Study questions for final. 100 of these will be on the test, re-arranged but still the same questions and answers here (just different letters and order). Study hard, your future is in your hands!

Q: 200
An example of a project is:
A. Billing customers
B. Managing an organization
C. Constructing a building
D. Providing technical support

Q: 201
A modification of a logical relationship that allows an acceleration of the successor task is represented by:
A. Lead time
B. Lag time
C. Negative Lag
D. a or c

Q: 202
Which of the following is an output of the Define Scope process?
A. Accepted deliverables
B. Change Requests
C. Project document updates.
D. Project scope statement

Q: 203
Knowledge of best practices in a particular area is most likely to give rise to which of the following dependencies:
A. Finish-to-Start dependency
B. External dependency
C. Mandatory dependency
D. Soft Logic

Q: 204
A complex project will fit best in what type of an organization?
A. Functional
B. Cross-functional
C. Matrix
D. Balanced

Q: 205
___________ coordinates people and other resources to carry out the plan.
A. Work Breakdown Structure
B. Resource planning
C. Resource leveling
Q: 206
Dummy relationships or dummy activities can be used in which Sequence Activities technique?
A. Arrow Diagramming Method [ADM]
B. Precedence Diagramming Method [PDM]
C. Fragment Network
D. All of the above

Q: 207
Which of the following includes the process required to ensure that the project includes all the work required, and only the work required, to complete a project successfully?
A. Project plan update
B. Project scope management
C. Control Scope
D. Product description

Q: 208
Activity Resource Requirements is an input to ______________:
A. Estimate Activity Durations
B. Control Schedule
C. Sequence Activities
D. Estimate Activity Resources

Q: 209
Activity Resource Requirements is an input to ______________:
A. Estimate Activity Durations
B. Control Schedule
C. Sequence Activities
D. Estimate Activity Resources

Q: 210
A period of time in work weeks which includes non-working days is called:
A. Elapsed Time
B. Duration
C. Effort
D. Earned Time

Q: 211
You are a project manager of a company. You are taking over a project during the planning process, and you discovered that many individuals have signed the project charter. Which of the following should be areas of concern for you?
A. Who will be a member of the change control board?
B. Who are the stakeholders for the project?
C. Need to spend more time on configuration management.
D. Determining the reporting structure.

**Q: 212**
Which of the following is an output of the Control Scope process?
A. Scope statement
B. Change Requests
C. Formal acceptance
D. Work breakdown structure

**Q: 213**
Which of the following models of conflict resolution allows a cooling off period, but seldom resolves the issue in the long term?
A. Problem solving
B. Withdrawal
C. Forcing
D. Smoothing

**Q: 214**
The process of identifying and defining a product or a service is called:
A. Procurement planning
B. Source selection
C. Contract administration
D. Contract closeout

**Q: 215**
The "To Complete Performance Index" (TCPI) is calculated by:
A. Subtracting the actual costs to date from the estimate at completion
B. Dividing the budgeted cost of the remaining work by the difference between the estimate at completion and actual costs to date
C. Multiplying the estimate at completion by the cumulative cost performance index
D. Adding the estimate at completion to the actual costs to date and multiplying by the cumulative cost performance index

**Q: 216**
Contract close out contains:
A. Contract documentation
B. Procurement audits
C. Formal acceptance and closure
D. All of the above

**Q: 217**
Key Management skills include:
A. Leading
B. Communicating
C. Negotiating
D. All of the above
Q: 218
The amount of time that an activity can be delayed from its early start without delaying the project end date is called:
A. Negative Float
B. Total Float
C. Float
D. c and b

Q: 219
Outputs of the initiation process are:
A. Project manager identified
B. Constraints
C. Assumptions
D. All of the above

Q: 220
A program is defined in the PMBOK as:
A. A program consists of a related group of projects and Program management is the process of managing multiple ongoing projects
B. A number of subprojects divided into manageable components enabling a project team to ensure the completion of a desired outcome
C. A project plan developed by key management personnel to obtain a desired outcome
D. The means to subdivide the project into manageable segments

Q: 221
According a PERT weighted average computation, what is the probability of completing the project within plus-or-minus 3 standard deviations of the mean?
A. 68%
B. 99.74%
C. 95%
D. 75%

Q: 222
What is the difference between a Verify Scope process and Quality control?
A. There is no difference.
B. Verify Scope is primarily concerned with the correctness of work results while Quality control is primarily concerned with the acceptance of work results.
C. Verify Scope is concerned with ensuring that changes are beneficial while Quality control is concerned that the overall work results are correct.
D. Verify Scope is primarily concerned with the acceptance of work results while Quality control is primarily concerned with the correctness of work results.

Q: 223
Which devises and maintains a worktable scheme to accomplish the business need that the project was undertaken to address?
A. Development process
B. Scoping process
C. Planning process
D. Information development process

Q: 224
Which of the following is NOT an output of the Control Schedule?
A. Schedule updates
B. Revisions
C. Corrective action
D. Lessons learned

Q: 225
The review of key deliverables and project performance at the conclusion of a project phase is called:
A. phase exit
B. MI point
C. state gate
D. all of the above

Q: 226
Which of the following Enterprise Environmental factors are not the inputs for the Develop Human Resource Plan process?
A. Organizational Chart Templates
B. Reduced Training Funds
C. Hiring Freeze
D. Technical competencies of project staff

Q: 227
Given the following estimates: Optimistic 3 days, Pessimistic 9 days, and most likely 6 days. What is the standard deviation for the estimates?
A. 1
B. 2
C. 1-5
D. 0-5

Q: 228
Reserve Analysis technique is NOT used during __________.
A. Control Costs
B. Estimating Activity Duration
C. Determine Budget
D. Estimate Costs

Q: 229
Which of the following is NOT output of Qualitative Risk Analysis?
A. Risk Register updates
B. Root Cause Analysis
C. Risk Urgency Assessment
D. Risk Categorization

Q: 230
During the Develop Schedule process, a Project Manager may have to go through several iterations of the schedule before establishing the schedule baseline. All of the following are tools and techniques that may be used during this process:

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

Q: 231
Control Costs is concerned with:
A. Managing changes when they occur
B. Resource rates
C. Chart of accounts
D. Organizational policies

Q: 232
A RAM is:
A. Random access memory
B. Rapid and movement
C. Responsibilities and methods
D. Responsibility assignment matrix

Q: 233
A Project with a total funding of $70,000 was finished with a BAC value of $60,000. What term can best describe the difference of $10,000?
A. Cost Variance
B. Management Overhead
C. Management Contingency Reserve
D. Schedule Variance

Q: 234
A document which describes how project scope will be managed and how scope changes will be integrated into the project is: (choose the best answer)
A. A project plan
B. A risk analysis
C. A scope management plan
D. A scope statement

Q: 235
A document which describes how project scope will be managed and how scope changes will be integrated into the project is: (choose the best answer)
A. A project plan
B. A risk analysis
C. A scope management plan
D. A scope statement

Q: 236
Which of the following is not used to document team member roles and responsibilities?
A. Text-oriented Format
B. Functional Chart
C. Hierarchical-type Organizational Chart
D. Matrix-based Responsibility Chart

Q: 237
What are you likely to see as a project progresses in a schedule with must fix dates and little or no slack?
A. Lots of free float
B. Idle resources
C. Negative float
D. Positive float

Q: 238
An input of the Collect Requirements process is a/an:
A. Project Charter
B. Project schedule
C. Strategic plan
D. Historical information

Q: 239
_______ is the most accurate Estimate Cost technique.
A. Parametric modeling
B. Bottom up estimating
C. Analogous estimating
D. None

Q: 240
Change requests are made against the ____________?
A. Project baseline
B. SOW
C. Charter
D. Executive summary

Q: 241
A Project Cost Management Plan is created as a part of:
A. Estimate Costs process
B. Determine Budget process  
C. Control Costs process  
D. None  

Q: 242  
The __________ task relationship is defined by the activity duration:  
A. Start-to-start  
B. Finish-to-finish  
C. Start-to-finish  
D. None of the above  

Q: 243  
Which of the following Project Scope Management processes involves subdividing the major project deliverables into smaller, more manageable components?  
A. Collect Requirements  
B. Initiation  
C. Control Scope  
D. Define Scope  

Q: 244  
The closing process scope includes:  
A. Contract closeout  
B. Final reporting  
C. Activity List  
D. Exit interview  

Q: 245  
Lessons learned are most often based upon project historical records. Lessons learned can be used to:  
A. See what mistakes others have made  
B. See how others have solved problems  
C. “Predict trends, highlight problems and identify alternatives”  
D. All of the above  

Q: 246  
The Staffing Management Plan ____________, will be formal or informal.  
A. Depending on the size and complexity of the project  
B. Depending on the management  
C. Depending on the project manager  
D. Depending on the size only  

Q: 247  
Which is the Estimate Costs technique used most frequently in the early stages of a project?  
A. Analogous estimating  
B. Life-cycle costing
C. Parametric modeling  
D. Bottom up estimating  

Q: 248  
Which of the following is an input to a Develop Human Resource Plan?  
A. Activity resource requirements  
B. Cost baseline  
C. Cost management plan  
D. Chart of accounts  

Q: 249  
You are the Project Managers of ABC Company. The Project team members are from the finance and accounts. The team members report to Finance and Account Managers respectively, and you have limited control over them. What type of organizational hierarchy does ABC Company follow?  
A. Matrix organization  
B. Projectized organization  
C. Functional organization  
D. None  

Q: 250  
Parametric Estimating is done as a part of which of the following process:  
A. Develop Schedule  
B. Estimate Activity Durations  
C. Sequence Activities  
D. Estimate Activity Resources  

Q: 251  
The Critical Path Method of scheduling is:  
A. A mathematical analysis technique for Develop Schedule  
B. A technique that uses weighted averages to calculate project duration  
C. A technique that uses sequential network logic for schedule  
D. A technique that allows for probabilistic treatment of both network logic and activity duration estimates  

Q: 252  
Which of the following is controlling changes to the budget?  
A. Control Costs  
B. Estimate Costs  
C. Determine Budget  
D. None  

Q: 253  
A resource pool description provides:  
A. The unit cost for each resource  
B. What are the resources are available, at what times and in what patterns
C. Performance of the pool resources
D. Duration of the project

Q: 254
What is the primary purpose of a milestone chart?
A. To show task dependencies.
B. To show resource constraints.
C. To show significant events in the project such as completion of key deliverables.
D. To highlight the critical path.

Q: 255
You are in charge of developing a new product for a bank. Your Quality metrics are based on the 80th percentile of each of the last three products developed. This is an example of:
A. Statistical sampling
B. Metrics
C. Benchmarking
D. Operational definitions

Q: 256
Project Managers have maximum authority in which type of organization?
A. Weak Matrix organization
B. Strong Matrix
C. Balanced Matrix organization
D. None

Q: 257
Which is a technique for Define Activities?
A. Rolling Wave Planning
B. Mandatory Dependencies
C. Arrow Diagramming Method [ADM
D. Precedence Diagramming Method [PDM]

Q: 258
The Collect Requirements process is:
A. Developing a plan from major stakeholders
B. Developing a written scope statement as the basis for future project decisions
C. Formalizing acceptance of the project scope
D. Planning project milestones

Q: 259
Who should contribute to the development of a project plan?
A. Project manager
B. Entire project team including project manager
C. Senior management
D. Just the planning department
Q: 260
Scoring models, comparative approaches and benefit contribution are all part of:
A. Constrained optimization models for selecting a project
B. Benefit measurement models for selecting a project
C. Quality measurement techniques
D. Distribute Information tools

Q: 261
Which of the following is an output of a Verify Scope process?
A. Accepted deliverables
B. Change Requests
C. Project document updates.
D. All of the above

Q: 262
All are output of verify scope.
A. Precedence diagramming method (PDM)
B. Arrow diagramming method (ADM)
C. Expert judgment
D. Network templates

Q: 263
Constraints do not include:
A. Impacts of weather
B. Organizational structure of the performing organization
C. Collective bargaining
D. Expected staff assignments

Q: 264
Which of the following is not true for a Resource Leveling?
A. Project's Critical path may be altered
B. Reverse resource allocation scheduling
C. Resource based scheduling method
D. None

Q: 265
A Reserve Analysis involves:
A. Estimating by multiplying the Quantity of work by productivity rate
B. Adding resource reserves to the activity resource estimates
C. Developing project schedule with contingency reserves as a recognition of the schedule risk
D. Incorporating time buffers into the activity duration estimates

Q: 266
Technical associations and consultants of a project are two examples of __________ ?
A. Expensive additions
B. Scope managers
C. Expert judgment
D. External Resources

**Q: 267**
What is not among the tools and techniques of an Organizational Planning?
A. Staffing management plan
B. Templates
C. Human resource practices
D. Organizational theory

**Q: 268**
What is the lowest level in a work breakdown structure?
A. Project task
B. Work package
C. sow
D. none

**Q: 269**
Which of the following documents the characteristics of a product or service that the project was undertaken to build?
A. Resource plan
B. Project charter
C. Project description
D. Scope statement

**Q: 270**
A graphic display of resource usage hours is called a/an_________________.
A. Organizational chart
B. Responsibility matrix
C. WBS
D. Histogram

**Q: 271**
When the project team directs staff assignments, which of the following is not considered in the selection of a staff?
A. Previous experience
B. staff age
C. Availability
D. Personal interest

**Q: 272**
Staffing requirements do not define:
A. What types of skills are required
B. What time frames
C. What kinds of individuals or groups
D. What type of resource planning is required

**Q: 273**
The unique identifiers assigned to each item of a WBS are often collectively known as:
A. The work package codes
B. The project identifiers
C. The code of accounts
D. The element accounts

**Q: 274**
Resource reallocation from non-critical to critical activities is an example of which of the following Project Scheduling technique:
A. Resource Leveling
B. Schedule Compression
C. Critical Path Method
D. What if Analysis

**Q: 275**
Inputs of Develop Project Team include all EXCEPT:
A. Project staff
B. Reward and recognition systems
C. Resource calendars
D. Project plan

**Q: 276**
The Project Procurement Management includes:
A. Procurement planning
B. Solicitation planning
C. Solicitation
D. All of the above

**Q: 277**
Which of the following involves estimating the cost of individual work items?
A. Computerized
B. Bottom up estimating
C. Analogous estimating
D. Square foot

**Q: 278**
Change requests should be ________?
A. Formal
B. Interesting
C. Short
D. None
Q: 279
The process that is not a part of time management is:
A. Define Activities
B. Resource Planning
C. Develop Schedule
D. Sequence Activities

Q: 280
Risk event is the description of what may happen to the _____ of the project.
A. Manager
B. harm
C. Schedule
D. Budget

Q: 281
The work that must be done in order to deliver a product with the specified features and functions is:
A. Project scope
B. Project verification
C. Project control
D. Product scope

Q: 282
Which process is not included in the Project Time Management process?
A. Define Activities
B. Sequence Activities
C. Develop Schedule and Control Schedule
D. Work breakdown structure (WBS)

Q: 283
A Precedence Diagramming Method (PDM) uses which of the following dependencies
A. Finish-to-start
B. Start-to-start
C. Finish-to-finish
D. Start-to-finish

Q: 284
Which of the following statements concerning a scope statement are true?
A. Provides a documented basis for making future project decisions and for developing common understanding of the project scope among stakeholders.
B. Scope statement and Statement of work are synonymous.
C. Project justification and project objectives are not included or referenced in the scope statement.
D. Once written, the scope statement should never be revised
Q: 285
The team members report to two bosses: the project manager and the functional manager. Which type of organization this is?
A. Matrix organization
B. Projectized organization
C. Functional organization
D. None

Q: 286
The major project scope management process includes:
A. Change order control
B. Initiation
C. Program evaluation
D. Scope statement

Q: 287
Name the ethical code you'll be required to adhere to as a CAPM.
A. Project Management Policy of Ethics
B. Project Management Professional Standards
C. Project Management Code of Professional Ethics and Standards
D. Project Management Professional Code of Professional Conduct

Q: 288
A Three-Point Estimates include_________.
A. Most Likely
B. Optimistic
C. Pessimistic
D. All

Q: 289
Contingency planning is a means to _____ risks to the project through a formal process and provides the resources to meet the risk events.
A. Address
B. Classify
C. Assign
D. Resolve

Q: 290
Which of the following is NOT true about Analogous Estimate Costs?
A. Does not require high expertise on part of estimators as estimates are based on previous projects
B. Uses Expert Judgment
C. Useful in early phases of the project
D. Used when reference projects are similar

Q: 291
The most rapid Estimate Costs technique is:
A. Square foot estimating
B. Template estimating
C. Computerized estimating
D. Analogous estimating

Q: 292
If you are a project manager and a change request has been denied, you should:
A. Record it and save it.
B. Pass on to the project team.
C. Forget it
D. None

Q: 293
This is generally the least accurate.
A. Using stakeholders to predict cost
B. Parametric modelling
C. Analogous estimating
D. Computerized estimating

Q: 294
A Reserve Analysis technique is NOT used during __________.
A. Control Costs
B. Estimating Activity Duration
C. Determine Budget
D. Estimate Costs

Q: 295
In crashing a schedule, you would focus on:
A. Accelerating as many tasks as possible
B. Accelerating just the non-critical tasks
C. Accelerating the performance of tasks on the critical path
D. None of the above

Q: 296
The two closing procedures are called:
A. Contract close out and Verify Scope
B. Contract close out and administrative closure
C. Project closure and product verification
D. Project closure and lessons learned

Q: 297
Which is not a technique for Sequence Activities?
A. Rolling Wave Planning
B. Mandatory Dependencies
C. Arrow Diagramming Method [ADM
D. Precedence Diagramming Method [PDM]

Q: 298
Which of the following could be an appropriate WBS code for a work package at the fourth level in a WBS where the top level code is 1.0?
A. 1.4
B. 1.1.1.1
C. 1.2.3.4
D. b and c

Q: 299
Which ensures that project objectives are met by monitoring and measuring progress and taking corrective action when necessary?
A. Project controls
B. Controlling process
C. Control logs
D. Project chart

Q: 300
Which is not included in General Management?
A. Finance and accounting
B. Strategic planning
C. Sales and marketing
D. Developing a new product or service

Q: 301
A project is considered successful when _________________.
A. The project meets or exceeds the expectations of the stakeholders
B. The product of the project has been manufactured
C. The project sponsor announces the completion of the project
D. None of the above

Q: 302
Which of the following is not an input into organizational planning?
A. Recruitment practices
B. Project interfaces
C. Staffing requirements
D. Constraints

Q: 303
Which of the following is true about pure risk?
A. The risk can be deflected or transferred to another party through a contract or insurance policy.
B. Pure risks involve the chance of both a profit and a loss.
C. No opportunities are associated with pure risk, only losses.
D. Both A and c are correct.
Q: 304
Which of the following statements are FALSE about the Rolling Wave plan?
A. Rolling Wave Planning is a phased iterative approach to project development.
B. Rolling Wave Planning is a cost and schedule planning technique used in the Define
Activities process.
C. Rolling Wave Planning is the process of decomposing each work package within the
WBS into the corresponding schedule activities required to produce the work package
deliverables.
D. Rolling Wave Planning describes a form of progressive elaboration planning where
the work to be performed in the near time is planned in detail at a low level of the WBS,
while work far in future is planned for WBS components that are relatively at a high level
of WBS.

Q: 305
The normal risk of doing business that carries opportunities for both gain and loss is
called ____________.
A. Favorable risk
B. Opportunity risk
C. Pure risk
D. Business risk

Q: 306
Which of the following is best for handling cross-functional project needs for a large,
complex project?
A. A strong matrix organization
B. A project coordinator
C. A project expeditor
D. Direct executive involvement

Q: 307
AON refers to ____________.
A. Precedence Diagramming Method [PDM]
B. Arrow Diagramming Method [ADM]
C. Fragment Network
D. All of the above

Q: 308
A technique for resolving conflict in which the parties agree to have a neutral third party
hear the dispute and make a decision is called ____________.
A. Negotiation
B. Arbitration
C. Smoothing
D. Forcing

Q: 309
must be measured regularly to identify variance from the plan.
A. Project performance
B. Stakeholder requirements
C. Schedule progress
D. Cost and schedule

Q: 310
Which of the following statements is TRUE regarding various Activity Scheduling tools?
A. PDM allows for conditional branching and iteration of activities.
B. PDM uses activity-on-node (AON) diagramming method.
C. PDM allows for conditional branching and iteration of activities.
D. PDM uses analogous methods as an estimation technique.

Q: 311
A tool which links the project roles and responsibilities to the project Define Scope is called____________.
A. Define Scope Matrix
B. Responsibility Assignment Matrix
C. Roles Assignment Matrix
D. Project Scope and Roles Matrix

Q: 312
What percentage of sales is estimated to be the cost of non-quality?
A. 3-5%
B. 12-20%
C. 30-40%
D. 6-8%

Q: 313
The sending or conveying of information from one place to another is the process of ______________.
A. Networking
B. Transmitting
C. Encrypting
D. Promoting

Q: 314
From a buyer's standpoint, which of the following is true?
A. Procurement planning should include consideration of potential subcontracts.
B. Procurement planning does not include consideration of potential subcontracts since this is the duty of the contractor.
C. Subcontractors are first considered during the Solicitation Process.
D. None of the above

Q: 315
The independence of two events in which the occurrence of one is not related to the occurrence of the other is called ________________.
A. Event phenomenon
B. Independent probability
C. Statistical independence
D. Statistical probability

Q: 316
Which of the following Project Scope Management Process defines how scope will be verified?
A. Control Scope
B. Verify Scope
C. Define Scope
D. Collect Requirements

Q: 317
The receiver filters messages based on all but the following:
A. Culture
B. Semantics
C. Language
D. Distance

Q: 318
A document or tool which describes when and how human resources will be brought onto and taken off the project team is called ____________.
A. Staffing Management Plan
B. Responsibility Assignment Matrix (RAM)
C. Organizational Breakdown Structure (OBS)
D. Resource Assignment Chart

Q: 319
When a risk should be avoided?
A. The risk event has a low probability of occurrence and low impact.
B. The risk event is unacceptable - generally one with a very high probability of occurrence and high impact.
C. It can be transferred by purchasing insurance.
D. A risk event can never be avoided.

Q: 320
Management reserves are used to handle which type of risk?
A. Unknown unknowns
B. Known unknowns
C. Business risks
D. Pure risks

Q: 322
In communications management, to assimilate through the mind or senses is the process of
________________.
A. Receiving
B. Decoding
C. Comprehending
D. Understanding

Q: 323
Most schedule simulations are based on some form of which of the following?
A. DelPhi
B. PERT
C. CPM
D. Monte Carlo Analysis

Q: 324
Life cycle costing __________________.
A. Includes acquisition, operating, and disposal costs when evaluating various alternatives
B. Includes only the cost of the development or acquisition of a product or service
C. Does not take into consideration the effect of project decisions on the cost of using the resulting product
D. Both B and C are correct

Q: 325
CIP is ____________.
A. Continuous improvement process
B. A sustained, gradual change
C. Includes constancy of purpose and commitment to Quality as part of its focus
D. All of the above

Q: 326
Which of the following are inputs to the Source Selection process?
A. Evaluation criteria
B. Organizational policies
C. Procurement documents
D. Both A and B

Q: 327
The sender is responsible for ____________.
A. Confirming the message is understood
B. Ensuring the receiver agrees with the message
C. Scheduling communication exchange
D. Presenting the message in the most agreeable manner

Q: 328
Which of the following is true regarding NPV?
A. NPV assumes reinvestment at the cost of capital.
B. NPV assumes reinvestment at the prevailing rate.
C. NPV assumes reinvestment at the NPV rate.
D. NPV decisions should be made based on the highest value for all the selections.

Q: 329
What-if scenario analysis is done as a part of ________ process.
A. Sequence Activities
B. Develop Schedule
C. Control Schedule
D. Define Activities

Q: 330
Group brainstorming encourages all of the following except ________.
A. Team building
B. Analysis of alternatives
C. Convergent thinking
D. Q Uninhibited verbalization

Q: 331
Which of the following are NOT outputs of the Activity Duration Estimation process?
A. Activity duration estimates
B. Schedule baseline
C. None of the choices are correct
D. Updates to activity attribute

Q: 332
An example of risk mitigation is ____________.
A. Using proven technology in the development of a product to lessen the probability that the product will not work
B. Purchasing insurance
C. Eliminating the cause of a risk
D. Both A and B

Q: 333
Under what circumstances is it better for a contractor to subcontract?
A. The subcontractor possesses special technical and engineering skills that the contractor does not have.
B. The work to be subcontracted represents almost all of the overall work effort.
C. The subcontractor can perform the work at a lower cost than the contractor.
D. Both A and C

Q: 334
An approved change request is an input to which of the following processes?
A. Define Scope
B. Verify Scope
C. Monitor and Control Project Work
D. Integrated Change Control

**Q: 335**
A schedule activity may start 5 days before the predecessor activity finishes. This is an example of ____________.
A. Finish-to-Start
B. Finish-to-Finish
C. Start-to-Start
D. Start-to-Finish

**Q: 336**
A tight matrix is ________________.
A. A balanced matrix organization
B. Where all team members are brought together in one location
C. Where functional managers operate in a dual reporting structure reporting to both their own departments and to the project manager
D. Both A and C

**Q: 337**
A cost-plus-incentive-fee (CPIF) contract has an estimated cost of $150,000 with a predetermined fee of $15,000 and a share ratio of 80/20. The actual cost of the project is $130,000. How much profit does the seller make?
A. $31,000
B. $19,000
C. $15,000
D. None of the above

**Q: 338**
Which of the following are inputs of Develop Project Charter process?
A. Project statement of work, Contract, Business case and organizational process assets
B. Project SOW, project selection methods, and enterprise environmental factors
C. Contract, project selection methods, enterprise environmental factors, and organizational process assets
D. Contract, project SOW, enterprise environmental factors, and organizational process assets

**Q: 339**
Project Risk Management includes all of the following processes except ____________.
A. Risk Quantification
B. Identify Risks
C. Risk Analysis
D. Risk Response Development
Q: 340
The one document that should always be used to help identify risk is the 
_________________.
A. Risk Quantification
B. Identify Risks
C. Risk Analysis
D. Risk Response Development

Q: 341
Which process involves monitoring, measuring, and taking corrective action?
A. Executing processes
B. Planning processes
C. Controlling processes
D. Closing processes

Q: 342
___________ is a group of processes required to purchase or acquire the products, 
services, or results needed from outside the project team to perform the work.
A. Procurement Management
B. Planning Management
C. Scope Management
D. Control Management

Q: 343
Mathematical models using linear, dynamic, integer, or algorithm models are considered 
__________.
A. Project selection methods
B. Project selection criteria
C. A form of expert judgment
D. A form of historical information

Q: 344
Deflection or transfer of a risk to another party is part of which of the following risk 
response categories?
A. Mitigation
B. Acceptance
C. Avoidance
D. Analysis

Q: 345
Which of the following techniques accounts for path convergence and generally 
estimates project durations more accurately?
A. CPM
B. PERT
C. Schedule simulation
D. Path convergence method

**Q: 346**
Which of the following statements concerning compromise as a conflict resolution is false?
A. Neither party wins but both parties get some degree of satisfaction.
B. Important aspects of the project may be hindered in order to achieve personal objectives.
C. Compromise is generally considered a lose-lose situation.
D. A definitive resolution is seldom achieved.

**Q: 347**
You are the project manager for a Software Development projects. You are creating a project schedule network diagram for the code development component of the project. This is an example of ________.
A. Fragment Network
B. Precedence Diagramming Method [PDM]
C. Activity On Node [AON]
D. Arrow Diagramming Method [ADM]

**Q: 348**
A structured tool, usually industry or activity specific, used to verify that a set of required steps has been performed is called ________.
A. Quality Policy
B. check List
C. Trend Analysis
D. Paieto Diagram

**Q: 349**
How much time does the typical project manager spend communicating both formally and informally?
A. 40-60%
B. 50-70%
C. 60-80%
D. 75-90%

**Q: 350**
Completion of a product scope is measured against which of the following:
A. WBS and WBS Dictionary
B. Product Requirements
C. Project Management Plan
D. Product Management Plan

**Q: 352**
Which of the following can be used to determine what work is included in each work package for each of your team members?
A. None of the choices are correct
B. WBS dictionary
C. RBS
D. Project scope statement

Q: 353
Which process involves Formal product acceptance and end of project?
A. Executing processes
B. Planning processes
C. Controlling processes
D. Closing processes

Q: 354
The concept that it is easier and less costly to do the work right the first time is called __________.
A. Zero defects
B. Continuous improvement
C. DTRTRTFT
D. The customer is the next person in the process

Q: 355
Human resource administration is the primary responsibility of the __________.
A. Project Management Team
B. Human Resources Department
C. Executive Manager
D. Project Manager

Q: 356
The overall intentions and direction of an organization with regard to Quality as formally expressed by top management is a __________.
A. Quality Plan
B. Quality Statement
C. Quality Policy
D. TQM

Q: 357
Which of the following is true about the project charter?
A. The project charter should be published under the name of a manager external to the project.
B. The project charter should be published under the project sponsor's name.
C. The project charter should be published under the name of the project manager.
D. The project charter should be published under the name of the project champion.

Q: 358
A series of consecutive points on the same side of the average is called __________.
A. Run
B. Trend
C. Outliers
D. Cycle

Q: 359
All of the following aid in achieving consensus EXCEPT _________.
A. Maintaining a focus on the problem, not each other
B. Avoiding conflict
C. Seeking facts
D. Avoiding voting, trading, or averaging

Q: 360
Your project is moving ahead of schedule. Management elects to incorporate additional Quality testing into the project to improve the Quality and acceptability of the project deliverable. This is an example of which one of the following?
A. Scope Creep
B. Change Control
C. Quality Assurance
D. Integrated Change Control

Q: 361
Project management processes organized into ______________.
A. Initiating, planning, executing, controlling, and closing
B. Initiating, planning, contracting, executing, and closing
C. Designing, developing, testing, and implementing
D. Initiating, planning, contracting, developing, and closing

Q: 362
A leadership style in which the project manager shares problems with team members and formulates solutions as a group is called ____________.
A. Autocratic
B. Consultation In a group
C. Consensus
D. One-to-one consultation

Q: 363
A tool that analyzes the inputs to a process to identify the causes of errors is called ____________.
A. Cause and Effect Diagram
B. Fishbone Diagram
C. Ishikawa Diagram
D. All of the above

Q: 364
The process of monitoring specific project results to determine if they comply with relevant Quality standards is called ______________.
A. Quality Assurance  
B. Quality Control  
C. plan Quality  
D. Quality Review  

Q: 365  
Quality is ______________.  
A. Zero defects found  
B. Conformance to requirements  
C. The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs  
D. Both B and c  

Q: 366  
Make payment to seller is done in _________.  
A. Plan Procurements  
B. Conduct Procurements  
C. Administer Procurements  
D. Close Procurements  

Q: 367  
Make payment to seller is done in Administer Procurements.  
A. Sending, Receiving, Decoding, and Comprehending  
B. Sender, Message, Medium, and Receiver  
C. Communicator, Message, Receiver, and Decoder  
D. Communicating, Transmitting, Receiving, and Comprehending  

Q: 368  
Reserve analysis is a tool or technique in all of the following processes EXCEPT:  
A. Determine budget  
B. Activity resource estimation  
C. Monitor and control risks  
D. Activity duration estimation  

Q: 369  
Which of the following statements are false about Expected Monetary Value Analysis (EMV)?  
A. EMV is a statistical concept that calculates the average outcome of project outcomes based on various assumptions and scenarios.  
B. Decision tree analysis is a type of EMV analysis.  
C. EMV is a tool/technique of Perform Qualitative Risk Analysis.  
D. EMV is calculated by multiplying the value of each possible outcome by its probability of occurrence, and summing them together.  

Q: 370  
The three major types of communication are: ______________.
A. Written, verbal, and non-verbal
B. Verbal, formal documentation, and informal documentation
C. Verbal, written, and graphic
D. Verbal, written, and electronic

Q: 371
Which of the following contract types places the greatest risk on the seller?
A. Cost-plus-fixed-fee contract
B. Cost plus-incentive-fee contract
C. Fixed-price-incentive contract
D. Firm-fixed-price contract

Q: 372
Collocation can mean ________________.
A. All, or almost all, team members are moved to a central physical location for the life of the project.
B. Active team members may be at different physical locations, but meet on a regular basis.
C. A war room is established where team members can meet periodically.
D. Both A and c are correct.

Q: 373
All of the following are communication tools EXCEPT _____________.
A. Memos
B. Verbal circulation of a rumour
C. videos
D. Inputting data into a spreadsheet

Q: 374
Communication is the PRIME responsibility of a Project _____________.
A. Manager in a weak matrix
B. Manager in a projectized environment
C. Coordinator
D. Expeditor

Q: 375
In which of the following contract types the seller's profit is limited?
A. Cost-plus-percentage-cost contract
B. Cost-plus-fixed-fee contract
C. Fixed-price-plus-incentive
D. Both B and c

Q: 376
A risk response which involves eliminating a threat is called _____________.
A. Mitigation
B. Deflection
C. Avoidance
D. Transfer

Q: 377
A mandatory prerequisite for team building is ___________.
A. Funding for staff development activities
B. Shared work ethics among team members
C. Commitment from top level management
D. Removal of troublesome individuals

Q: 378
The concept of zero inventory is called _________.
A. Six Sigma
B. Continuous Improvement
C. 3ust in Time
D. Zero Defects

Q: 379
Which of the following is true concerning evaluation criteria?
A. Can often be found in procurement documents
B. Can be objective or subjective
C. Used to rate or score proposals
D. All of the above

Q: 380
Which of the following is not a process of project human resource management?
A. Organizational Planning
B. staff Acquisition
C. Distribute Information
D. Team Development

Q: 381
Risks are accepted when ___________.
A. You develop a contingency plan to execute should the risk event occur
B. You accept the consequences of the risk
C. You transfer the risk to another party
D. Both A and B

Q: 382
Tools and techniques used during the Plan Quality process include ___________.
A. Benefit/Cost analysis
B. Benchmarking
C. Quality Audits
D. Both A and B

Q: 383
Which process involves coordinating people and other resources to carry out plan?
A. Executing processes
B. Planning processes
C. Controlling Processes
D. Closing processes

Q: 384
Percent complete is calculated by ______________.
A. ACWP/BAC
B. BCWP/ACWP
C. BCWP/BAC
D. EAC/BAC

Q: 385
The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant Quality standards is called ____________.
A. Quality Assurance
B. Quality Control
C. Plan Quality
D. Quality Review

Q: 386
In which of the following organizations the project manager role is likely to be part-time?
A. Weak matrix
B. Functional
C. Balanced matrix
D. Both A and B

Q: 387
When should the project expeditor form of organization be used?
A. The project is extremely important to the organization.
B. A project's cost and importance are relatively low.
C. The project manager has a lot of responsibility and accountability.
D. The organization's primary source of revenue is derived from projects

Q: 388
Which of the following statements is false?
A. Uncertainty and risk are greatest at the start of the project and lowest at the end.
B. The amount at stake is lowest at the end of the project and greatest at the start.
C. Expected monetary value can be expressed as the product of the risk event probability and the risk event value.
D. Opportunities are positive outcomes of risk.

Q: 389
You are a project manager and now you are in the middle of comparing proposals received from sellers. Comparing proposals received from sellers are done in ________.

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

Q: 390
Estimate Costs ________________.
A. Involves developing an estimate of the costs of the resources needed to complete project activities  
B. Includes identifying and considering various costing alternatives  
C. Involves allocating the overall estimates to individual work items  
D. Both A and C

Q: 391
Which of the following processes involves obtaining information (bids and proposals) from prospective sellers?
A. Procurement Planning  
B. Source Selection  
C. Contract Administration  
D. Solicitation

Q: 392
During project integration activities, a project sponsor's role can best be described as doing which one of the following?
A. Helping the project manager and stakeholders to resolve any issues  
B. Acting as a sounding board for the project stakeholders  
C. Showing management the project progress and status reports  
D. None

Q: 393
Which of the following is not considered a cost of non-conformance to Quality?
A. Scrap  
B. Rework  
C. Expediting  
D. Process control

Q: 394
What impact does a matrix organization have on project team development?
A. No impact at all.  
B. It complicates team development.  
C. It simplifies team development.  
D. It hinders team development completely.
Q: 395
A project Control Scope system is documented during which of the Project Scope Management processes?
A. Collect Requirements
B. Define Scope
C. Verify Scope
D. Control Scope

Q: 396
In which type of organization the team building is likely to be most difficult?
A. Functional
B. Projectized
C. Matrix
D. Project Expediter

Q: 397
A contingency plan is executed when _______________.
A. A risks is identified
B. An identified risk occurs
C. When a workaround is needed
D. All of the above

Q: 398
A cost-plus-percentage-cost (CPPC) contract has an estimated cost of $120,000 with an agreed profit of 10% of the costs. The actual cost of the project is $130,000. What is the total reimbursement to the seller?
A. $143,000
B. $142,000
C. $140,000
D. $132,000

Q: 399
A unilateral contract under which the seller is paid a preset amount per unit of service is called _________.
A. A cost reimbursable contract
B. A lump sum contract
C. A unit price contract
D. A fixed price contract