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Here are some PMP Practice questions and answers to prepare for your exam.

QUESTION 101

A regression line is used to estimate:

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A. Whether or not a process is stable or has predictable performance.

B. How a change to the independent variable influences the value of the dependent variable.

C. The upper and lower specification limits on a control chart.

D. The central tendency, dispersion, and shape of a statistical distribution.

Correct Answer: B

Explanation:

Scatter Diagram. A correlation chart that uses a regression line to explain or to predict how the change in an independent variable will change a dependent variable.



QUESTION 102

An input to Conduct Procurements is:

- A. Independent estimates.
- B. Selected sellers.
- C. Seller proposals.**
- D. Resource calendars.

Correct Answer: C

Explanation:

Seller Proposals

Seller proposals, prepared in response to a procurement document package, form the basic information that will be used by an evaluation body to select one or more successful bidders (sellers).

Conduct Procurements

Definition: The process of obtaining seller responses, selecting a seller, and awarding a contract.

Key Benefit: The key benefit of this process is that it provides alignment of internal and external stakeholder expectations through established agreements.

Inputs

1. Procurement management plan
2. Procurement documents
3. Source selection criteria
4. Seller proposals
5. Project documents
6. Make-or-buy decisions
7. Procurement statement of work
8. Organizational process assets

Tools & Techniques

1. Bidder conference
2. Proposal evaluation techniques
3. Independent estimates
4. Expert judgment
5. Advertising
6. Analytical techniques
7. Procurement negotiations

Outputs

1. .Selected sellers
2. .Agreements
3. .Resource calendars
4. .Change requests
5. .Project management plan updates
6. .Project documents updates

QUESTION 103

What are the Project Procurement Management processes?

- A. Conduct Procurements, Control Procurements, Integrate Procurements, and Close Procurements
- B. Estimate Procurements, Integrate Procurements, Control Procurements, and Validate Procurements

- C. Plan Procurement Management, Conduct Procurements, Control Procurements, and Close Procurements
- D. Plan Procurement Management, Perform Procurements, Control Procurements, and Validate Procurements

Correct Answer: C

- 12. Project Procurement Management
 - 12.1 Plan Procurement Management
 - 12.2 Conduct Procurements
 - 12.3 Control Procurements
 - 12.4 Close Procurements

QUESTION 104

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

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

Correct Answer: B

Explanation:

Plan Human Resource Management

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

Key Benefit: The key benefit of this process is that it establishes project roles and responsibilities, project organization charts, and the staffing management

plan including the timetable for staff acquisition and release.

Inputs

1. Project management plan
2. Activity resource requirements
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Organization charts and position descriptions
2. Networking
3. Organizational theory
4. Expert judgment
5. Meetings

Outputs

1. Human resource management plan

Expert Judgment

Expert judgment is often used to assess the inputs used to develop the project charter. Expert judgment is applied to all technical and management details during this process. Such expertise is provided by any group or individual with specialized knowledge or training and is available from many sources, including: Other units within the organization, Consultants, Stakeholders, including customers or sponsors, Professional and technical associations, Industry groups, Subject matter experts (SME), and Project management office (PMO).

QUESTION 105

Processes in the Planning Process Group are typically carried out during which part of the project life cycle?

A. Only once, at the beginning

- B. At the beginning and the end
- C. Once during each phase
- D. Repeatedly**

Correct Answer: D

QUESTION 106

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

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

Correct Answer: C

Explanation:

Work Performance Information

Work performance information is the performance data collected from various controlling processes, analyzed in context, and integrated based on relationships across areas. Thus work performance data has been transformed into work performance information. Data in itself cannot be used in the decision-making process as it has only out-of-context meaning. Work performance information, however, is correlated and contextualized, and provides a sound foundation for project decisions.

Work performance information is circulated through communication processes. Examples of performance information are status of deliverables, implementation status for change requests, and forecasted estimates to

complete.

QUESTION 107

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

- A. Requirements documentation
- B. Requirements traceability matrix
- C. Project management plan updates
- [D. Project documents updates](#)

Correct Answer: B

Explanation:

Requirements Traceability Matrix

The requirements traceability matrix is a grid that links product requirements from their origin to the deliverables that satisfy them. The implementation of a requirements traceability matrix helps ensure that each requirement adds business value by linking it to the business and project objectives.

It provides a means to track requirements throughout the project life cycle, helping to ensure that requirements approved in the requirements documentation are delivered at the end of the project. Finally, it provides a structure for managing changes to the product scope.

Tracing includes, but is not limited to, tracing requirements for the following:

Business needs, opportunities, goals, and objectives; Project objectives;
Project scope/WBS deliverables; Product design;
Product development;

Test strategy and test scenarios; and
High-level requirements to more detailed requirements.

Attributes associated with each requirement can be recorded in the requirements traceability matrix. These attributes help to define key information about the requirement. Typical attributes used in the requirements traceability matrix may include: a unique identifier, a textual description of the requirement, the rationale for inclusion, owner, source, priority, version, current status (such as active, cancelled, deferred, added, approved, assigned, completed), and status date. Additional attributes to ensure that the requirement has met stakeholders' satisfaction may include stability, complexity, and acceptance criteria.

Collect Requirements

Definition: The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.

Key Benefit: The key benefit of this process is that it provides the basis for defining and managing the project scope including product scope.

Inputs

1. Scope management plan
2. Requirements management plan
3. Stakeholder management plan
4. Project charter
5. Stakeholder register

Tools & Techniques

1. Interviews
2. Focus groups

3. Facilitated workshops
4. Group creativity techniques
5. Group decision-making techniques
6. Questionnaires and surveys
7. Observations
8. Prototypes
9. Benchmarking
10. Context diagrams
11. Document analysis

Outputs

1. Requirements documentation
2. Requirements traceability matrix

QUESTION 108

Units of measure, level of precision, level of accuracy, control thresholds, and rules of performance measurement are examples of items that are established in the:

- A. Cost management plan.**
- B. Work performance information.
- C. Quality management plan.
- D. Work breakdown structure.

Correct Answer: A

QUESTION 109

Which type of dependency is established based on knowledge of best practices within a particular application area or some unusual aspect of the project in which a specific sequence is desired, even though there may be other acceptable sequences?

- A. External

- B. Internal
- C. Mandatory
- D. Discretionary**

Correct Answer: D

Explanation:

Dependency Determination

Dependencies may be characterized by the following attributes: mandatory or discretionary, internal or external, as described below. Dependency has four attributes, but two can be applicable at the same time in following ways: mandatory external dependencies, mandatory internal dependencies, discretionary external dependencies, or discretionary internal dependencies.

Mandatory dependencies. Mandatory dependencies are those that are legally or contractually required or inherent in the nature of the work.

Mandatory dependencies often involve physical limitations, such as on a construction project, where it is impossible to erect the superstructure until after the foundation has been built, or on an electronics project, where a prototype has to be built before it can be tested.

Mandatory dependencies are also sometimes referred to as hard logic or hard dependencies. Technical dependencies may not be mandatory. The project team determines which dependencies are mandatory during the process of sequencing the activities. Mandatory dependencies should not be confused with assigning schedule constraints in the scheduling tool.

Discretionary dependencies. Discretionary dependencies are sometimes

referred to as preferred logic, preferential logic, or soft logic. Discretionary dependencies are established based on knowledge of best practices within a particular application area or some unusual aspect of the project where a specific sequence is desired, even though there may be other acceptable sequences.

Discretionary dependencies should be fully documented since they can create arbitrary total float values and can limit later scheduling options. When fast tracking techniques are employed, these discretionary dependencies should be reviewed and considered for modification or removal.

The project team determines which dependencies are discretionary during the process of sequencing the activities.

External dependencies. External dependencies involve a relationship between project activities and non- project activities. These dependencies are usually outside the project team's control. For example, the testing activity in a software project may be dependent on the delivery of hardware from an external source, or governmental environmental hearings may need to be held before site preparation can begin on a construction project.

The project management team determines which dependencies are external during the process of sequencing the activities.

Internal dependencies. Internal dependencies involve a precedence relationship between project activities and are generally inside the project team's control.

For example, if the team cannot test a machine until they assemble it, this is an internal mandatory dependency. The project management team determines which dependencies are internal during the process of sequencing the activities.

QUESTION 110

Sensitivity analysis is typically displayed as a/an:

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

Correct Answer: B

Explanation:

Quantitative Risk Analysis and Modeling Techniques

- Sensitivity analysis. Sensitivity analysis helps to determine which risks have the most potential impact on the project. It helps to understand how the variations in project's objectives correlate with variations in different uncertainties. Conversely, it examines the extent to which the uncertainty of each project element affects the objective being studied when all other uncertain elements are held at their baseline values. One typical display of sensitivity analysis is the tornado diagram, which is useful for comparing relative importance and impact of variables that have a high degree of uncertainty to those that are more stable.

The Tornado diagram is also helpful in analyzing risk-taking scenarios enabled on specific risks whose quantitative analysis highlights possible benefits greater than corresponding identified negative impacts. A tornado diagram is a special type of bar chart used in sensitivity analysis for comparing the relative

importance of the variables.

In a tornado diagram, the Y-axis contains each type of uncertainty at base values, and the X-axis contains the spread or correlation of the uncertainty to the studied output. In this figure, each uncertainty contains a horizontal bar and is ordered vertically to show uncertainties with a decreasing spread from the base values.

QUESTION 111

The Monitoring and Controlling Process Group includes processes that:

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

Correct Answer: C

QUESTION 112

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

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

Correct Answer: D

Explanation:

Quality Management and Control Tools

The Perform Quality Assurance process uses the tools and techniques of the Plan Quality Management and Control Quality processes. In addition, other tools that are available include:

Affinity diagrams. The affinity diagram is similar to mind-mapping techniques in that they are used to generate ideas that can be linked to form organized patterns of thought about a problem. In project management, the creation of the WBS may be enhanced by using the affinity diagram to give structure to the decomposition of scope.

Process decision program charts (PDPC). Used to understand a goal in relation to the steps for getting to the goal. The PDPC is useful as a method for contingency planning because it aids teams in anticipating intermediate steps that could derail achievement of the goal.

Interrelationship digraphs. An adaptation of relationship diagrams. The interrelationship digraphs provide a process for creative problem solving in moderately complex scenarios that possess intertwined logical relationships for up to 50 relevant items. The interrelationship digraph may be developed from data generated in other tools such as the affinity diagram, the tree diagram, or the fishbone diagram.

Tree diagrams. Also known as systematic diagrams and may be used to represent decomposition hierarchies such as the WBS, RBS (risk breakdown structure), and OBS (organizational breakdown structure). In project management, tree diagrams are useful in visualizing the parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship. Tree diagrams can be depicted horizontally (such as a risk breakdown structure) or vertically (such as a team hierarchy or OBS).

Because tree diagrams permit the creation of nested branches that terminate into a single decision point, they are useful as decision trees for establishing an expected value for a limited number of dependent relationships that have been diagrammed systematically.

Prioritization matrices. Identify the key issues and the suitable alternatives to be prioritized as a set of decisions for implementation. Criteria are prioritized and weighted before being applied to all available alternatives to obtain a mathematical score that ranks the options.

Activity network diagrams. Previously known as arrow diagrams. They include both the AOA (Activity on Arrow) and, most commonly used, AON (Activity on Node) formats of a network diagram. Activity network diagrams are used with project scheduling methodologies such as program evaluation and review technique (PERT), critical path method (CPM), and precedence diagramming method (PDM).

Matrix diagrams.

A quality management and control tool used to perform data analysis within the organizational structure created in the matrix. The matrix diagram seeks to show the strength of relationships between factors, causes, and objectives that exist between the rows and columns that form the matrix.

QUESTION 113

A project manager builds consensus and overcomes obstacles by employing which communication technique?

- A. Listening
- B. Facilitation**
- C. Meeting management
- D. Presentation

Correct Answer: B

Explanation:

Definitions:

Meeting management techniques. Preparing an agenda and dealing with conflicts. Presentation techniques. Awareness of the impact of body language and design of visual aids. Facilitation techniques. Building consensus and overcoming obstacles.

Listening techniques. Listening actively (acknowledging, clarifying, and confirming understanding) and removal of barriers that adversely affect comprehension.

QUESTION 114

When does the project team determine which dependencies are discretionary?

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

Correct Answer: D

:

Explanation:

Dependency Determination

Dependencies may be characterized by the following attributes: mandatory or discretionary, internal or external, as described below. Dependency has four attributes, but two can be applicable at the same time in following ways:

mandatory external dependencies, mandatory internal dependencies, discretionary external dependencies, or discretionary internal dependencies.

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Discretionary dependencies should be fully documented since they can create arbitrary total float values and can limit later scheduling options. When fast

tracking techniques are employed, these discretionary dependencies should be reviewed and considered for modification or removal.

The project team determines which dependencies are discretionary during the process of sequencing the activities.

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The project management team determines which dependencies are external during the process of sequencing the activities.

Internal dependencies. Internal dependencies involve a precedence relationship between project activities and are generally inside the project team's control. For example, if the team cannot test a machine until they assemble it, this is an internal mandatory dependency. The project management team determines which dependencies are internal during the process of sequencing the activities.

Sequence Activities

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

Key Benefit: The key benefit of this process is that it defines the logical

sequence of work to obtain the greatest efficiency given all project constraints.

Inputs

1. Schedule management plan
2. Activity list
3. Activity attributes
4. Milestone list
5. Project scope statement
6. Enterprise environmental factors
7. Organizational process assets

Tools & Techniques

1. Precedence diagramming method (PDM)
2. Dependency determination
3. Leads and lags

Outputs

1. Project schedule network diagrams
2. Project documents updates

QUESTION 115

Typical outcomes of a project include:

A. Products, services, and improvements.

B. Products, programs, and services.

C. Improvements, portfolios, and services.

D. Improvements, processes, and products.

Correct Answer: A

QUESTION 116

Which grid shows which resources are tied to work packages?

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

Correct Answer: B

Explanation:

Responsibility Assignment Matrix (RAM). A grid that shows the project resources assigned to each work package.

QUESTION 117

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

- A. Continuous improvement.
- B. Predictive planning.
- C. Progressive elaboration.**
- D. Quality assurance.

Correct Answer: C

QUESTION 118

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

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

Correct Answer: C

QUESTION 119

A temporary endeavor that creates a unique product or service is called a:

- A. Project**
- B. Plan
- C. Program
- D. Portfolio

Correct Answer: A

QUESTION 120

Status of deliverables, implementation status for change requests, and forecasted estimates to complete are examples of:

- A. Earned value management.
- B. Enterprise environmental factors.
- C. Organizational process assets.
- D. Work performance information.**

Correct Answer: D

Work Performance Information

Work performance information is the performance data collected from various controlling processes, analyzed in context, and integrated based on relationships across areas.

Thus work performance data has been transformed into work performance information. Data in itself cannot be used in the decision-making process as it has only out-of-context meaning. Work performance information, however, is

correlated and contextualized, and provides a sound foundation for project decisions.

Work performance information is circulated through communication processes. Examples of performance information are status of deliverables, implementation status for change requests, and forecasted estimates to complete.

QUESTION 121

Which item is an output of Plan Quality Management and an input to Perform Quality Assurance?

- A. Organizational process updates
- B. Quality metrics**
- C. Change requests
- D. Quality control measurements

Correct Answer: B

Quality Metrics

A quality metric specifically describes a project or product attribute and how the control quality process will measure it. A measurement is an actual value. The tolerance defines the allowable variations to the metric. For example, if the quality objective is to stay within the approved budget by $\pm 10\%$, the specific quality metric is used to measure the cost of every deliverable and determine the percent variance from the approved budget for that deliverable.

Quality metrics are used in the perform quality assurance and control quality processes.

Some examples of quality metrics include on-time performance, cost control, defect frequency, failure rate, availability, reliability, and test coverage.

Plan Quality Management

Definition: The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements and/or standards.

Key Benefit: The key benefit of this process is that it provides guidance and direction on how quality will be managed and validated throughout the project.

Inputs

1. Project management plan
2. Stakeholder register
3. Risk register
4. Requirements documentation
5. Enterprise environmental factors
6. Organizational process assets

Tools & Techniques

2. Cost-benefit analysis
3. Cost of quality
4. Seven basic quality tools
5. Benchmarking
6. Design of experiments
7. Statistical sampling
8. Additional quality planning tools
9. Meetings

Outputs

1. Quality management plan
2. Process improvement plan
3. Quality metrics
4. Quality checklists
5. Project documents updates

Perform Quality Assurance

Definition: The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.

Key Benefit: The key benefit of this process is that it facilitates the improvement of quality processes.

Inputs

1. Quality management plan
2. Process improvement plan
3. Quality metrics
4. Quality control measurements
5. Project documents

Tools & Techniques

1. Quality management and control tools
2. Quality audits
3. Process analysis

Outputs

1. Change requests
2. Project management plan updates
3. Project documents updates
4. Organizational process assets updates

QUESTION 122

A project manager managing a cross-cultural virtual project team across several time zones should be concerned about the impacts of which communication technology factor?

- A. Urgent information need
- B. Sensitivity of information

C. Project environment

D. Ease of use

Correct Answer: C

Explanation:

Project environment. There is a need to determine if the team will meet and operate on a face-to-face basis or in a virtual environment; whether they will be located in one or multiple time zones; whether they will use multiple languages for communication; and finally, whether there are any other project environmental factors, such as culture, which may affect communications.

QUESTION 123

The number of potential communication channels for a project with 5 stakeholders is:

- A. 10.**
- B. 12.
- C. 20.
- D. 24.

Correct Answer: A

Explanation:

number of communication channels within a project. $N(N - 1) / 2$, where N represents the number of identified stakeholders.

QUESTION 124

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

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

Correct Answer: C

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Perform Qualitative Risk Analysis

Definition: The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

Key Benefit: The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks.

Inputs

1. Risk management plan
2. Scope baseline
3. Risk register
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Risk probability and impact assessment
2. Probability and impact matrix
3. Risk data quality assessment
4. Risk categorization
5. Risk urgency assessment
6. Expert judgment

Outputs

1. Project documents updates

QUESTION 125

Which tool or technique is used in validating the scope of a project?

- A. Facilitated workshops
- B. Interviews

C. Inspection

D. Meetings

Correct Answer: C

Explanation:

Validate Scope: Tools and Techniques

Inspection

Inspection includes activities such as measuring, examining, and validating to determine whether work and deliverables meet requirements and product acceptance criteria. Inspections are sometimes called reviews, product reviews, audits, and walkthroughs. In some application areas, these different terms have unique and specific meanings.

Validate Scope

Definition: The process of formalizing acceptance of the completed project deliverables.

Key Benefit: The key benefit of this process is that it brings objectivity to the acceptance process and increases the chance of final product, service, or result acceptance by validating each deliverable.

Inputs

1. Project management plan
2. Requirements documentation
3. Requirements traceability matrix
4. Verified deliverables
5. Work performance data

Tools & Techniques

1. Inspection
2. Group decision-making techniques

Outputs

1. Accepted deliverables
2. Change requests
3. Work performance information
4. Project documents updates

QUESTION 126

An input to Close Project or Phase is:

- A. Accepted deliverables.
- B. Final products or services.
- C. Document updates.
- D. Work performance information.

Correct Answer: A

Close Project or Phase

Definition: The process of finalizing all activities across all of the Project Management Process Groups to formally complete the phase or project.

Key Benefit: The key benefit of this process is that it provides lessons learned, the formal ending of project work, and the release of organization resources to pursue new endeavors.

Inputs

1. Project management plan
2. Accepted deliverables
3. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Analytical techniques
3. Meetings

Outputs

1. Final product, service, or result transition
2. Organizational process assets updates

QUESTION 127

An output of the Direct and Manage Project Work process is:

A. Deliverables.

- B. Activity lists.
- C. A work breakdown structure.
- D. A scope statement.

Correct Answer: A

Explanation:

Direct and Manage Project Work

Definition: The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.

Key Benefit: The key benefit of this process is that it provides overall management of the project work.

Inputs

1. Project management plan
2. Approved change requests
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Project management information system
3. Meetings

Outputs

1. Deliverables
2. Work performance data
3. Change requests
4. Project management plan updates
5. Project documents updates

QUESTION 128

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

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

Correct Answer: B

QUESTION 129

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

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

Correct Answer: B

Create WBS

Definition: WBS is the process of subdividing project deliverables and project work into smaller, more manageable components.

Key Benefit: The key benefit of this process is that it provides a structured vision of what has to be delivered.

Inputs

1. Scope management plan
2. Project scope statement
3. Requirements documentation
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Decomposition
2. Expert judgment

Outputs

1. Scope baseline
2. Project documents updates

QUESTION 130

In a project, total float measures the:

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

Correct Answer: B

QUESTION 131

Which Knowledge Areas include processes from the Closing Process Group?

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

Management

Correct Answer: D

Explanation:

Closing Process Group

4.6 Close Project or Phase -> 4. Project Integration Management

12.4 Close Procurements -> 12. Project Procurement Management

QUESTION 132

Stakeholder satisfaction should be managed as a key project:

- A. Benefit
- B. Initiative
- C. Objective**
- D. Process

Correct Answer: C

QUESTION 133

Which cost is associated with nonconformance?

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

Correct Answer: A

QUESTION 134

Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

- A. Historical relationships

- B. Dependency determination
- C. Bottom-up estimating
- D. Rolling wave planning**

Correct Answer: D

Explanation/Reference:

Rolling Wave Planning

Rolling wave planning is an iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level. It is a form of progressive elaboration.

Therefore, work can exist at various levels of detail depending on where it is in the project life cycle. During early strategic planning, when information is less defined, work packages may be decomposed to the known level of detail. As more is known about the upcoming events in the near term, work packages can be decomposed into activities.

Define Activities

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

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

Inputs

Schedule management plan Scope baseline

Enterprise environmental factors Organizational process assets

Tools & Techniques

Decomposition

Rolling wave planning

Expert judgment

Outputs

Activity list Activity attributes Milestone list

QUESTION 135

An output of the Create WBS process is:

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

Correct Answer: A

QUESTION 136

A tool or technique used in the Control Procurements process is:

- A. Expert judgment.
- B. Performance reporting.**
- C. Bidder conferences.
- D. Reserve analysis.

Correct Answer: B

Explanation:

Performance Reporting

Performance reporting is the act of collecting and distributing performance information, including status reports, progress measurements, and forecasts. Performance reporting involves the periodic collection and analysis of baseline versus actual data to understand and communicate the project progress and performance as well as to forecast the project results.

Performance reporting needs to provide information at an appropriate level for each audience.

The format may range from a simple status report to more elaborate reports and may be prepared regularly or on an exception basis. A simple status report might show performance information, such as percent complete or status dashboards for each area (i.e., scope, schedule, cost, and quality). More elaborate reports may include:

- Analysis of past performance,
- Analysis of project forecasts (including time and cost),
- Current status of risks and issues,
- Work completed during the period,
- Work to be completed in the next period,
- Summary of changes approved in the period, and
- Other relevant information, which is reviewed and discussed.

Control Procurements

Definition: The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.

Key Benefit: The key benefit of this process is that it ensures that both the seller's and buyer's performance meets procurement requirements according to the terms of the legal agreement.

Inputs

1. Project management plan
2. Procurement documents
3. Agreements
4. Approved change requests
5. Work performance reports
6. Work performance data

Tools & Techniques

1. Contract change control system
2. Procurement performance reviews
3. Inspections and audits

4. Performance reporting
5. Payment systems
6. Claims administration
7. Records management system

Outputs

1. Work performance information
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

QUESTION 137

Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

- A. Perform Quality Assurance
- B. Direct and Manage Project Work
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control**

Correct Answer: D

QUESTION 138

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

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

Correct Answer: C

Vendor Bid Analysis

Cost estimating methods may include analysis of what the project should cost, based on the responsive bids from qualified vendors. When projects are awarded to a vendor under competitive processes, additional cost estimating work may be required of the project team to examine the price of individual deliverables and to derive a cost that supports the final total project cost.

Estimate Costs

Definition: The process of developing an approximation of the monetary resources needed to complete project activities.

Key Benefit: The key benefit of this process is that it determines the amount of cost required to complete project work.

Inputs

1. Cost management plan
2. Human resource management plan
3. Scope baseline
4. Project schedule
5. Risk register
6. Enterprise environmental factors
7. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Analogous estimating
3. Parametric estimating
4. Bottom-up estimating
5. Three-point estimating
6. Reserve analysis
7. Cost of quality

8. Project management software
9. Vendor bid analysis
10. Group decision-making techniques

Outputs

1. Activity cost estimates
2. Basis of estimates
3. Project documents updates

QUESTION 139

Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

A. Supportive

- B. Directive
- C. Controlling
- D. Instructive

Correct Answer: A

QUESTION 140

Which Define Activities output extends the description of the activity by identifying the multiple components associated with each activity?

- A. Project document updates
- B. Activity list
- C. Activity attributes**
- D. Project calendars

Correct Answer: C

Activity Attributes

Activities, distinct from milestones, have durations, during which the work of

that activity is performed, and may have resources and costs associated with that work. Activity attributes extend the description of the activity by identifying the multiple components associated with each activity.

The components for each activity evolve over time. During the initial stages of the project, they include the activity identifier (ID), WBS ID, and activity label or name, and when completed, may include activity codes, activity description, predecessor activities, successor activities, logical relationships, leads and lags, resource requirements, imposed dates, constraints, and assumptions.

Activity attributes can be used to identify the person responsible for executing the work, geographic area, or place where the work has to be performed, the project calendar the activity is assigned to, and activity type such as level of effort (often abbreviated as LOE), discrete effort, and apportioned effort. Activity attributes are used for schedule development and for selecting, ordering, and sorting the planned schedule activities in various ways within reports. The number of attributes varies by application area.

Define Activities

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

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

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Inputs

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

Tools & Techniques

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

Outputs

1. Activity list
2. Activity attributes
3. Milestone list

QUESTION 141

An input to the Identify Stakeholders process is:

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

Correct Answer: C

Explanation:**Procurement Documents**

Procurement documents are used to solicit proposals from prospective sellers.

Terms such as bid, tender, or quotation are generally used when the seller selection decision will be based on price (as when buying commercial or standard items), while a term such as proposal is generally used when other considerations, such as technical capability or technical approach are paramount.

Common terms are in use for different types of procurement documents and may include request for information (RFI), invitation for bid (IFB), request for proposal (RFP), request for quotation (RFQ), tender notice, invitation for negotiation, and invitation for seller's initial response.

Specific procurement terminology used may vary by industry and location of the procurement. The buyer structures procurement documents to facilitate an accurate and complete response from each prospective seller and to facilitate easy evaluation of the responses. These documents include a description of the desired form of the response, the relevant procurement statement of work (SOW) and any required contractual provisions. With government contracting, some or all of the content and structure of procurement documents may be defined by regulation.

The complexity and level of detail of the procurement documents should be consistent with the value of, and risks associated with, the planned procurement. Procurement documents are required to be sufficient to ensure consistent, appropriate responses, but flexible enough to allow consideration of any seller suggestions for better ways to satisfy the same requirements.

Issuing a procurement request to potential sellers to submit a proposal or bid is

normally done in accordance with the policies of the buyer's organization, which can include publication of the request in public newspapers, in trade journals, in public registries, or on the internet.

Identify Stakeholders

Definition: The process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

Key Benefit: The key benefit of this process is that it allows the project manager to identify the appropriate focus for each stakeholder or group of stakeholders.

Inputs

1. Project charter
2. Procurement documents
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Stakeholder analysis
2. Expert judgment
3. Meetings

Outputs

1. Stakeholder register

QUESTION 142

Identify Risks is part of which Process Group?

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

D. Initiating

Correct Answer: A

Explanation:

Planning Process Group

4.2 Develop Project Management Plan

5.1 Plan Scope Management

5.2 Collect Requirements

5.3 Define Scope

5.4 Create WBS

6.1 Plan Schedule Management

6.2 Define Activities

6.3 Sequence Activities

6.4 Estimate Activity Resources

6.5 Estimate Activity Durations

6.6 Develop Schedule

7.1 Plan Cost Management

7.2 Estimate Costs

7.3 Determine Budget

8.1 Plan Quality Management

9.1 Plan Human Resource Management

10.1 Plan Communications Management

11.1 Plan Risk Management

11.2 Identify Risks

11.3 Perform Qualitative Risk Analysis

11.4 Perform Quantitative Risk Analysis

11.5 Plan Risk Responses

12.1 Plan Procurement Management

13.2 Plan Stakeholder Management

QUESTION 143

Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

- A. Force/direct
- B. Withdraw/avoid
- C. Compromise/reconcile**
- D. Collaborate/problem solve

Correct Answer: C

QUESTION 144

Which tool or technique is used in the Perform Integrated Change Control process?

- A. Decomposition
- B. Modeling techniques
- C. Resource optimization
- D. Meetings**

Correct Answer: D

Meetings

Meetings are used to discuss and address pertinent topics of the project when directing and managing project work. Attendees at the meetings may include the project manager, the project team and appropriate stakeholders involved or affected by the topics addressed.

Each attendee should have a defined role to ensure appropriate participation. Meetings tend to be one of three types:

Information exchange; Brainstorming, option evaluation, or design; or Decision making.

Meeting types should not be mixed as a best practice. Meetings should be prepared with a well-defined agenda, purpose, objective, and time frame and should be appropriately documented with meeting minutes and action items.

Meeting minutes should be stored as defined in the project management plan. Meetings are most effective when all participants can be face-to-face in the same location. Virtual meetings can be held using audio and/or video conferencing tools, but generally require additional preparation and organization to achieve the same effectiveness of a face-to-face meeting.

Perform Integrated Change Control

Perform Integrated Change Control is the process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and communicating their disposition. It reviews all requests for changes or modifications to project documents, deliverables, baselines, or the project management plan and approves or rejects the changes.

Key Benefit: The key benefit of this process is that it allows for documented changes within the project to be considered in an integrated fashion while reducing project risk, which often arises from changes made without consideration to the overall project objectives or plans.

Inputs

1. Project management plan
2. Work performance reports
3. Change requests

4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings
3. Change control tools

Outputs

1. Approved change requests
2. Change log
3. Project management plan updates
4. Project documents updates

QUESTION 145

A logical relationship in which a successor activity cannot start until a predecessor activity has finished is known as:

- A. Start-to-start (SS).
- B. Start-to-finish (SF).
- C. Finish-to-start (FS).**
- D. Finish-to-finish (FF).

Correct Answer: C

Explanation:

A finish-to-start (FS) relationship between two activities implies that the initiation of successor is dependent on the completion of predecessor.
A finish-to-finish (FF) relationship between two activities implies that the completion of successor is dependent on the completion of predecessor.
A start-to-start (SS) relationship implies that the initiation of successor is

dependent on the initiation of predecessor.

A start-to-finish (SF) relationship between two activities implies that the completion of successor is dependent on the initiation of its predecessor

QUESTION 146

Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

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

Correct Answer: B

Explanation:

Fixed Price Incentive Fee Contracts (FPIF). This fixed-price arrangement gives the buyer and seller some flexibility in that it allows for deviation from performance, with financial incentives tied to achieving agreed upon metrics. Typically such financial incentives are related to cost, schedule, or technical performance of the seller. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. Under FPIF contracts, a price ceiling is set, and all costs above the price ceiling are the responsibility of the seller, who is obligated to complete the work.

QUESTION 147

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

- A. \$50
- B. \$100

C. \$125

D. \$175

Correct Answer: C

Explanation:

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

$EAC \text{ 'atypical'} = AC + BAC - EV$

$EAC \text{ 'typical'} = AC + ((BAC - EV) / CPI)$

QUESTION 148

The business needs, assumptions, and constraints and the understanding of the customers' needs and high-level requirements are documented in the:

A. Project management plan.

B. Project charter.

C. Work breakdown structure.

D. Stakeholder register.

Correct Answer: B

QUESTION 149

Which Process Group and Knowledge Area include the Sequence Activities process?

A. Executing Process Group and Project Time Management

B. Executing Process Group and Project Cost Management

C. Planning Process Group and Project Time Management

D. Planning Process Group and Project Cost Management

Correct Answer: C

Knowledge Areas

1. 4. Project Integration Management
 2. 5. Project Scope Management
 3. 6. Project Time Management
 4. 7. Project Cost Management
 5. 8. Project Quality Management
 6. 9. Project Human Resource Management
 7. 10. Project Communications Management
 8. 11. Project Risk Management
 9. 12. Project Procurement Management
 10. 13. Project Stakeholder Management
- Planning Process Group
- 4.2 Develop Project Management Plan
 - 5.1 Plan Scope Management
 - 5.2 Collect Requirements
 - 5.3 Define Scope
 - 5.4 Create WBS
 - 6.1 Plan Schedule Management
 - 6.2 Define Activities
 - 6.3 Sequence Activities
 - 6.4 Estimate Activity Resources
 - 6.5 Estimate Activity Durations
 - 6.6 Develop Schedule
 - 7.1 Plan Cost Management
 - 7.2 Estimate Costs
 - 7.3 Determine Budget
 - 8.1 Plan Quality Management
 - 9.1 Plan Human Resource Management
 - 10.1 Plan Communications Management
 - 11.1 Plan Risk Management
 - 11.2 Identify Risks

- 11.3 Perform Qualitative Risk Analysis
- 11.4 Perform Quantitative Risk Analysis
- 11.5 Plan Risk Responses
- 12.1 Plan Procurement Management
- 13.2 Plan Stakeholder Management

QUESTION 150

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

A. Provide information needed to plan appropriate ways to engage project stakeholders.

B. Ensure comprehensive identification and listing of new stakeholders.

C. Analyze the information needed to develop the project scope statement.

D. Decide the level of engagement of the stakeholders at each required stage.

Correct Answer: D

Expert Judgment

Expert judgment is often used to assess the inputs used to develop the project charter. Expert judgment is applied to all technical and management details during this process. Such expertise is provided by any group or individual with specialized knowledge or training and is available from many sources, including: Other units within the organization, Consultants, Stakeholders, including customers or sponsors, Professional and technical associations, Industry groups, Subject matter experts (SME), and Project management office (PMO).

Plan Stakeholder Management

Definition: Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.

Key Benefit: The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests.

Inputs

1. Project management plan
2. Stakeholder register
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings
3. Analytical techniques

Outputs

Stakeholder management plan Project documents updates

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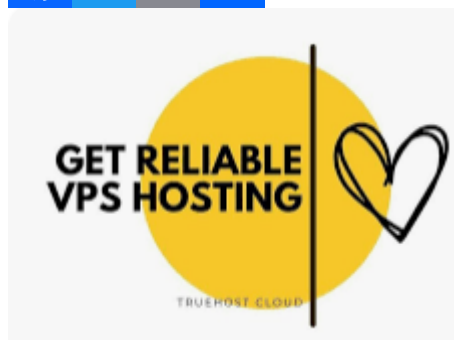
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