal or informal, highly detailed or broadly framed, based upon the needs of the project, and includes appropriate control thresholds.

For example, the schedule management plan can establish the following:

Project schedule model development. The scheduling methodology and the scheduling tool to be used in

the development of the project schedule model are specified.

Level of accuracy. The acceptable range used in determining realistic activity duration estimates is specified

and may include an amount for contingencies.
Units of measure. Each unit used in measurements (such as staff hours, staff days, or weeks for time
measures, or meters, liters, tons, kilometers, or cubic yards for quantity measures) is defined for each of the resources.
Organizational procedures links. The WBS (Section 5.4) provides the framework for the schedule
management plan, allowing for consistency with the estimates and resulting schedules.
Project schedule model maintenance. The process used to update the status and record progress of the
project in the schedule model during the execution of the project is defined.
Control thresholds. Variance thresholds for monitoring schedule performance may be specified to indicate
an agreed-upon amount of variation to be allowed before some action needs to be taken. Thresholds are typically expressed as percentage deviations from the parameters established in the baseline plan.
Rules of performance measurement. Earned value management (EVM) rules or other physical
measurement rules of performance measurement are set. For example, the schedule management plan may specify:
○○ Rules for establishing percent complete,
○○ Control accounts at which management of progress and schedule will be measured,
○○ Earned value measurement techniques (e.g., baselines, fixed-formula, percent complete, etc.) to be employed (for more specific information, refer to the Practice Standard for Earned Value Management) [9],
○○ Schedule performance measurements such as schedule variance (SV) and schedule performance index (SPI) used to assess the magnitude of variation to the original schedule baseline.
Reporting formats. The formats and frequency for the various schedule reports are defined.
Process descriptions. Descriptions of each of the schedule management processes are documented.
Process: 11.4 Perform Quantitative Risk Analysis
Definition: The process of numerically analyzing the effect of identified risks on overall project objectives.
Key Benefit: The key benefit of this process is that it produces quantitative risk information to support decision making in order to reduce project uncertainty.
Inputs
1. Risk management plan
2. Cost management plan
3. Schedule management plan
4. Risk register

5. Enterprise environmental factors
6. Organizational process assets
Tools & Techniques
1. Data gathering and representation techniques
2. Quantitative risk analysis and modeling techniques
3. Expert judgment
Outputs
1. Project documents updates

**NEW QUESTION: 61**
The project manager at an organization has just realized that some of the engineering staff has been allocated to project Y and will not be available to finish task X.
The project manager has also discovered that at the current pace, it will not be possible to complete the project on time. Due to cost constraints, hiring more work force is not a viable option.
Which tools are at the manager's disposal?
**A.** Fast tracking and crashing
**B.** Resource leveling and fast tracking
**C.** Scheduling tools and applying leads and lags
**D.** Crashing and applying leads and lags
**Answer: B (LEAVE A REPLY)**



**NEW QUESTION: 62**
Which of these is true of project integration management?
**A.** Project Integration Management excludes the triple constraints if cost performance index (CPI) equals zero
**B.** Project Integration Management and expert judgment are mutually exclusive
**C.** Project Integration Management is mandatory and more effective in larger projects
**D.** Project Integration Management is the responsibility of the project manager
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 63**

What is the difference between quality metrics and quality measurements?
**A.** Quality metrics is the general objective and the measurements are the specific objectives
**B.** Quality metrics are product attributes and the measurement is the result of the Monitor and Control Project process
**C.** Quality metrics and measurements are the same concept
**D.** Quality metrics are the result of the Monitor and Control Project process and the measurements are product attributes
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 64**
Requirements documentation, requirements management plan, and requirements traceability matrix are all outputs of which process?
**A.** Control Scope
**B.** Define Scope
**C.** Create WBS
**D.** Collect Requirements
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 65**
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 (LEAVE A REPLY)**
Section: Volume D

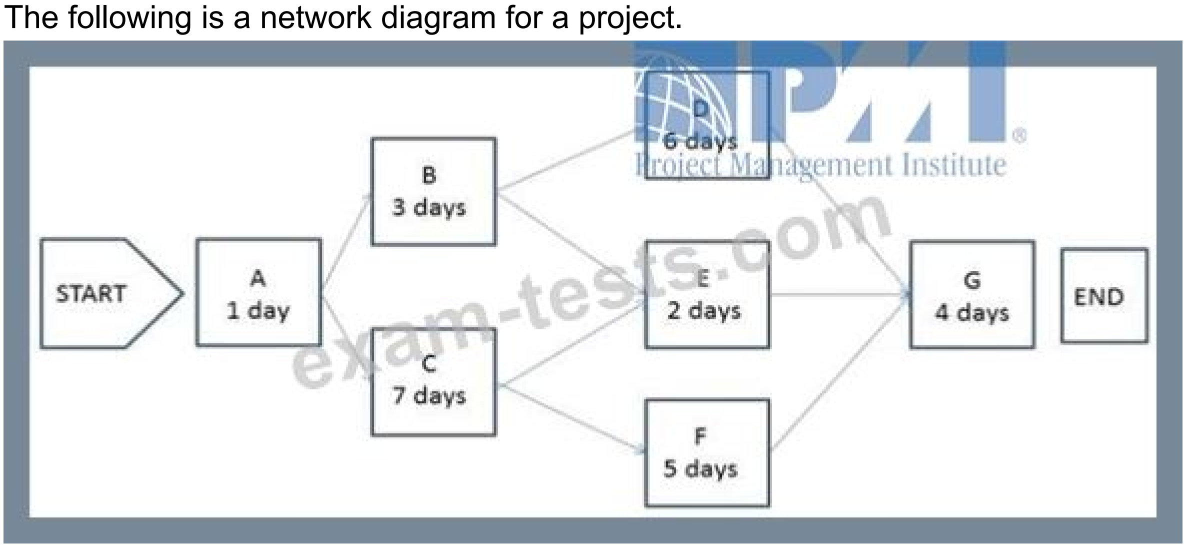
**NEW QUESTION: 66**
Which of these is true of a project schedule?
**A.** Project schedules must always contain milestone lists and activity attributes
**B.** Project Schedule Management processes are discrete and don't overlap
**C.** Project schedules should typically allow for flexibility during the project
**D.** Project schedules which are iterative can extend longer than four weeks
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 67**
A technique used to determine the cause and degree of difference between baseline and actual performance is:

**A.** Variance analysis.
**B.** Decomposition.
**C.** Document analysis,
**D.** Product analysis.
**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 68**
Which statement is related to the project manager's sphere of influence at the organizational level?
**A.** A project manager may inform other professionals about the value of project management.
**B.** A project manager facilitates communication between the suppliers and contractors on the project.
**C.** A project manager interacts with other project managers to detect common interests and impacts between their projects.
**D.** A project manager considers the current industry trends and evaluates how they can impact or be applied to the project.
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 69**
Which task will a project manager undertake while conducting Project Resource Management?
**A.** Identity the different aspects of me team to manage and control physical resources efficiently.
**B.** Define the roles and responsibilities of each team member.
**C.** Procure equipment, materials, facilities, and infrastructure for the project.
**D.** Train the team members in project skill sets.
**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 70**
The following is a network diagram for a project.


What is the critical path for the project?
**A.** A-B-D-G

**B.** A-B-E-G
**C.** A-C-F-G
**D.** A-C-E-G
**Answer: C (LEAVE A REPLY)**
Section: Volume B

**NEW QUESTION: 71**
The project manager is working in the processes of Project Resource Management.
Which process is the project manager developing if they are using parametric estimation?
**A.** Estimate Activity Resources
**B.** Plan Resource Management
**C.** Acquire Resources
**D.** Estimate Costs
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 72**
The project manager is dividing the project scope into smaller pieces, and repeating this process until no more subdivisions are required. At this point the project manager is able to estimate costs and activities for each element.
What are these elements called?
**A.** Project deliverables
**B.** Work packages
**C.** Project activities
**D.** Planning packages
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 73**
The group technique that enhances brainstorming with a voting process used to rank the most useful ideas for prioritization is called the:
**A.** Delphi technique,
**B.** nominal group technique.
**C.** majority rule technique.
**D.** idea/mind mapping technique.
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 74**
Which of the following is an input to the Plan Risk Responses process?
**A.** Risk urgency assessment
**B.** Organizational process assets
**C.** Risk register
**D.** Schedule management plan

**Answer: C (LEAVE A REPLY)**
Section: Volume E
Explanation:
11.2.3.1 Risk Register
The primary output from Identify Risks is the initial entry into the risk register. The risk register is a document in which the results of risk analysis and risk response planning are recorded. It contains the outcomes of the other risk management processes as they are conducted, resulting in an increase in the level and type of information contained in the risk register over time. The preparation of the risk register begins in the Identify Risks process with the following information, and then becomes available to other project management and risk management processes:
List of identified risks. The identified risks are described in as much detail as is reasonable. A structure for

describing risks using risk statements may be applied, for example, EVENT may occur causing IMPACT, or If CAUSE exists, EVENT may occur leading to EFFECT. In addition to the list of identified risks, the root causes of those risks may become more evident. These are the fundamental conditions or events that may give rise to one or more identified risks. They should be recorded and used to support future risk identification for this and other projects.
List of potential responses. Potential responses to a risk may sometimes be identified during the Identify

Risks process. These responses, if identified in this process, should be used as inputs to the Plan Risk Responses process.
Process: 11.5 Plan Risk Responses
Definition: The process of developing options and actions to enhance opportunities and to reduce threats to project objectives.
Key Benefit: The key benefit of this process is that it addresses the risks by their priority, inserting resources and activities into the budget, schedule and project management plan as needed.
Inputs
1. Risk management plan
2. Risk register
Tools & Techniques
1. Strategies for negative risks or threats
2. Strategies for positive risks or opportunities
3. Contingent response strategies
4. Expert judgment
Outputs
1. Project management plan updates
2. Project documents updates

**NEW QUESTION: 75**

In a construction project schedule, what is the logical relationship between the delivery of the concrete materials and the pouring of concrete?
**A.** Start-to-finish (SF)
**B.** Start-to-start (SS)
**C.** Finish-to-start (FS)
**D.** Finish-to-finish (FF)
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 76**
What is the role of project management in terms of organizational strategy?
**A.** Project management aligns initiatives, prioritizes work, and provides resources
**B.** Project management provides the strategic vision for an organization to achieve its goals
**C.** Project management enabled the achievement of organizational goals and objectives
**D.** Project management harmonizes components and controls interdependencies to realize specific benefits
**Answer: C (LEAVE A REPLY)**
Section: Volume E



**NEW QUESTION: 77**
Which of the following describes the similarities of the process groups and project life cycle?
**A.** The life cycle involves three project management process groups
**B.** Each project must have a life cycle and all processes in the five process groups
**C.** The project life cycle is managed by executing the processes within the five process groups
**D.** Both provide a basic framework to manage the project
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 78**
What is the function of a Project Management Office (PMO)?
**A.** To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
**B.** To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.

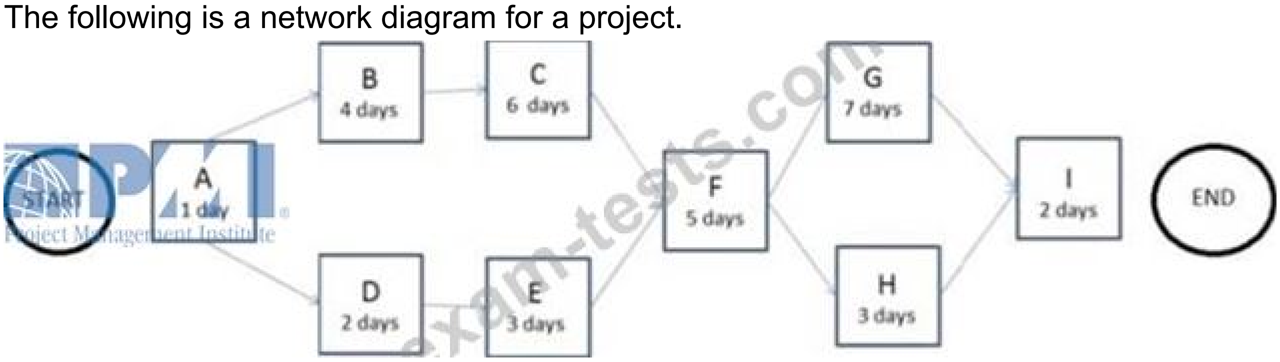
**C.** To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
**D.** To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.
**Answer: A (LEAVE A REPLY)**
Section: Volume C
Explanation
Explanation:
A primary function of a PMO is to support project managers in a variety of ways which may include, but are not limited to:
Managing shared resources across all projects administered by the PMO;
Identifying and developing project management methodology, best practices, and standards;
Coaching, mentoring, training, and oversight;
Monitoring compliance with project management standards, policies, procedures, and templates by means of
project audits;
Developing and managing project policies, procedures, templates, and other shared documentation
(organizational process assets); and
Coordinating communication across projects.

**NEW QUESTION: 79**
Which enterprise environmental factors may influence Plan Schedule Management?
**A.** Historical information and change control procedures
**B.** Cultural views regarding time schedules and professional and ethical behaviors
**C.** Resource availability and organizational culture and structure
**D.** Risk control procedures and the probability and impact matrix
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 80**
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 (LEAVE A REPLY)**
Section: Volume C
Explanation:

Delphi technique. The Delphi technique is a way to reach a consensus of experts. Project risk experts participate in this technique anonymously. A facilitator uses a questionnaire to solicit ideas about the important project risks. The responses are summarized and are then recirculated to the experts for further comment.
Consensus may be reached in a few rounds of this process. The Delphi technique helps reduce bias in the data and keeps any one person from having undue influence on the outcome.

**NEW QUESTION: 81**
Which of the following are processes associated with Project Cost Management?
**A.** Develop Costs, Estimate Costs, Determine Budget, Control Costs
**B.** Plan Cost Management, Estimate Costs, Determine Budget, Control Costs
**C.** Develop Budget, Determine Budget, Determine Risks, Control Costs
**D.** Plan Budget Management, Determine Budget, Create Cost Accounts, Control Costs
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 82**
The following is a network diagram for a project.


The free float for Activity E is how many days?
**A.** 3
**B.** 2
**C.** 5
**D.** 8
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 83**
An output of the Manage Stakeholder Engagement process is:
**A.** change requests
**B.** enterprise environmental factors
**C.** the stakeholder management plan
**D.** the change log
**Answer: A (LEAVE A REPLY)**
Section: Volume A
Explanation:
13.3 Manage Stakeholder Engagement

Definition: The process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.
Key Benefit: The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success.
Inputs
1. Stakeholder management plan
2. Communications management plan
3. Change log
4. Organizational process assets
Tools & Techniques
1. Communication methods
2. Interpersonal skills
3. Management skills
Outputs
1. Issue log
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

**NEW QUESTION: 84**
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 (LEAVE A REPLY)**
Section: Volume B

**NEW QUESTION: 85**
PMBOI Guide is a standard that describes:
**A.** product-oriented processes.
**B.** project management processes.
**C.** product-oriented and project management processes.
**D.** program management and project management processes.
**Answer: B (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 86**

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

**A.** Decomposition

**B.** Inspection

**C.** Project analysis

**D.** Document analysis

**Answer: (SHOW ANSWER)**

Explanation/Reference:

Explanation:

5.4.2.1 Decomposition

Decomposition is a technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts. The work package is the work defined at the lowest level of the WBS for which cost and duration can be estimated and managed. The level of decomposition is often guided by the degree of control needed to effectively manage the project. The level of detail for work packages will vary with the size and complexity of the project.

Decomposition of the total project work into work packages generally involves the following activities:

- Identifying and analyzing the deliverables and related work;
- Structuring and organizing the WBS;
- Decomposing the upper WBS levels into lower-level detailed components;
- Developing and assigning identification codes to the WBS components; and
- Verifying that the degree of decomposition of the deliverables is appropriate.

Process: 6.2 Define Activities

Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

Key Benefit: The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.

Inputs

1. Schedule management plan
2. Scope baseline
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Decomposition
2. Rolling wave planning
3. Expert judgment

Outputs

1. Activity list
2. Activity attributes

3. Milestone list

**NEW QUESTION: 87**
Plan Risk Management is the process of defining how to:
**A.** Communicate identified risks to the project stakeholders.
**B.** Conduct risk management activities for a project.
**C.** Analyze the impact a specific risk may have on the project.
**D.** Address unexpected risks that may occur during a project.
**Answer: B (LEAVE A REPLY)**
Section: Volume C
Explanation:
Process: 11.1 Plan Risk Management
Definition: The process of defining how to conduct risk management activities for a project.
Key Benefit: The key benefit of this process is it ensures that the degree, type, and visibility of risk management are commensurate with both the risks and the importance of the project to the organization. The risk management plan is vital to communicate with and obtain agreement and support from all stakeholders to ensure the risk management process is supported and performed effectively over the project life cycle.
Inputs
1. Project management plan
2. Project charter
3. Stakeholder register
4. Enterprise environmental factors
5. Organizational process assets
Tools & Techniques
1. Analytical techniques
2. Expert judgment
3. Meetings
Outputs
1. Risk management plan

**NEW QUESTION: 88**
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: (SHOW ANSWER)**
Section: Volume E
Explanation/Reference: https://www.projectsmart.co.uk/the-role-of-the-project-manager.php

**NEW QUESTION: 89**

What is the schedule performance index (SPI) using the following data? BAC = $100,000 PV = $50,000 AC = $80,000 EV = $40,000

**A.** 0.4

**B.** 0.5

**C.** 0.8

**D.** 1

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 90**

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: (SHOW ANSWER)**

Explanation/Reference:

Explanation:

Performance Measurement Baseline (PMB). An approved, integrated scope-schedule-cost plan for the project work against which project execution is compared to measure and manage performance. The PMB includes contingency reserve, but excludes management reserve.

**NEW QUESTION: 91**

In a project, total float measures the:

**A.** Ability to shuffle schedule activities to lessen the duration of the project.

**B.** Estimate of the total resources needed for the project after performing a forward pass.

**C.** Cost expended to restore order to the project schedule after crashing the schedule.

**D.** Amount of time an activity can be extended or delayed without altering the project finish date.

**Answer: D (LEAVE A REPLY)**



**NEW QUESTION: 92**

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 sponsors and stakeholders

**B.** The project management team

**C.** The risk owners and stakeholders

**D.** The customer and functional managers

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 93**

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 (LEAVE A REPLY)**

Explanation/Reference:

Explanation:

CPI = EV / AC

**NEW QUESTION: 94**

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

**A.** buyers

**B.** sellers

**C.** business partners

**D.** product users

**Answer: B (LEAVE A REPLY)**

Section: Volume B

**NEW QUESTION: 95**

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

**A.** Scope baseline

**B.** Requirements documentation

**C.** Work performance data

**D.** Project documents

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 96**

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

**A.** Continuous
**B.** Discrete
**C.** Regulated
**D.** Arbitrary
**Answer: A (LEAVE A REPLY)**
Section: Volume B
Explanation:
Process: 13.1 Identify Stakeholders
Definition: The process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.
Key Benefit: The key benefit of this process is that it allows the project manager to identify the appropriate focus for each stakeholder or group of stakeholders.
Inputs
1. Project charter
2. Procurement documents
3. Enterprise environmental factors
4. Organizational process assets
Tools & Techniques
1. Stakeholder analysis
2. Expert judgment
3. Meetings
Outputs
1. Stakeholder register

**NEW QUESTION: 97**
Which of the following consists of the detailed project scope statement and its associated WBS and WBS dictionary?
**A.** Scope plan
**B.** Product scope
**C.** Scope baseline
**D.** Scope management plan
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 98**
When should Project Risk Management be conducted?
**A.** Monitoring and Controlling
**B.** Throughout the project lifecycle
**C.** Quality Planning
**D.** Project Planning

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 99**

Which of the following tools and techniques is used to estimate cost?

**A.** Budget forecast

**B.** Variance analysis

**C.** Activity cost estimate

**D.** Three-point estimate

**Answer: (SHOW ANSWER)**

Explanation/Reference:

Explanation:

Three-Point Estimate. A technique used to estimate cost or duration by applying an average of optimistic, pessimistic, and most likely estimates when there is uncertainty with the individual activity estimates.

**NEW QUESTION: 100**

Inputs to the Define Activities process include:

**A.** Project scope statement, resource calendars, and work performance information.

**B.** Scope baseline, enterprise environmental factors, and organizational process assets.

**C.** Project scope statement, approved change requests, and WBS dictionary.

**D.** Scope baseline, enterprise environmental factors, and activity duration estimates.

**Answer: B (LEAVE A REPLY)**

Explanation/Reference:

Explanation:

5.4.3.1 Scope Baseline

The scope baseline is the approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, that can be changed only through formal change control procedures and is used as a basis for comparison. It is a component of the project management plan. Components of the scope baseline include:

Project scope statement. The project scope statement includes the description of the project scope,

major deliverables, assumptions, and constraints.

WBS. The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project

team to accomplish the project objectives and create the required deliverables. Each descending level of the WBS represents an increasingly detailed definition of the project work. The WBS is finalized by assigning each work package to a control account and establishing a unique identifier for that work package from a code of accounts. These identifiers provide a structure for hierarchical summation of costs, schedule, and resource information. A control account is a management control point where scope, budget, actual cost, and schedule are integrated and

compared to the earned value for performance measurement. Control accounts are placed at selected management points in the WBS. Each control account may include one or more work packages, but each of the work packages should be associated with only one control account. A control account may include one or more planning packages. A planning package is a work breakdown structure component below the control account with known work content but without detailed schedule activities.
WBS dictionary. The WBS dictionary is a document that provides detailed deliverable, activity, and

scheduling information about each component in the WBS. The WBS dictionary is a document that supports the WBS. Information in the WBS dictionary may include, but is not limited to:

- Code of account identifier,
- Description of work,
- Assumptions and constraints,
- Responsible organization,
- Schedule milestones,
- Associated schedule activities,
- Resources required,
- Cost estimates,
- Quality requirements,
- Acceptance criteria,
- Technical references, and
- Agreement information

2.1.4 Organizational Process Assets
Organizational process assets are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. They include any artifact, practice, or knowledge from any or all of the organizations involved in the project that can be used to perform or govern the project. The process assets also include the organization's knowledge bases such as lessons learned and historical information. Organizational process assets may include completed schedules, risk data, and earned value data. Organizational process assets are inputs to most planning processes. Throughout the project, the project team members may update and add to the organizational process assets as necessary.
Organizational process assets may be grouped into two categories: (1) processes and procedures, and (2) corporate knowledge base.
Process: 6.2 Define Activities
Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.
Key Benefit: The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.
Inputs
1. Schedule management plan

2. Scope baseline
3. Enterprise environmental factors
4. Organizational process assets
Tools & Techniques
1. Decomposition
2. Rolling wave planning
3. Expert judgment
Outputs
1. Activity list
2. Activity attributes
3. Milestone list

**NEW QUESTION: 101**
Which statement is true about the project management body of knowledge?
**A.** A sum of knowledge that should be applied on every project
**B.** The sum of all knowledge related to project management
**C.** Constantly evolving
**D.** Recognized by every project manager
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 102**
Directing another person to get from one to another using a known set of expected behaviors are the ability to lead a team and inspire them to do their jobs well is related to?
**A.** Influence and challenge
**B.** Innovation and administration
**C.** Leadership and management
**D.** Engagement and guidance
**Answer: C (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 103**
Which type of team can be defined as a group of people with a shared goal who fulfill their roles although spending little or no time meeting face to face?
**A.** Virtual team
**B.** Consultant team
**C.** Co-location team
**D.** Departmental team
**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 104**

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: (SHOW ANSWER)**

Section: Volume B

Explanation:

13.1.2.1 Stakeholder Analysis

Stakeholder analysis is a technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project. It identifies the interests, expectations, and influence of the stakeholders and relates them to the purpose of the project. It also helps to identify stakeholder relationships (with the project and with other stakeholders) that can be leveraged to build coalitions and potential partnerships to enhance the project's chance of success, along with stakeholder relationships that need to be influenced differently at different stages of the project or phase.

Stakeholder analysis generally follows the steps described below:

Identify all potential project stakeholders and relevant information, such as their roles, departments,

interests, knowledge, expectations, and influence levels. Key stakeholders are usually easy to identify. They include anyone in a decision-making or management role who is impacted by the project outcome, such as the sponsor, the project manager, and the primary customer. Identifying other stakeholders is usually done by interviewing identified stakeholders and expanding the list until all potential stakeholders are included.

Analyze the potential impact or support each stakeholder could generate, and classify them so as to define

an approach strategy. In large stakeholder communities, it is important to prioritize the stakeholders to ensure the efficient use of effort to communicate and manage their expectations.

Assess how key stakeholders are likely to react or respond in various situations, in order to plan how to

influence them to enhance their support and mitigate potential negative impacts.

There are multiple classification models used for stakeholders analysis, such as:

Power/interest grid, grouping the stakeholders based on their level of authority ("power") and their level or

concern ("interest") regarding the project outcomes;

Power/influence grid, grouping the stakeholders based on their level of authority ("power") and their active

involvement ("influence") in the project;

Influence/impact grid, grouping the stakeholders based on their active involvement ("influence") in the project
and their ability to effect changes to the project's planning or execution ("impact"); and Salience model, describing classes of stakeholders based on their power (ability to impose their will),
urgency (need for immediate attention), and legitimacy (their involvement is appropriate).

**NEW QUESTION: 105**
Projects can intersect with an organization's operations at various points during the product life cycle such as:
**A.** When there is an operations shutdown (i.e. a strike).
**B.** When developing new products, upgrading products, or expanding outputs.
**C.** When a project transitions from a temporary to a permanent status.
**D.** When the project manager is promoted to operations manager.
**Answer: (SHOW ANSWER)**
Explanation/Reference:
Explanation:
1.5.1 Operations and Project Management
Changes in business operations may be the focus of a dedicated project-especially if there are substantial changes to business operations as a result of a new product or service delivery.
Ongoing operations are outside of the scope of a project; however, there are intersecting points where the two areas cross.
Projects can intersect with operations at various points during the product life cycle, such as:
At each closeout phase;
When developing a new product, upgrading a product, or expanding outputs;
While improving operations or the product development process; or
Until the end of the product life cycle.
At each point, deliverables and knowledge are transferred between the project and operations for implementation of the delivered work. This implementation occurs through a transfer of project resources to operations toward the end of the project, or through a transfer of operational resources to the project at the start.
Operations are ongoing endeavors that produce repetitive outputs, with resources assigned to do basically the same set of tasks according to the standards institutionalized in a product life cycle.
Unlike the ongoing nature of operations, projects are temporary endeavors.

**NEW QUESTION: 106**
The iterative and interactive nature of the Process Groups creates the need for the processes in which Knowledge Area?
**A.** Project Scope Management
**B.** Project Risk Management

**C.** Project Integration Management
**D.** Project Communications Management
**Answer: C (LEAVE A REPLY)**



**NEW QUESTION: 107**
How can a project manager determine if the project activities comply with organizational and project policies, processes, and procedures?
**A.** Look at the quality metrics
**B.** Validate the scope
**C.** Review the quality checklist
**D.** Conduct a quality audit
**Answer: A (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 108**
Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?
**A.** Cost Plus Incentive Fee (CPIF)
**B.** Fixed Price Incentive Fee (FPIF)
**C.** Cost Pius Award Fee (CPAF)
**D.** Time and Material (T&M)
**Answer: (SHOW ANSWER)**
Explanation/Reference:
Explanation:
Fixed Price Incentive Fee Contracts (FPIF). This fixed-price arrangement gives the buyer and seller some flexibility in that it allows for deviation from performance, with financial incentives tied to achieving agreed upon metrics. Typically such financial incentives are related to cost, schedule, or technical performance of the seller. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. Under FPIF contracts, a price ceiling is set, and all costs above the price ceiling are the responsibility of the seller, who is obligated to complete the work.

**NEW QUESTION: 109**

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

**A.** Resource plan

**B.** Project management plan

**C.** Cost control plan

**D.** Expected monetary value plan

**Answer: (SHOW ANSWER)**

Section: Volume C

Explanation:

4.2.3.1 Project Management Plan

The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes.

Project baselines include, but are not limited to:

- Scope baseline (Section 5.4.3.1),
- Schedule baseline (Section 6.6.3.1), and
- Cost baseline (Section 7.3.3.1)

Subsidiary plans include, but are not limited to:

- Scope management plan (Section 5.1.3.1),
- Requirements management plan (Section 5.1.3.2),
- Schedule management plan (Section 6.1.3.1),
- Cost management plan (Section 7.1.3.1),
- Quality management plan (Section 8.1.3.1),
- Process improvement plan (Section 8.1.3.2),
- Human resource management plan (Section 9.1.3.1),
- Communications management plan (Section 10.1.3.1),
- Risk management plan (Section 11.1.3.1),
- Procurement management plan (Section 12.1.3.1), and
- Stakeholder management plan (Section 13.2.3.1)

12.1.3.1 Procurement Management Plan

Definition: Procurement management plan is a component of the project management plan that describes how a project team will acquire goods and services from outside the performing organization. It describes how the procurement processes will be managed from developing procurement documents through contract closure.

The procurement management plan can include guidance for:

- Types of contracts to be used;
- Risk management issues;

Whether independent estimates will be used and whether they are needed as evaluation criteria;

Those actions the project management team can take unilaterally, if the performing organization has a

prescribed procurement, contracting, or purchasing department;
Standardized procurement documents, if needed;

Managing multiple suppliers;

Coordinating procurement with other project aspects, such as scheduling and performance reporting;

Any constraints and assumptions that could affect planned procurements;

Handling the long lead times to purchase certain items from sellers and coordinating the extra time needed to

procure these items with the development of the project schedule;
Handling the make-or-buy decisions and linking them into the Estimate Activity Resources and Develop

Schedule processes; the scheduled dates in each contract for the contract deliverables and coordinating with the schedule development and control processes; Identifying requirements for performance bonds or insurance contracts to mitigate some forms of project risk;

Establishing the direction to be provided to the sellers on developing and maintaining a work breakdown

structure (WBS);
Establishing the form and format to be used for the procurement/contract statements of work;

Identifying prequalified sellers, if any, to be used; and

Procurement metrics to be used to manage contracts and evaluate sellers.

A procurement management plan can be formal or informal, can be highly detailed or broadly framed, and is based upon the needs of each project.

**NEW QUESTION: 110**

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

**A.** Identify Risks

**B.** Control Risks

**C.** Perform Quantitative Risk Analysis

**D.** Perform Qualitative Risk Analysis

**Answer: A ([LEAVE A REPLY])**

Explanation/Reference:

Explanation:

11.2.2.6 SWOT Analysis

This technique examines the project from each of the strengths, weaknesses, opportunities, and threats (SWOT) perspectives to increase the breadth of identified risks by including internally generated risks. The technique starts with identification of strengths and weaknesses of the organization, focusing on either the project, organization, or the business area in general. SWOT analysis then identifies any opportunities for the project that arise from organizational strengths, and any threats arising from organizational weaknesses. The analysis also examines the degree to which organizational strengths offset threats, as well as identifying opportunities that may serve to overcome weaknesses.

Process: 11.2 Identify Risks

Definition: The process of determining which risks may affect the project and documenting their characteristics.

Key Benefit: The key benefit of this process is the documentation of existing risks and the knowledge and ability it provides to the project team to anticipate events.

Inputs

1. Risk management plan
2. Cost management plan
3. Schedule management plan
4. Quality management plan
5. Human resource management plan
6. Scope baseline
7. Activity cost estimates
8. Activity duration estimates
9. Stakeholder register
10. Project documents
11. Procurement documents
12. Enterprise environmental factors
13. Organizational process assets

Tools & Techniques

1. Documentation reviews
2. Information gathering techniques
3. Checklist analysis
4. Assumptions analysis
5. Diagramming techniques
6. SWOT analysis
7. Expert judgment

Outputs

1. Risk register

11.2.3.1 Risk Register

The primary output from Identify Risks is the initial entry into the risk register. The risk register is a document in which the results of risk analysis and risk response planning are recorded. It contains the outcomes of the other risk management processes as they are conducted, resulting

in an increase in the level and type of information contained in the risk register over time. The preparation of the risk register begins in the Identify Risks process with the following information, and then becomes available to other project management and risk management processes:
List of identified risks. The identified risks are described in as much detail as is reasonable. A structure
for describing risks using risk statements may be applied, for example, EVENT may occur causing IMPACT, or If CAUSE exists, EVENT may occur leading to EFFECT. In addition to the list of identified risks, the root causes of those risks may become more evident. These are the fundamental conditions or events that may give rise to one or more identified risks. They should be recorded and used to support future risk identification for this and other projects.
List of potential responses. Potential responses to a risk may sometimes be identified during the Identify
Risks process. These responses, if identified in this process, should be used as inputs to the Plan Risk Responses process.

**NEW QUESTION: 111**
A project is just beginning, and management creates a long list of potential stakeholders. Which statement about identifying and engaging stakeholders is correct?
**A.** The project manager should identify and deal with stakeholders only during the execution phase.
**B.** Stakeholder satisfaction should be identified immediately and managed as a project objective.
**C.** The project manager should focus on project objectives and deal with stakeholders as a secondary priority.
**D.** Stakeholder satisfaction is the most important goal, and project objectives should be considered a secondary priority.
**Answer: B (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 112**
A graphic display of project team members and their reporting relationships is known as a:
**A.** Resource calendar.
**B.** Project organization chart.
**C.** Resource breakdown structure (RBS).
**D.** Responsibility assignment matrix (RAM).
**Answer: B (LEAVE A REPLY)**
Section: Volume B
Explanation:
Project organization charts. A project organization chart is a graphic display of project team members and their reporting relationships. It can be formal or informal, highly detailed or broadly framed, based on the needs of the project. For example, the project organization chart for a

3,000-person disaster response team will have greater detail than a project organization chart for an internal, twenty-person project.

**NEW QUESTION: 113**

Which of the following methods is a project selection technique?

**A.** Flowcharting

**B.** Earned value

**C.** Cost-benefit analysis

**D.** Pareto analysis

**Answer: C (LEAVE A REPLY)**

Section: Volume E

Explanation:

8.1.2.1 Cost-Benefit Analysis

The primary benefits of meeting quality requirements include less rework, higher productivity, lower costs, increased stakeholder satisfaction, and increased profitability. A cost-benefit analysis for each quality activity compares the cost of the quality step to the expected benefit.

**NEW QUESTION: 114**

Which of the following conditions should the project manager consider when working on the scheduling for an adaptive environment?

**A.** The detailed project schedule should remain flexible throughout the project to accommodate newly gained knowledge.

**B.** Defining, sequencing, estimating activity durations, and developing a schedule model are so tightly linked that they are viewed as a single process.

**C.** To address the full delivery schedule, a range of techniques may be needed and then need to be adapted.

**D.** An iterative scheduling and on-demand, pull-based scheduling will be required.

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 115**

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

**A.** Perform Qualitative Risk Analysis

**B.** Monitor and Control Risk

**C.** Monitor and Control Project Work

**D.** Plan Risk Responses

**Answer: (SHOW ANSWER)**

Section: Volume D

Explanation

**NEW QUESTION: 116**

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 (LEAVE A REPLY)**
Section: Volume C

**NEW QUESTION: 117**
The Verify Scope process is primarily concerned with:
**A.** formalizing acceptance of the completed project deliverables.
**B.** accuracy of the work deliverables.
**C.** formalizing approval of the scope statement.
**D.** accuracy of the work breakdown structure (WBS).
**Answer: A (LEAVE A REPLY)**
Section: Volume C
Explanation

**NEW QUESTION: 118**
Which are the competing constraints that a project manager should address when tailoring a project?
**A.** Cost, scope, schedule
**B.** Sponsorship, risk, quality
**C.** Schedule, sponsorship, scope
**D.** Resources, quality, communication
**Answer: (SHOW ANSWER)**
Explanation/Reference:
Explanation:
Tailoring is necessary because each project is unique; not every process, tool, technique, input, or output identified in the PMBoK® Guide is required on every project. Tailoring should address the competing constraints of scope, schedule, cost, resources, quality, and risk. In addition, consideration of whether the customer of the project is internal or external to the organization may affect project management tailoring decisions. Sound project management methodologies take into account the unique nature of projects and allow tailoring, to some extent, by the project manager. However, the tailoring that is included in the methodology may still require additional tailoring for a given project. And that brings us to the end of Tailoring.n

**NEW QUESTION: 119**
How should a project manager plan communications for a project which has uncertain requirements?
**A.** Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.

**B.** Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.
**C.** Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.
**D.** Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 120**
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 (LEAVE A REPLY)**
Section: Volume A
Explanation:
Process: 4.6. Close Project or Phase
Definition: The process of finalizing all activities across all of the Project Management Process Groups to formally complete the phase or project.
Key Benefit: The key benefit of this process is that it provides lessons learned, the formal ending of project work, and the release of organization resources to pursue new endeavors.
Inputs
1. Project management plan
2. Accepted deliverables
3. Organizational process assets
Tools & Techniques
1. Expert judgment
2. Analytical techniques
3. Meetings
Outputs
1. Final product, service, or result transition
2. Organizational process assets updates

**NEW QUESTION: 121**
The project management processes presented in the PMBOK Guide should:
**A.** always be applied uniformly.
**B.** be selected as appropriate by the sponsor.
**C.** be selected as appropriate by the project team.
**D.** be applied based on ISO guidelines.

**Answer: C (LEAVE A REPLY)**
Section: Volume C



**NEW QUESTION: 122**
Which of the following is an input into the Develop Project Team process?
**A.** Project staff assignments
**B.** Enterprise environmental factors
**C.** Performance reports
**D.** Organizational process assets
**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 123**
A project manager is considering whether or not to procure a new vendor.
What can the project manager use to determine a make-or-buy decision?
**A.** Bidder conferences
**B.** Bid documents
**C.** Data analysis
**D.** Interpersonal skills
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 124**
The review of a sellers progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:
**A.** Work performance information.
**B.** Inspections and audits.
**C.** Payment systems.
**D.** Procurement performance reviews.
**Answer: D (LEAVE A REPLY)**
Section: Volume A
Explanation:
Process: 12.3 Control Procurements

Definition: The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.
Key Benefit: The key benefit of this process is that it ensures that both the seller's and buyer's performance meets procurement requirements according to the terms of the legal agreement.
Inputs
1. Project management plan
2. Procurement documents
3. Agreements
4. Approved change requests
5. Work performance reports
6. Work performance data
Tools & Techniques
1. Contract change control system
2. Procurement performance reviews
3. Inspections and audits
4. Performance reporting
5. Payment systems
6. Claims administration
7. Records management system
Outputs
1. Work performance information
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

**NEW QUESTION: 125**
Which tool and technique is used in Conduct Procurements?
**A.** Teaming agreements
**B.** Expert judgment
**C.** Bidder conferences
**D.** Contract types
**Answer: C (LEAVE A REPLY)**
Section: Volume D

**NEW QUESTION: 126**
Which schedule compression technique has phases or activities done in parallel that would normally have been done sequentially?
**A.** Leads and lags adjustment
**B.** Fast tracking
**C.** Crashing

**D.** Parallel task development
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 127**
The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:
**A.** start-to-start (SS)
**B.** start-to-finish (SF)
**C.** finish-to-start (FS)
**D.** finish-to-finish (FF)
**Answer: C (LEAVE A REPLY)**
Section: Volume C

**NEW QUESTION: 128**
The features and functions that characterize a result, product, or service can refer to:
**A.** project scope
**B.** product breakdown structure
**C.** service scope
**D.** product scope
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 129**
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 (LEAVE A REPLY)**
Section: Volume A
Explanation:
4.1.1.2 Business Case
The business case or similar document describes the necessary information from a business standpoint to determine whether or not the project is worth the required investment. It is commonly used for decision making by managers or executives above the project level. Typically, the business need and the cost-benefit analysis are contained in the business case to justify and establish boundaries for the project, and such analysis is usually completed by a business analyst using various stakeholder inputs. The sponsor should agree to the scope and limitations of the business case. The business case is created as a result of one or more of the following:
Market demand (e.g., a car company authorizing a project to build more fuel-efficient cars in response to

gasoline shortages),
Organizational need (e.g., due to high overhead costs a company may combine staff functions and
streamline processes to reduce costs.),
Customer request (e.g., an electric utility authorizing a project to build a new substation to serve a new
industrial park),
Technological advance (e.g., an airline authorizing a new project to develop electronic tickets instead of
paper tickets based on technological advances),
Legal requirement (e.g., a paint manufacturer authorizing a project to establish guidelines for handling toxic
materials),
Ecological impacts (e.g., a company authorizing a project to lessen its environmental impact), or
Social need (e.g., a nongovernmental organization in a developing country authorizing a project to provide
potable water systems, latrines, and sanitation education to communities suffering from high rates of cholera).

Each of the examples in this list may contain elements of risk that should be addressed. In the case of multiphase projects, the business case may be periodically reviewed to ensure that the project is on track to deliver the business benefits. In the early stages of the project life cycle, periodic review of the business case by the sponsoring organization also helps to confirm that the project is still aligned with the business case. The project manager is responsible for ensuring that the project effectively and efficiently meets the goals of the organization and those requirements of a broad set of stakeholders, as defined in the business case.

**NEW QUESTION: 130**

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

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

**Answer: C (LEAVE A REPLY)**

Explanation/Reference:
Explanation:
Control charts, are used to determine whether or not a process is stable or has predictable performance.
Upper and lower specification limits are based on requirements of the agreement. They reflect the maximum and minimum values allowed. There may be penalties associated with exceeding the

specification limits. Upper and lower control limits are different from specification limits. The control limits are determined using standard statistical calculations and principles to ultimately establish the natural capability for a stable process. The project manager and appropriate stakeholders may use the statistically calculated control limits to identify the points at which corrective action will be taken to prevent unnatural performance. The corrective action typically seeks to maintain the natural stability of a stable and capable process. For repetitive processes, the control limits are generally set at ±3 s around a process mean that has been set at 0 s. A process is considered out of control when: (1) a data point exceeds a control limit; (2) seven consecutive plot points are above the mean; or (3) seven consecutive plot points are below the mean. Control charts can be used to monitor various types of output variables.
Although used most frequently to track repetitive activities required for producing manufactured lots, control charts may also be used to monitor cost and schedule variances, volume, and frequency of scope changes, or other management results to help determine if the project management processes are in control.


**NEW QUESTION: 131**
Which of the following factors is lowest at the start of the project?
**A.** Cost of changes
**B.** Risk
**C.** Stakeholder influences
**D.** Uncertainty
**Answer: (SHOW ANSWER)**

**NEW QUESTION: 132**
Labor, materials, equipment, and supplies are examples of:
**A.** Resource attributes.
**B.** Resource types.
**C.** Resource categories.

**D.** Resource breakdown structures (RBS).
**Answer: C (LEAVE A REPLY)**
Section: Volume D
Explanation:
6.4.3.2 Resource Breakdown Structure
The resource breakdown structure is a hierarchical representation of resources by category and type.
Examples of resource categories include labor, material, equipment, and supplies. Resource types may include the skill level, grade level, or other information as appropriate to the project.
The resource breakdown structure is useful for organizing and reporting project schedule data with resource utilization information.

**NEW QUESTION: 133**
After Define Activities and Sequence Activities, the next process is:
**A.** Estimate Activity Resources.
**B.** Estimate Activity Durations.
**C.** Develop Schedule.
**D.** Control Schedule.
**Answer: (SHOW ANSWER)**
Explanation/Reference:
Explanation:
6. Project Time Management
6.1 Plan Schedule Management
6.2 Define Activities
6.3 Sequence Activities
6.4 Estimate Activity Resources
6.5 Estimate Activity Durations
6.6 Develop Schedule
6.7 Control Schedule

**NEW QUESTION: 134**
How should a project manager plan communications for a project which has uncertain requirements?
**A.** Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.
**B.** Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
**C.** Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.

**D.** Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.

**Answer: D (LEAVE A REPLY)**

Section: Volume E

**NEW QUESTION: 135**

The correct equation for schedule variance (SV) is earned value:

**A.** minus planned value [EV - PV].

**B.** minus actual cost [EV - AC].

**C.** divided by planned value [EV/PV],

**D.** divided by actual cost [EV/AC].

**Answer: A (LEAVE A REPLY)**

Section: Volume E

Explanation/Reference:

Explanation:

* Schedule variance. Schedule variance (SV) is a measure of schedule performance expressed as the difference between the earned value and the planned value. It is the amount by which the project is ahead or behind the planned delivery date, at a given point in time. It is a measure of schedule performance on a project. It is equal to the earned value (EV) minus the planned value (PV). The EVM schedule variance is a useful metric in that it can indicate when a project is falling behind or is ahead of its baseline schedule.

The EVM schedule variance will ultimately equal zero when the project is completed because all of the planned values will have been earned. Schedule variance is best used in conjunction with critical path method (CPM) scheduling and risk management.

Equation: SV = EV - PV

**NEW QUESTION: 136**

An electronics firm authorizes a new project to develop a faster, cheaper, and smaller laptop after improvements in the industry and electronics technology.

With which of the following strategic considerations is this project mainly concerned?

**A.** Strategic opportunity

**B.** Customer request

**C.** Market demand

**D.** Technological advance

**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 137**
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: (SHOW ANSWER)**
Section: Volume C

**NEW QUESTION: 138**
Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:
**A.** Available organizational assets
**B.** Project staff assignments
**C.** Interpersonal skills
**D.** Enterprise environmental factors
**Answer: A (LEAVE A REPLY)**
Explanation/Reference:
Explanation:
Process: 10.1 Plan Communications Management
Definition: The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.
Key Benefit: The key benefit of this process is that it identifies and documents the approach to communicate most effectively and efficiently with stakeholders.
Inputs
1. Project management plan
2. Stakeholder register
3. Enterprise environmental factors
4. Organizational process assets
Tools & Techniques
1. Communication requirements analysis
2. Communication technology
3. Communication models
4. Communication methods
5. Meetings
Outputs

1. Communications management plan
2. Project documents updates

**NEW QUESTION: 139**

A project lifecycle is defined as:

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

**Answer: (SHOW ANSWER)**

Section: Volume E
Explanation/Reference:
Explanation:
2.4 Project Life Cycle
A project life cycle is the series of phases that a project passes through from its initiation to its closure. The phases are generally sequential, and their names and numbers are determined by the management and control needs of the organization or organizations involved in the project, the nature of the project itself, and its area of application. The phases can be broken down by functional or partial objectives, intermediate results or deliverables, specific milestones within the overall scope of work, or financial availability. Phases are generally time bounded, with a start and ending or control point. A life cycle can be documented within a methodology.
The project life cycle can be determined or shaped by the unique aspects of the organization, industry, or technology employed.
While every project has a definite start and a definite end, the specific deliverables and activities that take place in between will vary widely with the project. The life cycle provides the basic framework for managing the project, regardless of the specific work involved.

**NEW QUESTION: 140**

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

**A.** Parametric, most likely, and analogous.
**B.** Least likely, analogous, and realistic.
**C.** Most likely, optimistic, and pessimistic.
**D.** Parametric, optimistic, and pessimistic.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 141**

A project receives budget approval, but the risk of extra costs is expected. Which of these inputs should the project manager check in order to make a qualitative risk analysis?

**A.** The risk management plan and the assumption log
**B.** Costs estimates and cost forecasts
**C.** The risk management plan and the basis of estimates
**D.** The assumption log and the project charter
**Answer: A (LEAVE A REPLY)**
Section: Volume E

**NEW QUESTION: 142**
Labor, materials, equipment, and supplies are examples of:
**A.** Resource breakdown structures (RBS).
**B.** Resource types.
**C.** Resource categories.
**D.** Resource attributes.
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 143**
Which of the following is developed from the project scope baseline and defines only that portion of the project scope that is to be included within a related contract?
**A.** Product scope description
**B.** Procurement statement of work
**C.** Project schedule
**D.** Work breakdown structure (WBS)
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 144**
Which two processes should be used to influence costs in the early stages of a project?
**A.** Estimate Costs and Determine Budget
**B.** Plan Cost Management and Estimate Activity Durations
**C.** Control Quality and Control Costs
**D.** Plan Stakeholder Engagement and Plan Communications Management
**Answer: (SHOW ANSWER)**
Section: Volume E

**NEW QUESTION: 145**
The process to ensure that appropriate quality standards and operational definitions are used is:
**A.** Plan Quality.
**B.** Perform Quality Assurance.
**C.** Perform Quality Control.
**D.** Total Quality Management.
**Answer: B (LEAVE A REPLY)**
Section: Volume E

Explanation:
Process: 8.2 Perform Quality Assurance
Definition: The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.
Key Benefit: The key benefit of this process is that it facilitates the improvement of quality processes.
Inputs
1. Quality management plan
2. Process improvement plan
3. Quality metrics
4. Quality control measurements
5. Project documents
Tools & Techniques
1. Quality management and control tools
2. Quality audits
3. Process analysis
Outputs
1. Change requests
2. Project management plan updates
3. Project documents updates
4. Organizational process assets updates

**NEW QUESTION: 146**
Which of the following are the components of the scope baseline?
**A.** Project charter, project management plan, and plan procurement
**B.** Project management plan, plan procurement, and contract administration
**C.** Project charter, project scope statement, and work breakdown structure (WBS)
**D.** Project scope statement, work breakdown structure (WBS), and WBS dictionary
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 147**
An output of the Manage Stakeholder Engagement process is:
**A.** the change log
**B.** enterprise environmental factors
**C.** the stakeholder management plan
**D.** change requests
**Answer: D (LEAVE A REPLY)**

**NEW QUESTION: 148**
Which of the following is an input to Direct and Manage Project Execution?
**A.** Project charter

**B.** Enterprise environmental factors
**C.** Outputs from planning processes
**D.** Performance reports
**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 149**
Which of the following set of elements is part of an effective communications management plan?
**A.** Organizational chart, escalation processes, person responsible for communicating the information, project management plan, glossary of common terminology.
**B.** Phone book directory, stakeholder communication requirements, project charter, glossary of common terminology.
**C.** Escalation processes, person responsible for communicating the information, glossary of common terminology, methods or technologies used to convey the information.
**D.** Glossary of common terminology, constraints derived from specific legislation and regulation, person responsible for communicating information, project management plan, resource management plan.
**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 150**
An input of the Plan Procurement Management process is:
**A.** Make-or-buy decisions.
**B.** Seller proposals.
**C.** Procurement documents.
**D.** Activity cost estimates.
**Answer: D (LEAVE A REPLY)**