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- A. Plan project execution based on stakeholder's risk appetites.
- B. Develop the project management plan to identify and prioritize opportunities and threats.
- C. Inform the sponsor of the risk involved, then continue with project delivery.
- D. Develop a risk management plan and inform key stakeholders about the risks involved.

Correct Answer: D

QUESTION 533

A key stakeholder is unhappy with a project's unrealistic timeline. At the project plan review and approval meeting, the stakeholder refuses to support the project. What should the project manager do to ensure that the stakeholder will approve the proposed project timeline?

- A. Submit the project management plan to the customer for approval and begin implementation.
- B. Make certain that this stakeholder is fully engaged and involved during the planning phase.
- C. Ensure that all key stakeholders are involved in resolving the proposed timeline issue prior to seeking approval.
- D. Proceed with the project management plan if the majority of stakeholders involved in the planning stage agree.

Correct Answer: C

QUESTION 534

An organization's objectives require the reduction of costs associated with future failures. What should the project manager do when budgeting cost?

- A. Increase the budget to prevent poor quality.
- B. Increase the budget for project waste disposal.
- C. Increase the budget, then evaluate, measure, and test the products.
- D. Increase the budget for nonconformance resolution.

Correct Answer: C

QUESTION 535

A project manager is working on a project for which some requirements have not been clearly defined. The customer insists that this should not be considered a problem and the project should continue without delay. What should the project manager do first?

- A. Meet with the team to discuss the concerns.
- B. Speak with the customer to avoid the risk.
- C. Log the risk in the risk register.
- D. Accept the risk and start project work.

Correct Answer: B

QUESTION 536

A project manager identifies a risk and its possible impact. The project manager notifies the sponsor that sufficient budget, schedule, and other resources have been allocated to respond to the risk if it occurs. What risk response strategy did the project manager use?

- A. Avoid
- B. Accept

- C. Mitigate
- D. Transfer

Correct Answer: C

QUESTION 537

The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule is known as:

- A. Plan Schedule Management.
- B. Develop Project Charter.
- C. Develop Schedule.
- D. Plan Scope Management.

Correct Answer: A

QUESTION 538

An input to the Plan Stakeholder Management process is:

- A. The project charter.
- B. The stakeholder analysis.
- C. A communication management plan.
- D. A stakeholder register.

Correct Answer: D

QUESTION 539

An input to the Plan Cost Management process is:

- A. Cost estimates.
- B. Resource calendars,
- C. The project charter,
- D. The risk register.

Correct Answer: C

QUESTION 540

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

- A. Develop Project Team.
- B. Manage Project Team.
- C. Acquire Project Team.
- D. Plan Human Resource Management.

Correct Answer: D

QUESTION 541

A project in which the scope, time, and cost of delivery are determined as early as possible is following a life cycle that is:

- A. Adaptive
- B. Predictive
- C. Incremental
- D. Iterative

Correct Answer: B

QUESTION 542

Which quality management and control tool is useful in visualizing parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship?

- A. Interrelationship digraphs
- B. Tree diagram
- C. Affinity diagram
- D. Network diagram

Correct Answer: B

QUESTION 543

The only Process Group that comprises processes that typically occur from the beginning to the end of the project life cycle is:

- A. Planning.
- B. Executing,
- C. Monitoring and Controlling.
- D. Closing.

Correct Answer: A

QUESTION 544

Organizational theory is a tool used in which Project Human Resource Management process?

- A. Manage Project Team
- B. Acquire Project Team
- C. Develop Project Team
- D. Plan Human Resource Management

Correct Answer: D

QUESTION 545

Which tools or techniques are used in the Plan Schedule Management process?

- A. Benchmarking, expert judgment, and analytical techniques
- B. Statistical sampling, benchmarking, and meetings
- C. Negotiations, pre-assignment, and multi-criteria decision analysis
- D. Expert judgment, analytical techniques, and meetings

Correct Answer: D

QUESTION 546

A project manager is appointed full-time to a project and is given full-time administrative staff and full-time project team members. This situation describes which type of organizational structure?

- A. Projectized
- B. Weak matrix
- C. Functional
- D. Balanced matrix

Correct Answer: A

QUESTION 547

The Plan Stakeholder Management process belongs to which Process Group?

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

Correct Answer: C

QUESTION 548

A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

- A. Benchmarking.
- B. Context diagrams.
- C. Brainstorming.
- D. Prototyping.

Correct Answer: D

QUESTION 549

Which stakeholder classification model groups stakeholders based on their level of authority and their active involvement in the project?

- A. Power/influence grid
- B. Power/interest grid
- C. Influence/impact grid
- D. Salience model

Correct Answer: A

QUESTION 550

Which Plan Schedule Management tool or technique may involve choosing strategic options to estimate and schedule the project?

- A. Facilitation techniques
- B. Expert judgment
- C. Analytical techniques

D. Variance analysis

Correct Answer: C

QUESTION 551

Which basic quality tool is most useful when gathering attributes data in an inspection to identify defects?

- A. Control charts
- B. Pareto diagrams
- C. Ishikawa diagrams
- D. Checksheets

Correct Answer: D

QUESTION 552

The process of estimating the type and quantity of material, human resources, equipment, or supplies required to perform each activity is known as:

- A. Collect Requirements.
- B. Conduct Procurements.
- C. Estimate Activity Durations.
- D. Estimate Activity Resources.

Correct Answer: D

QUESTION 553

Which item is a formal proposal to modify any document, deliverable, or baseline?

- A. Change request
- B. Requirements documentation
- C. Scope baseline
- D. Risk urgency assessment

Correct Answer: A

QUESTION 554

Which process determines the risks that may affect the project and documents their characteristics?

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

Correct Answer: D

QUESTION 555

An example of a group decision-making technique is: