

100% Money Back
Guarantee

Vendor: PMI

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(CAPM) Certification

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QUESTION 1

A contract cannot contain _____.

- A. Illegal activities
- B. deadline for the completion of the work
- C. Penalties and fines for disclosure of intellectual rights
- D. All of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

A contract cannot contain illegal activities. A contract can contain other options available.

QUESTION 2

Which one of the following comes first in the project plan?

- A. Scope Statement
- B. Quality Plan
- C. WBS
- D. Development Plan

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Scope statement comes first in the project plan. Scope statement is the written statement of project. It contains: Project objectives, Project justification, Project deliverables

QUESTION 3

You are project manager of a project. During the process of selecting the sellers, you reject one vendor because it doesn't have the manufacturing capability. This is an example of which selection tool?

- A. Weighting system
- B. Screening system
- C. Seller rating system
- D. Expert judgment

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

A screening system rejects sellers that does not meet minimum requirements for the project.

QUESTION 4

_____ provides details about how the project scope may be changed.

- A. Control Scope system
- B. VeirV Scope
- C. Scope Charter
- D. Scope Management plan

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

The scope management plan provides details about how the project scope may be changed.

QUESTION 5

Which of the following technique to identify the underlying cause of a problem and take steps to prevent further occurrence?

- A. Root cause analysis
- B. Quality audits
- C. Project audits
- D. Risk audits

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Root cause analysis: A technique to identify the underlying cause of a problem and take steps to prevent further occurrence.

QUESTION 6

Which of the following provides the least accurate in estimating?

- A. Rough order of magnitude
- B. Budget estimate
- C. WBS estimate
- D. Definitive estimate

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

The rough order of magnitude is the least accurate approach, as it may vary from -25 percent to +75 percent.

QUESTION 7

Who has the responsibility for informing the final deliverable to all stakeholders?

- A. Project Manager
- B. Sponsor
- C. Team Lead
- D. Management

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Project Manager has the responsibility for informing the final deliverable to all stakeholders.

QUESTION 8

What is a corrective action?

- A. An action that brings future project events into alignment with the project plan
- B. An action to correct something in the project
- C. An action to prevent something in the project
- D. Corrective action is not related to project

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Corrective action: An action that brings future project events into alignment with the project plan

QUESTION 9

Assumptions are factors that, for planning purposes, are considered to be _____.

- A. True, real, or certain
- B. True, real, or uncertain
- C. Real
- D. Verbal

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

PMBOK describes assumptions as "factors that, for planning purposes, are considered to be true, real, or certain."

QUESTION 10

A complete set of indexed project records is called _____.

- A. Project archives
- B. Index
- C. sow
- D. Project History

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

A complete set of indexed project records for archiving by the appropriate parties.

QUESTION 11

You are managing a project that will implement a new Insurance software package. Two project team members have difficulty working together. They come to you, for help resolving the issues. You immediately set up a meeting that includes the functional manager. After the meeting you and the functional manager discuss the issues and agree on a solution. What type of organizational structure you are working in?

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

D. Strong Matrix

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Balanced matrix: Power is shared between both Functional and Project Manager. In this case you include the functional manager in the meeting therefore it is Balanced matrix organization.

QUESTION 12

You have been with the organization; you constantly hear rumours about a certain CAPM failing to live up to the CAPM Code. What you should do?

- A. You can gather as much information as you can before proceeding
- B. Confront the person immediately
- C. Ignore the rumours
- D. Pass the rumours along

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

You can gather as much information as you can before proceeding.

QUESTION 13

Who is responsible for issuing the project charter?

- A. The project manager
- B. The project sponsor
- C. The Team lead
- D. The nianagement

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

The project sponsor creates and issues the project charter.

QUESTION 14

In PMBOK, the seller is _____ to the project team.

- A. Internal
- B. External
- C. Outside
- D. Assigned

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

In PMBOK, the seller is External to the project team.

QUESTION 15

Project Quality Management includes:

- A. Customer satisfaction
- B. Prevention over inspection
- C. Continuous improvement
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Project Quality Management includes : Customer satisfaction, Prevention over inspection, Continuous improvement, Management responsibility

QUESTION 16

You are the project manager of the MKTG Project. The project has a budget of \$200,000 and is expected to last 2 years. The project is now 20 percent complete and is on schedule. What is the BAC?

- A. \$-00,000
- B. \$200,00
- C. \$50,000
- D. None of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The BAC is the budget at completion (Total budgeted cost), which is \$200,000.

QUESTION 17

A Risk Register is a part of the _____.

- A. Project Scope Statement
- B. Project Management plan
- C. Project Scheduling plan
- D. Project Charter

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

The Risk Register is detailed part of the project management plan.

QUESTION 18

A Risk Register is a part of the _____.

- A. Project Scope Statement
- B. Project Management plan
- C. Project Scheduling plan
- D. Project Charter

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

The Risk Register is detailed part of the project management plan.

QUESTION 19

Which type of network diagram is also referred to activity-on-arrow (AOA) diagrams?

- A. Precedence Diagramming Method (PDM)
- B. Gant Chart Diagram (GCD)
- C. Dependency Diagramming Method (DDM)
- D. Arrow Diagramming Method (ADM)

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

The arrow diagramming method (ADM) is also referred to as activity-on-arrow (AOA) diagramming method. Precedence diagramming method (PDM) is also referred to as activity-on-node (AON) diagramming method

QUESTION 20

Create Procurement document is done in _____.

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Create Procurement document is done in Plan Procurements process.

QUESTION 21

Cost benefit analysis, scorecard modelling, payback periods, and internal rate of return are examples of _____.

- A. Enterprise benefits measurement methods when selecting a project
- B. Integral parts of the SOW
- C. Ways to ensure stakeholder commitment
- D. Project selection methods

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Projects are seeded from the recognition of a regulatory or business need. Cost benefit analysis, scorecard modelling, payback periods, and internal rate of return are examples of benefits measurement methods when selecting a project. Best Option is A.

QUESTION 22

Most change requests are a result of _____.

- A. Value added change (enhancements)
- B. Schedule constraints
- C. Regulatory constraints
- D. Improvement to the project scope

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Most change requests (CRs) are a result of Value added change (enhancements).

QUESTION 23

Based on the PMBOK, who is ultimately responsible for the project quality?

- A. Project team
- B. Project manager
- C. QA manager
- D. Validation engineer

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Project manager is ultimately responsible for the project quality.

QUESTION 24

The end of the project comes after which of the following?

- A. Project charter
- B. Final deliverable
- C. Schedule
- D. QA activities are done

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Project will close after final deliverable.

QUESTION 25

The product description of a project can help to create procurement details. Which one of the following best describes product description?

- A. The product description defines the contracted work, based on the requirements of the project customer
- B. The product description defines the contracted work
- C. The product description defines the requirements for the contract work
- D. All of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The product description defines the contracted work, based on the requirements of the project customer

QUESTION 26

During the planning phase of your project, your project team members have discovered another way to complete a portion of the project scope. This method is safer for the project team, but may cost more for the customer. This is an example of _____.

- A. Alternative identification
- B. Risk assessment
- C. Alternative selection
- D. Product analysis

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Alternative identification is a planning process to find alternatives to completing the project scope.

QUESTION 27

What is the lowest level in a work breakdown structure?

- A. Project task
- B. Work package
- C. Sub-work
- D. None

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

A work package is the lowest level of a work breakdown structure.

QUESTION 28

Administrative Closure should occur _____.

- A. At the end of each phase of the project
- B. At the end of the whole project
- C. At the end of 50% of the project
- D. At the end of 100% of the project

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Administrative Closure should occur at the end of each phase, not only at the end of the overall project

QUESTION 29

In which phase project manager is assigned to a project?

- A. During the initiation stage

- B. During the planning stage
- C. After approval of budget
- D. After the project is proven feasible

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

output of Initiation process : Project charter PM assigned Constraints Assumptions Project manager is assigned to a project During the initiation stage.

QUESTION 30

Who gives project acceptance?

- A. Sponsor
- B. Customer
- C. Project Manager
- D. Team Lead

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Customer gives project acceptance. Customer may be person or organization.

QUESTION 31

A requirement document is an input of _____ process?

- A. Collect Requirements
- B. Define Scope
- C. Integrated Change Control
- D. Monitor and Control Project Work

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

A requirement document request is an input to Define Sco

QUESTION 32

Make-or-buy decisions measure the costs of both options. What are the two options?

- A. Direct and Indirect
- B. Tactical and Strategic
- C. Management and Project
- D. Only Tactical

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Make-or-buy decisions measure the costs of both options. When doing this analysis, it should include both direct and indirect costs so that the final decision is based on comparisons that are equal.

QUESTION 33

Which of the following are the inputs of Define Scope?

- A. Requirements document created in collect requirements process
- B. Project files from previous projects
- C. Project Charter
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Define Scope - Inputs Requirements document created in collect requirements process, Project Charter and Organizational Process Assets (Project files from previous projects, lesson learned)

QUESTION 34

Which document is best suited for tracking the assignment of all resources to specific tasks in a project?

- A. RACI matrix
- B. SOW
- C. Staffing management plan
- D. CPI

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The RACI matrix lists responsibilities of all resources. The staffing management plan only lists types of resources and timing.

QUESTION 35

_____ is the international organization that controls the standards for quality.

- A. ISO
- B. CAPM
- C. PMI
- D. ISCN

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

ISO is the international organization that controls the standards for quality.

QUESTION 36

The work breakdown structure is _____.

- A. Used to break down the project into manageable pieces
- B. Set and does not change throughout the project
- C. Needed as part of the project charter
- D. [Needed as part of the project scope statement

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Work Breakdown Structure (WBS): A deliverable-oriented grouping of project elements which organizes and defines the total scope of the project. It sub divide the major tasks to minor details.

QUESTION 37

If a project with a SPI of 1.8, what you tell?

- A. The project is running ahead of the schedule
- B. The project is running behind of the schedule
- C. Resources assigned to the project cost 1.8 units
- D. None

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

The SPI equals the earned value divided by the planned value. $SPI = EV/PV$ A schedule performance index of 1 or greater suggests that the project is ahead of schedule.

QUESTION 38

You are managing a project that will implement a new MARKETING software package. You have assigned the resources and want to keep the IT manager in the loop by informing him or her of your decisions. Which type of organizational structure are you working in?

- A. Projectized
- B. Strong Matrix
- C. Weak Matrix
- D. Functional

Correct Answer: B
Explanation

Explanation/Reference:
Explanation:

Projectized Organization: Any organizational structure in which the project manager has full authority to assign priorities and to direct the work of individuals assigned to the project. Strong Matrix: The project manager is assigned full time and has a full time support staff. Project manager has the preeminent position of authority. Weak Matrix: Power reset with Functional Manager. Functional: In this organization Project Manager has least power and all management is taken care by functional manager like marketing engineer, sales engineer.

QUESTION 39

At what point in a project do you have the highest probability that it will fail?

- A. The beginning of the project
- B. Just before the end of the project
- C. QA Phase
- D. Execution phase

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Risk and uncertainty are the highest at the beginning of a project.

QUESTION 40

From whom do you need to gain the formal acceptance at project closure?

- A. The customer
- B. The quality director
- C. Project management office
- D. Project manager

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

need to gain this formal acceptance at project closure from the customer and sponsor.

QUESTION 41

Which statement is true about Bottom-up estimating?

- A. Estimating the cost of individual work items and then rolling up the costs to arrive at a project total.
- B. Uses the actual cost of a previous similar project as the basis for estimating the cost of the current project.
- C. Using project characteristics (or parameters) in a mathematical model to predict costs.
- D. Cost of quality can also be used to prepare the schedule activity cost estimate.

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Bottom-up estimating: Estimating the cost of individual work items and then rolling up the costs to arrive at a project total. It is more accurate.

QUESTION 42

Which is not part of Project Plan?

- A. Project Scope Management Plan
- B. Schedule Management Plan
- C. Cost Management Plan
- D. Project Charter

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

All are part of Project Plan except project charter.

QUESTION 43

Which of the following is the most important task of the project manager during the Execution and Control phase?

- A. Information management
- B. Maintain scope statement
- C. Maintain Charter
- D. Maintain Closing document

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

One of the most important tasks of the project manager during the Execution and Control phases of the project is the management of information.

QUESTION 44

Which time estimating tools estimate the basis for activity durations can be quantitatively determined by multiplying the quantity of work to be performed by the productivity rate?

- A. Parametric estimating
- B. Funding limit reconciliation
- C. Reserves analysis
- D. None of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Parametric Estimating: Estimating the basis for activity durations can be quantitatively determined by multiplying the quantity of work to be performed by the productivity rate.

QUESTION 45

You are project manager and now in middle of creating RFP (Request for proposal). RFP (Request for proposal) is done in _____.

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

RFP (Request for proposal) is done in Plan Procurements process.

QUESTION 46

Which of the following statement is true about Strategic planning?

- A. Strategic planning determines which projects will be choosing in order to achieve the organizational goals
- B. Strategic planning determines which projects will be sponsor in order to achieve the organizational goals
- C. Strategic planning determines these are the projects that get chosen and funded
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Strategic planning determines which projects will be chosen or sponsored in order to achieve the organizational goals. Strategic planning determines these are the projects that get chosen and funded.

QUESTION 47

The Ishikawa diagram, Pareto chart, control charts, and statistical sampling are examples of _____.

- A. Quality assurance
- B. Quality control
- C. Quality rules
- D. CMM

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

The Ishikawa diagram, the control charts, Pareto chart, and statistical sampling are examples of basic tools of quality control.

QUESTION 48

Which risk response is most likely to involve contingency reserves?

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Acceptance is when no change to the project is made for a risk. A contingency can be set aside to offset the impact of the risk.

QUESTION 49

Which of the following does not provided by scope statement?

- A. Project justification
- B. Project product
- C. Project manager authority
- D. Project objective

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

The project charter provides the project manager with authority.

QUESTION 50

What is the communication channel delta if the members in the communication plan are increased from 5

to 10?

- A. 35
- B. 5
- C. 15
- D. 75

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Delta = $n*(n-1)/2 - n1*(n1-1)/2$ where n = individuals and $n1$ = new individuals 10-45 = 35 No of communication channels: $n*(n-1)/2$ where n = individual

QUESTION 51

Collect Requirements process starts in Project Planning Phase and uses the outputs of the _____.

- A. Initiation Process
- B. Project closer Process
- C. Estimation Process
- D. Closing process

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Collect Requirements process starts in "Project Planning Phase" and uses the outputs of the Initiation Process.

QUESTION 52

You are the project manager of a project that just went into extinction mode. This means that your project _____.

- A. Has ended before its stated objective
- B. 's st'" cunning but missing resources
- C. Will be closed due to lack of resources
- D. None of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

A project that ends in extinction mode is a project that has ended before meeting its stated objectives.

QUESTION 53

When you are developing the estimates for project, you choose to add the individual estimates for the activities that comprise each phase. What type of estimation method are you using?

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

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Bottom-up estimating: Estimating the cost of individual work items and then rolling up the costs to arrive at a project total: It is more accurate. Analogous estimating: Analogous estimating is also called top-down estimating and uses the actual cost of a previous, similar project as the basis for estimating the cost of the current project. Parametric estimating: Using project characteristics (or parameters) in a mathematical model to predict costs (e.g., price per square meter).

QUESTION 54

Who is responsible for the creation of the final project plan?

- A. Project Manager
- B. Team Leader
- C. Sponsor
- D. Project Team

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Project Manager is responsible for the creation of the final project plan.

QUESTION 55

Who has the responsibility for Plan Quality?

- A. Project manager
- B. QA manager
- C. Project planner
- D. Team 'ead

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Project manager has the responsibility for Plan Quality.

QUESTION 56

Assumptions in the project plan should be _____.

- A. Written down
- B. Understandable
- C. Not understandable
- D. No need to write

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Assumptions that are not written down are the most dangerous.

QUESTION 57

Who applies project selection methods to decide whether to accept or reject a project?

- A. Project sponsor
- B. Project team
- C. Project manager
- D. Senior Management

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The project sponsor must have the authority to select and fund the project.

QUESTION 58

Which of the following statement is true about project charter?

- A. Provides a high level definition of the effort and its stakeholders
- B. Announces who is the project engineer
- C. Tells the newspapers and media when the project will end
- D. Announces who is the project sponsor

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

project charter: The project charter formally authorizes the project, assigns the project manager, and gives a high-level definition of the projects and its deliverables.

QUESTION 59

Which of the following is NOT an input of close project process?

- A. Project management plan
- B. Contract documentation
- C. Deliverables
- D. WBS

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

WBS is NOT inputs of close project process.

QUESTION 60

Which of the following is conflict resolution technique?

- A. Compromise
- B. Smoothing
- C. Foimal
- D. Coercive

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

smoothing is a conflict resolution technique, the rest are forms of leadership power.

QUESTION 61

_____ is providing detailed plans for tasks that are about to start in the near future using the most current information and revisiting future activities when they near their starting dates.

- A. Rolling wave planning
- B. Progressive elaboration
- C. Milestone detail planning
- D. Expert judgment

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Rolling wave planning is providing detailed plans for tasks that are about to start in the near future using the most current information and revisiting future activities when they near their starting dates.

QUESTION 62

Which of the following activities is not part of Plan Risk Management?

- A. Updating risk register
- B. Determining risk roles and responsibilities
- C. Identifying risk categories
- D. Developing a risk management plan

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Updating the risk register first happens in Identify Risks phase. Determining risk roles and responsibilities, Identifying risk categories and developing a risk management plan are part of Plan Risk Management.

QUESTION 63

PMI discusses procurement focusing on the _____ relationship.

- A. Buyer or seller
- B. Vendor or seller
- C. Purchasing
- D. Sellino-

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

PMI discusses procurement focusing on the buyer or seller relationship

QUESTION 64

Administrative closure is the process that _____.

- A. Closes all activities pertaining to a specific project

- B. Collects user acceptance of the project product or service
- C. Includes all the activities needed to validate the project products and services
- D. All of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Administrative closure: Closes all activities pertaining to a specific project

QUESTION 65

You are project manager of a project, which of the following is not your responsibility?

- A. Quality in the organization
- B. Acquiring HR resources for the project team
- C. Overall responsibility for risk on the project
- D. All of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Senior management is responsible for quality in the organization

QUESTION 66

Project success can be achieved only if:

- A. There is a clear link between the project deliverables and the business strategy.
- B. The project sponsor leads the initiatives.
- C. The project manager is an expert in managing resources.
- D. Team members like project manager.

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

There is no project for the sake of spending money. There is a clear link between the project deliverables and the business strategy.

QUESTION 67

You are project manager of a project and as part of the team acquisition process; you hire a new employee and assigns him to your project team. According to Maslow's hierarchy of needs, what needs level he most likely is at?

- A. Social need
- B. Physical need
- C. Safety and security
- D. Security

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

as new to project he is most likely looking for acceptance and friendship. This comes under Social need.

QUESTION 68

Which one of the following is not an output of contract closure?

- A. Close contracts
- B. Lessons learned documentation
- C. Deliverable acceptance
- D. Scope statement

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

All are output of contract closure: Close contracts, Contract file, Lessons learned documentation and Deliverable acceptance.

QUESTION 69

The intent of the risk management process group is to _____.

- A. Increase the probability of positive outcomes in the project
- B. Announce project risks
- C. Not consider risks affecting the company
- D. Announce project deliverables

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The risk management process group serves as the road map used to reduce its impact on the project.

QUESTION 70

ISO Stands for _____.

- A. International Organization for Standardization
- B. International Standardized Organization
- C. 'n Standardized Organization
- D. Indiana Standardized Organization

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

ISO Stands for International Organization for Standardization.

QUESTION 71

The project baseline is _____.

- A. Original plans plus the approved changes
- B. Important in the project initiation phase
- C. Initial estimates for tasks and resource utilization
- D. Original plans and the approved major changes

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

The project baseline: original plans plus the approved changes.

QUESTION 72

Which of the following is not a form a leadership power?

- A. Compromise
- B. Smoothing
- C. Foimal
- D. Coercive

Correct Answer: B
Explanation

Explanation/Reference:
Explanation:

smoothing is a conflict resolution technique, the rest are forms of leadership power.

QUESTION 73

_____ is a group of processes required to purchase or acquire the products, services, or results needed from outside the project team to perform the work.

- A. Procurement Management
- B. Planning Management
- C. Scope Management
- D. Control Management

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Procurement Management is groups of processes required to purchase or acquire the products, services, or results needed from outside the project team to perform the work.

QUESTION 74

You are the project manager of a project. If there are approved changes to the original scope, what you do with the old original scope?

- A. Save the old versions
- B. No need to save old version
- C. Scrap the old version
- D. Old version is not required

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

All the version you should keep in version control system.

QUESTION 75

Which of the following subsidiary plan contains the quality objectives for the project?

- A. Quality baseline
- B. Quality management plan
- C. Process improvement plan
- D. QA checklist

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The quality baseline documents the quality objectives for the project.

QUESTION 76

Function of the _____ is to make sure that changes to anything in the project are recorded and agreed to by the stakeholders.

- A. Project Manager
- B. Sponsor
- C. Team Lead
- D. Management

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Function of the project manager is to make sure that changes to anything in the project are recorded and agreed to by the stakeholders.

QUESTION 77

Which of the following is an output of Verify Scope?

- A. Formal acceptance
- B. WBS template
- C. sow acceptance
- D. Rework

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Output of Verify Scope is formal acceptance.

QUESTION 78

Delivery dates and availability of resources can be found in the details of the _____.

- A. Work Breakdown Structure
- B. sow
- C. Project Charter
- D. Project Scope Statement

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Delivery dates and availability of resources can be found in the details of the WBS.

QUESTION 79

How many communication channels will be required in a project in which 5 individual are participating?

- A. 10
- B. 12
- C. 4
- D. 5

Correct Answer: A

Explanation**Explanation/Reference:**

Explanation:

No of communication channels: $n*(n-1)/2$ where n = individual. In this case $5*(5-1)/2 = 10$

QUESTION 80

Which of the following project document is best suited for tracking costs of resources?

- A. Work breakdown structure
- B. P'sk breakdown structure
- C. Organizational breakdown structure
- D. Resource breakdown structure

Correct Answer: A

Explanation**Explanation/Reference:**

Explanation:

The resource breakdown structure organizes all resources in a hierarchical structure, allowing for cost tracking also.

QUESTION 81

If a project with a CPI of 0.8, what you tell?

- A. The project is consuming more resources than anticipated.
- B. The project is using fewer resources than anticipated.
- C. The project is falling behind.
- D. The project is running ahead of schedule.

Correct Answer: A

Explanation**Explanation/Reference:**

Explanation:

If your cost performance index is above 1.0, it indicates that you have costs that are less then estimated.

$CPI = EV/AC$ (Earned value/ Actual cost)

QUESTION 82

Which monitoring or controlling activities would not result in preventive action being applied?

- A. Control Scope
- B. Manage project team

- C. Quality control
- D. Manage Scope statement

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Scope, schedule, and Control Costs can all result in corrective action, but not preventive action.

QUESTION 83

_____ is the road map for the execution of the project.

- A. Project plan
- B. sow
- C. WBS
- D. Strategic planning

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Project plan is the road map for the execution of the project.

QUESTION 84

You are the project manager of a project and budgeted money to provide cash awards to team members that exceed expectations. A project team member that is motivated by the chance to earn cash reward can most accurately be explained by which theory

- A. Hierarchy of needs
- B. Expectancy theory
- C. Achievement theory
- D. All of the above

Correct Answer: B
Explanation

Explanation/Reference:
Explanation:

The team member is working hard because he expects to be rewarded so it is Expectancy theory

QUESTION 85

Which of the following are input of close project process?

- A. Project management plan
- B. Contract documentation
- C. Deliverables
- D. All of the above

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

All are inputs of close project process.

QUESTION 86

The main purpose of project initiation is to _____.

- A. Assign the project manager to the project
- B. Formally describe the project
- C. Produce the project charter
- D. Formally authorize the project

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Output of project initiation is formally authorizing the project. Output of project scope initiation is: Project charter PM assigned Constraints and Assumptions.

QUESTION 87

Which document formally authorizes a project?

- A. The project charter
- B. Project scope statement
- C. The Project contract
- D. Project closing document

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The project charter is the formal document for authorizes a project.

QUESTION 88

Project just went into inclusion mode. This means that project _____.

- A. Has become part of the business processes
- B. Has been accepted by the sponsor and the client
- C. Will be closed due to lack of resources
- D. None of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

inclusion mode: Has become part of the business processes. A contract cannot contain _____.

QUESTION 89

The main purpose of project initiation is to _____.

- A. Assign the project manager to the project
- B. Formally describe the project
- C. Produce the project charter
- D. Formally authorize the project

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Output of project initiation is formally authorizing the project. Output of project scope initiation is: Project charter PM assigned Constraints and Assumptions.

QUESTION 90

Who is responsibility for making sure that a message in the project team is understood

- A. Project Manager
- B. Sender
- C. Project coordinator
- D. Sponsor

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

The sender has to make sure that the receiver acknowledges the receipt and message is understood, and the receiver needs to ensure that the sender received the acknowledgement.

QUESTION 91

_____ is always the lowest risk for the buyer if the scope of work is not well defined.

- A. Cost plus incentive fee
- B. Fixed Price
- C. Time and material
- D. "S" is not related to price

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Cost plus incentive fee is always the lowest risk for the buyer if the scope of work is not well defined. Fixed price and purchase order are the best choice for buyer when the item is well defined

QUESTION 92

How many communication channels will be required in a project in which 5 individual are participating?

- A. 10
- B. 12
- C. 4
- D. 5

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

No of communication channels: $n*(n-1)/2$ where n = individual. In this case $5*(5-1)/2 = 10$

QUESTION 93

Acceptance of the product should be _____.

- A. Formal
- B. Consistent
- C. Personal
- D. Verbal

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The acceptance should be formal.

QUESTION 94

You are creating your WBS and keep decomposing tasks into smaller units. How can you tell when you are done?

- A. Keep decomposing tasks until you reach an amount of work that is small enough to reliably estimate required resources and duration.
- B. Keep decomposing work until you reach a predetermined number of hierarchy levels to keep the WBS balanced.
- C. Keep decomposing tasks until you reach an amount of work that can be accomplished in one DAY.
- D. Keep decomposing tasks until you reach an amount of work that can be accomplished in one WEEK.

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Keep decomposing tasks until you reach an amount of work that is small enough to reliably estimate required resources and duration.

QUESTION 95

If a project with a SPI of 0.8, what you tell?

- A. The project is running ahead of the schedule
- B. The project is running behind of the schedule
- C. Resources assigned to the project cost 1.8 units
- D. None

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

The SPI equals the earned value divided by the planned value. $SPI = EV/PV$ A schedule performance index of 1 or greater suggests that the project is ahead of schedule.

QUESTION 96

If a project with a CPI of 1.2, what you tell?

- A. The project is consuming fewer resources than anticipated
- B. The project is using fewer resources than anticipated.
- C. The project is falling behind.
- D. The project is running ahead of schedule.

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

If your cost performance index is above 1.0, it indicates that you have costs that are less than estimated; so doing good. Option A is BEST fit for this $CPI = EV/AC$ (Earned value/ Actual cost)

QUESTION 97

What are the inputs for Initiation process?

- A. Product description and Strategic plan
- B. Selection criteria
- C. Historical information
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Inputs for Initiation process : Product description Strategic plan Selection criteria Historical information

QUESTION 98

Which of the following are parts of project scope management?

- A. Verify Scope
- B. Collect Requirements
- C. Control Scope
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

There are following processes which are part of Project Scope Management. Collect Requirements Define Scope Create WBS Verify Scope Control Scope

QUESTION 99

Project scope is _____.

- A. The features and functions that are to be included in a product or service
- B. The work that must NOT be done in order to deliver a product with the specified features and functions
- C. Part of the project charter
- D. Part of the SOW

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Project scope : The features and functions that are to be included in a product or service. The work that must be done in order to deliver a product with the specified features and functions.

QUESTION 100

You have a piece of equipment that was purchased for your project recently for \$5,000 and is expected to last 5 years in production. At the end of the five years the expected worth of the equipment is \$2,000.

Using straight-line depreciation, what is the amount that can be written off each year?

- A. \$600
- B. \$1200
- C. \$3000
- D. Zero

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The straight-line depreciation takes the purchase value of the item, minus the salvage price of the item, divided by the number of time periods. Calculation is $(5000-2000)/5 = \$600$

QUESTION 101

Which of the following plans is not done during the writing of a project plan?

- A. Executive Communication
- B. Risk Management
- C. Quality Management
- D. Scope Statement

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Executive Communication may be a part of your communication process but not in project plan.

QUESTION 102

Stakeholder influence is greatest at the _____ of the project.

- A. Beginning
- B. Closing
- C. Controlling
- D. Executing

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Stakeholder influence is greatest at the beginning of the project

QUESTION 103

Which of the following is not part of project scope management?

- A. Verify Scope
- B. Collect Requirements
- C. Create WBS
- D. None of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

are following processes which are part of Project Scope Management. Collect Requirements Define Scope Create WBS Verify Scope Control Scope

QUESTION 104

You are the project manager for the software Project. This project must be completed within one year. This is an example of which of the following?

- A. Schedule
- B. Assumption
- C. Constraint
- D. Planning process

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

A project that must be completed by a deadline is dealing with time constraints. A is incorrect since the condition does not offer a schedule. B is incorrect because the condition is not an assumption. D is also incorrect because this is not a planning process.

QUESTION 105

The project management plan:

- A. Identifies all the steps and processes that will be used after a project is initiated
- B. Steps needed to complete a project task
- C. Prepared at the beginning and fixed throughout the execution of the project
- D. Includes project charter

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Project Management Plan: The project management plan provides the overall plan for executing, monitoring, and controlling, closing the project.

QUESTION 106

Which type of network diagram is also referred to Activity-on-Node (AON) diagrams?

- A. Precedence Diagramming Method (PDM)
- B. Gantt Chart Diagram (GCD)
- C. Dependency Diagramming Method (DDM)
- D. Arrow Diagramming Method (ADM)

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The arrow diagramming method (ADM) is also referred to as activity-on-arrow (AOA) diagramming method. Precedence diagramming method (PDM) is also referred to as activity-on-node (AON) diagramming method

QUESTION 107

What are common types of cost-reimbursable contracts?

- A. CPF
- B. CPFF
- C. CPIF
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Three common types of cost-reimbursable contracts are CPF, CPFF, and CPIF Cost-Plus-Fee (CPF), Cost-Plus-Fixed-Fee (CPFF) and Cost-Plus-Incentive-Fee (CPIF).

QUESTION 108

Information should be communicated to _____.

- A. Everyone in the communication plan
- B. Everyone on the team
- C. Sponsor
- D. Team lead

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

One of the most important tasks of the project manager during the Execution and Control phases of the project is the management of information. All Information should be communicated to everyone in the communication plan.

QUESTION 109

You are the project manager of a project. Your project just went into integration mode. This means that your project _____.

- A. Has been accepted by the sponsor and the client
- B. Will be closed due to lack of resources
- C. Resources are being assigned to other areas of the business
- D. None of the above

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

A project that ends in integration mode is the type of project where its resources are being assigned to other areas.

QUESTION 110

You are working with an organization and you found that one stakeholder not disclosing all of the costs involved with an upcoming project. Rather, this CAPM is constructing a WBS that does not include all the tasks necessary to get the project done. What you should do?

- A. Talk to the CAPM about the WBS to see if you can rework it to reflect actual costs of the project
- B. Confront the other project manager immediately

- C. Mail to PMI headquarters
- D. Ignore it

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

You can talk to the CAPM about the WBS changes. If he or she refuses to change the WBS, you have a responsibility to go to stakeholders and voice your concerns.

QUESTION 111

Which document formally authorizes a project?

- A. The project charter
- B. Project scope statement
- C. The Project contract
- D. Project closing document

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The project charter is the formal document for authorizes a project.

QUESTION 112

You are project manager of a project and you are offering an estimate that you know will be changed after the contract is signed is _____.

- A. Bad practice
- B. Unprofessional practice
- C. Bad for both the buyer and seller
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

It is both bad and unprofessional to knowingly offer an estimate that is incorrect

QUESTION 113

In PMBOK, the buyer is _____ to the project team.

- A. Internal
- B. External
- C. Outside
- D. Assigned

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

In PMBOK, the buyer is Internal to the project team.

QUESTION 114

Define Scope involves subdividing the major project deliverables into smaller, more manageable components to _____.

- A. Improve the accuracy of cost, time and resource estimates
- B. Define a baseline for performance measurement and control
- C. Facilitate clear responsibility assignments
- D. All of the above

Correct Answer: D

Explanation**Explanation/Reference:**

Explanation:

Define Scope involves subdividing the major project deliverables into smaller, more manageable components to: Improve the accuracy of cost, time and resource estimates. Define a baseline for performance measurement and control. Facilitate clear responsibility assignments.

QUESTION 115

Your company create software products, and introducing a new product. To determine the characteristics and features of the new product line, you will have to perform _____.

- A. Progressive elaboration
- B. Stake holder's review
- C. plan project life cycle
- D. Fast backing

Correct Answer: A

Explanation**Explanation/Reference:**

Explanation:

The process of determining the characteristics and features of the product of the project is called Progressive elaboration. Progressive elaboration is carried out via steps in detailed fashion.

QUESTION 116

You are the project manager of a project .You have just completed the Collect Requirements and Define Scope. What should you do next?

- A. Create WBS
- B. Verify Scope
- C. Value analysis
- D. Control Scope

Correct Answer: A

Explanation**Explanation/Reference:**

Explanation:

Create the WBS is the process that follows Collect Requirements and Define Scope.

QUESTION 117

Which process must occur after a project manager has been assigned to the project?

- A. Collect Requirements
- B. Develop the project charter

- C. Develop the project statement of work
- D. Develop project closing document

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The Collect Requirements process occurs during project planning. Other options occur during project initiation. Option D is associated with project closing. Collect Requirements is the best option.

QUESTION 118

You are the project manager of a project .You have just completed the Define Activities, activity resources estimating, and Estimate Activity Durations processes. Which process have you left out?

- A. Control Schedule
- B. Create WBS
- C. Sequence Activities
- D. Operations

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

The PMBOK places Sequence Activities between Define Activities and Estimate Activity Resources.

QUESTION 119

Which of the following is NOT an input of Estimate Costs?

- A. Earn Value Analysis
- B. Scope Baseline
- C. Risk Register
- D. Human Resource Plan

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Earned value analysis is used during the execution of the project to determine resource consumption versus planned

QUESTION 120

Which of the following is NOT input of Identify Risks?

- A. Project Charter
- B. Stakeholder Register
- C. Risk Management Plan
- D. Activity Cost Estimates

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Project Charter is NOT input of Identify Risks.

QUESTION 121

You are the project manager of a project .You have just completed the Collect Requirements and Define Scope. What should you do next?

- A. Create WBS
- B. Verify Scope
- C. Value analysis
- D. Control Scope

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Create the WBS is the process that follows Collect Requirements and Define Scope.

QUESTION 122

If you are project manager for a Project and will need as many inputs to the initiation phase as possible. Of the following, which is the best source of information for your project?

- A. Historical information
- B. WBS
- C. Business plans
- D. RBS

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Historical information is the best input of the choices available. B is incorrect since the WBS has not been created at this point of the project. C is incorrect since business plans are not a likely input to the initiation process

QUESTION 123

Which of the following activity is not performed as part of the direct and manage project execution process?

- A. Monitor implementation of approved changes
- B. Validate deliverables
- C. Staff, train, and manage the project team
- D. Manage risks and implement risk responses

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

In the direct and manage project execution process, approved changes are implemented but monitoring of those changes is part of monitoring OR controlling project work.

QUESTION 124

You are the project manager and you have created a contract for your customer. The contract must have _____.

- A. Offer and consideration

- B. Start date and acceptance of start date
- C. Signatures and the stamp of a notary public
- D. Signatures of all stakeholders

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

A contract must have Offer and consideration. Not all contracts demand signatures and notary public involvement. Contract may specify a start date, but the Acceptance of the start date is not needed for all contracts.

QUESTION 125

If a project with a CPI of 1.6, what you tell?

- A. The project is consuming fewer resources than anticipated
- B. The project is using fewer resources than anticipated.
- C. The project is falling behind.
- D. The project is running ahead of schedule.

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

A cost performance index of 1 or greater suggests that project in delivering more with less money; so doing well. Option A is BEST fit for this. $CPI = EV/AC$ (Earned value/ Actual cost)

QUESTION 126

Which is the most risky phase of a project?

- A. Planning
- B. Closing
- C. Execution
- D. Control

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

The Planning phase is the phase with the least risk attached. The Execution phase of the project is when you are using your resources at their highest level .

QUESTION 127

Lessons learned session should be held at what point in a project?

- A. At the project conclusion
- B. At key milestones
- C. When risk events occur
- D. When sponsor want

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Although lessons learned should be held at project conclusion, they should be held throughout the project any time.

QUESTION 128

What are the outputs of Initiation process?

- A. Project charter and PM assigned
- B. Constraints
- C. Assumptions
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

output of Initiation process : Project charter PM assigned Constraints Assumptions

QUESTION 129

Which process group is for detailed resource assignments and responsibilities?

- A. Human resources management plan
- B. Project charter
- C. Aplan
- D. Project management plan

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Develop Human Resource Plan: Planning, identifying, documenting, and assigning project roles, responsibilities, and reporting relationships to individuals or groups.

QUESTION 130

You are the project manager for a Project. Project is a global project. Some peoples are working from US and some are from India. Client says budget should not cost more than \$12 million. Because of the global concerns, the final budget must be in U.S. dollars. This is an example of which of the following?

- A. Internationalization
- B. Budget constraint
- C. Management constraint
- D. Quality constraint

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

This is an example of a budget constraint. The budget must not exceed \$12 million.

QUESTION 131

You are the project manager of a project. Project is installing AC to hotel rooms. You have done project cost and time estimates, told the customer that the estimates provided will be accurate if the rooms meet

the requirements like (wooden coated). This is an example of which of the following?

- A. Risk
- B. Assumption
- C. Constraint
- D. Budget

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

This is an example of an assumption because estimates provided will be accurate if the rooms meet the requirements like (wooden coated). A and C are incorrect because the scenario did not describe a risk or constraint.

QUESTION 132

When you are developing the estimates for project, you choose in a mathematical model to predict estimate. What type of estimation method are you using?

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Bottom-up estimating: Estimating the cost of individual work items and then rolling up the costs to arrive at a project total: It is more accurate. Analogous estimating: Analogous estimating is also called top-down estimating and uses the actual cost of a previous, similar project as the basis for estimating the cost of the current project. Parametric estimating: Using project characteristics (or parameters) in a mathematical model to predict costs (e.g., price per square meter).

QUESTION 133

Purchasing insurance is an example of _____.

- A. Transfer
- B. Acceptances
- C. Mitigation
- D. Contingency

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Purchasing insurance means transfer the risk to third party.

QUESTION 134

How many communication channels exist in a team of 10 members?

- A. 45
- B. 10

- C. 30
- D. 20

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

formula $(N)(N - 1)/2$ where N = no of people. Therefore calculation is $(10*9)/2$.

QUESTION 135

The primary output of the project closing process _____.

- A. To formalize and distribute all information pertaining to the project closing
- B. Lessons learned
- C. To get customer and sponsor approval
- D. Milestone list

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

The primary output of the project closing process is to formalize and distribute all the information pertaining to the closing of the project.

QUESTION 136

Which type of network diagram allows you to depict four types of dependencies (finish-to-start, finish-to-finish, start-to-start, and start-to-finish)?

- A. Precedence Diagramming Method (PDM)
- B. Gant Chart Diagram (GCD)
- C. Dependency Diagramming Method (DDM)
- D. Arrow Diagramming Method (ADM)

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

The precedence diagramming method (PDM) supports finish-to-start, finish-to-finish, start-to-start, and start-to-finish dependencies.

QUESTION 137

Which of the following best describes project scope?

- A. The work that must be done in order to deliver a product with the specified features and functions
- B. The description of the project deliverables
- C. The authorizing document that allows the project manager to move forward with the project and to assign resources to the tasks
- D. The process of planning and executing all of the required work to deliver the project

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

project scope: The work that must be done in order to deliver a product with the specified features and functions.

QUESTION 138

In which phase you define the final deliverable?

- A. Closing
- B. Execution
- C. Planning
- D. Initiation

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Project will close after final deliverable. Final deliverables are defined in the closing phase.

QUESTION 139

The activity that is most concerned with the current status of the project schedule is called _____.

- A. Project time management
- B. Control Schedule
- C. Monitoring and controlling
- D. All of the above

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Control Schedule: The activity that is most concerned with the current status of the project schedule.

QUESTION 140

Your project team is composed of team members in three countries plus a contractor team in a fourth country. What tool would optimize communication?

- A. Extranet-based electronic document repository
- B. Manual filing system
- C. War loom
- D. Verbal

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

An electronic document repository allows all team members access to the documents, regardless of location.

QUESTION 141

Conformance to specifications document is one description of _____.

- A. Quality
- B. Scope
- C. Integration

D. Procurement

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Quality on a project means that you are conforming to a standard that is set before you start the project.

QUESTION 142

Customer formally accepts the deliverables of each project phase. This process is known as _____.

- A. Verify Scope
- B. Quality Assurance
- C. Quality Control
- D. Quality Measurement

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Verify Scope is the process of formally accepting the deliverable of a project or phase. A is incorrect because EVM measures project performance. C is incorrect because quality control is concerned with the correctness of the work, not the acceptance of the work. QA is incorrect because this described the quality program for the organization as a whole.

QUESTION 143

_____ is the best choice for buyer when the item is well defined.

- A. Cost plus incentive fee
- B. Fixed Price
- C. Time and material
- D. None

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Cost plus incentive fee is always the lowest risk for the buyer if the scope of work is not well defined. Fixed price and purchase order are the best choice for buyer when the item is well defined.

QUESTION 144

You are the project manager of a project and the project is a month into the executing phase. There are some cliques forming among the team members. Which leadership style you follow for best outcome?

- A. Supporting
- B. Delegating
- C. Coaching
- D. Directing

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

Situational leadership style is coaching. Coaching is best fit for this situation.

QUESTION 145

When the version control numbers should change?

- A. Any change occurs
- B. Major changes are made
- C. Any change related to scope only
- D. Only if minor changes are made

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

If any change occur, the version control numbers should change.

QUESTION 146

How many communication channels will be required in a project in which 10 individual are participating?

- A. 45
- B. 12
- C. 10
- D. 5

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

No of communication channels: $n*(n-1)/2$ where n = individual. In this case $10*(10-1)/2 = 45$

QUESTION 147

Market conditions are a part of _____.

- A. Enterprise environmental factors
- B. Project management concerns
- C. Organizational process assets
- D. Cost factor

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Market conditions will influence all factors of procurement.

QUESTION 148

Cost benefit analysis, scorecard modelling, payback periods, and internal rate of return are examples of:

- A. Enterprise benefits measurement methods when selecting a project
- B. Integral parts of the SOW
- C. Ways to ensure stakeholder commitment
- D. Project selection methods

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Projects are seeded from the recognition of a regulatory or business need.

QUESTION 149

Which of the following is an output of Define Scope?

- A. PBS
- B. Project Scope statement
- C. WBS Template
- D. Constraints

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Output of Define Scope is Project Scope statement.

QUESTION 150

The buyer and seller are bound by the _____.

- A. Contract
- B. Responsibilities
- C. WBS
- D. Identification

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The buyer and seller are bound by the contract.

QUESTION 151

Which is not the tools and techniques used in Contract Administration:

- A. Contract change control system
- B. Contract negotiation
- C. Payment system
- D. Performance rating

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Contract negotiation is not the tools and techniques used in Contract Administration.

QUESTION 152

Which describes how cost variances will be managed?

- A. Cost management plan

- B. Cost baseline
- C. Cost estimate
- D. Chart of accounts

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Cost management plan describes how cost variances will be managed.

QUESTION 153

A _____ is a series of actions bringing about a result.

- A. Project plan
- B. Process
- C. Schedule
- D. Flowchart

Correct Answer: B
Explanation

Explanation/Reference:
Explanation:

QUESTION 154

A Project Cost Management plan is created as a part of:

- A. Develop Project Management Plan process
- B. Control Costs process
- C. Determine Budget process
- D. Estimate Costs process

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

There is no separate process in the Project Cost Estimation knowledge area to develop a cost management plan. It is developed in Develop Project Management Plan process.

QUESTION 155

_____ involves using project characteristics in a mathematical model

- A. Analogous estimating
- B. Life-cycle costing
- C. Parametric modelling
- D. Bottom up estimating

Correct Answer: C
Explanation

Explanation/Reference:
Explanation:

Parametric modeling : Using project characteristics (or parameters) in a mathematical model to predict

costs (e.g., price per square foot).

QUESTION 156

Adjusting Leads and Lags is a technique for:

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Adjusting Leads and Lags: Since the improper use of leads or lags can distort the project schedule, the leads or lags are adjusted during schedule network analysis to develop a viable project schedule. Tools and Techniques for Develop Schedule are : Mathematical analysis,Duration compression,Simulation,Resource-leveling ,Project management software,Adjusting Leads and Lags and Coding structure.

QUESTION 157

Analogous Estimate Costs is _____.

- A. Generally Accurate
- B. Generally less accurate
- C. Bottom-up estimating
- D. None

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Analogous Estimate Costs is Generally less accurate . Analogous Estimate Costs Uses Expert Judgment . It is used when reference projects are similar . It is useful in early phases of the project.

QUESTION 158

With triangular distribution, the low, likely and high values are 20, 30 and 40, respectively. The mean is _____.

- A. 30.0
- B. 22.5
- C. 25.0
- D. 27.5

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

mean = $(20+30+40)/3= 30$

QUESTION 159

You have a piece of equipment that was purchased for your project recently for \$5,000 and is expected to last 5 years in production. At the end of the five years, the expected worth of the equipment is \$2,000. Using the straight-line depreciation, what is the amount that can be written off each year?

- A. \$600
- B. \$1200
- C. \$3000
- D. \$100

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

A is the correct answer. The straight-line depreciation takes the purchase value of the item, minus the salvage price of the item, divided by the number of time periods. Calculation is $(5000-2000)/5 = \$600$.

QUESTION 160

Which of the following is an output of a Verify Scope process?

- A. Formal acceptance
- B. WBS template
- C. SOW acceptance
- D. Rework

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Output of Verify Scope is formal acceptance.

QUESTION 161

What involves determining what quantities are to be used to perform project activities.

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

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Resource planning :Planning, identifying, documenting, and assigning project roles, responsibilities, and reporting relationships to individuals or groups.

QUESTION 162

Which of the following is NOT an example of a type of schedule report?

- A. Gantt chart
- B. Milestone chart
- C. fishbone diagram
- D. network diagram

Correct Answer: C
Explanation

Explanation/Reference:

Explanation:

QUESTION 163

A Change Control Board should be _____?

- A. flexible
- B. Include the project manager
- C. appropriate authority
- D. all of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

CCB should have all the mentioned characteristics.

QUESTION 164

Project risk is defined as the cumulative effect of chances of _____ which will adversely affect project objectives.

- A. Likely events
- B. Complex activities
- C. Complex schedules
- D. Uncertain occurrences

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Uncertain occurrences can affect project objective.

QUESTION 165

Which of the following is not a tool or technique for a Source Selection?

- A. Contract negotiation
- B. Weighting system
- C. Payment system
- D. Screening system

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

Payment system is not a tool or technique for Source Selection. Other options are .

QUESTION 166

Which of the following is ensuring that all features and functions are included in a product or service

- A. Project scope
- B. Project verification
- C. Project control
- D. Product scope

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Project verification ensuring all features and functions are included in a product or service

QUESTION 167

A major assumption of all network scheduling methods is that the activity duration must be _____.

- A. Statistically dependent
- B. Variance distributed
- C. Statistically independent
- D. Deterministic

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

Statistically independent

QUESTION 168

Which of the following is not a part of the project cost baseline but is included in the project budget?

- A. Management Contingency Reserve
- B. Management Overheads
- C. Project Management Planning
- D. Activity Cost Contingency Reserve

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

The difference between the Cost Baseline and Funding requirement at Project completion is Management Contingency Reserve. Management Contingency Reserve is not part of project cost baseline.

QUESTION 169

In an optimal organization structure, the project manager is:

- A. Functional
- B. Weak matrix
- C. Projectized
- D. Dedicated project team

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Dedicated project team

QUESTION 170

Which of the following is not a part of the Earned Value calculations?

- A. Unknown Unknowns

- B. Project Budget
- C. Known Unknowns
- D. Amount of work completed

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Unknown Unknowns is not part of the Earned Value calculations.

QUESTION 171

What is the purpose of the WBS?

- A. To show which work elements have been assigned to organizational units.
- B. To ensure that all work within a project is identified and defined within a common framework.
- C. To show the organizational structure of a program.
- D. all of the above

Correct Answer: B
Explanation

Explanation/Reference:
Explanation:

QUESTION 172

A Project Scope Management includes :

- A. Initiation
- B. Project Plan Execution
- C. Overall Change Control
- D. Report Performance

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Project scope management includes: Initiation, Collect Requirements, Define Scope, Verify Scope and Control Scope

QUESTION 173

At which stage, stakeholders have the maximum influence on a project?

- A. Initial stage
- B. Closing stage
- C. Execution stage
- D. None of the above

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

It is easy to make changes to project goals and approach at the initial stage. Stake holders have maximum influence at Initial stage.

QUESTION 174

An activity that consumes no time or resource and shows only that a dependency exists between two activities is called:

- A. A milestone
- B. A hammock
- C. A dummy activity
- D. a and c

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 175

A change requests can occur due to:

- A. An external event such as a change in government regulation.
- B. An error or omission in defining the scope of the product.
- C. An error or omission in defining the scope of the project.
- D. all of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 176

Another term for top down estimating is:

- A. Analogous estimating
- B. Life-cycle costing
- C. Parametric modeling
- D. Bottom up estimating

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 177

A Reserve Analysis is a technique for:

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 178

The scope management provides:

- A. A basis for future decisions about the project.
- B. A baseline to accomplish verification measures.
- C. A baseline to evaluate potential scope changes.
- D. All of the above.

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 179

A project plan is:

- A. A formal, approved document used to guide both project execution and project control.
- B. A document issued by senior management that provides the project manager with the authority to apply organizational resources to project activities.
- C. A narrative description of products or services to be supplied.
- D. A document describing the organizational breakdown structure of the company.

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 180

Which of the following relationship is used in the Arrow Diagramming Method [ADM] :

- A. Start-to-Finish
- B. Finish-to-Start
- C. Start-to-Start
- D. Finish-to-Finish

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 181

When should a project manager be assigned to a project?

- A. As early in the project as feasible.
- B. Preferably before much project planning has been done.
- C. At least prior to the start of project plan execution.
- D. All of the above.

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 182

Which of the following tools and techniques are commonly used in a Define Scope Process?

- A. Product analysis
- B. Expert Judgment
- C. Alternative Identification
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 183

Your project has a budget of \$240,000 and is expect to last for 1 year, with the work and budget spread evenly across all months. The project is now in the fourth month, the work is on schedule, but you have spent \$120,000 of the project budget. What is your COST Variance percentage in this case?

- A. -50%
- B. 50%
- C. 40%
- D. 20%

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 184

Which of the following is a common characteristic of most project life cycle descriptions?

- A. Cost and staffing are low at the start, higher towards the end. and drop rapidly as the project nears completion.
- B. The probability of successfully completing the project is highest at the start of the project.
- C. Stakeholders have the most influence on the final characteristics of the product at the end of the project.
- D. a and b

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 185

A Project Manager is at the project kick-off meeting. He confidently states the vision and mission for the project. This PM is exhibiting the following leadership style:

- A. Hierarchal
- B. Authoritarian
- C. Charismatic
- D. Associative

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 186

Which of the following must be measured regularly to identify variances from the plan.

- A. Stakeholder requirements
- B. Project performance
- C. Control Schedule
- D. Project controls

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 187

Identification of Mandatory Dependencies is done during which of the following process:

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 188

Which is the most important element of a Project Management Plan that is useful in the Develop Human Resource Plan process:

- A. Risk Management activities
- B. Activity Resource requirements
- C. Budget Control activities
- D. Quality Assurance activities

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 189

In which type of organization, a project manager is in complete control of the project?

- A. Projectized organization
- B. Balanced Matrix organization
- C. Strong Matrix
- D. Weak Matrix organization

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 190

In which type of organization, a project manager is in complete control of the project?

- A. Projectized organization
- B. Balanced Matrix organization
- C. Strong Matrix
- D. Weak Matrix organization

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 191

A Trend Analysis is best described as:

- A. Examining project performance over time
- B. Calculating Earned Value
- C. Calculating Cost Variance
- D. Analyzing performance of similar projects over time

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 192

To calculate the late start and late finish dates for a set of tasks , you must do :

- A. An analysis of the critical path
- B. A forwards pass
- C. A backwards pass
- D. a and g

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 193

Which is not included in Performance improvements :

- A. Improvements in amount of overtime worked
- B. Improvements in individual skills
- C. Improvements in team behaviours
- D. Improvements in team capabilities

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 194

Given the following estimates: Optimistic 3 days, Pessimistic 9 days, and most likely 6 days, what is the PERT weighted average?

- A. 6

- B. 4
- C. 6.3
- D. 6.1

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

QUESTION 195

A scope management plan In which of the following scope management processes is the scope management plan prepared?

- A. Initiation
- B. Collect Requirements
- C. Define Scope
- D. Verify Scope

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

QUESTION 196

Project scope is:

- A. The work that must be done in order to deliver a product with the specified features and functions.
- B. The features and functions that are to be included in a product or service.
- C. A narrative description of work to be performed under contract.
- D. a and b

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

QUESTION 197

The planning processes are:

- A. Define Scope, Resource planning, Estimate Costs, Schedule development. Define Activities
- B. Inputs, Control, Status reports, Risk management
- C. Planning, Resource planning, Quality assurance, Risk control
- D. Define Scope, Team development, Control Schedule, Budget control, Contract administration

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

QUESTION 198

A Resource Leveling is a technique for:

- A. Develop Schedule
- B. Estimate Activity Durations

- C. Estimate Activity Resources
- D. Sequence Activities

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

QUESTION 199

A process that is not part of a Project Risk Management is:

- A. Identification
- B. Solicitation
- C. Quantification
- D. Response Development

Correct Answer: B
Explanation

Explanation/Reference:
Explanation:

QUESTION 200

An example of a project is:

- A. Billing customers
- B. Managing an organization
- C. Constructing a building
- D. Providing technical support

Correct Answer: C
Explanation

Explanation/Reference:
Explanation:

QUESTION 201

A modification of a logical relationship that allows an acceleration of the successor task is represented by:

- A. Lead time
- B. Lag time
- C. Negative Lag
- D. a or g

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

QUESTION 202

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

- A. Accepted deliverables
- B. Change Requests
- C. Project document updates.
- D. Project scope statement

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

QUESTION 203

Knowledge of best practices in a particular area is most likely to give rise to which of the following dependencies:

- A. Finish-to-Start dependency
- B. External dependency
- C. Mandatory dependency
- D. Soft Logic

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

QUESTION 204

A complex project will fit best in what type of an organization?

- A. Functional
- B. Cross-functional
- C. Matrix
- D. Balanced

Correct Answer: C
Explanation

Explanation/Reference:
Explanation:

QUESTION 205

_____ coordinates people and other resources to carry out the plan.

- A. Work Breakdown Structure
- B. Resource planning
- C. Resource leveling
- D. Executing process

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

QUESTION 206

Dummy relationships or dummy activities can be used in which Sequence Activities technique ?

- A. Arrow Diagramming Method [ADM]
- B. Precedence Diagramming Method [PDM]
- C. Fragment Network
- D. All of the above

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 207

Which of the following includes the process required to ensure that the project includes all the work required, and only the work required, to complete a project successfully.

- A. Project plan update
- B. Project scope management
- C. Control Scope
- D. Product description

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 208

Activity Resource Requirements is an input to _____ :

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 209

Activity Resource Requirements is an input to _____ :

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 210

A period of time in work weeks which includes non-working days is called:

- A. Elapsed Time
- B. Duration
- C. Effort
- D. Earned Time

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 211

You are a project manager of a company. You are taking over a project during the planning process, and you discovered that many individuals have signed the project charter. Which of the following should be areas of concern for you?

- A. Who will be a member of the change control board?
- B. Who are the stakeholders for the project?
- C. Need to spend more time on configuration management.
- D. Determining the reporting structure.

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 212

Which of the following is an output of the Control Scope process ?

- A. Scope statement
- B. Change Requests
- C. Formal acceptance
- D. Work breakdown structure

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 213

Which of the following models of conflict resolution allows a cooling off period, but seldom resolves the issue in the long term?

- A. Problem solving
- B. Withdrawal
- C. Forcing
- D. Smoothing

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 214

The process of identifying and defining a product or a service is called:

- A. Procurement planning
- B. Source selection
- C. Contract administration
- D. Contract closeout

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 215

The "To Complete Performance Index" (TCPI) is calculated by:

- A. Subtracting the actual costs to date from the estimate at completion
- B. Dividing the budgeted cost of the remaining work by the difference between the estimate at completion and actual costs to date
- C. Multiplying the estimate at completion by the cumulative cost performance index
- D. Adding the estimate at completion to the actual costs to date and multiplying by the cumulative cost performance index

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 216

Contract close out contains:

- A. Contract documentation
- B. Procurement audits
- C. Formal acceptance and closure
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 217

Key Management skills include:

- A. Leading
- B. Communicating
- C. Negotiating
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 218

The amount of time that an activity can be delayed from its early start without delaying the project end date is called:

- A. Negative Float
- B. Total Float
- C. Float
- D. c and b

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 219

Outputs of the initiation process are:

- A. Project manager identified
- B. Constraints
- C. Assumptions
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 220

A program is defined in the PMBOK as:

- A. A program consists of a related group of projects and Program management is the process of managing multiple on going projects
- B. A number of subprojects divided into manageable components enabling a project team to ensure the completion of a desired outcome
- C. A project plan developed by key management personnel to obtain a desired outcome
- D. The means to subdivide the project into manageable segments

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 221

According a PERT weighted average computation, what is the probability of completing the project within plus-or-minus 3 standard deviations of the mean?

- A. 68%
- B. 99.74%
- C. 95%
- D. 75%

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 222

What is the difference between a Verify Scope process and quality control?

- A. There is no difference.
- B. Verify Scope is primarily concerned with the correctness of work results while quality control is primarily concerned with the acceptance of work results.
- C. Verify Scope is concerned with ensuring that changes are beneficial while quality control is concerned that the overall work results are correct.
- D. Verify Scope is primarily concerned with the acceptance of work results while quality control is primarily concerned with the correctness of work results.

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 223

Which devises and maintains a worktable scheme to accomplish the business need that the project was undertaken to address.

- A. Development process
- B. Scoping process
- C. Planning process
- D. Information development process

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 224

Which of the following is NOT an output of the Control Schedule:

- A. Schedule updates
- B. Revisions
- C. Corrective action
- D. Lessons learned

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 225

The review of key deliverables and project performance at the conclusion of a project phase is called:

- A. phase exit
- B. MI point
- C. state gate
- D. all of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 226

Which of the following Enterprise Environmental factors are not the inputs for the Develop Human Resource Plan process:

- A. Organizational Chart Templates
- B. Reduced Training Funds
- C. Hiring Freeze
- D. Technical competencies of project staff

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 227

Given the following estimates: Optimistic 3 days, Pessimistic 9 days, and most likely 6 days. What is the standard deviation for the estimates?

- A. 1
- B. 2
- C. 1-5
- D. 0-5

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 228

Reserve Analysis technique is NOT used during _____.

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

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 229

Which of the following is NOT output of Qualitative Risk Analysis ?

- A. Risk Register updates
- B. Root Cause Analysis
- C. Risk Urgency Assessment
- D. Risk Categorization

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 230

During the Develop Schedule process, a Project Manager may have to go through several iterations of the schedule before establishing the schedule baseline. All of the following are tools and techniques that may be used during this process:

- A. Critical Path Method, GERT, Resource Requirements
- B. Resource Levelling Heuristics, Mathematical Analysis, Calendar!
- C. Duration compression, Resource Leveling Heuristics, PERT
- D. GERT, PERT, Leads and Lags

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 231

Control Costs is concerned with:

- A. Managing changes when they occur
- B. Resource rates
- C. Chart of accounts
- D. Organizational policies

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 232

A RAM is:

- A. Random access memory
- B. Rapid and movement
- C. Responsibilities and methods
- D. Responsibility assignment matrix

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 233

A Project with a total funding of \$70,000 was finished with a BAC value of \$60,000. What term can best describe the difference of \$10,000?

- A. Cost Variance
- B. Management Overhead
- C. Management Contingency Reserve
- D. Schedule Variance

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 234

A document which describes how project scope will be managed and how scope changes will be integrated into the project is: (choose the best answer)

- A. A project plan
- B. A risk analysis
- C. A scope management plan
- D. A scope statement

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 235

A document which describes how project scope will be managed and how scope changes will be integrated into the project is: (choose the best answer)

- A. A project plan
- B. A risk analysis
- C. A scope management plan
- D. A scope statement

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 236

Which of the following is not used to document team member roles and responsibilities ?

- A. Text-oriented Format
- B. Functional Chart
- C. Hierarchical-type Organizational Chart
- D. Matrix-based Responsibility Chart

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 237

What are you likely to see as a project progresses in a schedule with must fix dates and little or no slack?

- A. Lots of free float
- B. Idle resources
- C. Negative float
- D. Positive float

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 238

An input of the Collect Requirements process is a/an:

- A. Project Charter
- B. Project schedule
- C. Strategic plan
- D. Historical information

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 239

_____ is the most accurate Estimate Cost technique.

- A. Parametric modelling
- B. Bottom up estimating
- C. Analogous estimating
- D. None

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 240

Change requests are made against the _____?

- A. Project baseline
- B. SOW
- C. Charter
- D. Executive summary

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

All change requests are made against a project plan that has the project baseline.

QUESTION 241

A Project Cost Management Plan is created as a part of:

- A. Estimate Costs process
- B. Determine Budget process
- C. Control Costs process
- D. None

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Cost management plan : Describes how cost variances will be managed and Part of the overall project plan. Output of Estimate Costs process is : Cost estimates and Cost management plan

QUESTION 242

The _____ task relationship is defined by the activity duration:

- A. Start-to-start
- B. Finish-to-finish
- C. Start-to-finish
- D. None of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

All the above relationship is defined by Sequence Activities

QUESTION 243

Which of the following Project Scope Management processes involves subdividing the major project deliverables into smaller, more manageable components?

- A. Collect Requirements
- B. Initiation
- C. Control Scope
- D. Define Scope

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

QUESTION 244

The closing process scope includes:

- A. Contract closeout
- B. Final reporting
- C. Activity List
- D. Exit interview

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

closing process scope includes Contract closeout

QUESTION 245

Lessons learned are most often based upon project historical records. Lessons learned can be used to:

- A. See what mistakes others have made
- B. See how others have solved problems
- C. "Predict trends, highlight problems and identify alternatives"
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

All of the above

QUESTION 246

The Staffing Management Plan _____, will be formal or informal.

- A. Depending on the size and complexity of the project
- B. Depending on the management
- C. Depending on the project manager

D. Depending on the size only

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

A is the correct answer. The Staffing Management Plan Depending on the size and complexity of the project, will be formal or informal

QUESTION 247

Which is the Estimate Costs technique used most frequently in the early stages of a project.

- A. Analogous estimating
- B. Life-cycle costing
- C. Parametric modeling
- D. Bottom up estimating

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Analogous estimating : Analogous estimating is also called top-down estimating and uses the actual cost of a previous, similar project as the basis for estimating the cost of the current project.

QUESTION 248

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

- A. Activity resource requirements
- B. Costbaseline
- C. Cost management plan
- D. Chart of accounts

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Develop Human Resource Plan Inputs : Enterprise Environmental Factors, Organizational Process Assets and Activity resource requirements.

QUESTION 249

You are the Project Managers of ABC company. The Project team members are from the finance and accounts. The team members report to Finance and Account Managers respectively, and you have limited control over them. What type of organizational hierarchy does ABC company follow?

- A. Matrix organization
- B. Projectized organization
- C. Functional organization
- D. None

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

Projectized organization : The project manager has total control of projects. Personnel are assigned and report to a project manager. Functional organization : Project Manager has least power and all management is taken care by functional manager like Finance and Account Managers. Matrix organization : The team members report to two bosses the project manager and the functional manager.

QUESTION 250

Parametric Estimating is done as a part of which of the following process:

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

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Tools and Techniques for Estimate Activity Durations are : Analogous estimates , Parametric Estimating, Three-Point Estimates and Reserve Analysis.

QUESTION 251

The Critical Path Method of scheduling is:

- A. A mathematical analysis technique for Develop Schedule
- B. A technique that uses weighted averages to calculate project duration
- C. A technique that uses sequential network logic for schedule
- D. A technique that allows for probabilistic treatment of both network logic and activity duration estimates

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

Critical Path Method (CPM): Calculates a single, deterministic early and late start and finish date for each activity, to be used to determine which activities must be completed on time to avoid impacting the finish date of the project

QUESTION 252

Which of the following is controlling changes to the budget.

- A. Control Costs
- B. Estimate Costs
- C. Determine Budget
- D. None

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Control Costs is controlling changes to the budget.

QUESTION 253

A resource pool description provides:

- A. The unit cost for each resource
- B. What are the resources are available, at what times and in what patterns
- C. Performance of the pool resources
- D. Duration of the project

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

A resource pool description : What are the resources are available, at what times and in what patterns

QUESTION 254

What is the primary purpose of a milestone chart?

- A. To show task dependencies.
- B. To show resource constraints.
- C. To show significant events in the project such as completion of key deliverables.
- D. To highlight the critical path.

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

QUESTION 255

You are in charge of developing a new product for a bank. Your quality metrics are based on the 80th percentile of each of the last three products developed. This is an example of:

- A. Statistical sampling
- B. Metrics
- C. Benchmarking
- D. Operational definitions

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 256

Project Managers have maximum authority in which type of organization?

- A. Weak Matrix organization
- B. Strong Matrix
- C. Balanced Matrix organization
- D. None

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Weak Matrix : Power rest with Functional Manager. Strong Matrix: Power rest with Project Manager. Balanced Matrix:Power is shared between both Functional and Project Manager.

QUESTION 257

Which is a technique for Define Activities?

- A. Rolling Wave Planning
- B. Mandatory Dependencies
- C. Arrow Diagramming Method [ADM]
- D. Precedence Diagramming Method [PDM]

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Rolling wave planning is a technique for Define Activities. Other options are technique for Sequence Activities.

QUESTION 258

The Collect Requirements process is:

- A. Developing a plan from major stakeholders
- B. Developing a written scope statement as the basis for future project decisions
- C. Formalizing acceptance of the project scope
- D. Planning project milestones

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Collect Requirements :Process of progressively elaborating and documenting the project work that produces the product of the project

QUESTION 259

Who should contribute to the development of a project plan?

- A. Project manager
- B. Entire project team including project manager
- C. Senior management
- D. Just the planning department

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 260

Scoring models, comparative approaches and benefit contribution are all part of:

- A. Constrained optimization models for selecting a project
- B. Benefit measurement models for selecting a project
- C. Quality measurement techniques
- D. Distribute Information tools

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

QUESTION 261

Which of the following is an output of a Verify Scope process?

- A. Accepted deliverables
- B. Change Requests
- C. Project document updates.
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

All are output of verify scope.

QUESTION 262

All are output of verify scope.

- A. Precedence diagramming method (PDM)
- B. Arrow diagramming method (ADM)
- C. Expert judgment
- D. Network templates

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

Expert judgment is not used in Sequence Activities. Sequence Activities : Identifying and documenting interactivity logical relationships.

QUESTION 263

Constraints do not include:

- A. Impacts of weather
- B. Organizational structure of the performing organization
- C. Collective bargaining
- D. Expected staff assignments

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Impacts of weather

QUESTION 264

Which of the following is not true for a Resource Leveling:

- A. Project's Critical path may be altered
- B. Reverse resource allocation scheduling
- C. Resource based scheduling method
- D. None

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

All are true about Resource Levelling. Resource Levelling is another tool in Develop Schedule. Resource Levelling removes the peaks and valleys of resource allocation. This technique also examines resource over allocation and critical resource allocation. This technique lets the schedule and cost slip.

QUESTION 265

A Reserve Analysis involves:

- A. Estimating by multiplying the quantity of work by productivity rate
- B. Adding resource reserves to the activity resource estimates
- C. Developing project schedule with contingency reserves as a recognition of the schedule risk
- D. Incorporating time buffers into the activity duration estimates

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

Reserve Analysis (Contingency): Project teams may choose to incorporate an additional time frame, called time reserve, contingency or buffer, that can be added to the activity duration or elsewhere in the schedule as recognition of schedule risk.

QUESTION 266

Technical associations and consultants of a project are two examples of _____ ?

- A. Expensive additions
- B. Scope managers
- C. Expert judgment
- D. External Resources

Correct Answer: C
Explanation

Explanation/Reference:
Explanation:

C is the correct answer. Expert judgment is most effective way of dealing with questions concerning choices of projects. Expert Judgment: Expert judgment related to how equivalent projects have managed scope is used in developing the project scope management plan.

QUESTION 267

What is not among the tools and techniques of an Organizational Planning?

- A. Staffing management plan
- B. Templates
- C. Human resource practices
- D. Organizational theory

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Staffing management plan is not tools and techniques of an Organizational Planning. Other options are true.

QUESTION 268

What is the lowest level in a work breakdown structure?

- A. Project task
- B. Work package
- C. sow
- D. none

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

A work package is the lowest level of a work breakdown structure.

QUESTION 269

Which of the following documents the characteristics of a product or service that the project was undertaken to build.

- A. Resource plan
- B. Project charter
- C. Project description
- D. Scope statement

Correct Answer: C

Explanation

Explanation/Reference:

Explanation:

Project description documents the characteristics of the product or service that the project was undertaken to build.

QUESTION 270

A graphic display of resource usage hours is called a/an _____.

- A. Organizational chart
- B. Responsibility matrix
- C. WBS
- D. Histogram

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

histogram that is useful in determining how much time is expected from the various team members and or functions.

QUESTION 271

When the project team directs staff assignments, which of the following is not considered in the selection of a staff?

- A. Previous experience
- B. staff age

- C. Availability
- D. Personal interest

Correct Answer: B
Explanation

Explanation/Reference:
Explanation:

Staff age is not considered in the selection of a staff

QUESTION 272

Staffing requirements do not define:

- A. What types of skills are required
- B. What time frames
- C. What kinds of individuals or groups
- D. What type of resource planning is required

Correct Answer: D
Explanation

Explanation/Reference:
Explanation:

Staffing requirements do not define What type of resource planning is required.

QUESTION 273

The unique identifiers assigned to each item of a WBS are often collectively known as:

- A. The work package codes
- B. The project identifiers
- C. The code of accounts
- D. The element accounts

Correct Answer: C
Explanation

Explanation/Reference:
Explanation:

QUESTION 274

Resource reallocation from non critical to critical activities is an example of which of the following Project Scheduling technique:

- A. Resource Leveling
- B. Schedule Compression
- C. Critical Path Method
- D. What if Analysis

Correct Answer: A
Explanation

Explanation/Reference:
Explanation:

Resource Leveling :Allocate scarce resources to critical path activities first .

QUESTION 275

Inputs of Develop Project Team include all EXCEPT:

- A. Project staff
- B. Reward and recognition systems
- C. Resource calendars
- D. Project plan

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Inputs to Team Development include all except Reward and recognition systems.

QUESTION 276

The Project Procurement Management includes:

- A. Procurement planning
- B. Solicitation planning
- C. Solicitation
- D. All of the above

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Project Procurement Management includes: Plan Purchases and Acquisitions. Plan Contracting. Request Seller Responses. Select Sellers. Contract Administration. Contract Closure.

QUESTION 277

Which of the following involves estimating the cost of individual work items:

- A. Computerized
- B. Bottom up estimating
- C. Analogous estimating
- D. Square foot

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Bottom-up estimating : Estimating the cost of individual work items and then rolling up the costs to arrive at a project total , more accurate

QUESTION 278

Change requests should be _____ ?

- A. Formal
- B. Interesting
- C. Short
- D. None

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Record of changes request should be maintained.

QUESTION 279

The process that is not a part of time management is:

- A. Define Activities
- B. Resource Planning
- C. Develop Schedule
- D. Sequence Activities

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Time management includes : Define Activities, Sequence Activities, Estimate Activity Durations, Develop Schedule and Control Schedule

QUESTION 280

Risk event is the description of what may happen to the _____ of the project.

- A. Manager
- B. harm
- C. Schedul
- D. Budget

Correct Answer: B

Explanation

Explanation/Reference:

Explanation:

Risk event is the description of what may happen to the harm of the project.

QUESTION 281

The work that must be done in order to deliver a product with the specified features and functions is:

- A. Project scope
- B. Project verification
- C. Project control
- D. Product scope

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Project Scope: The work that must be done in order to deliver a product with the specified features and functions.

QUESTION 282

Which process is not included in the Project Time Management process?

- A. Define Activities
- B. Sequence Activities

- C. Develop Schedule and Control Schedule
- D. Work breakdown structure (WBS)

Correct Answer: D

Explanation

Explanation/Reference:

Explanation:

Work breakdown structure (WBS) is not included in Project Time Management but all other options provided in Project Time Management.3/7/2009

QUESTION 283

A Precedence Diagramming Method (PDM) uses which of the following dependencies

- A. Finish-to-start
- B. Start-to-start
- C. Finish-to-finish
- D. Start-to-finish

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

Finish-to-start An activity must finish before the next activity begins. Finish-to-finish An activity must finish before the next activity can finish. Start-to-start An activity must start before the next activity can start. Start-to-finish An activity must start before the next activity can finish.

QUESTION 284

Which of the following statements concerning a scope statement are true?

- A. It provides a documented basis for making future project decisions and for developing common understanding of the project scope among stakeholders.
- B. Scope statement and Statement of work are synonymous.
- C. Project justification and project objectives are not included or referenced in the scope statement.
- D. Once written, the scope statement should never be revised

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

QUESTION 285

The team members report to two bosses: the project manager and the functional manager. Which type of organization this is ?

- A. Matrix organization
- B. Projectized organization
- C. Functional organization
- D. None

Correct Answer: A

Explanation

Explanation/Reference:

Explanation:

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