

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Three-point

Correct Answer: A

QUESTION 356

Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

- A. Cost management plan
- B. Quality management plan
- C. Communications management plan
- D. Risk management plan

Correct Answer: D

QUESTION 357

Which component of the human resource management plan describes when and how project team members are acquired and how long they will be needed?

- A. Resource breakdown structure
- B. Staffing management plan
- C. Project organizational chart
- D. Scope management plan

Correct Answer: B

QUESTION 358

What is an objective of the Develop Project Team process?

- A. Feelings of trust and improved cohesiveness
- B. Ground rules for interaction
- C. Enhanced resource availability
- D. Functional managers becoming more involved

Correct Answer: A

QUESTION 359

When is a Salience Model used?

- A. In a work breakdown structure (WBS)
- B. During quality assurance
- C. In stakeholder analysis
- D. During quality control (QC)

Correct Answer: C

QUESTION 360

Which of the following is contained within the communications management plan?

- A. An organizational chart
- B. Glossary of common terminology
- C. Organizational process assets
- D. Enterprise environmental factors

Correct Answer: B

QUESTION 361

Which of the following is a tool and technique for Estimate Activity Durations?

- A. Parametric estimating
- B. Monte Carlo analysis
- C. Alternatives analysis
- D. Bottom-up estimating

Correct Answer: A

QUESTION 362

Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

- A. Complete project phase
- B. Project life
- C. The project life cycle
- D. Project cycle

Correct Answer: C

QUESTION 363

Which of the following statements correctly characterizes pull communication?

- A. It includes letters, memos, reports, emails, and faxes.
- B. It requires recipients to access communication content at their own discretion.
- C. It is the most efficient way to ensure a common understanding among all participants.
- D. It is primarily used when the volume of information to be transferred is minimal.

Correct Answer: B

QUESTION 364

Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

- A. Project Integration Management
- B. Project Communications Management
- C. Project Information Management System (PIMS)
- D. Project Scope Management

Correct Answer: B

QUESTION 365

Which of the following tools or techniques is used for Estimate Activity Durations?

- A. Critical path method
- B. Rolling wave planning
- C. Precedence diagramming method
- D. Parametric estimating

Correct Answer: D

QUESTION 366

Which tool or technique of Plan Quality involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

- A. Histogram
- B. Quality audits
- C. Benchmarking
- D. Performance measurement analysis

Correct Answer: C

QUESTION 367

Taking out insurance in relation to risk management is called what?

- A. Transference
- B. Avoidance
- C. Exploring
- D. Mitigation

Correct Answer: A

QUESTION 368

During which process group is the quality policy determined?

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

Correct Answer: C

QUESTION 369

In an organization with a projectized organizational structure, who controls the project budget?

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- A. Functional manager
- B. Project manager
- C. Program manager
- D. Project management office

Correct Answer: B

QUESTION 370

Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

- A. The customer and functional managers
- B. The risk owners and stakeholders
- C. The sponsors and stakeholders
- D. The project management team

Correct Answer: D

QUESTION 371

Which is an example of Administer Procurements?

- A. Negotiating the contract
- B. Authorizing contractor work
- C. Developing the statement of work
- D. Establishing evaluation criteria

Correct Answer: B

QUESTION 372

An input to the Create WBS process is a:

- A. project charter.
- B. stakeholder register.
- C. project scope statement.
- D. requirements traceability matrix.

Correct Answer: C

QUESTION 373

What is the total float of the critical path?

- A. Can be any number
- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

Correct Answer: C

QUESTION 374

Portfolio Management is management of:

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- A. a project by dividing the project into more manageable sub-projects.
- B. a project by utilizing a portfolio of general management skills such as planning, organizing, staffing, executing, and controlling.
- C. all projects undertaken by a company.
- D. a collection of projects that are grouped together to facilitate effective management and meet strategic business objectives.

Correct Answer: D

QUESTION 375

Which action should a project manager take to ensure that the project management plan is effective and current?

- A. Conduct periodic project performance reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards.
- D. Complete the quality control checklist.

Correct Answer: A

QUESTION 376

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

- A. Work breakdown structure
- B. Organizational breakdown structure
- C. Resource breakdown structure
- D. Bill of materials

Correct Answer: A

QUESTION 377

What is the function of a Project Management Office (PMO)?

- A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
- B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
- C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
- D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

Correct Answer: A

QUESTION 378

Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

- A. Product
- B. Cost-benefit
- C. Stakeholder