QUESTION 511
Some company board of director members feel that the organization does not possess the capabilities to handle the scope and complexity of its projects. As a result, they request an external audit of past project performances. The project management office (PMO) asks previous project managers about their availability to answer questions for the audit. What else does the PMO need?

A. Performance reports
B. Enterprise environmental factors
C. Organizational strategy plan
D. Project documents

Correct Answer: D

QUESTION 512
At project inception, market demands result in a shift in the client's organizational strategy. Upon learning this, the project manager immediately requests a meeting with the project team and project sponsor. In preparation for this meeting, what should the project manager analyze and evaluate?

A. Approved scope statement
B. Business case
C. Enterprise environmental factors
D. Project management plan

Correct Answer: C

QUESTION 513
A project has a budget of US$900. Its estimate to complete (ETC) is US$600, the budget at completion (BAC) is $US800, and the estimate at completion (EAC) is US$1,200. What is the management reserve?

A. US$100
B. US$200
C. US$300
D. US$400
Correct Answer: A

QUESTION 514
A project manager estimates project costs and uses three different estimates to assess the approximate cost for an activity. What type of estimating technique did the project manager use?

A. Bottom-up
B. Beta distribution
C. Analogous
D. Parametric

Correct Answer: B

QUESTION 515
A project's outcome is highly sensitive to and dependent upon financial market activity. Therefore, the company's financial advisor delivers daily exchange-rate forecasts. The project's budget was planned using a conservative scenario with high exchange-rate variations. The project manager now wants to review this budget to update the probability and impact of a possible new scenario using current financial conditions. To what should the project manager refer?

A. Stakeholder register
B. Risk register
C. Lessons learned
D. Marketplace conditions

Correct Answer: D

QUESTION 516
A project manager and buyer are evaluating request for proposal (RFP) responses for critical material necessary to complete a project. Cost is the most important supplier selection criteria. The lowest-cost supplier discloses that its capacity will not be exceeded after signing the contract, but it would approach 100 percent. What type of contract should the project manager use to mitigate the risk of material delivery delays due to supplier capacity overload?

A. Cost plus award fee (CPAF)
B. Time and material (T&M)
C. Fixed price incentive fee (FPIF)
D. Cost plus incentive fee (CPIF)

Correct Answer: D

QUESTION 517
A project manager leading the implementation of a company's new financial system needs to evaluate the system's quality. What can the project manager use to understand the project's quality metrics and policies?

A. Quality control measurements
B. Process analysis
C. Quality management plan
D. Quality audits

Correct Answer: C

QUESTION 518
A project manager realizes that a new government regulation affects the current project, and to be compliant with the new law, the scope of the project should be changed. The team is now analyzing the impact on the schedule and budget. Which tool or technique should the project manager have considered before this issue occurred?

A. Stakeholder register
B. Stakeholder analysis
C. Risk management plan
D. Risk register

Correct Answer: C

QUESTION 519
Due to stakeholders' schedule commitments, an expansion project is being fast tracked. Some construction activities must be initiated before all basic scope specifications are completely developed. What type of construction contract should the procurement manager negotiate?

A. Cost plus fixed fee (CPFF)
B. Cost plus incentive fee (CPIF)
C. Firm fixed price (FFP)
D. Fixed price incentive fee (FPIF)

Correct Answer: B

QUESTION 520
A project manager is developing a project risk register. What tool or technique should the project manager use to generate a list of all possible project risks?

A. Monte Carlo simulation
B. Tornado diagram
C. Brainstorming
D. Sensitivity analysis

Correct Answer: C

QUESTION 521
A new warehouse facility is under construction. The project manager knows that increasing the team's training will result in a lower defect ratio. What should the project manager do next?

A. Introduce a training program.
B. Update the resource management plan.
C. Increase quality control reviews.
D. Add training costs to the budget.

Correct Answer: B

QUESTION 522
Which document defines how a project is executed, monitored and controlled, and closed?

A. Strategic plan
B. Project charter
C. Project management plan
D. Service level agreement

Correct Answer: C

QUESTION 523
Which tool or technique is used in the Plan Scope Management process?

A. Document analysis
B. Observations

C. Product analysis
D. Expert judgment

Correct Answer: D

QUESTION 524
Which tool or technique is an examination of industry and specific vendor capabilities?

A. Independent estimates
B. Market research
C. Analytical techniques
D. Bidder conferences

Correct Answer: B

QUESTION 525
An input used in developing the communications management plan is:

A. Communication models.
B. Enterprise environmental factors.
C. Organizational communications,
D. Organizational cultures and styles.

Correct Answer: B

QUESTION 526
A project manager is concerned about variations in the requirements-gathering process. What should the project manager do to address quality concerns during this process?

A. Review the work performance reports to identify areas for improvement
B. Implement the Six Sigma approach to evaluate improvement opportunities
C. Perform quality control on all requirements process deliverables
D. Add additional resources to the requirements-gathering process

Correct Answer: B

QUESTION 527
A project manager is creating the communications management plan for a critical project. It is quickly identified that key stakeholders have hidden agendas and are waiting for the right moment to complain about an issue. What should the project manager do to expose this in a timely manner?

A. Formally involve these stakeholders in the deliverables approval process
B. Ask these stakeholders to officially share their project expectations
C. Include these stakeholders in project monitoring activities
D. Monitor these stakeholders' participation during project execution, and engage them frequently

Correct Answer: B

QUESTION 528

A project manager is working on a project involving stakeholders in multiple geographic locations. It soon becomes extremely difficult for everyone to be available for meetings at the same time. What should the project manager do to make sure the project management plan is approved?

A. Use expert judgment
B. Meet with the project sponsor to finalize the plan
C. Share the plan electronically, then follow up when needed
D. Facilitate a brainstorming session with the project team

Correct Answer: C

QUESTION 529
Enterprise environmental factors are an input to which process?

A. Control Scope
B. Define Scope
C. Plan Scope Management
D. Collect Requirements

Correct Answer: C

QUESTION 530
Which process develops options and actions to enhance opportunities and reduce threats to project objectives?

A. Identify Risks
B. Control Risks
C. Plan Risk Management
D. Plan Risk Responses

Correct Answer: D

QUESTION 531
Based on feedback on the last iteration of risk management, the project manager creates a board to display impediments the team might encounter. Initial reactions from the development team regarding the risk board have been positive. How should the project manager approach the communication of risks moving forward?

A. Instruct a team member to transcribe impediments from the risk board into the risk register.
B. Communicate to all stakeholders that the risk board will replace the risk register moving forward.
C. Attach a risk status report to the risk board every week to ensure that the team understands the display.
D. Evaluate the effectiveness of the risk board after one month, and communicate any changes in risk management after that.

Correct Answer: C

QUESTION 532
A project manager is working on a critical project for which historical data is unavailable. This may put the project at risk. What should the project manager do?