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Vendor: PMI

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Version: Demo

QUESTION: 1

On what is project baseline development established?

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

Answer: B

QUESTION: 2

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

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

Answer: A

QUESTION: 3

What is the definition of project plan execution?

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

Answer: B

QUESTION: 4

What is a tool to improve team performance?

- A. Staffing plan
- B. External feedback

- C. Performance reports
- D. Co-Location

Answer: D

QUESTION: 5

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

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

Answer: C

QUESTION: 6

Information distribution involves making needed information available to project stakeholders in a timely manner. What is an output from information distribution?

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

Answer: C

QUESTION: 7

Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

- A. Control chart
- B. Earned value
- C. Variance
- D. Trend

Answer: D

QUESTION: 8

You are assigned to implement the project control plan. What should you do to ensure the plan is effective and current?

- A. Perform periodic project performance reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards
- D. Complete the quality control checklist.

Answer: A

Explanation:

The document control plan is an outline or guide on how physical or virtual documents will be managed throughout the life of the project. It provides a road map for tracking documents and for adding, archiving, and removing new documentation from the process.

QUESTION: 9

Which of the following is an example of a risk symptom?

- A. Failure to meet intermediate milestones
- B. Force of nature, such as a flood
- C. Risk threshold target
- D. Crashing front loading or fast tracking

Answer: A

QUESTION: 10

During what process is the quality policy determined?

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

Answer: C

QUESTION: 11

What is one of the MAJOR outputs of activity sequencing?

- A. Responsibility assignment matrix
- B. Work breakdown structure update
- C. Project network diagram
- D. Mandatory dependencies list

Answer: C

QUESTION: 12

Scope verification is PRIMARILY concerned with which of the following?

- A. Acceptance of the work deliverables.
- B. Accuracy of the work deliverables.
- C. Approval of the scope statement.
- D. Accuracy of the work breakdown structure.

Answer: A

QUESTION: 13

Which of the following is an example of contract administration?

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

Answer: B

QUESTION: 14

Who MUST know when a risk event occurs so that a response can be implemented?

- A. Customers
- B. Project sponsors

- C. Project management team
- D. Insurance claims department

Answer: C

QUESTION: 15

A work package has been scheduled to cost \$1,000 to complete, and was to be finished today. As of today, the actual expenditure is \$1,200 and approximately half of the work has been completed. What is the cost variance?

- A. -\$700
- B. -\$200
- C. +\$200
- D. +\$500

Answer: A

QUESTION: 16

How is quality control performed?

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

Answer: B

QUESTION: 17

As part of a mid-project evaluation, your project sponsor has asked you to provide a forecast of total project cost. You should calculate the forecast using which of the following methods?

- A. BAC
- B. EAC

- C. ETC
- D. WBS

Answer: B

QUESTION: 18

How is scheduled variance calculated using the earned value technique?

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

Answer: C

QUESTION: 19

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

QUESTION: 20

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

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

Answer: C

Explanation:

The project management processes are presented as discrete elements with well- defined interfaces. However, in practice they overlap and interact in ways that are not completely detailed here. Most experienced project management practitioners recognize there is more than one way to manage a project. The specifics for a project are defined as objectives that must be accomplished based on complexity, risk, size, time frame, project team's experience, access to resources, amount of historical information, the organization's project management maturity, and industry and application area. The required Process Groups and their constituent processes are guides to apply appropriate project management knowledge and skills during the project. In addition, the application of the project management processes to a project is iterative and many processes are repeated and revised during the project. The project manager and the project team are responsible for determining what processes from the Process Groups will be employed, by whom, and the degree of rigor that will be applied to the execution of those processes to achieve the desired project objective.

QUESTION: 21

Which of the following processes is necessary to ensure that the project employs all processes needed to meet its requirements?

- A. Perform Quality Control
- B. Quality Policy
- C. Perform Quality Assurance
- D. Quality Planning

Answer: C

QUESTION: 22

Which process occurs within the Monitoring and Controlling Process Group?

- A. Cost Control
- B. Quality Planning
- C. Quantitative Risk Analysis
- D. Cost Budgeting

Answer: A

QUESTION: 23

The Define Scope process is in which of the following process groups?

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

Answer: B

QUESTION: 24

Which activity is an input to the select sellers process?

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

Answer: A

QUESTION: 25

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

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

Answer: C

QUESTION: 26

Which of the following methods is a project selection technique?

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

Answer: C

Explanation:

Selection Methods There are various project selection methods practiced by the modern business organizations. These methods have different features and characteristics. Therefore, each selection method is best for different organizations. Although there are many differences between these project selection methods, usually the underlying concepts and principles are the same. Following is an illustration of two of such methods (Benefit Measurement and Constrained Optimization methods). As the value of one project would need to be compared against the other projects, you could use the benefit measurement methods. This could include various techniques, of which the following are the most common.

- You and your team could come up with certain criteria that you want your ideal project objectives to meet. You could then give each project scores based on how they rate in each of these criteria, and then choose the project with the highest score.
- When it comes to the Discounted Cash flow method, the future value of a project is ascertained by considering the present value and the interest earned on the money. The higher the present value of the project, the better it would be for your organization.
- The rate of return received from the money is what is known as the IRR. Here again, you need to be looking for a high rate of return from the project.

The mathematical approach is commonly used for larger projects. The constrained optimization methods require several calculations in order to decide on whether or not a project should be rejected.

Cost-benefit analysis is used by several organizations to assist them to make their selections. Going by this method, you would have to consider all the positive aspects of the project, which is the benefits, and then deduct the negative aspects (or the costs) from the benefits. Based on the results you receive for different projects, you could choose which option would be the most viable and financially rewarding.

These benefits and costs need to be carefully considered and quantified in order to arrive at a proper conclusion. Questions that you may want to consider asking are in the selection process are:

1. Would this decision help me to increase organizational value in the long run?
2. How long will the equipment last for?
3. Would I be able to cut down on costs as I go along?

In addition to these methods, you could also consider Choosing based on opportunity cost - When choosing any project, you would need to keep in mind the profits that you would make if you do decide to go ahead with the project.

Profit optimization is therefore the ultimate goal. You need to consider the difference between the profits of the project you are primarily interested in, and the next best alternative.

QUESTION: 27

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

QUESTION: 28

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

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

Answer: A

QUESTION: 29

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

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

Answer: A

QUESTION: 30

Which tool or technique measures performance of the project as it moves from project initiation through project closure?

- A. Resource leveling
- B. Parametric measuring
- C. Pareto chart
- D. Earned value

Answer: D

QUESTION: 31

An input required to develop a preliminary project scope statement is:

- A. Organizational Structure
- B. Organizational Process Assets
- C. Organizational Matrix
- D. Organizational Breakdown Structures

Answer: B

QUESTION: 32

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Document the characteristics of the product.
- C. Describe the project in great detail.
- D. Formally authorize the project.

Answer: B

QUESTION: 33

What are the identified risks for doing excessive decomposition in a WBS?

- A. Insufficient project funding and disqualification of sellers
- B. Insufficient project funding and ineffective use of resources
- C. Disqualification of sellers and non-productive management efforts
- D. Non-productive management effort and inefficient use of resources

Answer: D

QUESTION: 34

Which of the following techniques is used during Control Scope?

- A. Cost-Benefit Analysis
- B. Variance Analysis
- C. Reserve Analysis
- D. Stakeholder Analysis

Answer: B

QUESTION: 35

Which is the document that presents a hierarchical project organization?

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

Answer: C

QUESTION: 36

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

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

Answer: D

QUESTION: 37

Which of the following are inputs to Activity Definition?

- A. Project Scope Statement and Work Breakdown Structure
- B. Activity list and Arrow Diagram
- C. Change Requests Lists and Organizational Process Assets
- D. Project Management Plan and Resource Availability

Answer: A

Activity definition refers to the process of parsing a project into a number of individual tasks which must be completed before the deliverables can be considered completed. Activity definitions rely on a number of specific input processes. These include enterprise environmental factors, organizational process assets, the project scope statement, the work breakdown structure, the WBS dictionary, the project management plan (which consists of the project scope management plan and the schedule management plan). Through use of these inputs, the activities that will need to ultimately be completed in order to compete all of the project objectives can be readily defined, and the activity definition can be further accomplished through the utilization of a number of tools and techniques including decomposition, templates, rolling wave planning, expert judgment, and planning components. The four ultimate outputs of the activity definition process are the activity list, the resulting activity attributes, all requested changes, and any milestones. This term is defined in the 3rd edition of the PMBOK but not in the 4th.

QUESTION: 38

Activity resource requirements and resource breakdown structure are outputs from what Project Time Management process?

- A. Schedule Control
- B. Activity Definition
- C. Schedule Development
- D. Activity Resource Estimating

Answer: D

Activity Resource Estimate Assumptions and Breakdown Structures In the Estimate Activity Resources process, the key output is activity resource requirements. These requirements describe the types and quantities of resources needed for each project activity. Once you know what resources you need, you can begin to estimate the time each activity will take to complete. In this way, the activity resource requirements list generated by the Estimate Activity Resources process become inputs for the Estimate Activity Durations process.

Activity resource requirements list The activity resource requirements list identifies, for tracking purposes, the activity's code in the work breakdown structure, as well as its name. Vital to generating the project schedule, it details the resources that you've estimated you need to complete the activity, and addresses.

Resource description – The Resource description column lists each type of resource that is required for the activity. This includes human resources, materials, and facilities.

Number required – The Number required column identifies the quantity required of each resource. This value can be specified in any measurement unit, such as hours, days, or physical number of units required.

Resource assumptions – Resource assumptions are important factors to consider when devising the project schedule. Any relevant assumptions about the resource can be included, for example resource availability, skills, or quality.

Resource availability – The Resource availability column specifies when each resource can be used. This is vital information for putting together the project schedule.

Resource dependencies – The Resource dependencies column identifies factors that may affect the

availability of resources. It's important to identify dependencies when devising the project schedule because any change in an activity that has a dependency can affect the project timeline. The final row of the activity resource requirements list identifies the total resources needed for the activity. The resource totals are important in project scheduling as a base from which to calculate the duration of the activity. Resource Assumptions - It's important to record resource assumptions, as they can help during different stages of a project. Select each project stage to find out how resource assumptions can help. Monitoring – Recorded assumptions can affect performance monitoring. For example, if a particular task seems to be taking too long, looking at the assumptions can help you identify the problem. Controlling – Recorded assumptions can also help you control performance. Having used the assumptions to identify a problem, you can now make performance adjustments so that the project can run more efficiently. Closing – Recorded assumptions can provide insights during post-project assessments at the closing stage. For example, if you had made incorrect assumptions about staff capabilities, looking at the assumptions helps you understand what went wrong. This can then be recorded in the lessons learned file for the project. Failure to record assumptions can also have an impact during the Monitor and Control Project Work process. Resource breakdown structures Along with the activity resource requirements list, there's one more main output of the Estimate Activity Resources process – the resource breakdown structure. The resource breakdown structure provides a hierarchical diagram of the resources required for a project. This structure is visually simple, showing resource information at a glance breaks resources into categories and resource types helps you to organize a project schedule and report on resource utilization information. Although they look similar, a resource breakdown structure is not the same as a work breakdown structure. A work breakdown structure, or WBS, decomposes a project into manageable units of work. Elements in a WBS include project phases, tasks, sub-tasks, and work packages. These represent all the activities in a project. Project document updates The Estimate Activity Resources process concludes with project document updates – the final output of the process. Initially, various project documents are used as inputs for the process. Now that resource estimation is complete, new information may have come to light. For this reason, you may need to update documents so they reflect the latest project information. In the process of estimating resource requirements and creating the resource breakdown structure, it's often necessary to add or delete schedule activities that appear in the activity list. The activity changes have a subsequent effect on activity attributes and resource calendars. Because project activities have changed, you need to document those changes by updating the descriptions of activities and the availability of relevant resources. The first output of the Estimate Activity Resources process is an activity resource requirements list. It's important to record any assumptions you've made about resources in this list, for use in monitoring and controlling project work, and in post-project assessments. A second output of the process is the resource breakdown structure. This is a hierarchical diagram that shows the resources required for the project in a visually simple way. It groups resources by category, and can be used for organizing and reporting on resources. The final output of the process is updates to relevant project documents, such as the activity list, activity attributes, and resource calendars.

Project scope statement and resource calendars are inputs to what Project Time Management process?

- A. Activity Sequencing
- B. Activity Resource Estimating
- C. Schedule Development
- D. Schedule Control

Answer: C

QUESTION: 40

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

- A. Critical path
- B. Rolling Wave
- C. PDM
- D. Parametric

Answer: D

QUESTION: 41

Which Activity Duration Estimating technique incorporates additional timing for contingency purposes?

- A. Analogous Estimating
- B. Expert Judgment
- C. Optimistic Estimates
- D. Reserve Analysis

Answer: D

QUESTION: 42

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

- A. Applying calendars

- B. Resource Leveling
- C. Resource Planning
- D. Resource Conflict Management

Answer: B

QUESTION: 43

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

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

Answer: C

QUESTION: 44

Which technique is utilized in the Schedule Control process?

- A. Performance Measure
- B. Baseline Schedule
- C. Schedule Comparison
- D. Variance Analysis

Answer: D

QUESTION: 45

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

- A. Cost Control
- B. Cost Budgeting
- C. Cost Estimating
- D. Cost Planning

Answer: B

QUESTION: 46

Analogous Cost Estimating relies on which of the following techniques?

- A. Expert Judgment
- B. Project Management Software
- C. Vendor Bid Analysis
- D. Reserve Analysis

Answer: A

QUESTION: 47

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected:

Actual cost = \$50,000

Plan cost = \$45,000

Earned value = \$40,000

What is the cost performance index?

- A. 0.80
- B. 0.89
- C. 1.13
- D. 1.25

Answer: A

QUESTION: 48

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

- A. 1.33
- B. 2.00
- C. 0.75
- D. 0.5

Answer: A

QUESTION: 49

At the end of the project, what will be the value of SV?

- A. Positive
- B. Zero
- C. Negative
- D. Greater than one

Answer: B

QUESTION: 50

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

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

Answer: A

QUESTION: 51

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

- A. $-\$8,000$
- B. $-\$2,000$
- C. $\$2,000$
- D. $\$8,000$

Answer: B

QUESTION: 52

What does a CPI value greater than 1.0 indicate?

- A. Cost right at the estimated value
- B. Cost under the estimated value

- C. Cost right at the actual value
- D. Cost over the estimated value

Answer: B

QUESTION: 53

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

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

Answer: D

QUESTION: 54

Another name for an Ishikawa diagram is:

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

Answer: A

QUESTION: 55

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

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

Answer: B

QUESTION: 56

Which quality control technique illustrates the 80/20 Principle?

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

Answer: D

QUESTION: 57

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

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

Answer: D

QUESTION: 58

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

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

Answer: A

QUESTION: 59

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

- A. Brainstorming
- B. Strategies for Opportunities
- C. Decision Tree Analysis

D. Risk Data Quality Assessment

Answer: C

QUESTION: 60

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

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

Answer: D

QUESTION: 61

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

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

Answer: C

QUESTION: 62

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

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

Answer: C

QUESTION: 63

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

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

Answer: A

QUESTION: 64

Which of the following choices is a contract closure tool or technique?

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

Answer: D

QUESTION: 65

Which of the following is a project constraint?

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

Answer: D

QUESTION: 66

A Project Management Office (PMO) manages a number of aspects, including what?

- A. Project scope, schedule, cost, and quality of the products of the work packages
- B. Central coordinator of communication management across projects, and for the delivery of specific project objectives, organization opportunity assessment

- C. Assigns project resources to best meet project objectives
- D. Overall risk, overall opportunity and interdependencies among projects

Answer: D

QUESTION: 67

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

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

Answer: D

QUESTION: 68

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

QUESTION: 69

A project manager is responsible for managing which of the following at the project level?

- A. Methodology
- B. Standards
- C. Constraints
- D. Interdependencies

Answer: C

QUESTION: 70

Company A is launching a new communications satellite system. Resource B was assigned combined projects of design, construction, integration, and launch of the satellite. Resource B's role is that of a:

- A. Project manager
- B. Portfolio manager
- C. Work breakdown manager
- D. Program manager

Answer: D

QUESTION: 71

Which of the following defines a characteristic of a project?

- A. Repetitive
- B. Unique
- C. No outcome
- D. Permanent

Answer: B

QUESTION: 72

Initiating, Planning, Executing, Monitoring and Controlling and Closing are called:

- A. process groups.
- B. phase gates.
- C. knowledge areas.
- D. project phases.

Answer: A

QUESTION: 73

Which of the following is the definition of a project?

- A. Temporary endeavor undertaken to create a temporary business process or product
- B. Temporary endeavor undertaken to create a unique product, service, or result
- C. Permanent endeavor that produces repetitive outputs
- D. Temporary endeavor that produces repetitive outputs

Answer: B

QUESTION: 74

The Project Management Body of Knowledge (PMBOK Guide) should be considered as a:

- A. guide to project management processes, tools and techniques.
- B. methodology for managing projects.
- C. guide for project, portfolio and program management.
- D. standard for project, portfolio and program management.

Answer: A

QUESTION: 75

Which of the following is a Process Group?

- A. Scoping
- B. Budgeting
- C. Closing
- D. Quality

Answer: C

QUESTION: 76

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

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

Answer: A

QUESTION: 77

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

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

Answer: B

Explanation:

Explanations:Stakeholders and changes versus time in the Project Life Cycle There are lots of common features regarding project life cycles:

- Most stages of the project follow one after the other and in many cases could be described in technical way.
- Expenditures and personnel engaged in the task are quite cheap at the beginning of the project, rise in the middle phase and fall significantly in the final stage. The Picture below shows exactly the described model.
- At the beginning of the project - in initial stage the risk of failure and not to meet your goals is very high. When this crucial period is over the project comes into an intermediate phase where the situation is more stable and predictable.
- Stakeholders have a big influence for the project's product in many technical aspects, costs etc. at the beginning of its life cycle. However their impact become lower within duration of the project and cost of changes and other corrections - which are low in initial phase rise considerably as the project continues. The Picture below demonstrates clearly this situation. In our opinion lots of project life cycles have many similar characteristics but few of them are the same. For example some projects can consist of five stages, others with ten or more? Depend on complexity and duration of the project. One institution's hardware testing can have one individual testing stage whereas another organization can have more phases for this task like: general and detailed testing, error correction, compatibility with different computers etc. Separate life cycles can also cover these subprojects for instance: one team of engineers can analysis and look for any defects of the product and the other team can simultaneously check compatibility with other devices. In conclusion we recommend you to deal with every project separately and especially at big and complex enterprises treat every phase as subproject with an individual life cycle.

QUESTION: 78

Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

- A. Complete project phase
- B. Project life
- C. The project life cycle
- D. Project cycle

Answer: C

QUESTION: 79

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

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

Answer: B

QUESTION: 80

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

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

Answer: B

QUESTION: 81

When do stakeholders have the greatest influence?

- A. At the start of the project
- B. At the end of the project
- C. During execution

D. Stakeholders have constant influence

Answer: A

QUESTION: 82

Which of the following provides a comprehensive and consistent method of controlling the project and ensuring its success?

- A. Stakeholder management
- B. Monitoring and controlling
- C. Project governance
- D. Project management methodology

Answer: C

QUESTION: 83

Company A is delivering a product in three parts. The contract allows for the parts to be delivered either one after the other or at the same time. Which type of project phasing will allow for the most flexibility in delivering the full product when product requirements are subject to rapid change?

- A. Sequencing the delivery phases one after the other
- B. Overlapping the delivery phases
- C. Delivering the products iteratively
- D. Delivering all of the product at the same time

Answer: C

QUESTION: 84

In which type of organization does a project manager have a moderate-to-high resource availability?

- A. Functional
- B. Weak
- C. Balanced
- D. Strong

Answer: D

QUESTION: 85

Which stakeholder is responsible for managing related projects in a coordinated way?

- A. Sponsor
- B. Portfolio manager
- C. Program manager
- D. Project manager

Answer: C

QUESTION: 86

In which of the following organizational structures does the project manager have full authority on a project?

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

Answer: D

QUESTION: 87

What are three basic types of project phase-to-phase relationships?

- A. Sequential, Overlapping, Non-overlapping
- B. Sequential, Iterative, Overlapping
- C. Sequential, Non-overlapping, Iterative
- D. Iterative, Overlapping, Non-overlapping

Answer: B

QUESTION: 88

Which is a true statement regarding project governance?

- A. Project governance approach must be described in the project management plan.
- B. Project governance is independent of the organization or program sponsoring it.
- C. Once a project has begun, it is not necessary to formally initiate each project phase.
- D. Review of project performance and key deliverables is not required for each project phase.

Answer: A

QUESTION: 89

A project manager has limited authority in which type of organizational structure?

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

Answer: A

QUESTION: 90

Which of the following is an input to direct and manage project execution?

- A. Requested changes
- B. Approved preventive action
- C. Work performance information
- D. Implemented defect repair

Answer: B

QUESTION: 91

Who selects the appropriate processes for a project?

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

Answer: C

QUESTION: 92

A project becomes officially authorized when which of the following occurs?

- A. Project manager is appointed
- B. Stakeholders approve the project
- C. Project charter is approved
- D. Project sponsor approves the project

Answer: C

QUESTION: 93

How is the process of collecting requirements defined?

- A. Defining and documenting project sponsors' needs to meet the project objectives
- B. Defining and documenting stakeholders' needs to meet the project objectives
- C. Defining and documenting the project teams' needs to meet the project objectives
- D. Defining and documenting the project needs to meet the project objectives

Answer: B

QUESTION: 94

Monitor and control project work is a process of which of the following knowledge areas?

- A. Project risk management
- B. Project scope management
- C. Project time management
- D. Project integration management

Answer: D

QUESTION: 95

Which process group can be performed outside the project's scope of control?

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

Answer: D

QUESTION: 96

The procurement document is an input to which of the following processes?

- A. Develop Project Management Plan
- B. Develop Schedule
- C. Identify Stakeholders
- D. Determine Budget

Answer: C

QUESTION: 97

Which of the following is involved in the initiation process group?

- A. Develop Project Management Plan
- B. Identify Stakeholders
- C. Plan Communications
- D. Collect Requirements

Answer: B

QUESTION: 98

Which of the following is defined by a project's life cycle and varies by application area?

- A. Product
- B. Product-oriented processes
- C. Project management process groups
- D. Project-oriented processes

Answer: B

QUESTION: 99

How many knowledge areas are there according to PMBOK Guide?

- A. 5
- B. 8
- C. 9
- D. 12

Answer: C

QUESTION: 100

Which of the following must be taken into account for every process, even if they are not explicitly listed as inputs in the process specifications?

- A. Organizational processes and procedures and enterprise environmental factors
- B. Organizational processes and procedures and corporate knowledge base
- C. Organizational process assets and enterprise environmental factors
- D. Corporate knowledge base and enterprise environmental factors

Answer: C

QUESTION: 101

Perform quality assurance belongs to which of the following process groups?

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

Answer: B

QUESTION: 102

A project team is in which of the following processes when they finalize all activities across all of the management process groups to formally complete the project?

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

Answer: A

QUESTION: 103

Which process group defines the course of action required to attain the objectives that the project was undertaken to achieve?

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

Answer: C

QUESTION: 104

How many process groups are there according to the PMBOK Guide?

- A. 5
- B. 9
- C. 10
- D. 12

Answer: A

QUESTION: 105

The Monitoring and Controlling process group contains which of the following processes?

- A. Plan Quality
- B. Perform Quality Assurance
- C. Perform Quality Control
- D. Identify Stakeholders

Answer: C

QUESTION: 106

Which process group establishes the total scope of a project?

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

Answer: B

QUESTION: 107

Who must accept the end product for a project to be considered closed?

- A. Project team
- B. Project manager
- C. Project management office
- D. Customer or sponsor

Answer: D

QUESTION: 108

Manage Project Team belongs to which knowledge area?

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

Answer: D

QUESTION: 109

Where are product requirements and characteristics documented?

- A. Product scope description
- B. Project charter
- C. Preliminary project scope statement
- D. Communications management plan

Answer: A

QUESTION: 110

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

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

Answer: A

QUESTION: 111

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

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

Answer: A

QUESTION: 112

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

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

D. Scope baseline

Answer: D

QUESTION: 113

What scope definition technique is used to generate different approaches to execute and perform the work of the project?

- A. Build vs. buy
- B. Expert judgment
- C. Alternatives identification
- D. Product analysis

Answer: C

QUESTION: 114

The scope management plan is a subsidiary of which project document?

- A. Schedule management plan
- B. Project management plan
- C. Quality management plan
- D. Resource management plan

Answer: B

QUESTION: 115

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

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

Answer: B

QUESTION: 116

What causes replanning of the project scope?

- A. Requested changes
- B. Project scope statement changes
- C. Variance analysis
- D. Approved change requests

Answer: D

QUESTION: 117

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

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

Answer: C

QUESTION: 118

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

- A. Organizational Breakdown Structure (OBS)
- B. Work Performance Information
- C. Work Package
- D. Work Breakdown Structure (WBS)

Answer: D

QUESTION: 119

What component of the project scope definition defines project exclusions?

- A. Project boundaries

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

Answer: A

QUESTION: 120

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

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

Answer: C

QUESTION: 121

Which of the following is an output of Define Scope?

- A. Project document updates
- B. Project management plan
- C. Scope baseline
- D. Product analysis

Answer: A

QUESTION: 122

What is an output of Control Scope?

- A. Accepted deliverables
- B. Work performance measurements
- C. Requirements documentation
- D. Work performance information

Answer: B

QUESTION: 123

The decomposition technique is used to do which of the following?

- A. Subdivide the estimated costs of individual activities
- B. Subdivide project deliverables and project work into smaller, more manageable components
- C. Relate the work packages to the performing organizational units
- D. Shorten the project schedule duration and the amount of resources needed

Answer: B

QUESTION: 124

A project manager needs the project team to make a group decision. Which of the following is a method that can be used to reach a group decision?

- A. Expert judgment
- B. Majority
- C. SWOT analysis
- D. Brainstorming

Answer: B

QUESTION: 125

Decomposition is a tool and technique used in which of the following?

- A. Define Scope and Define Activities
- B. Collect Requirements and Estimate Activity Resources
- C. Create WBS and Define Activities
- D. Create WBS and Estimate Activity Duration

Answer: C

QUESTION: 126

Which of the following is a tool or technique of the Collect Requirements process?

- A. Group decision making techniques
- B. Project management information system
- C. Alternative identification
- D. Communication requirement analysis

Answer: A

QUESTION: 127

Which of the following is an input to Collect Requirements?

- A. Stakeholder register
- B. Requirements documentation
- C. Prototypes
- D. Organizational process assets

Answer: A

QUESTION: 128

The use of group creativity techniques as a tool and technique is done in which of the following processes?

- A. Plan Quality
- B. Collect Requirements
- C. Define Scope
- D. Perform Quality Control

Answer: B

QUESTION: 129

Which is an input to the Collect Requirements process?

- A. Requirement documentation
- B. Organizational process assets
- C. Requirements management plan
- D. Stakeholder register

Answer: D

QUESTION: 130

Which of the following can be used to track the requirements throughout the project life cycle?

- A. Requirements traceability matrix
- B. Scope management plan
- C. Project charter
- D. Work breakdown structure

Answer: A

QUESTION: 131

Which of the following is an example of a group creativity technique?

- A. Delphi technique
- B. Unanimity
- C. Observation
- D. Presentation technique

Answer: A

QUESTION: 132

Which process includes facilitated workshops as a tool and technique?

- A. Collect Requirements
- B. Plan Communications
- C. Develop Project Team
- D. Report Performance

Answer: A

QUESTION: 133

Which of the following is a tool or technique used to verify scope?

- A. Product analysis
- B. Ishikawa diagram
- C. Inspection
- D. Requirements traceability matrix

Answer: C

QUESTION: 134

Inspection is a tool and technique for which of the following processes?

- A. Create WBS
- B. Define Scope
- C. Control Scope
- D. Verify Scope

Answer: D

QUESTION: 135

What is the lowest level in the WBS at which the cost and activity durations for the work can be reliably estimated and managed?

- A. Work product
- B. Work package
- C. Project deliverable
- D. Scope baseline

Answer: B

QUESTION: 136

Many organizations categorize requirements into which of the following two categories?

- A. Project and Product
- B. Staffing and Budget
- C. Stakeholder and Customer
- D. Business and Technical

Answer: A

QUESTION: 137

Plurality is a type of which of the following?

- A. Group creativity techniques
- B. Group decision making techniques
- C. Facilitated workshops
- D. Prototypes

Answer: B

QUESTION: 138

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

- A. Your project is behind schedule and you want your baseline to reflect estimated actual completion.
- B. Your customer has approved a change request broadening the project scope and increasing the budget.
- C. One of the risks identified in the Risk Management Plan occurs resulting in a schedule delay.
- D. One of your key project team resources has left your team and no replacement is available.

Answer: B

QUESTION: 139

Which schedule compression technique has phases or activities done in parallel that would normally have been done sequentially?

- A. Crashing
- B. Fast tracking
- C. Leads and lags adjustment
- D. Parallel task development

Answer: B

QUESTION: 140

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

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

Answer: C

QUESTION: 141

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

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

Answer: A

QUESTION: 142

What is the minimum a project schedule must include?

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

Answer: B

QUESTION: 143

What cost control technique is used to compare actual project performance to planned or expected performance?

- A. Cost aggregation
- B. Trend analysis
- C. Forecasting
- D. Variance analysis

Answer: D

QUESTION: 144

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

EV = \$500

PV= \$750

AC= \$1000

BAC= \$1200

- A. 0.67
- B. 1.50
- C. 0.75
- D. 0.50

Answer: A

QUESTION: 145

Which enterprise environmental factors are considered during cost estimating?

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

Answer: A

QUESTION: 146

Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

- A. Cost baseline
- B. Cost forecasting

- C. Cost variance
- D. Cost budgeting

Answer: D

QUESTION: 147

What is the schedule performance index (SPI) using the following data?

BAC = \$100,000

PV = \$50,000

AC = \$80,000

EV = \$40,000

- A. 1.00
- B. 0.40
- C. 0.50
- D. 0.80

Answer: D

QUESTION: 148

The project manager calculated a schedule performance index of 0.8 and a cost performance index of 1.1 for the project. What is the actual status of this project?

- A. Behind schedule and over budget
- B. Behind schedule and under budget
- C. Ahead of schedule and under budget
- D. Ahead of schedule and over budget

Answer: B

QUESTION: 149

EAC (estimate at complete) is typically based on actual cost (AC) for work completed plus an ETC (estimate to complete) the remaining work. Which of the following is a valid formula for calculating EAC?

- A. $EAC = AC + [(BAC - EV) / (Cumulative\ CPI * Cumulative\ SPI)]$
- B. $EAC = BAC - AC$

C. $EAC = 1 - CPI$

D. $EAC = EV + [1 - (\text{Cumulative CPI} * \text{Cumulative SPI}) / BAC]$

Answer: A

QUESTION: 150

Which of the following equations is used to calculate schedule variance?

A. EV/PV

B. PV/EV

C. $EV - PV$

D. $PV - EV$

Answer: C

QUESTION: 151

Which tool and technique uses a statistical relationship between historical data and other variables to calculate estimates?

A. Analogous estimating

B. Three-point estimates

C. Parametric estimating

D. Bottom-up estimating

Answer: C

QUESTION: 152

Which of the following equations is used to calculate cost variance?

A. $EV - AC$

B. $AC - EV$

C. $AC + EV$

D. AC / EV

Answer: A

QUESTION: 153

Given the following values, what is the calculated expected activity cost (CE) when using PERT?

CO = \$7,000

CM = \$10,500

CP = \$11,000

- A. \$ 4,750
- B. \$ 9,500
- C. \$10,000
- D. \$11,500

Answer: C

QUESTION: 154

What is the expected activity cost for a project having a most likely cost of \$140, a best case scenario of \$115, and a worst case scenario of \$165?

- A. \$115
- B. \$138
- C. \$140
- D. \$165

Answer: C

QUESTION: 155

What does a SPI value greater than 1.0 indicate?

- A. More work was completed than planned
- B. Less work was completed than planned
- C. Cost overrun for completed work has occurred
- D. Cost underrun for completed work has occurred

Answer: A

QUESTION: 156

Total funding requirements and periodic funding requirements are derived from:

- A. funding limit reconciliation
- B. scope baseline
- C. activity cost estimates.
- D. cost baseline.

Answer: D

QUESTION: 157

What is the status of the project whose data is shown in the following S-curve?

- A. Under budget and ahead of schedule
- B. Over budget and behind schedule
- C. Over budget and ahead of schedule
- D. Under budget and behind schedule

Answer: B

QUESTION: 158

If the earned value (EV) is \$1000, actual cost (AC) is \$800, and planned value (PV) is \$1500, what would be the cost performance index (CPI)?

- A. 0.66
- B. 0.8
- C. 1.25
- D. 1.5

Answer: C

QUESTION: 159

Control Charts, Flowcharting, Histograms, Pareto Charts, Scatter Diagrams are tools and techniques of what process?

- A. Perform Quality Control
- B. Perform Quality Assurance

- C. Quality Planning
- D. Performance Reporting

Answer: A

QUESTION: 160

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

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

Answer: C

QUESTION: 161

What quality control tool graphically represents how various elements of a system interrelate?

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

Answer: B

QUESTION: 162

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

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

Answer: C

QUESTION: 163

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

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

Answer: D

QUESTION: 164

What is the primary benefit of meeting quality requirements?

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

Answer: B

QUESTION: 165

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

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

Answer: B

QUESTION: 166

What is the term assigned to products or services having the same functional use but different technical characteristics?

- A. Scope
- B. Quality
- C. Specification
- D. Grade

Answer: D

QUESTION: 167

Which of the following provides a basis for assessing project performance?

- A. Profitability and impact matrix
- B. Expert judgment
- C. Benchmarking
- D. Risk categorization

Answer: C

QUESTION: 168

Regardless of style, what information is shown in a process flowchart?

- A. Actions, decision points, and process drivers
- B. Activities, decision points, and the order of processing
- C. Activities, process drivers, and the order of processing
- D. Actions, decision points, and activities

Answer: B

QUESTION: 169

Which quality assurance tool and technique confirms the implementation of approved change requests, corrective actions, defect repairs, and preventive actions?

- A. Quality checklists
- B. Quality metrics
- C. Quality audits
- D. Process analysis

Answer: C

QUESTION: 170

Which tool or technique uses the 80/20 principle?

- A. Pareto chart
- B. Cause and effect diagrams
- C. Control charts
- D. Flowcharting

Answer: A

QUESTION: 171

What is a cost of nonconformance?

- A. Rework
- B. Inspections
- C. Training
- D. Testing

Answer: A

QUESTION: 172

What is included in a control chart?

- A. Baseline
- B. Planned value
- C. Upper specification limit
- D. Expenditure

Answer: C

QUESTION: 173

What tool and technique includes all costs incurred over the life of a product by investment in preventing nonconformance to requirements?

- A. Cost of quality
- B. Measure of design
- C. Statistical control
- D. Systematic analysis

Answer: A

QUESTION: 174

In a control chart, the consecutive measurements are 11, 13, 09, 07, 08, 09, 09, 09, 08, and 12. For the entire process, the goal is 10 and the standard deviation is 1. For this data set, it is correct to say that the process:

- A. is under control.
- B. is out of control.
- C. has an increasing trend.
- D. has a decreasing trend.

Answer: B

QUESTION: 175

In which tool and technique is it possible to find a correlation between dependent and independent variables?

- A. Fishbone diagram
- B. Control chart
- C. Run chart
- D. Scatter diagram

Answer: D

QUESTION: 176

A project manager arranges for project specific training for the new team members. Under which category does this cost fall?

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

Answer: D

QUESTION: 177

Which of the following describes the purpose of the quality control process?

- A. To identify quality requirements of the project
- B. To identify ineffective processes and eliminate them
- C. To assess performance and recommend necessary changes
- D. To ensure quality standards are used

Answer: C

QUESTION: 178

What is an objective of the Developing Project Team Process?

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

Answer: A

QUESTION: 179

Which tools or techniques will the project manager use for developing the project team?

- A. Negotiation
- B. Roles and responsibilities
- C. Recognition and rewards
- D. Prizing and promoting

Answer: C

QUESTION: 180

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

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

Answer: A

QUESTION: 181

Conflict should be best addressed in which manner?

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

Answer: A

QUESTION: 182

What is the name of a graphic display of project team members and their reporting relationships?

- A. Role dependencies chart
- B. Reporting flow diagram
- C. Project organization chart
- D. Project team structure diagram

Answer: C

QUESTION: 183

Within a matrix organization, dual reporting of team members is a risk for project success. Who is responsible for managing this dual reporting relationship factor?

- A. Functional manager
- B. Project manager
- C. Functional manager supported by the project manager
- D. Project management office

Answer: B

QUESTION: 184

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

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

Answer: B

QUESTION: 185

In which of the following team development stages does the team meet and learn about the project and their formal roles and responsibilities?

- A. Forming
- B. Storming
- C. Norming
- D. Performing

Answer: A

QUESTION: 186

Which of the following is a technique for resolving conflict?

- A. Collaborating
- B. Issue log
- C. Leadership
- D. Motivation

Answer: A

QUESTION: 187

Which of the following is a conflict resolving technique that emphasizes areas of agreement rather than areas of difference?

- A. Withdrawing/Avoiding
- B. Forcing
- C. Collaborating
- D. Smoothing/Accommodating

Answer: D

QUESTION: 188

In which of the team development stages are the teams interdependent and work through issues smoothly and effectively?

- A. Norming
- B. Forming
- C. Storming
- D. Performing

Answer: D

QUESTION: 189

The resource calendars document is an output of which process?

- A. Estimate Activity Resources
- B. Acquire Project Team
- C. Develop Schedule
- D. Develop Project Team

Answer: B

QUESTION: 190

In which of the following team development stages does the team begin to work together, develop trust, and adjust to the work habits and behavior?

- A. Norming
- B. Forming
- C. Storming
- D. Performing

Answer: A

QUESTION: 191

Project team members begin to address the project work and technical decisions. The project team is in which of the following stages of team development?

- A. Storming
- B. Forming
- C. Norming
- D. Performing

Answer: A

QUESTION: 192

Placing many or all of the most active project team members in the same physical location to enhance their ability to perform as a team is called which of the following?

- A. Team training
- B. Co-location
- C. Team location
- D. Organization training

Answer: B

QUESTION: 193

Emphasizing areas of agreement rather than areas of difference is part which of the following conflict management techniques?

- A. Smoothing
- B. Compromising
- C. Avoiding
- D. Forcing

Answer: A

QUESTION: 194

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

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

Answer: B

QUESTION: 195

Which of the following involves making information available to project stakeholders in a timely manner?

- A. Contract management
- B. Performance reporting
- C. Project status reports
- D. Information distribution

Answer: D

Explanation:

The project management term or phrase that is used for the purposes of representing the project management process that focuses on taking the facts and happenings in regards to a particular project and disseminating this information to all of the relevant parties, with a particular focus on providing information to those who have a financial stake in the ultimate outcomes of the project. These methods of information dissemination can come in means including regularly scheduled conferences and or meetings, regularly scheduled conference calls in which some or all members of the project team participate, informal written communications such as periodic

updates via email and of other short form, less formal means of communications, as well as formal reports that may or may not have been requisite to the completion of the project. Information distribution is essential to assuring that the financial stakeholders are fully aware of the progress throughout as it helps to assure no surprises arise at the time that deliverables are expected to be final. This term is defined in the 3rd edition of the PMBOK but not in the 4th.

QUESTION: 196

Forecasts, requested changes, recommended corrective actions, and organizational process asset updates are all outputs of which process?

- A. Risk response planning
- B. Risk monitoring and control
- C. Performance reporting
- D. Manage stakeholders

Answer: C

QUESTION: 197

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

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

Answer: B

QUESTION: 198

Which knowledge area employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

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

Answer: C

QUESTION: 199

Approved change requests, approved corrective actions, and updates to organizational process assets are all outputs of which project management process?

- A. Risk response planning
- B. Manage stakeholders
- C. Scope definition
- D. Performance reporting

Answer: B

QUESTION: 200

What is a technique used in the performance reporting process?

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

Answer: D

Explanation:

Performance Reporting is the process for "collecting and distributing performance information" like "status reporting, progress measurement, and forecasting" (comp.PMBOK3, p. 221): On the base of the collected performance information concerning scope, schedule, cost and quality this process generates the reports which are distributed to the stakeholders (comp.PMBOK3, p. 231). Basically one can determine four types of reports:

- Forecast reports for describing future trends
- Progress reports for describing trends from past to presence
- Status reports for describing actual status
- Variance reports for describing differences between the planned baseline and the real data

QUESTION: 201

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

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

Answer: B

QUESTION: 202

What information does the stakeholder register contain?

- A. Communication model
- B. Identification information
- C. Communication method
- D. Identification plan

Answer: B

QUESTION: 203

Stakeholder analysis identifies what information and relates it to the purpose of the project?

- A. Requirements, influence, and functional department
- B. Interest, requirements, and functional role
- C. Requirements, expectations, and influence
- D. Interest, expectations, and influence

Answer: D

QUESTION: 204

Which of the following is a tool and technique to the Manage Stakeholder Expectations process?

- A. Issue log
- B. Change register
- C. Stakeholder register
- D. Interpersonal skills

Answer: D

QUESTION: 205

When using the Delphi technique for gathering information, what forecasting method is being used?

- A. Time series method
- B. Casual method
- C. Econometric method
- D. Judgmental method

Answer: D

QUESTION: 206

Which of the following is one of the key components of the basic communications model?

- A. Push
- B. Decode
- C. Pull
- D. Duration

Answer: B

QUESTION: 207

Which of the following is a tool or technique for distribute information?

- A. Project management plan
- B. Report performance
- C. Communications requirements analysis
- D. Communication methods

Answer: D

QUESTION: 208

A project manager convenes a meeting to determine why the time to produce one product according to specifications has increased from one day to three days over the past month. Which tool or technique is used in this case?

- A. Expert judgment
- B. Quality assurance
- C. Quality control
- D. Variance analysis

Answer: D

QUESTION: 209

There are seven members on the project team not counting the project manager and the sponsor. How many communication channels are there?

- A. 21
- B. 28
- C. 36
- D. 42

Answer: C

QUESTION: 210

ABC project is at risk for failing to achieve a major project objective due to unresolved stakeholder issues. Team member morale is low. Who is primarily responsible for the project being at risk?

- A. Team members who have low morale
- B. Sponsor who is not actively supporting the project
- C. Project manager who is responsible for managing stakeholder expectations
- D. Stakeholders who have unrealistic expectations

Answer: C

QUESTION: 211

When communicating with large audiences, which communication method works most effectively?

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

Answer: D

QUESTION: 212

What are assigned risk ratings based upon?

- A. Root cause analysis
- B. Assessed probability and impact
- C. Expert judgment
- D. Risk Identification

Answer: B

QUESTION: 213

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

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

Answer: A

QUESTION: 214

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

- A. Probability and impact matrix
- B. Contingency analysis report
- C. Risk urgency assessment

D. Rolling wave plan

Answer: C

QUESTION: 215

Which of the following is an example of a technique used in quantitative risk analysis?

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

Answer: A

QUESTION: 216

When does risk monitoring and control occur?

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

Answer: C

QUESTION: 217

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

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

Answer: C

QUESTION: 218

Quality and credibility of the qualitative risk analysis process requires that different levels of the risk's probabilities and impacts be defined is the definition of what?

- A. Risk breakdown structure (RBS)
- B. Risk probability and impact
- C. Qualitative risk analysis
- D. Risk response planning

Answer: B

QUESTION: 219

What is one of the objectives of project risk management?

- A. Decrease the probability and impact of event on project objectives.
- B. Distinguish between a project risk and a project issue so that a risk mitigation plan can be put in place.
- C. Increase the probability and impact of positive events.
- D. Removal of project risk.

Answer: C

QUESTION: 220

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

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

Answer: C

QUESTION: 221

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

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

Answer: A

QUESTION: 222

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

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

Answer: D

QUESTION: 223

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

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

Answer: D

QUESTION: 224

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

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

Answer: B

QUESTION: 225

Which of the following lists contain processes that are included within Project Procurement Management?

- A. Plan purchases and acquisitions, plan contracting, request seller responses, select sellers
- B. Plan purchases and acquisitions, request seller responses, select sellers, schedule control
- C. Plan purchases and acquisitions, acquire project team, request seller responses, select sellers
- D. Plan purchases and acquisitions, acquire project team, contract approval, select sellers

Answer: A

QUESTION: 226

Which type of analysis is used as a general management technique within the Plan Procurements Process?

- A. Risk assessment analysis
- B. Make or buy analysis
- C. Contract value analysis
- D. Cost impact analysis

Answer: B

QUESTION: 227

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

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

Answer: C

QUESTION: 228

What is the tool and technique used to request seller responses?

- A. Procurement documents
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

Answer: C

QUESTION: 229

A contract change control system defines which of the following?

- A. Process by which the procurement is being satisfied
- B. Process by which the procurement can be modified
- C. Process by which the procurement can be obtained
- D. Process by which the procurement can be disposed

Answer: B

QUESTION: 230

In what type of contract is the seller reimbursed for all allowable costs for performing the contract work and receives a predetermined fee based upon achieving certain performance objectives as set forth in the contract?

- A. Cost-plus-fixed-fee
- B. Cost-plus-incentive-fee
- C. Firm-fixed-price
- D. Fixed-price-incentive-fee

Answer: B

QUESTION: 231

Who decides buyer and seller roles in a teaming agreement?

- A. Executive management
- B. Project members

- C. Project manager
- D. Contract administrator

Answer: A

QUESTION: 232

In which of the following contract types is a price ceiling set and any additional costs above the price ceiling becomes the responsibility of the performing organization?

- A. Firm-Fixed-Price Contracts (FFP)
- B. Fixed-Price-Incentive-Fee Contracts (FPIF)
- C. Cost-Reimbursable Contracts
- D. Time and Materials Contracts (T&M)

Answer: B

QUESTION: 233

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

- A. contract type.
- B. sponsors.
- C. project manager.
- D. stakeholders.

Answer: A

QUESTION: 234

Company A bought a well-defined project deliverable from Company B. Company A will pay a fixed total price plus a percentage premium for the schedule target achieved. For which type of contract have they subscribed?

- A. Fixed-price-incentive-fee contracts (FPIF)
- B. Firm-fixed-price-contracts (FFP)
- C. Fixed price with Economic Price Adjustment Contracts (FP-EPA)
- D. Time and material contracts (T&M)

Answer: A

QUESTION: 235

Negotiated Settlements are an example of a technique used in which Project Procurement Management Process?

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

Answer: D

QUESTION: 236

Which project management process ensures the seller's performance meets procurement requirements and that the buyer performs according to the terms of the legal contract?

- A. Plan Procurements
- B. Perform Quality Assurance
- C. Administer Procurements
- D. Conduct Procurements

Answer: C

QUESTION: 237

Which contract type is typically used whenever the seller's performance period spans a considerable period of years?

- A. Fixed-Price-Incentive-Fee contracts (FPIF)
- B. Fixed Price with Economic Price Adjustment contracts (FP-EPA)
- C. Cost-Plus-Fixed-Fee contracts (CPFF)
- D. Time and Material contracts (T&M)

Answer: B

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