B. Deliverables definition
C. Quality variances
D. Project charter development

Correct Answer: A

QUESTION 471
A performing organization is consulted to implement a supply chain management application for a beverage manufacturing business. During a project meeting with the customer, the performing organization mentions that the predefined budget allocation by the customer needs to be addressed. Where did the project manager find this information?

A. Project exclusions
B. Project assumptions
C. Project deliverables
D. Project constraints

Correct Answer: B

QUESTION 472
Which risk analysis diagram is used to compare the relative importance and impact of variables that have a high degree of uncertainty to those that are more stable?

A. Decision tree
B. Tornado
C. Ishikawa
D. Monte Carlo

Correct Answer: B

QUESTION 473
A project manager joins a project that must comply with a country's government regulations. The government is providing a six-month grace period before applying financial penalties. To implement this project, a small group of stakeholders will be involved, who have the legal right to defend their interests and can cause a financial impact on the organization. What should the project manager do?

A. Conduct a probability and impact assessment.
B. Allow any issues to be handled by management.
C. Adjust the schedule to include time for handling objections.
D. Create the project management plan and wait to act until issues actually occur.

Correct Answer: A

QUESTION 474
A project has a senior stakeholder whose input is important, and who needs to be kept informed about the project's status. Rather than receive updates from the project manager, this stakeholder prefers to contact a team member directly. The stakeholder has a connection with this team member that is unrelated to the project, and thinks that this is a way to obtain inside information on the project's true status. What should the project manager do?

A. Ask the stakeholder how the additional information that they feel is missing from current

communications may be provided.
B. Keep the team member properly informed about project status so that the stakeholder receives the same information from both sources.
C. Leave the connection in place, since the information coming via the team member is unofficial and will not create problems.
D. Tell the team member not to accept calls from the stakeholder, because these calls have an adverse effect on the team member's productivity.

Correct Answer: A

QUESTION 475
During a project steering committee meeting, the project manager reports that a formerly supportive key team member has become resistant to and negative about changes. Where should this information be captured?

A. Responsible, accountable, consult, and inform (RACI) matrix
B. Stakeholders engagement assessment matrix
C. Risk register and issue log
D. Work performance reports

Correct Answer: B

QUESTION 476
A project has five finish-to-start (FS) activities.

Activity A takes one day

Activity B follows A and takes five days

Activity C follows B and takes two days.

Activity D follows B and A takes two days.

Activity E is preceded by C and D and takes two days.

What would be the critical path(s)?

A. A-B-C-E and A-B-D-E
B. A-B-C-E and A-D-E
C. A-B-D-E
D. A-D-E and A-B-D-E

Correct Answer: A

QUESTION 477
A project manager must provide cost estimates to stakeholders. What should the project manager present to avoid unreasonable cuts in the budget that will undermine the project?

A. High-level costs summarized by resource
B. Bottom-up costs as the basis for the estimate
C. Cost estimates as per historical data and other variables
D. Cost estimates using expert judgement

Correct Answer: C

QUESTION 478
A project manager joins a project that is involved with an industry in which they have little experience. An urgent issue is raised on the software development portion of the project. From whom should the project manager request direction?

A. Stakeholders
B. Project management office (PMO)
C. Development team
D. Internal subject matter experts (SMEs)

Correct Answer: D

QUESTION 479
A procurement manager needs to determine what type of contract to use for a construction project using a new supplier. What type of contract incorporates the highest risk?

A. Cost plus award fee (CPAF)
B. Cost plus incentive fee (CPIF)
C. Cost plus percentage of cost (CPPC)
D. Cost plus fixed fee (CPFF)

Correct Answer: C

QUESTION 480
A project manager identifies that a key project stakeholder has a tendency to escalate all issues to their superiors. This often results in tension with management. What should the project manager do to mitigate this?

A. Send a formal communication to the stakeholder requesting that they discontinue this practice.
B. Update the stakeholder engagement plan by marking this stakeholder as high risk.
C. Closely manage this stakeholder and inform the project board in advance of any possible escalations.
D. Identify another stakeholder for support.

Correct Answer: B

QUESTION 481
A project manager develops a project's risk breakdown structure (RBS) divided into four categories. The team identifies a quality problem with one of the project deliverables. In what category should this risk be included?

A. Organizational
B. Project management
C. Technical
D. External

Correct Answer: C

QUESTION 482
Currently, a project has a considerable list of risks that can significantly impact the project deliverables. What should the project manager do to prioritize the risks?

A. Sort the risks according to their impact.
B. Perform a qualitative risk analysis.
C. Identify what risks have the highest probability.
D. Perform a quantitative risk analysis.

Correct Answer: B

QUESTION 483
A project manager needs to decide whether to perform engineering design in-house or to outsource it. What plan should help guide this decision?

A. Resource management
B. Procurement management
C. Schedule management
D. Engineering management

Correct Answer: A

QUESTION 484
A project manager must write a proposal that includes overall cost estimates for a new project. The only information that the project manager has received is that the prior project with the customer failed due to lack of funding during the implementation stage. What should the project manager do next to mitigate risk?

A. Review the lessons learned repository to understand why the prior project failed.
B. Choose the appropriate cost estimating method and add contingency to cover overruns based on the previous project.
C. Increase the contingency reserve to avoid cost overruns during the implementation stage.
D. Review all project documents related to cost/budget assumptions prior to estimating costs.

Correct Answer: A

QUESTION 485
A project manager developed a project management plan for a team composed of members based in three countries. The project manager assumed a 40-hour work week for all team members. However, during project execution, the project manager learns that one country's team members work a 35-hour week. Where should this information have been captured?

A. Organizational process assets
B. Enterprise environmental factors
C. Legal requirements documentation
D. Responsible, accountable, consult, and inform (RACI) chart

Correct Answer: B

QUESTION 486

A project team member wants to ensure that deliverables are compliant with the requirements. To accomplish this, the team decides to review the multiple results of the tests performed on different deliverables. The project manager is concerned that this process will affect the time assigned to these verification activities. What should the project manager use for the review?

A. Ishikawa diagram and statistical sampling
B. Statistical sampling and checksheets
C. Checksheets and Pareto diagrams
D. Control charts and scatter diagrams

Correct Answer: B

QUESTION 487
What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

A. Organizational breakdown structure (OBS)
B. Work performance information
C. Work package
D. Work breakdown structure (WBS)

Correct Answer: D

QUESTION 488
During a company's relocation to a new data center, a project team member discovers that the new data center's power supply is insufficient. To support forecasted growth over the next three years, additional resources costing US$480,000 will be required. Since the project manager previously identified this as a risk, what tool should have been used to determine if the contingency budget would adequately cover the costs?

A. Status meeting
B. Reserve analysis
C. Technical performance analysis
D. Technical performance measurement

Correct Answer: B

QUESTION 489
While developing the responsible, accountable, consult, and inform (RACI) matrix, the project manager identifies that a project work package does not have a defined owner. What should the project manager do?

A. Directly assume the responsibility.
B. Consult the resource and work breakdown structures to verify who is accountable.
C. Assign an owner based on who has the fewest assigned responsibilities.
D. Consult the project sponsor.

Correct Answer: B

QUESTION 490
A team member assigned to an activity with two days total float takes a one-week emergency leave. This will impact not only that activity, but the entire project. There are no available