Full-length PMP® Exam Prep Practice Test

Questions: 200
Duration: 4 Hours

■ Please provide your answers in an excel sheet and email it to support@globalcertifys.com with {PMP Practice Test Answers - Your Name, City, Country} in the Subject Line.

■ This test is based on A Guide to the Project Management Body of Knowledge (PMBOK® Guide - Sixth Edition) of the Project Management Institute, Inc.

■ Our Training Consultant will contact you within two business days with a summary of your Project Management Professional - (PMP®) practice test results.

Please take the PMP sample test in a continuous 4-hour sitting. The test contains 200 multiple-choice questions.
Use a spreadsheet to provide the correct answer from the options provided for each question.
Please email your Test answer spreadsheet to support@globalcertifys.com with {PMP Practice Test Answers - Your Name, City, Country} in the Subject Line
Our Training Consultant will contact you within two business days.
Visit us at https://www.globalcertifys.com/ for more information about our PMP Certification Training Courses

A. **Project management is: The integration of the critical path method and the Earned Value Management system.**
B. The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
C. The application of knowledge, skills, wisdom, science, and art to organizational activities to achieve operational excellence.
D. A subset of most engineering and other technical disciplines.

1. A project is:

A. A set of sequential activities performed in a process or system.
B. A revenue-generating activity that needs to be accomplished while achieving customer satisfaction.
C. An ongoing endeavor undertaken to meet customer or market requirements.
D. A temporary endeavor undertaken to create a unique product, service, or result.

2. Portfolio management refers to:

A. Managing various contents of the project file.
B. Managing the levels of the levels of financial authority to facilitate project decision making
C. The centralized management of one or more portfolios to achieve strategic objectives.
D. Applying resource leveling heuristics across all the organization's strategic objectives.

3. All of the following are true about projects and operations EXCEPT:

A. Operations are ongoing endeavors that produce repetitive outputs, with resources assigned to do basically the same set of tasks according to the standards institutionalized in a product

life cycle, whereas projects are temporary endeavors.

B. Projects require project management activities and skill sets, whereas operations require business process management, operations management activities, and skill sets.

C. Projects can intersect with operations at various points during the product life cycle. At each point, deliverables and knowledge are transferred between the project and operations for implementation of the delivered work.

D. Because of their temporary nature, projects cannot help achieve an organization's long-term goals. Therefore, strategic activities in the organization can be generally addressed within the organization's normal operations.

4. A program is a:

A. Group of related tasks lasting one year or less.

B. Group of related projects, subsidiary programs, and program activities managed in a coordinated manner.

C. Large projects with significant cost and resource requirements.

D. Sequence of activities constituting a major project.

5. All of the following are questions that the key stakeholders and project managers should answer to develop the project success measures EXCEPT:

A. What does success look like for the project?

B. How will success be measured?

C. What are the communication requirements?

D. What factors may impact success?

6. Your job responsibility is to align components (projects, programs, or related operations) to the organizational strategy, organized into portfolios or subsidiary portfolios to optimize project or

program objectives, dependencies, costs, timelines, benefits, **resources, and risks. This is known as:**

A. Components management.
B. Process management.
C. Program management.
D. Portfolio management.

7. The collection of generally sequential and sometimes overlapping project phases, whose name and number are determined by the management and control needs of the organization or organizations involved in the project, is known as the:

A. Project waterfall.
B. Project life cycle.
C. Project life stages.
D. Project Management Process Groups .

8. The PMBOK® Guide is the standard for:
A. Managing all projects all of the time,
B. Managing all projects most of the time.
C. Managing most projects most of the time.
D. Managing some projects some of the time.

9. All of the following are true about project phases and the project life cycle EXCEPT:

A. Stakeholder influences, risk, and uncertainty are greatest at the start of the project. These factors decrease over the life of the project.
B. The ability to influence the final characteristics of the project's product, without significantly impacting cost, is highest at the
start of the project and decreases as the project progresses toward completion.
C. The cost of changes and correcting errors typically

increases substantially as the project approaches completion.

D. Cost and staffing levels are generally steady throughout the project life cycle .

10. **You are managing a project in which you intend to respond to high levels of change and ongoing stakeholder involvement. The most suitable project life cycle for your project is the:**

A. Predictive life cycle.

B. Adaptive life cycle.

C. Waterfall life cycle.

D. Configuration management life cycle.

11. **All of the following statements about the project life cycle and the product life cycle are true EXCEPT:**

A. In the project predictive life cycle, the project scope and the time and cost required to deliver that scope are determined as early in the project life cycle as practically possible.

B. In the project iterative and incremental life cycles, project phases intentionally repeat one or more project activities as the project team's understanding of the product increases.

C. The product life cycle is the series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement

D. The product life cycle is contained within the predictive project life cycle.

12. **Project Management Processes:**

A. May be overlapping activities that occur throughout the project.

B. May be overlapping activities that generally occur at the same level of intensity within each phase of the project.

C. Are generally discrete, one-time events.

D. Are discrete, repetitive events that occur generally at the same level of intensity throughout each phase of the project.

13. The five Project Management Process Groups are:
A. Planning, Checking, Directing, Monitoring, and Recording.
B. Initiating, Planning, Executing, Monitoring and Controlling & Closing.
C. Planning, Executing, Directing, Closing, and Commissioning.
D. Initiating, Executing, Monitoring, Evaluating & Closing.

14. For a project to be successful, the project should generally achieve all of the following EXCEPT:
A. Achieving stakeholder satisfaction.
B. Striving to obtain acceptable customer/end-user adoption.
C. Appling knowledge, skills, and processes within the Project Management Process Groups uniformly to meet the project objectives.
D. Fulfilling other agreed-upon success measures or criteria.

15. The project business case is all of the following EXCEPT:

A. Documented economic feasibility study used to establish the validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities.
B. A document that lists the objectives and reasons for project initiation.
C. A document that serves as an important input to the project initiation and is seldom used after the project is approved.
D. An important document that may result in a go/no-go decision for the project.

16. The key elements of the benefits management plan are all of the

following EXCEPT:

A. Work Breakdown Structure.
B. Benefits owner.
C. Assumptions.
D. Strategic alignment .

17. **The linkages between project management processes are best described by the following**

A. The work breakdown structure links processes.
B. Processes are linked by their planned objectives-the summary objective of one often becomes the detailed action plan for another within the project, sub-project, or project phase.
C. Processes are linked by the outputs that are produced-the output of one process generally becomes an input to another process or is a deliverable of the project, sub-project, or project phase.
D. There are no significant links between discrete processes.

18. **Project tailoring is an important consideration for most projects. Which of the following is the least likely project consideration?**

A. Project manager's skills and competency.
B. Each project is unique.
C. Addressing competing constraints.
D. Level of project governance varies.

19. **A significant amount of data is collected and analyzed throughout the project. All of the following are examples of project data and information EXCEPT:**

A. Work performance data.
B. Work performance analysis.
C. Work performance information.
D. Work performance reports.

20. All of the following are true about the statement of work (SOW) for a procurement EXCEPT:

A. It describes the procurement item in sufficient detail to allow prospective sellers to determine if they

B. are capable of providing the products, services, or results.

C. It should be as ambiguous, incomplete, and wordy as possible to allow for future negotiations.

D. It can include specifications, quantity desired, quality levels, performance data, period of performance, work location, and other requirements.

E. It can be revised and refined as required as it moves through the procurement process until incorporated into a signed agreement.

21. Source selection criteria are developed and used to rate or score seller proposals. These criteria generally have all of the following characteristics EXCEPT:

A. They are often included as a part of the procurement documents.

B. They can be objective or subjective.

C. They may be limited to only the purchase price if the procurement item is readily available from a number of acceptable sellers.

D. They generally require specification of the name of the transportation organization responsible for delivery of procured products.

22. All legal contractual relationships generally fall into one of the following broad categories EXCEPT:

A. Request For Proposal (RFP).

B. Fixed-price contracts.

C. Cost-reimbursable contracts.

D. Time And Material Contracts (T&M).

23. **All of the following are tools and techniques of the Conduct Procurements process EXCEPT:**

A. Interpersonal and team skills.
B. Bidder conferences.
C. Expert judgment.
D. Proposal evaluation techniques.

24. **Which of the following is NOT a process in Project Stakeholder Management?**

A. Identify Stakeholders.
B. Control Stakeholder Engagement.
C. Monitor Stakeholder Engagement.
D. Manage Stakeholder Engagement.

25. **In developing a stakeholder register, you need to include all of the following EXCEPT:**

A. Identification information.
B. Assessment information.
C. Stakeholder classification.
D. Project risk information.

26. **All of the following are external environmental factors EXCEPT:**
A. Legal restrictions.
B. Organizational values and principles.
C. Competitive movements.
D. Economic conditions .

27. **All of the following are potential information in organizational knowledge repositories EXCEPT:**
A. Metrics used to collect and make available measurement data on processes and products.
B. Configuration management.
C. Tacit knowledge of previous projects such as project

performance data and lessons learned.

D. Issue and defect management data.

28. A primary function of a Project Management Office (PMO) is to **support project managers in a variety of ways, which may include all of the following EXCEPT:**

A. Intervening in project execution directly and without involving the project manager.

B. Managing shared resources across all projects administered by the PMO.

C. Identifying and developing project management methodology, best practices, and standards.

D. Coaching, mentoring, training, and oversight.

29. The types of Project Management Office (PMO) structures in **organizations include all of the following EXCEPT:**

A. Supportive PMOs that provide a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects.

B. Controlling PMOs that provide support and require compliance through various means.

C. Harmonizing PMOs that strive to reduce conflict and improve harmony among project team members.

D. Directive PMOs that take control of the projects by directly managing the projects.

30. Organizational Process Assets (OPAs) influence the management of projects. **Which one of the following best describes the important categories of OPAs?**

A. Organizational knowledge bases and processes

B. Processes, policies, procedures, tools, and techniques.

C. Organizational knowledge bases, processes, policies, and procedures.

D. Organizational knowledge bases, tools, and techniques.

31. The organization's processes and procedures for conducting project work during Executing, Monitoring, and Controlling include all of the following EXCEPT:

A. Change control procedure.

B. Issue and defect management procedures.

C. Resource availability control and assignment management.

D. Project closing guidelines.

32. Enterprise environmental factors refer to both internal and external environmental factors that surround or influence a project's success. All of the following are true about these factors EXCEPT:

A. Enterprise environmental factors include organizational culture, structure, and processes.

B. Enterprise environmental factors include government or industry standards, such as regulatory agency regulations, codes of conduct, product standards, quality standards, and workmanship standards.

C. Enterprise environmental factors include information technology software (e.g., an automated tool, such as a scheduling software tool, a configuration management system, an information collection and distribution system, or web interfaces to other online automated systems).

D. Enterprise environmental factors exclude personnel administration functions (e.g., staffing and retention guidelines, employee performance reviews and training records, and time tracking) because these are considered to be functions of the human resources department .

33. The organization's processes and procedures for conducting project work during project initiation and planning include all of the following EXCEPT:

A. Pre-approved supplier list.

B. Traceability matrices.

C. Tailoring guidelines for project management processes and procedures.

D. Product and project life cycles, and methods and procedures.

34. The interaction of the various system components creates the organizational culture and capabilities that are important for projects. Which role is typically responsible for establishing the system?

A. Organization's management.

B. Project sponsor.

C. Project manager.

D. Project team.

35. Projects operate within the constraints imposed by the organization through their structure and governance framework. The system factors include all of the following EXCEPT:

A. Management elements.

B. Governance framework.

C. Organizational structure types.

D. Project management processes.

36. Which of the following is least likely to be within the project manager's sphere of influence?

A. Government.

B. Project team.

C. Sponsors.

D. Customers.

37. Which of the following is least likely to be a project manager's role?

A. Evaluation and analysis of project-related activities prior to project initiation.
B. Consulting with business leaders on advancing strategic objectives.
C. Assisting in business analysis, business case development, and aspects of portfolio management for a project.
D. Ensuring that organizations are operating efficiently.

38. Complexity within projects is a result of many different organizational behaviors; the dimensions of complexity include all of the following EXCEPT:

A. System behavior.
B. Human behavior.
C. Ambiguity.
D. Process behavior.

39. Performing integration is a cornerstone skill for all project managers; the following describe the three different levels of performing integration EXCEPT:

A. Cognitive level.
B. Process level.
C. Complexity level.
D. Context level.

40. When performing integration on the project, the role of the project manager is:

A. To work with the project sponsor to understand the strategic objectives and ensure the alignment of the project objectives and results with those of the project and business area.
B. To perform all of the work that is required to get the project approved and baselined for communication to the team.
C. To complete the project charter and seek formal approval from the sponsor of the project.

D. To involve the team in group activities to facilitate teamwork, which builds an integrated project organizational structure.

41. All of the following are components of culture EXCEPT:

A. Values.

B. Norms.

C. Intelligence.

D. Beliefs.

42. Project managers spend the majority of their time communicating with team members and other project stakeholders. To communicate effectively, the project manager should generally perform all of the following EXCEPT:

A. Calculating the potential number of communication channels accurately.

B. Developing finely tuned skills using multiple methods of communication.

C. Incorporating feedback channels.

D. Seeking to understand project stakeholders' communication needs

43. All of the following are generally true about leadership in a project environment EXCEPT:

A. It involves focusing the efforts of a group of people toward a common goal and enabling them to work as a team.

B. It is the ability to get things done through others.

C. Respect and trust, rather than fear and submission, are the key elements of effective leadership.

D. Although important throughout all project phases, effective leadership is critical during the Closing phase of a project when the emphasis is on stakeholder acceptance of the project.

44. Which of the following best describe management elements?

A. Management elements are the components that comprise the key functions or principles of general management in the

organization.
B. Management elements are the project management principles that guide how projects are executed in the organization.
C. Management elements are established by PMOs to guide project implementation.
D. Management elements are influenced by the governance framework, established for effective implementation of projects.

45. Governance is the framework within which authority is exercised in organizations. This framework includes all of the following components EXCEPT:

A. Rules.
B. Policies.
C. Techniques.
D. Relationships .

46. All of the following are characteristics of the Project Management Information System (PMIS) EXCEPT:

A. Automated gathering and reporting on Key Performance Indicators (KPIs) can be part of this system.
B. It provides access to information technology (IT) software tools, such as scheduling software tools, work authorization systems, and configuration management systems.
C. It is used as part of the Direct and Manage Project Work.
D. It is used by the project manager and the project management team primarily to generate presentations to key stakeholders.

47. All of the following are characteristics of the project charter EXCEPT:

A. It formally authorizes the existence of a project.
B. Projects are initiated by an entity external to the project. The project initiator or sponsor should be at the level that is appropriate to procure funding and commit resources to the

project.

C. It is used primarily to request bids for a project or a specific phase of a project.

D. It provides the project manager with the authority to apply organizational resources to project activities.

48. Which of the following processes is included in Project Integration Management?

A. Develop project management plan.

B. Control scope definition.

C. Review scope validation.

D. Conduct procurement surveillance.

49. Project managers are similar to conductors of large orchestra, EXCEPT:

A. They are responsible for the final result of the team.

B. They communicate with the team.

C. They need to integrate multiple disciplines.

D. They need to be an expert or knowledgeable of all aspects of their endeavor.

50. Complexity exhibits all of the following characteristics EXCEPT:

A. Containing multiple parts.

B. Containing high-risk parts.

C. Exhibiting dynamic interactions between the parts

D. Exhibiting emergent behavior, which cannot be easily explained as the simple sum of parts.

51. Project managers exhibit different leadership styles. Which of the following is NOT a leadership style?

A. Laissez-faire.

B. Motivational.

C. Charismatic.

D. Servant.

52. The following are all key competencies of a project manager EXCEPT:

A. Technical project management.
B. Operational management.
C. Leadership.
D. Strategic management.

53. Lessons learned documentation generally includes all of the following EXCEPT:

A. The causes of issues.
B. Updates of the statement of work to reflect training and learning requirements.
C. Reasoning behind the corrective action chosen.
D. Other types of lessons learned about communications management

54. All of the following are Knowledge Management tools and techniques EXCEPT:

A. Discussion forums.
B. Storytelling.
C. Work shadowing and reverse shadowing.
D. Regression analysis.

55. All of the following are inputs to Manage Project Knowledge EXCEPT:

A. Deliverables.
B. Knowledge management.
C. Lessons learned register.
D. Project management plan.

56. Outputs of the Monitor and Control Project Work process include all of the following EXCEPT:

A. Change requests.

B. Project management plan updates.

C. Work performance reports.

D. Final product, service, or result transition.

57. Actions and activities necessary to transfer the project's products, services, or results to the next phase or to production and/or operations are addressed:

A. As part of the Close Project or Phase process.

B. Following the plan outlined in the Quality Management process.

C. As requested by senior executives.

D. As the last step in project management.

58. Some of the configuration management activities included in **the Perform Integrated Change Control process include all of the following activities EXCEPT:**

A. Identification and selection of a configuration item to provide the basis for which the product configuration is defined and verified, products and documents are labeled, changes are managed, and accountability is maintained.

B. Monitoring changes in resource-leveling heuristics to ensure efficient resource utilization throughout the life cycle of the project.

C. Configuration status accounting, in which information is recorded and reported as to when appropriate data about the configuration item should be provided.

D. Configuration verification and configuration audits that ensure that the composition of a project's configuration items is correct and that corresponding changes are registered, assessed, approved, tracked, and correctly implemented.

59. A Change Control Board (CCB) is:

A. A formally chartered group of stakeholders responsible for ensuring that only a minimal amount of changes occurs on the

project.

B. A formal or an informal group of stakeholders that has oversight of project execution.

C. A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions.

D. A dashboard that provides integrated information to help control changes to cost, schedule, and specifications throughout the life of the project

60. Configuration management is focused on:

A. The identification and correction of problems arising in functional areas of project implementation.

B. The specification of both the deliverables and the processes, while change control is focused on identifying, documenting, and approving or rejecting changes to the project documents, deliverables, or baselines.

C. Testing new systems.

D. Identifying, documenting, and controlling changes to the project and the product baselines, while change control is focused on the specifications of both the deliverables and the processes .

61. You are managing a $10 million project. Which of the following is an acceptable cause for "re-baselining" this project?

A. The client has approved an addition to the scope of the project with a $150,000 budget increase and a two-week extension of the scheduled completion.

B. The contractor's company has instituted a quality assurance program in which it has pledged to spend $1 million during the next year.

C. The productivity in the design department is lower than estimated, which has resulted in 1,000 additional hours over

what was budgeted and a forecasted two-week delay of the scheduled completion.

D. The engineering department of the performing organization has converted to a new $250,000 CAD system.

62. Which of the following is NOT true about tools and techniques of Perform Integrated Change Control?

A. They include expert judgment.
B. They include change control meetings.
C. A Change Control Board (CCB) is responsible for meeting and reviewing the change requests and approving, rejecting, or other disposition of those changes.
D. They include project plan updates.

63. What is the WBS typically used for?

A. To organize and define the total scope of the project.
B. To identify the logical person to be project sponsor.
C. To define the level of reporting that the seller provides the buyer.
D. As a record of when work elements are assigned to individuals.

64. An input to the Define Scope process is:

A. The type of contract detail language.
B. Project charter.
C. Work Breakdown Structure (WBS).
D. Decomposition.

65. The following is an example of a constraint associated with the project scope that limits the team's options in scope definition:

A. A predefined budget or any imposed dates or schedule milestones that are issued by the customer or performing organization.
B. The threat of a strike by a sub-contractor.
C. Existing relationships with sellers, suppliers, or others in the

supply chain.

D. The method used to measure project performance.

66. An output of the Define Scope process is:

A. Work Breakdown Structure (WBS).

B. Resource Breakdown Structure (RBS).

C. Project scope statement.

D. Scope and schedule delays control plan.

67. Which of the following statements is true about the Work Breakdown Structure (WBS)?

A. The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.

B. The WBS is a simple list of project activities in chart form.

C. The WBS is the same as the Organizational Breakdown Structure (OBS).

D. The WBS is the Bill Of Materials (BOM) needed to accomplish the project objectives and create the required deliverables.

68. All of the following are true about the project scope statement EXCEPT:

A. It is an output of the Validate Scope process.

B. It describes, in detail, the project's deliverables and the work required to create those deliverables.

C. It provides a common understanding of the project scope among project stakeholders.

D. It may contain explicit scope exclusions that can assist in managing stakeholder expectations .

69. You are developing a document that links product requirements from their origin to the deliverables that satisfy them to help ensure that each requirement adds business value and to manage changes to the product scope This is known as the:

A. Configuration management system.

B. Business case.

C. New product development matrix.

D. Requirements traceability matrix.

70. **You are involved in collecting requirements for your project. You are likely to use the stakeholder register for all of the following EXCEPT:**

A. Identifying stakeholders who can provide information on the requirements.

B. Capturing major requirements that stakeholders may have for the project.

C. Capturing main expectations that stakeholders may have for the project.

D. Evaluating the Product Breakdown Structure (PBS) associated with each of the key stakeholders.

71. **All of the following are true about the project scope management plan EXCEPT:**

A. It enables the creation of the WBS from the detailed project scope statement.

B. It describes how the scope will be defined, developed, monitored, controlled, and validated.

C. It can be formal or informal, broadly framed or highly detailed, based on the needs of the project.

D. It is not related to the project management plan

72. **Collect Requirements is the process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives. All of the following are true about this process EXCEPT:**

A. The project's success is directly influenced by active stakeholder

involvement in the discovery and decomposition of needs into requirements and by the care taken in determining, documenting, and managing the requirements of the product, service, or result of the project.

B. Requirements become the foundation of the WBS. Cost, schedule, quality planning, and sometimes procurement are all based upon these requirements.

C. The development of requirements begins with an analysis of the information contained in the project charter, the risk register, and the stakeholder engagement plan.

D. Requirements need to be elicited, analyzed, and recorded in enough detail to be included in the scope baseline and to be measured once project execution begins.

73. The following is true about the WBS:

A. The WBS is another term for the bar (Gantt) chart.

B. Each descending level of the WBS represents an increasingly detailed definition of the project work.

C. Work not in the WBS is usually defined in the scope statement of the project.

D. The WBS shows only the critical path activities.

74. Which of the following Is true about the Validate Scope process?

A. It is the process of formalizing acceptance of the completed project deliverables.

B. It is not necessary if the project completes on time and within budget.

C. It occurs primarily when revisions or changes are made to project scope.

D. Scope validation is primarily concerned with correctness of the deliverables, whereas quality control is primarily concerned with

acceptance of the deliverables and meeting the quality requirements specified for the deliverables.

75. You are managing a global project that involves stakeholders in several international locations. You are likely to consult the WBS dictionary to find:

A. The language translation of technical terms used in the project.
B. Detailed deliverable, activity, and scheduling information about each component in the WBS.
C. Information relating the legal constraints of relevant international locations to the development of the WBS.
D. Strengths, Weaknesses, Opportunities and Threats (SWOT) of key stakeholders and their impact on the WBS.

76. Which of the following is NOT an output of the Control Scope process?

A. Work performance information.
B. Change requests.
C. Project documents updates.
D. Accepted deliverables.

77. Agile scope planning is especially useful when:

A. Solution requirements are emerging all the time.
B. Quality requirements are not stable.
C. Business requirements are not stable.
D. Scope is well understood at the beginning.

78. In Rolling Wave Planning:

A. Focus is maintained on long-term objectives, allowing near-term objectives to be rolled out as part of the ongoing wave of activities.
B. The work to be accomplished in the near term is planned in

detail, whereas the work in the future is planned at a higher level.

C. The work far in the future is planned in detail for work packages that are at a low level of the WBS.

D. A wave of detailed activities is planned during strategic planning to ensure that WBS deliverables and project milestones are achieved.

79. The Precedence Diagramming Method (PDM) is:

A. A technique in which activities are represented by nodes and are graphically linked by one or more logical relationships to show the sequence in which the activities are to be performed.

B. A method that uses a probabilistic approach to scheduling project activities.

C. A time-phased graphical representation of the Arrow Diagramming Method (ADM), and shows durations of project activities as well as their dependencies.

D. More accurate than the critical path method for scheduling when there are uncertainties about the durations of project activities

80. The duration of the activity is affected by all of the following EXCEPT:

A. The estimated activity resource requirements

B. The types of resources assigned to the activity

C. The availability of the resources assigned to the activity.

D. Using the Precedence Diagramming Method (PDM) for scheduling activities instead of using the Critical Path Method (CPM).

81. A schedule compression technique used to shorten the schedule duration for the least incremental cost by adding resources is called:

A. Crashing.
B. Program Evaluation and Review Technique (PFRT).
C. Precedence Diagramming Method (PDM).
D. Fast tracking .

82. The "fast tracking" method of schedule compression involves:

A. The use of industrial engineering techniques to improve productivity, thereby finishing the project earlier than originally planned.
B. Performing in parallel for at least a portion of their duration activities or phases that are normally done in sequence, which may result in rework and increased risk.
C. Going on a "mandatory overtime schedule" to complete the project on schedule or earlier if possible.
D. Assigning "dedicated teams" to critical path activities to achieve project schedule objectives.

83. An example of a mandatory dependency is:

A. A dependency established based on knowledge of best practices within a particular application area.
B. A dependency established based on some unusual aspect of the project where a specific sequence is desired.
C. On a construction project, to erect the superstructure only after the foundation has been built.
D. On a software development project, to start design only after completion and approval of all project requirements

84. For project scheduling, bar charts show:

A. The level of effort for an activity.
B. Availability of resources assigned to perform project activities.
C. Activity start and end dates, as well as expected durations.
D. Relative priority of activities .

85. Inputs to the Define Activities process are:

A. Schedule management plan, work breakdown structure, project schedule, and network diagram
B. Project schedule, resource estimates, progress reports, and change requests.
C. Scope management plan, project network diagram, constraints, and assumptions.
D. Schedule management plan, scope baseline, enterprise environmental factors, and organizational process assets.

86. The Precedence Diagramming Method (PDM) shows:

A. Various levels of the work breakdown structure.
B. Activities likely to be involved in project integration and resource allocation processes.
C. The logical relationships that exist between activities.
D. The project completion date based on normal resource availability.

87. For smaller projects, what is the supporting documentation that could be used to support the details used in establishing project estimates such as assumptions, constraints, level of detail, ranges, and confidence levels?

A. Basis of estimates.
B. Cost estimates.
C. Duration estimates.
D. Resource estimates.

88. Ben is a project manager in a successful product launch in Silicon Valley. He often comes across factors in the planning process that are considered to be true, real, or certain, without proof or demonstration. These are called:

A. Constraints.

B. Dependencies.
C. Leads and lags.
D. Assumptions.

89. As one of the tools and techniques of the Sequence Activities process, a lead:

A. Directs a delay in the successor activity.
B. Could be accomplished by a finish-to-start relationship with a delay time.
C. Means that the successor activity cannot start until after the predecessor is completed.
D. Is the amount of time whereby a successor activity can be started before the previous activity is completed.

90. Three-point estimating uses:

A. An optimistic, pessimistic, and most likely estimate to calculate the estimate.
B. The weighted average of optimistic, pessimistic, and most likely estimates to calculate the expected duration of the activity.
C. Dummy activities to represent logic links among three or more activities.
D. Free float instead of total float in the schedule calculations.

91. The Control Schedule process for a project:

A. It can be used to keep resource usage at a constant level during certain time periods.
B. It can often cause the original critical path to change.
C. It is used to develop a resource-based WBS
D. It is a resource optimization technique that can be used to adjust the schedule model due to demand and supply of resources.

92. "Crashing" in schedule management is:

A. A schedule compression technique used to shorten the schedule duration for the least incremental cost by adding resources.
B. A schedule compression technique in which phases or activities that are normally done in sequence are performed in parallel.
C. The timely input of data to calculate the critical path
D. Equivalent to minimizing float in the project schedule network.

93. Consider the following three estimates for the duration of an activity:
Optimistic (tO) = 4 weeks.
Most likely (tM) = 5 weeks.
Pessimistic (tP) = 9 weeks.
Using the beta distribution and the three- point estimating approach, the calculated Expected activity duration (tE) is:

A. 4.0weeks.
B. 4.5weeks.
C. 5.5weeks.
D. 6.5weeks.

94. Consider the following information about the duration of an activity:
Calculated expected (tE) = 5 weeks.
Optimistic (tO) = 4 weeks.
Pessimistic (tP) = 8 weeks.
Using the beta distribution and the three- point estimating approach, the Most likely (tM) activity duration is:

A. 4.0weeks.
B. 4.5weeks.
C. 5.0weeks.

D. 6.0weeks.

95. Consider the following three estimates for the duration of an activity:
Optimistic (tO) = 6 weeks.
Most likely (tM) = 9 weeks.
Pessimistic (tP) = 15 weeks.
Using the triangular distribution, the calculated Expected activity duration (tE) is:

A. 10.0weeks.

B. 10.5weeks.

C. 11.5weeks.

D. 12.0weeks.

96. An activity in a project network has the following characteristics: ES = 5, EF = 10, and LF = 14. Therefore, LS.=

A. 9.0weeks.

B.10.0weeks.

C. 11.0weeks.

D.12.0weeks .

97. An activity in a network has the following characteristics: ES = 12, EF = 22, and LS 14. ES and LS relate to the beginning of the week, whereas EF relates to the end of the week. The duration of the activity is:

A. 8.0weeks.

B. 11.0weeks.

C. 12.0weeks.

D. 14.0weeks.

98. Project Cost Management includes all of the following processes EXCEPT:

A. Plan cost management.

B. Level resources.
C. Determine budget.
D. Control costs.

99. Project cost control includes all of the following EXCEPT:

A. Informing appropriate stakeholders of all approved changes and associated costs.
B. Monitoring cost performance to isolate and understand variances from the approved cost baseline.
C. Influencing the factors that create changes to the authorized cost baseline.
D. Allocating the overall estimates to individual work packages to establish a cost baseline .

100. The cost performance baseline has all of the following characteristics EXCEPT:

A. It is the approved version of the time-phased project budget, excluding any management reserves, and is used as a basis for comparison with actual results.
B. It shows the actual cost expenditures throughout the project life cycle.
C. It is developed as a summation of the approved budgets for the different schedule activities.
D. It is typically displayed in the form of an S-curve.

101. Which of the following represents processes concerned with establishing and controlling the cost baseline?

A. Plan Resource Management and Control Costs
B. Estimate Costs, Develop Budget, and Adhere to Baseline.
C. Determine Budget and Control Costs.
D. Plan Resource Management, Cost Estimating, and Cost Control.

102. Jane, a project manager of a large defense project, is using a technique for estimating the duration of an activity in her project using historical data from a similar activity or project.

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

103. To increase the chances of achieving project success, the project manager should do all of the following EXCEPT:

A. Identify the stakeholders early in the project or phase.
B. Analyze the stakeholders' levels of interest and individual expectations as well as their importance and influence.
C. As much as possible, create conflicts among various stakeholders to allow the project team to get optimal work done.
D. Communicate and work with stakeholders to meet their needs/ expectations.

104. Classification of the engagement levels of stakeholders includes **all of the following EXCEPT:**

A. Resistant.
B. Neutral.
C. Supportive.
D. Manipulative.

105. All of the following statements about Manage Stakeholder Engagement are true EXCEPT:

A. Managing stakeholder engagement helps increase the probability of project success.
B. The ability of stakeholders to influence the project is typically highest during the initial stages and gels progressively lower as the project progresses.

C. The ability of stakeholders to influence the project is typically lowest during the initial stages and gets progressively higher as the project progresses.

D. The project manager is responsible for engaging and managing the various stakeholders in a project and may call upon the project sponsor to assist as needed.

106. The cost management plan has all of the following characteristics EXCEPT:

A. Labor.

B. Materials.

C. Equipment.

D. Time shortages.

107. Earned Value Management (EVM) is a commonly used:

A. Analysis of the value of the equipment that has been installed in the project as of the status date.

B. Analysis of the sum of the labor costs that have been incurred on the project to date.

C. Method of performance measurement for projects.

D. Method of measuring the amount of money that has been spent on the project to date.

108. You have been promoted to the position of project manager for a large project, due to the abrupt transfer of the previous project manager. On the first day in your new, exciting position, you find a folder on your desk entitled: Earned Value Management. In that folder, you find only the following chart related to your project with the Data Date of a few days ago:

Based on this chart, you conclude that:

A. The project is below budget and probably ahead of schedule.

B. The project is over budget and probably behind schedule.

C. The project is below budget but probably behind schedule.

D. The performance on this project compared to budget and schedule cannot be determined because this chart does not show any values.

109. Assuming that all future work will be performed at the budgeted rate, the estimate at completion (EAC) is:

A. 200.

B. 220.

C. 240.

D. 260.

110. Assuming that what the project has experienced to date can be expected to continue in the future, the estimate at completion (EAC) is:

A. 300.

B. 325.

C. 350.

D. 375.

111. Assuming that future work will be performed at an efficiency **rate that considers both the cost and schedule performance indices because project schedule is a factor that impacts future effort, the Estimate At Completion (EAC) is:**

A. 250.

B. 300.

C. 350.

D. 345.

112. Assuming that what the project has experienced to date can be expected to continue in the future, the Variance At Completion (VAC) is:

A. - 80.

B. - 100.
C. + 100.
D. + 200.

113. Assuming that all future work will be performed at the budgeted rate, the Estimate To Complete (ETC) is:

A. 120.
B. 140.
C. 180.
D. 200.

114. Your sponsor specifies that there is no additional money in the **budget for your project and asks you to complete the project at the original Budget At Completion (BAC).**

To achieve that goal, you and your team must complete the remaining work at the To-Complete Performance Index (TCPI) of:

A. 0.67.
B. 1.00.
C. 1.50.
D. 2.00.

115. The Estimate At Completion (EAC) is typically based on:

A. The Actual Costs incurred for work completed (AC) and the Estimate To Complete (ETC) the remaining work.
B. The Actual Costs incurred for work completed (AC) and the cumulative Cost Performance Index (CPI).
C. The Earned Value (EV) and the Actual Cost for work completed (AC).
D. The Cost Performance Index (CPI) and the Cost Variance (CV).

116. Your earned value management analysis indicates that your project is falling behind its baseline schedule. You know this because the cumulative EV is much:

A. Higher than the cumulative AC.
B. Higher than the cumulative PV.
C. Lower than the cumulative PV.
D. Lower than the cumulative CPI .

117. Which of the following cumulative measures indicates that your project is about 9% under budget?

A. The cumulative AC was 100, and the cumulative EV was 110.
B. The cumulative PV was 100, and the cumulative AC was 110.
C. The cumulative AC was 110, and the cumulative EV was 100.
D. The cumulative EV was 100, and the cumulative PV was 110.

118. Quality and grade are not the same. A fundamental distinction is that:

A. Quality as a delivered performance or result is the degree to which a set of inherent characteristics fulfills requirements; grade as a design intent is a category assigned to deliverables having the same functional use but different technical characteristics.
B. A quality level that fails to meet quality requirements may not be a problem; a low grade of quality is always a problem.
C. Delivering the required levels of quality is not included in the responsibilities of the project manager and the project team.
D. Delivering the required levels of grade is included in the responsibilities of the project manager and the project team.

119. Project Quality Management includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements in order to:

A. Meet stakeholders' objectives.

B. Improve process capability.

C. Control products, services, and results.

D. Meet standards of performance for the project team.

120. If cumulative PV = 100, cumulative EV = 98, and cumulative AC = 104, the project is likely to be:

A. Ahead of schedule.

B. Headed for a cost overrun.

C. Operating at project cost projections.

D. Under budget at completion.

121. A project life cycle that is iterative or incremental.

A. Waterfall.

B. Adaptive life cycle.

C. Predictive life cycle.

D. Progressive development.

122. Monitor Stakeholder Engagement tools and techniques include all of the following EXCEPT:

A. Decision making.

B. Stakeholder analysis.

C. Meetings.

D. Issue log.

123. Earned Value (EV) involves all of the following EXCEPT:

A. Value of the work performed expressed in terms of the budget authorized for that work.

B. Actual cost for an activity or Work Breakdown Structure (WBS) component.

C. Progress measurement criteria, which should be established for each WBS component to measure work in progress.

D. Budget associated with the authorized work that has been completed.

124. In earned value management, the cost variance is equal to:

A. EV minus PV.
B. EV minus AC.
C. AC minus EV.
D. PV minus EV.

125. All of the following are primary benefits of meeting quality
   requirements EXCEPT:

A. Less rework.
B. Higher productivity.
C. Lower costs.
D. Fewer change orders.

126. Understanding, evaluating, defining, and managing requirements
   are essential to satisfying:

A. Customer expectations.
B. The scope statement.
C. Upper management.
D. Functional requirements.

**127. During the sixth monthly update on a 10-month, $300,000
   project, analysis of the earned value management data shows
   that the cumulative PV is $190,000, the cumulative AC is
   $120,000, and the cumulative EV is $150,000. In planning
   its action, the project management team can conclude all of the
   following from these measures EXCEPT:**

A. Less has been accomplished than was planned
B. Less has been spent than was planned.
C. Continuing performance at the same efficiency with no
   management intervention, the project will probably be completed
   behind schedule and under budget.
D. Continuing performance at the same efficiency with no
   management intervention, the project will probably be completed

ahead of schedule and over budget.

128. Benchmarking involves comparing actual or planned project practices to those of comparable projects with all of the following characteristics EXCEPT:

A. To identify best practices and generate ideas for improvement.
B. To provide a basis for measuring performance.
C. Within the performing organization or outside of it.
D. Within the same application area but not in a different application area.

129. In using cost-benefit analysis in the Plan Quality Management process, it can be noted that:

A. The primary benefit of meeting quality requirements is the reduced cost associated with project quality management activities.
B. The primary benefits of meeting quality requirements include less rework, higher productivity, lower costs, increased stakeholder satisfaction, and increased profitability.
C. The primary cost of meeting quality requirements is the increased rework to ensure stakeholder satisfaction.
D. Quality cost cannot be evaluated in relationship to the expected benefit of quality in a given project

130. In relation to control charts, what are the upper and lower specification limits based on?

A. The requirements, reflecting the maximum and minimum values allowed.
B. The control limits.
C. The specifications, reflecting the maximum and minimum values allowed.
D. The requirements and control limits

131. Control charts have all of the following characteristics EXCEPT:

A. They are used to determine whether or not a process is stable or has predictable performance.
B. They can be used to monitor various types of output variables.
C. They are used to illustrate how various factors might be linked to potential problems or effects.
D. They are graphical displays of process data over time and against established control limits, which has a centerline that assists in detecting a trend of plotted values toward either control limit.

132. Because of the temporary nature of projects and the potential benefits that may be derived from reducing the post-project cost of quality, may choose to invest in product quality improvement, especially In the areas of prevention and appraisal:

A. Sponsoring organizations.
B. The project management team.
C. The project executive management team.
D. The project Quality Function Deployment (QFD) organization.

133. Cost of quality includes all of the following EXCEPT:

A. Preventing nonconformance to requirement.
B. Appraising the product or service for conformance to requirements.
C. Failing to meet requirements (rework).
D. Operating computers required for the project.

134. The quality management plan is a component of the which describes how the organization's quality policies will be implemented.

A. Project management plan
B. Program management plan
C. Project scope

D. Governance management plan

135. Inputs to control quality include all of the following EXCEPT:

A. Project management plan.
B. Quality metrics.
C. Work performance data.
D. PERT chart.

136. It is important that the resource management plan addresses how team members will be released when they are no longer needed on the project for all of the following reasons EXCEPT:

A. To reduce project costs.
B. To improve morale when smooth transitions to upcoming projects are already planned.
C. To optimize the utilization of human and material resources.
D. To help mitigate resource risks that may occur during or at the end of a project.

137. The basis for continuous quality improvement is the:

A. Plan-Do-Check-Act (PDCA) cycle as defined by Shewhart and modified by Deming.
B. Process Decision Program Chart (PDPC).
C. Ready-Aim-Fire (RAF) cycle linked by results.
D. Conceptualize-Design-Execute-Finish (CDEF) cycle .

138. All of the following are true about affinity diagrams EXCEPT:

A. They are used to identify the key issues and the suitable alternatives to be prioritized as a set of decisions for implementation.
B. They are similar to mind-mapping techniques
C. They are used to generate ideas that can be linked to form organized patterns of thought about a problem.
D. They can be used in project management to give structure to

the decomposition of scope and enhance the creation of the WBS.

139. All of the following are considerations for tailoring in Project Quality Management EXCEPT:

A. Standards are regulatory' compliance.
B. Policy compliance and auditing.
C. Continuous improvement.
D. Stakeholder management.

140. Planning quality management to identify quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality equirements is part of the:

A. Conceptual phase.
B. Planning Process Group.
C. Project implementation phase.
D. Control Quality process.

141. The major processes of Project Resource Management are:

A. Leadership, Management, Team Building, and Negotiation.
B. Develop Project Staffing Plan, Recruit Project Team, Administer Personnel Actions, and Manage Labor Relations.
C. Plan Organizational Structure, Build Project Team, Develop Communications Plan, and Manage Team Conflicts.
D. Plan Resource Management, Estimate Activity Resources, Acquire Resources, Develop Team, Manage Team, and Control Resources.

142. The Responsibility Assignment Matrix (RAM) is

A. Used for development of the project budget and network diagrams.
B. Developed at the activity level and used to closely link project

roles and responsibilities to project network activities.

C. Used to illustrate the connections between work packages
   or activities and project team members. It ensures that
   there is
   only one person accountable for any one task to avoid confusion of
   responsibility.

D. Used to identify accountabilities and responsibilities in
   individual performance appraisals of project team members.

143. Plan Resource Management should generally include all of the following EXCEPT:

A. Roles and responsibilities.
B. Identification of resources.
C. Acquiring resources.
D. Project interfaces.

144. Questions that arise when planning the acquisition of team members generally include all of the following EXCEPT:

A. Whether the resources come from within the organization or
   from external, contracted sources.
B. The costs associated with each level of expertise needed for
   the project.
C. The compensation of senior executives.
D. The level of assistance that the organization's human
   resource department and functional managers are able to
   provide to the project management team

145. Acquire resources is the process of confirming resource availability and obtaining the team necessary to complete project activities. The enterprise environmental factors that can influence this process generally include all of the following EXCEPT:

A. Organizational structure.
B. Political philosophy.

C. Competency levels, prior experience, and cost rate.
D. Personnel administration policies, such as those that affect outsourcing.

146. To be effective, recognition and rewards systems should have the following characteristics EXCEPT:

A. Clear criteria for rewards and a planned system for their use to help promote and reinforce desired behaviors.
B. Being based on activities and performance under a person's control.
C. Cultural differences should be considered when determining recognition and rewards.
D. The required performance for rewards should be made unachievable for most team members, to ensure that all team members strive for excellence throughout the project.

147. Tools and techniques to acquire resources include all of the following EXCEPT:

A. Decision making.
B. Acquisition.
C. Interpersonal and team skills.
D. Pre-assignment .

148. All of the following are true about conflict management EXCEPT:

A. It is inevitable in a project environment and should be addressed early.
B. It should usually be addressed in private.
C. It should be addressed only when it becomes disruptive, and at an official team meeting.
D. It should be addressed using a direct, collaborative approach.

149. Team building has all of the following characteristics EXCEPT:

A. Team-building activities can vary from a five-minute agenda

item in a status review meeting to an off-site, professionally facilitated experience designed to improve interpersonal relationships

B. Team building should be primarily considered after major conflicts within the project team, because they generally waste precious resource time and cause schedule delays.

C. Team-building strategies are particularly valuable when team members operate from remote locations without the benefit of face-to-face contact.

D. Team building is essential during the front end of a project and is an ongoing process. To effectively manage inevitable changes in the project environment, a continued or renewed team-building effort is required.

150. Training has all of the following characteristics EXCEPT:

A. It includes all activities designed to enhance the competencies of the project team members.

B. It can be formal or informal. Examples of training methods include classroom, online, computer- based, on-the-job training from another project team member, mentoring, and coaching.

C. If project team members lack necessary management or technical skills, the project should be deemed outside the core competencies of the performing organization, outsourced, or abandoned.

D. If project team members lack the necessary management or technical skills, such skills can be developed as part of the project work.

151. Effective team development strategies and activities are expected to increase the team's performance, which increases the likelihood of meeting project objectives. The evaluation of a team's effectiveness may include all of the following indicators

EXCEPT:

A. Improvements in skills that allow individuals to perform assignments more effectively.
B. Improvements in competencies that help the team perform better as a unit.
C. Improvements in the overall project performance as a result of increased intensity of conflict among project team members.
D. Reduced staff turnover rate .

152. Generally acknowledged techniques for resolving conflict include:

A. Smooth, compromise, collaborate, and co-locating.
B. Accept, compromise, attack, and separate
C. Accommodate, compromise, force, and collaborate.
D. Withdraw, force, elaborate, and provide sensitivity training.

153. Team development stages include:

A. Starting, Organizing, Preparing, Executing, and Closing.
B. Forming, Storming, Norming, Performing, and Adjourning.
C. Acquiring, Managing, Leading, Decision Making, and Releasing.
D. Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

154. Managing and leading the project team includes:

A. The process of tracking team member performance, providing feedback, resolving issues, and optimizing project performance.
B. Subscribing to the code of professional conduct but does not involve ensuring that all team members follow professional and ethical behaviors.
C. Influencing the project team to achieve the triple constraints of the project. However, professional and ethical behaviors of project

team members are outside the domain of the project management team.

D. Instructing the project team to avoid being caught in repetitive violations of the norms of professional and ethical behaviors specified by the performing organization

155. All of the following choices represent inputs to the Estimate Activity Resources process EXCEPT:

A. Activity list.

B. Enterprise environmental factors.

C. The deliverable-oriented WBS of a previous, similar project.

D. Resource management plan.

156. Outputs from the Estimate Activity Resources, process include:

A. Job descriptions of resources required for the project.

B. Salary schedules for various project resources

C. Identification of the types and quantities of resources required for each activity in a work package.

D. Analogous estimates of resource requirements for each work package and each work period.

157. Motivating involves creating an environment to meet project objectives while providing satisfaction related to what people value most. All of the following are reasons of motivation EXCEPT:

A. Encouraging someone to act.

B. Participating in decision making.

C. Providing accurate criticism in the annual performance review or after the project is completed.

D. Encouraging people to work independently.

158. Team building has all of the following characteristics EXCEPT:

A. It is the process of helping a group of individuals to build a collaborative and cooperative working environment.

B. It requires handling project team problems decisively and removing the individual(s) responsible for these problems from the team promptly to ensure a productive, smooth project environment.
C. It can help individual team members work together effectively.
D. It can be particularly valuable when team members operate from remote locations without the benefit of face-to-face contact.

159. The major processes of Project Communications Management are:

A. Plan Communications Management, Manage Communications, and Monitor Communications
B. Plan Communications Management, Develop Responses, Report Progress, and Distribute Information.
C. Plan Communications, Distribute Information, and Schedule Reporting.
D. Distribute Information, Report Changes, Update Project Documents, and Accept Project Deliverables.

160. Inputs to the Plan Communications Management process include:

A. Project management plan, project documents, enterprise environmental factors, and organizational process assets.
B. Stakeholder requirements, project scope statement, project budget, and project schedule.
C. Organizational structure, stakeholder analysis, project management plan, and communications barriers.
D. Stakeholder management strategy, RAM, WBS, and administrative procedures.

161. Hard-copy document management, electronic communications management, and web interfaces to scheduling and project management software are examples of:

A. Project Management Information Systems (PMIS).
B. Internal Communications Systems (ICS).
C. Internal Management Systems (IMS).
D. Project Records Databases .

162. Factors that can affect the choice of communication technology generally include all of the following EXCEPT:

A. Urgency of the need for information.
B. Availability of technology.
C. Executive requirements.
D. Sensitivity and confidentiality of the information

163. The communications management plan usually contains all of the following EXCEPT:

A. Information to be communicated, including language, format, content, and level of detail.

B. Time frame and frequency for the distribution of required information & receipt of acknowledgment or response, if applicable.
C. Methods or technologies used to convey the information, such as memos, email, and/or press releases.
D. Email archives, correspondence, reports, and documents related to the project from all stakeholders.

164. As part of the communications model, the sender is responsible for:

A. Ensuring that the receiver agrees with the message
B. Confirming that the communication is correctly understood.
C. Presenting the information in the most favorable manner.
D. Decoding the medium correctly.

165. As part of the communications model, the receiver is responsible for:

A. Agreeing with the sender's message.
B. Pretending that the message is received only partially, to encourage further discussions.
C. Ensuring that the information is received in its entirety, understood correctly, and acknowledged or responded to appropriately.
D. Specifying that a verbal message does not give insight to problem areas, and requiring that the message be reduced to writing to avoid potential confusion.

166. Communication activities have many potential dimensions that generally include all of the following EXCEPT:

A. Written, oral, and non-verbal.

B. Internal and external.

C. Conceptual and definitive.

D. Formal and informal.

167. Sources of information typically used to identify and define **project communication requirements include all of the following EXCEPT:**

A. Project organization and stakeholder responsibility relationships.

B. Disciplines, departments, and specialties involved in the project.

C. Logistics of how many persons will be involved with the project and at which locations.

D. Availability of the project sponsor at the project location

168. All of the following are information management and distribution tools EXCEPT:

A. Hard-copy document management.

B. Electronic communications management.

C. Inputting project performance data into a spreadsheet or database.

D. Electronic project management tools

169. Techniques and considerations for effective communications management generally include all of the following EXCEPT:

A. Meeting management techniques, such as preparing an agenda and dealing with conflicts.

B. Conflict management for building consensus and overcoming obstacles.

C. Listening techniques, such as listening actively and removal

of barriers that adversely affect comprehension.

D. Providing a more comfortable environment in project conference rooms to strengthen project team cohesion.

170. Monitor Communications is the process of:

A. Ensuring that information is provided on a need-to-know basis only to avoid unnecessary confusion and possible conflicts.

B. Ensuring that the information needs of the project stakeholders are met throughout the entire project life cycle.

C. Providing all project information to all project stakeholders to enhance full buy-in regarding project requirements.

D. Securing and guarding any negative information related to project performance throughout the entire project life cycle to ensure that the project team can continue working on the project with minimal disruption.

171. Strategies typically used to deal with threats or risks that may have negative impacts on project objectives if they occur include all of the following EXCEPT:

A. Interpreting.

B. Avoiding.

C. Transferring.

D. Mitigating.

172. The key processes of Project Risk Management are:

A. Plan Risk Management, Identify Risks, Assess Risks, Mitigate Risks, Transfer Risks, and Document Outcomes.

B. Identify Risks, Plan Risk Management, Evaluate Risks, Develop Risk Responses, Mitigate Risks, and Document Results.

C. Identify Risks, Perform Qualitative Risk Validation, Perform Quantitative Impact Assessment, Develop Risk Response

Strategies, Document Response Strategies, and Monitor Risk Responses.

D. Plan Risk Management, Identify Risks, Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, Plan Risk Responses, Implement Risk Responses, and Monitor Risks.

174: Risk transference nearly always involves:

A. Eliminating risk through beta testing.
B. Policies and procedures for a response system.
C. Accepting a lower profit if some activities overrun their budget.
D. Payment of a risk premium to the party taking on the risk.

175. In the Plan Risk Responses process, an accept strategy for a negative risk or threat indicates that the project team has decided:

A. To agree with the project manager.
B. To eliminate a specific risk or threat, to reduce the probability and/ or impact of an adverse risk event to be within acceptable threshold limits, or to pursue an opportunity actively.
C. Not to change the project management plan to deal with a risk, or it is unable to identify any other suitable response strategy.
D. To purchase insurance, or to require performance bonds, warranties, and guarantees

176. The primary output of the Identify Risks process is the:

A. Risk register.
B. Expected monetary value of the risk events.
C. List of corrective actions.
D. Risk mitigation plan.

177. A thorough analysis of the will help identify potential risks to the project.

A. Risk identification checklist based on historical information and knowledge
B. Project's change control system
C. Project's mission statement
D. Project's schedule and budget

178. Tools and techniques of the Perform Quantitative Risk Analysis process include:

A. Contracting, contingency planning, alternative strategies, and insurance.
B. Interviewing, historical results, workarounds, and response development.
C. Checklists, damage control reports, standard allowances, and inspection.
D. Expert judgment, data gathering, simulations, and decision tree analysis.

179. Outputs from the Plan Risk Responses process include all of the following EXCEPT:

A. Change requests.
B. Corrective actions.
C. Project documents updates.
D. Project management plan updates.

180. All of the following are inputs to the Identify Risks process EXCEPT:

A. Risk management plan.
B. Scope baseline.
C. Risk mitigation plan.
D. Quality management plan.

181. **As an output of the Perform Quantitative Risk Analysis process, the risk register is updated. These updates generally include:**

A. Prioritized list of quantified risks.
B. Qualitative analysis of the threats to ignore and opportunities to accept.
C. Checklists, corrective actions, and qualified decision trees.
D. Direction, resources, and contingency costs.

182. **A risk impact assessment to investigate the potential effect on a project objective such as schedule, cost, quality, or performance has the following characteristics EXCEPT:**

A. Evaluation of each risk can be conducted using a probability and impact matrix that leads to rating the risks as low, moderate, or high priority.
B. Approaches used in evaluating risk impacts related to project objectives could be relative, numerical, or nonlinear.
C. Usually, risk-rating rules are specified by the organization in advance of the project and can be tailored to the specific project.
D. The impact on project objectives should be assessed primarily at the end of the project, as part of the lessons learned.

183. **The outputs from the Monitor Risks process include all of the following EXCEPT:**

A. Project documents updates.
B. Work Breakdown Structure (WBS).
C. Change requests.
D. Project management plan updates.

184. **The risk rating:**

A. Is calculated by multiplying the probability of the occurrence of a risk times its impact (numerical scale) on an objective (e.g., cost, time, scope, or quality) if it were to occur.

B. Is the sum of squares of the scale values assigned to the estimates of probability and impact.
C. Cannot be used to determine whether a risk is considered low, moderate, or high.
D. Is a commonly used technique for risk avoidance

185. Which one of the following choices is the BEST description of sensitivity analysis?

A. It examines the extent to which the uncertainty of each project objectives affects each project element simultaneously.
B. It examines the extent to which the uncertainty of project element affects the objective being studied when all other uncertain elements are held at their baseline values.
C. It is a method for assessing stakeholders' tolerance to risk.
D. It cannot be used to determine which risks have the most potential impact on the project.

186. The risk management plan generally includes all of the following EXCEPT:

A. Methodology.
B. Risk strategy.
C. Responses to individual risks.
D. Risk categories.

187. All of the following are characteristics of a decision tree EXCEPT:

A. A decision tree is a diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty
B. Decision tree analysis is a risk analysis tool that can be used to choose the most appropriate responses.

C. A decision tree is primarily a graphical, qualitative risk analysis technique and is not generally used in quantitative risk analysis.

D. Decision tree analysis uses the Expected Monetary Value (EMV) analysis to calculate the average outcome when the future includes scenarios that may or may not happen.

188. The Perform Qualitative Risk Analysis process assesses the priority of identified risks using all of the following EXCEPT:

A. Relative probability or likelihood of occurrence of identified risks.

B. Impact on project objectives if the identified risks occur.

C. A mathematical technique, such as the Expected Monetary Value (EMV), to create the impression of precision and accuracy.

D. The organization's risk tolerance associated with the project constraints of cost, schedule, scope, and quality .

189. As an output of the Monitor Risks process, an updated risk register generally includes some or all of the following EXCEPT:

A. The Work Breakdown structure (WBS).

B. Outcomes of risk reassessments, risk audits, and periodic risk reviews.

C. Identification of new risks, updates to probability, impact, priority, response plans, ownership, and other elements of the risk register.

D. Actual outcomes of the project's risks and of the risk responses.

190. SWOT analysis has all of the following characteristics EXCEPT:

A. It is a technique that examines the project from each of the Strengths, Weaknesses, Opportunities and Threats (SWOT) perspectives to increase the breadth of identified risks by including internally generated risks.

B. It identifies strengths and weaknesses of the organization, regardless of the specific project or the general business

area.

C. It identifies any opportunities for the project that arise from organizational strengths, and any threats arising from organizational weaknesses.

D. It examines the degree to which organizational strengths offset threats, as well as identifies opportunities that may serve to overcome weaknesses.

191. All of the following are inputs to the Implement Risk Response process EXCEPT:

A. Project documents.

B. Project risk management plan.

C. Organizational project assets.

D. Expert judgment.

192. Generally, a bid differs from a proposal In that the term:

A. Bid is used when the seller selection decision will be based on price.

B. Bid is used when technical capability or technical approach are paramount.

C. Proposal is used when the selection decision will be based on price.

D. Proposal is used when the project time frame is limited.

193. All of the following are inputs to the Plan Procurement Management process EXCEPT:

A. Risk register.

B. Stakeholder register.

C. Procurement strategy.

D. Enterprise environmental factors.

194. The buyer structures procurement documents, which include all of the following EXCEPT:

A. Procurement statement of work.

B. Bid documents.
C. Source selection criteria and independent cost estimates.
D. Control procurement documents.

195. Approved change requests can generally include all of the following EXCEPT:

A. Modifications to the terms and conditions of the contract.
B. Modification to pricing.
C. Seller invoices.
D. Modification to descriptions of the products, services, or results to be provided.

196. Which of the following is FALSE about advertising as one of the tools and techniques of the Conduct Procurements process?

A. Some government jurisdictions require public advertising of certain types of procurement items
B. Advertisements in general circulation publications and using online resources can cause public- pressure, resulting in bid disputes.
C. Advertising can often be used to expand existing lists of potential sellers.
D. Advertisements can be placed in general circulation publications such as selected newspapers or in specialty trade publications.

197. The buyer, usually through its authorized procurement administrator, provides the seller with as an output of the Control Procurement process.

A. Formal written notice that the contract has been completed
B. Letters of commendation to all project team members
C. Informal notice of acceptance of the deliverables
D. A copy of the internal notice of completion provided to senior management

198. In which type of contracts do buyers need to precisely specify the product or services being procured?

A. Cost plus award fee contracts.
B. Fixed-price contracts.
C. Cost-reimbursable contracts.
D. Partnership contracts.

199. Which of the following is one of the terms used to describe contested changes and potential constructive changes where the buyer and seller cannot reach an agreement on compensation for the change or cannot agree that a change has occurred?

A. Forcing.
B. Mediation.
C. Complaints.
D. Claims.

200. Constructive changes are:

A. Postponed as long as possible to protect the budget.
B. Viewed as negative, quantified, and tabulated.
C. Uniquely identified and documented by project correspondence.
D. Submitted for bids to the relevant vendor list.