

QUESTION 210

In which process group is the scope first defined?

- A. Initiating
- B. Planning
- C. Executing
- D. Controlling

Correct Answer: A

QUESTION 211

The product scope description is used to:

- A. Gain stakeholders support for the project.
- B. Document the characteristics of the product.
- C. Describe the project in great detail.
- D. Formally authorize the project.

Correct Answer: B

QUESTION 212

Which enterprise environmental factors are considered during cost estimating?

- A. Marketplace conditions and commercial databases
- B. Marketplace conditions and company structure
- C. Commercial databases and company structure
- D. Existing human resources and market place conditions

Correct Answer: A

QUESTION 213

What are the five Project Management Process Groups?

- A. Initiating, Planning, Executing, Monitoring and Controlling, and Closing
- B. Introduction, Planning, Executing, Monitoring and Controlling, and Closing
- C. Initiating, Planning, Executing, Monitoring and Controlling, and Ending
- D. Introduction, Planning, Implementation, Monitoring and Controlling, and Closure

Correct Answer: A

QUESTION 214

PMBOI Guide is a standard that describes:

- A. product-oriented processes.
- B. project management processes.
- C. product-oriented and project management processes.
- D. program management and project management processes.

Correct Answer: B

QUESTION 215

Which is an input to the Scope Verification Process?

- A. Performance report
- B. Work breakdown structure
- C. Requested changes
- D. Project scope statement

Correct Answer: D

QUESTION 216

Which is the document that presents a hierarchical project organization?

- A. WBS
- B. CPI
- C. OBS
- D. BOM

Correct Answer: C

QUESTION 217

Which of the following is an input to the Qualitative Risk Analysis process?

- A. Risk register
- B. Risk data quality assessment
- C. Risk categorization
- D. Risk urgency

Correct Answer: A

QUESTION 218

In the Initiating Process Group, at what point does the project become officially authorized?

- A. When the project charter is signed
- B. When all the stakeholders agree on the scope of the project
- C. When the project manager is appointed
- D. When the necessary finance or funding is obtained

Correct Answer: A

QUESTION 219

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

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

Correct Answer: C

QUESTION 220

For any given project, the project manager, in collaboration with the project team, is responsible for:

- A. Applying knowledge, skills, and processes uniformly.
- B. Informing the project sponsor about which processes are going to be used.
- C. Tailoring the processes to fit the abilities of the organization.
- D. Determining which particular processes are appropriate.

Correct Answer: D

QUESTION 221

What entity is assigned various responsibilities related to the centralized and coordinated management of those projects under its domain?

- A. Project management office
- B. Project team office
- C. Executive sponsor office
- D. Program management office

Correct Answer: A

QUESTION 222

Stakeholder management strategy is an output of:

- A. Plan Communications.
- B. Distribute Information.
- C. Report Performance.
- D. Identify Stakeholders.

Correct Answer: D

QUESTION 223

What characteristic do project and operational work share in common?

- A. Performed by systems
- B. Constrained by limited resources
- C. Repetitiveness
- D. Uniqueness

Correct Answer: B

QUESTION 224

Inputs to Identifying Stakeholders include:

- A. Project charter, procurement documents, enterprise environmental factors, and organizational process assets.
- B. Project charter, stakeholder analysis, enterprise environmental factors, and organizational process assets.

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- C. Project charter, stakeholder analysis, enterprise environmental factors, and stakeholder management strategy.
- D. Project charter, procurement documents, expert judgment, and organizational process assets.

Correct Answer: A

QUESTION 225

Which tool or technique is used to develop a project charter?

- A. Project manager information systems
- B. Expert judgment
- C. Change control meetings
- D. Brainstorming

Correct Answer: B

QUESTION 226

Which of the following tools and techniques is used in the Develop Project Team process?

- A. Acquisitions
- B. Organizational theories
- C. Team-building activities
- D. Virtual teams

Correct Answer: D

QUESTION 227

The Cost Management processes and their associated tools and techniques are usually selected during which of the following?

- A. Project finance management
- B. Project cost estimation
- C. Project life cycle definition
- D. Project plan development

Correct Answer: C

QUESTION 228

The project governance approach should be described in the:

- A. change control plan
- B. project scope
- C. statement of work
- D. project management plan

Correct Answer: D

QUESTION 229

A primary function of a project management office is to support project managers in a variety of ways, including which of the following?

- A. Developing and managing project policies, procedures, templates, and other shared documentation
- B. Acting as the project sponsor by providing financial resources to the project
- C. Resolving issues and change management within a shared governance structure
- D. Aligning organizational/strategic direction that affects project and program goals

Correct Answer: A

QUESTION 230

A project can be defined as a:

- A. Temporary endeavor undertaken to create a unique product, service, or result
- B. Temporary endeavor that produces repetitive outputs
- C. Permanent endeavor undertaken to create a unique product, service, or result
- D. Permanent endeavor that produces repetitive outputs

Correct Answer: A

QUESTION 231

A project manager, leading a new project at a large corporation, must develop a high-level estimate in a short period of time. How can the project manager accomplish this?

- A. Ask the sponsor to provide the information.
- B. Look at the organization process assets.
- C. Hire a subject matter expert (SME).
- D. Perform a bottom-up estimate.

Correct Answer: D

QUESTION 232

A media organization is working on starting a new channel. During the process, two team leads have different opinions about the branding of the channel. The head of the channel finds it challenging to work with the leads, and this dynamic starts to affect other team members. Since this issue may delay the channel's launch, what conflict management technique should the project manager use?

- A. Compromise/reconcile
- B. Smooth/accommodate
- C. Collaborate/problem solve
- D. Force/direct

Correct Answer: B

QUESTION 233

During a project's initiation phase, the project manager reviews the business case and finds that information is incomplete. What should the project manager do?

- A. Add an information gap to the risk register.
- B. Review the project statement of work (SOW) to create the project charter.
- C. Revise the business case to narrow the project scope and create the project charter.