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### QUESTION 861

**Why is tailoring required in a project?**

- A. Because a one-size-fits-all approach avoids complications and saves time
- B. Because every project is unique and not every tool, technique, input, or output identified in the PMBOK Guide is required**
- C. [Because tailoring allows us to identify the techniques](#), procedures, and system practices used by those in the project
- D. Project managers should apply every process in the PMBOK Guide to the project, so tailoring is not required.

### QUESTION 862

**What should a project manager do to prepare a risk management plan in a project with a lot of technical uncertainty?**



**A. Get expert judgment**

B. Count on personal experience

C. Ask project sponsors

D. Delay the project until technical uncertainty is clarified

**Correct Answer: A**

**QUESTION 863**

**The project manager is creating the communications management plan. Which group of inputs is required to begin?**

A. Work performance reports, change requests, and risk register

B. Work performance data, project documents, and stakeholder engagement plan

**C. [Project charter](#), project management plan, and project documents**

D. Work performance data, stakeholder register, and team management plan

**Correct Answer: C**

**QUESTION 864**

**A project manager is working on an estimate. The project team is estimating each work package and then finding the total of all the work packages. Which technique is using the project manager?**

A. Three-point estimating

**B. Parametric estimating**

C. Bottom-up estimating

D. Data analysis

Correct Answer: B

**QUESTION 865**

**What are the project management processes associated with project quality management?**

**A. Plan Quality Management, Manage Quality, and Control Quality**

B. Plan Quality Management, Manage Quality, and Cost of Quality

C. Manage Quality, Customer Satisfaction, and Control Quality

D. Customer Satisfaction, Control Quality, and Continuous Improvement

**Correct Answer: A**

#### **QUESTION 866**

**Which of the following are inputs for the Plan Quality Management processes?**

A. Quality metrics, project documents, and financial performance

B. Quality management plan, project documents, and quality metrics

**C. Project management plan, project documents, and organizational process assets**

D. Project management plan, quality metrics, and project documents

**Correct Answer: C**

#### **QUESTION 867**

**A project manager is working on the communications management plan. Which of these documents are inputs to consider?**

A. Stakeholder engagement plan and organizational process assets

**B. Project schedule and stakeholder register**

C. Quality management plan and risk register

D. Basis of estimates and scope baseline

**Correct Answer: B**

#### **QUESTION 868**

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

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

**Correct Answer: B**

**Explanation:**

In agile projects, DECOMPOSITION is Tool and technique of define activities, create WBS. You have subdivided the work package into smaller manageable components of schedule activities which is decomposition. Decomposition was used to create WBS process, if u further decompose WBS package you get schedule of activities.

Rolling Wave Planning is one of the techniques in the 'Define Activities' process under Project Time Management.

**QUESTION 869**

**Which set of activities should a project manager use as part of the Develop Team process?**

- A. Training and establishing ground rules**
- B. Networking activities and estimating team resources
- C. Conflict management activities and tracking team performance
- D. Recruit new team members and training

**Correct Answer: A**

**QUESTION 870**

**A project manager needs to demonstrate that the project meets quality standards and success criteria. For that reason, the project manager is defining the quality objectives of the project, the quality tools that will be used, and quality metrics for the project deliverables.**

**Which process is the project manager executing?**

- A. Manage Quality
- B. Plan Quality Management**
- C. Control Quality
- D. Plan Scope Management

**Correct Answer: B**

**QUESTION 871**

The project manager is dividing the project scope into smaller pieces, and repeating this process until no more subdivisions are required. At this point the project manager is able to estimate costs and activities for each element.

What are these elements called?

- A. Project activities
- B. Work packages**
- C. Planning packages
- D. Project deliverables

**Correct Answer: B**

**QUESTION 872**

**Which two processes should be used to influence costs in the early stages of a project?**

- A. Estimate Costs and Determine Budget**
- B. Plan Cost Management and Estimate Activity Durations
- C. Control Quality and Control Costs

D. Plan Stakeholder Engagement and Plan Communications Management

**Correct Answer: A**

**QUESTION 873**

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

**A. A project manager interacts with other project managers to detect common interests and impacts their projects.**

B. A project manager facilitates communication between the suppliers and contractors on the project.

C. A project manager considers the current industry trends and evaluates how they can impact or be applied to the project.

**D. A project manager may inform other professionals about the value of project management.**

**Correct Answer: D**

**QUESTION 874**

**A project manager is working in an environment where requirements are not very clear and may change during the project. In addition, the project has several stakeholders and is technically complex.**

**Which strategies should the project manager take into account for risk management in this environment?**

**A. Occasionally identify, evaluate, and classify risks**

B. Review requirements and cross-functional project teams

C. Include contingency reserves and update the project management plan frequently

D. Frequently review incremental work products and update the requirements for proper prioritization

**Correct Answer: A**

**QUESTION 875**

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

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

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**Correct Answer: A**

**QUESTION 876**

**A project stakeholder is requesting changes to the project plan. Which process group addresses this?**

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

**Correct Answer: D**

**QUESTION 877**

**The project manager is working with some functional managers and stakeholders on the resource management plan. Which elements may be included in this plan?**

- A. Team values, team agreements, and conflict resolution process
- B. Conflict resolution process, communication guidelines, and meeting schedules
- C. Team roles and responsibilities, team management, and training plan**
- D. Resource requirements, resource assignments, and team performance assessments

**Correct Answer: C**

**QUESTION 878**

**The project team is inspecting the completed project scope to determine if the requirements have been satisfied. What is the result of this inspection?**

- A. Accepted deliverables
- B. Planning packages
- C. Verified deliverables**
- D. Work packages

**Correct Answer: C**

**QUESTION 879**

**Which is the main benefit of managing and tailoring strategies in the Stakeholder Engagement process?**

- A. Increased support and minimized resistance from stakeholders
- B. Increased performance of the project team
- C. Maintenance of stakeholder satisfaction because costs and scope are under control**
- D. Updated project documents, as requested by stakeholders

**Correct Answer: C**

**QUESTION 880**

**A project manager can choose from several techniques to resolve conflicts between team members.**

**Which technique can result in a win-win situation?**

- A. Collaborate/Problem Solve**
- B. Compromise/Reconcile
- C. Smooth/Accommodate
- D. Withdraw/Avoid

**Correct Answer: A**

**QUESTION 881**



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

**A. Projects, portfolios, then programs**

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**B. Portfolios, programs, then projects**

C. Portfolios, projects, then programs

D. Projects, programs, then portfolios

**Correct Answer: B**

#### **QUESTION 882**

**Company A's accountant sends notification about a change in the company's tax classification. Why would a project have to be initiated?**

A. To change business and technological strategies

B. To improve processes and services

**C. To meet regulatory and legal requirements**

D. To satisfy stakeholder requests

**Correct Answer: C**

#### **QUESTION 883**

**During which process of Project Cost Management does a project manager produce the cost baseline?**

A. Estimate Costs

B. Control Schedule

**C. Determine Budget**

D. Develop Project Charter

**Correct Answer: C**

#### **QUESTION 884**

**With regard to a project manager's sphere of influence in a project, which of the**

**following does the project manager influence most directly?**

- A. Suppliers
- B. Customers
- C. Governing bodies
- D. Project team**

**Correct Answer: D**

QUESTION 885

**Which is a major component of an agreement?**

- A. Change request handling
- B. Risk register templates
- C. Lessons learned register
- D. Procurement management plan**

**Correct Answer: D**

QUESTION 886

**The features and functions that characterize a result, product, or service can refer to:**

- A. project scope
- B. product scope**
- C. service scope
- D. product breakdown structure

**Correct Answer: B**

QUESTION 887

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

- A. Cost-benefit analysis
- B. Updated project charter
- C. Approved change request**
- D. Multicriteria decision analysis

**Correct Answer: C**

**QUESTION 888**

**A project using the agile/adaptive approach has reached the Project Integration Management phase. What is the project manager's key responsibility during this phase?**

- A. Defining the scope of the project
- B. Building a collaborative environment**
- C. Creating a detailed project management plan
- D. Directing the delivery of the project

**Correct Answer: B**

**QUESTION 889**

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

- A. Defining, sequencing, estimating activity durations, and developing a schedule model are so tightly linked that they are viewed as a single process.**
- B. The detailed project schedule should remain flexible throughout the project to accommodate newly gained knowledge.
- C. An iterative scheduling and on-demand, pull-based scheduling will be required.
- D. To address the full delivery schedule, a range of techniques may be needed and then need to be adapted.

**Correct Answer: A**

**QUESTION 890**

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

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

**Correct Answer: A**

**QUESTION 891**

**What is the purpose of the project management process groups?**

- A. To define a new project
- B. To track and monitor processes easily
- C. To logically group processes to achieve specific project objectives**
- D. To link specific process inputs and outputs

**Correct Answer: C**

**QUESTION 892**

**In an adaptive project environment, which action helps the project manager ensure that the team is comfortable with changes?**

- A. Having control over the planning and delivery of the products without delegating decisions
- B. Giving access to information to the team and frequent team checkpoints**
- C. Selecting different team members to take the project manager role during reviews with stakeholders
- D. Asking the control change board to approve changes before notifying the team

**Correct Answer: B**

**QUESTION 893**

**Which tasks should a project manager accomplish in order to manage project scope correctly?**

- A. Define, Validate, and Control Scope; Control Schedule; Control Costs and Manage Stakeholder Engagement.**
- B. Collect Requirements, Define Scope, Create WBS, Develop Schedule, and Manage Stakeholder Engagement.
- C. Plan Scope Management; Collect Requirements; Define, Validate, and Control Scope; and Create WBS.
- D. Define, Validate, and Control Scope; Control Costs; Manage Stakeholder Engagement; and keep budget under control.

**Correct Answer: A**

**QUESTION 894**

**What should the project manager use to evaluate the politics and power structure among stakeholders inside and outside of the organization?**

- A. Expert judgment**
- B. Interpersonal skills
- C. Team agreements
- D. Communication skills

**Correct Answer: A**

**QUESTION 895**

**Which of the following can a project manager use to represent defined team member roles in a group of tasks?**

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)**
- C. Organizational breakdown structure (OBS)
- D. Resource breakdown structure (RBS)

**Correct Answer: B**

**QUESTION 896**

**Which is an example of leveraging evolving trends and emerging practices in Project Integration Management?**

- A. Hybrid methodologies**
- B. Risk register updates
- C. Outsourced project resources
- D. Reliance on lessons learned documents

**Correct Answer: A**

**QUESTION 897**

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

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**A. Post project artifacts in a transparent fashion and engage stakeholders on a regular basis.**

B. Make surveys among the stakeholders and meet with the team once a month.

C. Create a social network and post news there.

D. Create personalized emails for each stakeholder, asking for requests and reviewing objectives with them periodically.

**Correct Answer: A**

Explanation

Open, frequent, and informal communication is the cornerstone of agile managed projects. The best form of communication is face to face conversations. Agile teams working in a collocated space that supports communication is ideal.

Planning communications management that hinders or places boundaries on those conversations is counterproductive. A project manager needs to encourage more communication, not less. A project manager also needs to support the capturing and flow of communication between stakeholders.

Scheduling more communication checkpoints, such as daily standup meetings, increases the communication exchanges. And, when possible, posting and distributing information to the team aids communication flow – whether in physical locations, digitized, or both. Withholding conversations or enforcing extended quiet times is the antithesis of good communication flow.

### **QUESTION 898**

**Due to today's competitive global market, organizations require more than technical project management skills. Which of the following skills can support long-range strategic objectives that contribute to the bottom line?**

A. Planning and risk management skills

B. Communication and time management skills

**C. Business intelligence and leadership skills**

D. Strategic and business management skills

**Correct Answer: C**

**QUESTION 899**

**What is the difference between iterative scheduling and on-demand scheduling practices?**

**A. Iterative scheduling is based on adaptive cycles; on-demand scheduling is based on the theory of constraints.**

B. Iterative scheduling is based on the theory of constraints; on-demand scheduling is based on adaptive cycles.

C. Iterative scheduling is usually used in Kanban system.

D. There are no relevant differences between these scheduling practices.

**Correct Answer: A**

**QUESTION 900**

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

**A. Monitor and Control Project Work**

B. Direct and Manage Project Work

C. Close Project or Phase

D. Perform Integrated Change Control

**Correct Answer: A**

**QUESTION 901**

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

A. Procurement statement of work (SOW)

**B. Procurement strategy**

- C. Terms of reference
- D. Change request

**Correct Answer: B**

**QUESTION 902**

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

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

**Correct Answer: A**

**QUESTION 903**

**How can a project manager represent a contingency reserve in the schedule?**

- A. Additional weeks of work to account for unknown-unknowns risks**
- B. Task duration estimates of the best case scenarios
- C. Additional duration estimates in response to identified risks that have been accepted
- D. Milestones representing the completion of deliverables

**Correct Answer: A**

**QUESTION 904**

**What is the difference between verified and accepted deliverables?**

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



stakeholder; verified deliverables have been completed and checked for correctness.

D. Accepted deliverables have been formally accepted by the project manager; verified deliverables are the outputs from the Control Quality process

Correct Answer: A

#### **QUESTION 905**

**Which factors should be considered for cross-cultural communication?**

**A. Background, personality, and communications management plan**

B. Personality, background, and escalation process

C. Sponsor relationship, personality, and background

D. Current emotional state, personality, and background

Correct Answer: A

#### **QUESTION 906**

**A project manager is updating their CV or resume and realizes that they need to improve skills related to expertise in the industry and organizational knowledge. Which dimension of PMI's Talent Triangle best relates to this need to improve?**

**A. Strategic and business management skills**

B. Leadership skills

C. Technical project management

D. Organizational management

Correct Answer: A

#### **QUESTION 907**

**After an internal deliverable review session with the team, the project manager identifies some issues that need to be fixed before submitting the deliverable for formal approval. The project manager will need to manage the additional costs and time for the required rework.**

**How would the project manager define these extra costs?**

- A. Appraisal costs
- B. Management reserves
- C. Cost of nonconformance
- D. Cost of conformance**

**Correct Answer: D**

#### **QUESTION 908**

**Which of the following tasks is related to the Perform Qualitative Risk Analysis process?**

- A. Identify the project risks and assign a probability of occurrence
- B. Perform a sensitivity analysis to determine which risk has the most potential for impacting the project
- C. Analyze the effect of identified project risks as numerical data
- D. Prioritize each protect risk and assign the probability of occurrence and impact for each one**

**Correct Answer: D**

#### **QUESTION 909**

**A stakeholder is reading project documents given by the project manager. The stakeholder is curious about the difference between a verified deliverable and an accepted deliverable.**

**Which of the following definitions can the project manager use to explain the difference?**

- A. An accepted deliverable is approved by the project team; a verified deliverable is approved and formally signed off by the customer or sponsor.
- B. An accepted deliverable has been checked and confirmed for accuracy through the Control Quality process; a verified deliverable meets acceptance criteria that is formally signed off and approved by the customer or sponsor.
- C. An accepted deliverable meets acceptance criteria and is formally signed off and approved by the customer or sponsor a verified deliverable is a completed project deliverable that has been checked and confirmed for accuracy through the Control Quality process.

**D. An accepted deliverable meets acceptance criteria and is signed off by the project manager; a verified deliverable meets acceptance criteria and is signed off by the customer or sponsor.**

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**Correct Answer: D**

#### **QUESTION 910**

**A junior team member has been promoted to the position of project manager. The first task to execute is the Quality Management Plan.**

**Which tools and techniques will help the project manager to complete this task?**

**A. Benchmarking, design of experiments, and cost-benefit analysis**

B. Quality audits, process analysis, and meetings

C. Inspection, brainstorming, and quality audits

D. Networking, brainstorming, and negotiation

**Correct Answer: A**

#### **QUESTION 911**

**The project manager has the following information about the estimated duration for an activity: Most likely [tM] - 15 days**

**Pessimistic [tP] - 20 days Optimistic [tO] - 10 days**

**What is the estimated duration of this activity, according to the triangular distribution technique?**

A. 10 days

**B. 15 days**

C. 12.5 days

D. 5 days

**Correct Answer: B**

**QUESTION 912**

**Which of the following documents are created as part of Project Integration Management?**

**A. Project charter and project management plan**

B. Communications management plan and scope management plan

C. Quality management plan and risk management plan

D. Project scope statement and communications management plan

**Correct Answer: A**

**QUESTION 913**

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

A. Project charter, business documents, and project management plan

B. Agreements, scope baseline, and project management plan

C. Project charter, business case, and project management plan

**D. Work performance data, enterprise environmental factors, and project management plan**

**Correct Answer: D**

**QUESTION 914**

**A project is in the planning phase. The project manager is considering different elements that may influence or constrain the project.**

**Which of the following internal enterprise environmental factors should the project manager consider?**

A. Industry standards

B. Market conditions

C. Legal restrictions

**D. Employee capability**

**Correct Answer: D**

**QUESTION 915**

**A project manager is analyzing a few network diagrams in order to determine the minimum duration of a project. Which diagram should the project manager reference?**

- A. A diagram in which resource optimization has been applied
- B. A diagram in which the critical path method has been applied**
- C. A diagram in which a predefined series of activities has been organized
- D. A diagram which shows a combination of resource and time optimization

**Correct Answer: B**

**QUESTION 916**

**What are the two most common contract types used in a project?**

- A. Cost plus award fee (CPAF) contract and fixed price contract
- B. Fixed price contract and cost-reimbursable contract**
- C. Cost-reimbursable contract and time and material (T&M) contract
- D. Time and material (T&M) contract and cost plus award fee (CPAF) contract

**Correct Answer: B**

**QUESTION 917**

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

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

**Correct Answer: C**

#### **QUESTION 918**

**In a preliminary meeting for a project, team members decide to execute the project with agile methodology. A finance team member wants to know how project cost will be determined at this early stage.**

**How will the project team determine project cost?**

- A. Use a lightweight cost estimation due to the nature of agile projects
- B. Use a detailed cost estimation for agile projects**
- C. Retrieve a budget from a previous project and create a baseline for this project based on it
- D. Use a detailed work breakdown structure (WBS) to get cost estimation

**Correct Answer: B**

#### **QUESTION 919**

**A project manager needs to request outside support for a statement of work (SOW) that is not precise. Which kind of contract does the project manager need to create?**

- A. Time and material (T&M)**
- B. Cost plus fixed fee (CPFF)
- C. Fixed price
- D. Cost plus award fee (CPAF)

**Correct Answer: A**

**Explanation:**

T&M contracts are often used for staff augmentation, acquisition of experts and any outside support when a precise statement of work is not quickly prescribed.

**QUESTION 920**

**Which set of tools and techniques is useful for estimating activity durations for the project schedule?**

- A. Brainstorming, Monte Carlo Simulation, analogous estimation
- B. Three-point estimation, resources leveling, iteration burndown chart
- C. Milestone charts, parametric estimation, schedule baseline
- D. Parametric estimation, three-point estimation, analogous estimation**

**Correct Answer: D**

**QUESTION 921**

**To which knowledge area does the Collect Requirements process belong?**

- A. Quality Management
- B. Scope Management**
- C. Cost Management
- D. Integration Management

**Correct Answer: B**

**QUESTION 922**

**The project manager released a report. A few stakeholders express the view that the report should not have been directed to them.**

**Which of the 5Cs of written communications does the project manager need to**

**address?**

- A. Correct grammar and spelling
- B. Concise expression and elimination of excess words
- C. Clear purpose and expression directed to the needs of the reader**
- D. Coherent logical flow of ideas

**Correct Answer: C**

Action Point

**PS:** I know you might agree with some of the points raised in this article or disagree with some of the issues raised.

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**Action Point**

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